| | |
|---|---|
| DATE | March 9, 2022 |
| TIME | 12:00 pm |
| LOCATION | Teams Meeting /<br>5005 Business Park North<br>Bakersfield, CA 93309 |
| TEAMS LINK | Click here to join the meeting |
| PHONE NUMBER | (213) 204-2374 / ID: 439 387 555# |

# Personnel & Affirmative Action Committee Agenda

Per Governor's Executive Order N-29-20 and Assembly Bill 361, Meeting to be held via Tele-Conference. Members of the public may join the tele-conference or listen to the call from the CAPK office at 5005 Business Park North, Bakersfield, CA 93309

1. **Call to Order**

2. **Roll Call**

| | | |
|---|---|---|
| Maritza Jimenez (Chair) | Nila Hogan | Guadalupe Perez |
| Joe Garcia | Jonathan Mullings | |

3. **Public Forum**

*The public may address the Board of Directors 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.*

4. **New Business**

| | | |
|---|---|---|
| a. | Weatherization Outreach Supervisor Job Description – ***Action Item (p. 3-7)*** | Wilfredo Cruz, Energy Program Administrador |
| b. | Global Positioning System (GPS) Policy – ***Action Item (p. 8-14)*** | Emilio Wagner, Director of Operations |
| c. | Head Start and State Child Development Revised San Joaquin County Organizational Structure – ***Action Item (p. 15-16)*** | Jerry Meade, Assistant Director, Program |
| d. | Update on 2022 California COVID Paid Sick Leave – ***Info Item (p. 17)*** | Lisa McGranahan, Director of Human Resources |
| e. | Revised Appropriate Attire & Dress Code Policy - ***Action Item (p. 18-20)*** | Lisa McGranahan, Director of Human Resources |
| f. | Goal 4 Strategic Plan 2021-2025 Update - ***Info Item (p. 21-25)*** | Lisa McGranahan, Director of Human Resources |
| g. | CAPK Employee Retention Incentive – ***Info Item (p. 26-48)*** | Traco Matthews, Chief Program Officer<br>Tracy Webster, Chief Financial Officer<br>Lisa McGranahan, Director of Human Resources |
| h. | CAPK Diversity, Equity and Inclusion (DEI) Program Update – ***Info Item (p. 49-72)*** | Jerry Meade, Assistant Director, Program<br>Traco Matthews, Chief Program Officer<br>Lisa McGranahan, Director of Human Resources |

**5. Committee Member Comments**

**6. Next Scheduled Meeting**

Personnel & Affirmative Action Committee
12:00 pm
Wednesday, April 6, 2022
5005 Business Park North
Bakersfield, CA 93309

**7. 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, January 28, 2022. Paula Daoutis, Administrative Coordinator.*

# MEMORANDUM

To: Personnel Committee

From: Wilfredo Cruz, Energy Program Administrator

Date: March 9, 2022

Subject: *Agenda Item 4(a)*: Weatherization Outreach Supervisor Job Description – **Action Item**

---

The Energy Program is con-currently working on four (4) different grants. We anticipate receiving two more before the end of 2022, LIHWAP and 2023 LIHEAP. The total of our four current contracts is approximately $27 million. The two additional contracts will total to approximately $10 million for both. Making the total of all our contracts, approximately $37 million.

To meet the demand of these contracts, we need to have an Outreach Supervisor than can help concentrate our efforts in reaching out to the community directly to find weatherization opportunities and needs. This position will be directly tied into the community and will focus on creating relationships with organizations within our community that will allow us to expend the Weatherization portions of our contracts. This position will have a direct affect on the number of Weatherization projects we are able to obtain and work on. When our program is fully equipped and staffed, this position will also help us focus on finding potential multi-family unit needs. This position will also help us inform the public of the utility assistance services we offer throughout the county.

The Energy Program staff worked with Human Resources to create a new description to reflect the duties and responsibilities of the Weatherization Outreach Supervisor. The job description is included with this memo and is being presented to the Committee for approval. The Weatherization Outreach Supervisor position was pointed at Grade 9 by Human Resources.

| Grade 9 | Min | Mid | Max |
|---|---|---|---|
| Weatherization Outreach Supervisor | 21.98 | 27.50 | 33.00 |

In fiscal year 2022, funding for this position will be supported with 2021 LIHEAP ARPA, 2021 LIWAP, 2021 LIHEAP, 2022 LIHEAP, 2020 DOE, & 2023 LIHEAP funds. The budget impact will be approximately $37,440. Next year, the budget impact will be approximately $49,920 and is projected to be supported with the aforementioned grants.

The work connects to CAPK's Mission and Strategic Goal #3, advancing economic empowerment and financial stability for low-income people in the communities we serve.

**Recommendation:**
Staff recommends approval of the Weatherization Outreach Supervisor job description and compensation at Grade 9.

***Attachment:***
Weatherization Outreach Supervisor Job Description

# Weatherization Outreach 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 09 **FLSA Status:** Non-Exempt **Date Approved:** TBD

**SUMMARY:**
Shall perform appropriate outreach activities to ensure that households in the service area are informed about all weatherization program services and have an opportunity to apply for such services. Assist the public with applying for weatherization assistance.

**SUPERVISION RECEIVED:**
Receives general direction from the Utility Assistance & Outreach Manager

**SUPERVISION EXERCISED:**
Outreach Specialists

**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. Recruit low-income households for energy conservation programs.
2. Review, evaluate and oversee the implementation of the Outreach and Intake activities of the Weatherization Program.
3. Work in collaboration with the Utility Assistance & Outreach Manager to provide support to the Outreach Specialists.
4. Coordinate the daily operations of the outreach and intake activities.
5. Supervise and administer directives.
6. Evaluate performance, provide mentoring, coaching and necessary disciplinary action when warranted.
7. Assist UA & Outreach manager with developing annual productivity goals.
8. Provide training and technical assistance to Outreach Specialists.
9. Ensure applicants have access to applications whether in hardcopy or electronic format during regular business hours.
10. Respond to applicants request for services within a reasonable amount of time.
11. Determine if household is eligible to receive weatherization services by reviewing the application and documentation to verify eligibility.
12. Address screening to ensure dwelling has not been previously weatherized.
13. Ensure all appropriate information and documentation regarding household after eligibility has been established (i.e., Owner Waivers, rental agreements, etc.).
14. Promote the availability of the energy conservation program by participating in and publicizing the programs availability through presentations, mailers, referrals, and outreach events.
15. Provide individuals who are physically infirm with the means to submit applications for assistance without leaving their residences.
16. Ensure that all forms are kept current according to CSD's most recent revision on the

CSD website.

17. Meet assigned contractual productivity goals monthly.
18. Submit accurate and detailed files and records in a timely manner.
19. Communicate effectively and efficiently with appropriate public agencies and utility companies.
20. Handle client complaints in a professional manner.

## 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
- Current problems of socially and economically challenged families

**Ability to:**

- Multitask in a hectic environment, with prompt attention to client's needs
- Analyze problems; identify alternative solutions
- Plan and implement developmentally appropriate routines, activities, and experiences.
- Work independently
- Prepare clear, concise reports
- Exercise sound, independent judgment within general policy guidelines
- Provide guidance and interpret and explain policies and procedures
- Understand and apply written regulations and instructions
- Work with accuracy and attention to detail
- Operate and use modern office equipment including ten-key calculator
- Effectively organize and prioritize assigned work.
- Establish and maintain effective working relationships with other people and organizations
- Willingness to attend evening and weekend meetings
- Effectively present program to the public.
- Bilingual language fluency (Spanish/English) fluency 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.*

1. Associates degree in social work, public administration, or related field. Any equivalent combination of education and/or experience may be acceptable on a year-to-year basis
2. Two years of information and referral experience. Knowledge of the Department of Human Services and other social services preferred
3. Two years' experience working in a social service environment.
4. A minimum of one (1) year of supervisor experience.
5. Communicate effectively verbally and be proficient at writing.
6. Be willing to travel throughout Kern County as needed to assist clients with weatherization services.

**OTHER REQUIREMENTS:**

- Possession of a valid California driver's license and state automobile insurance with an acceptable driving record, substantiated by a DMV printout.
- Must be fingerprinted, if required by funding source or state licensing, and have such records filed with the State Department of Social Services, Community Care Licensing.
- Successful completion of physical, substance abuse screening, TB, and all required vaccinations.

**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 Administrative Coordinator | | | |
|---|---|---|---|
| **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 | | | x | | |

# MEMORANDUM

**To:** Personnel Committee

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

**Date:** March 9, 2022

**Subject:** *Agenda Item 4(b): Global Positioning System (GPS) Policy–* **Action Item**

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Employees operate agency-owned vehicles on behalf of Community Action Partnership of Kern (CAPK) and drive in excess of 1 million miles each year. CAPK's commitment to highway safety and employee welfare, as well as the wellbeing of the general public, is a top priority and the genesis of this GPS "Rules of the Road" Policy.

Due to the sheer number of miles that the agency drive and the number of drivers, Philadelphia (Phly) Insurance has requested that we install the GPS units in the agency's vehicles. Phly has provided CAPK with 103 GPS units and access to Phlytrac program to the agency at no cost.

Staff including Risk Management, Human Resources, agency attorneys, and the Union have come together to develop the Global Positioning Systems (GPS) "Rules of the Road" Policy.

Each Program Manager that has access to agency-owned vehicles will be responsible for managing the GPS program at their locations, but may delegate the responsibility at their respective locations. Risk Management will conduct audits to ensure compliance.

Exceptions for extenuating circumstances are allowed and noted in the GPS policy exception form. These exceptions include but are not limited to a medical emergency, violation of policy due to law enforcement requests, amending the route due to business purposes, and mechanical malfunctions. The form must be completed and approved by a supervisor.

If violations occur, the driver can face disciplinary action from coaching and counseling to termination, depending on the number of violations or their seriousness.

Appeals of any GPS-related disciplinary actions may be considered by the Director, Program Manager, Human Resources and Risk Management and may be granted only under extenuating circumstances. While an investigation of the driver's record is being conducted, a temporary suspension of the driver employee's operation of an agency vehicle may be enforced. Human Resources and Risk Management will review each situation on an individual basis with a prompt decision being made regarding the employment status.

**Recommendation:**
Staff recommends approval of the Global Positioning System (GPS) Policy.

***Attachments:***
A GPS 'Rules of the Road' Policy
GPS Policy Exception Form

## A GPS "RULES OF THE ROAD" POLICY

Employees operate agency-owned vehicles on behalf of Community Action Partnership of Kern (CAPK) and drive in excess of 1 million miles each year. CAPK's commitment to highway safety and employee welfare, as well as the wellbeing of the general public, is a top priority and the genesis of this GPS "Rules of the Road" Policy.

GPS refers to a satellite tracking system that is attached to the CAPK vehicle, which monitors the vehicle during operation. This system monitors:

- Speed of travel
- Time of arrival
- Length of stop
- Time vehicle is spent idling
- Location of the vehicle at every stop
- Seat Belt Use
- Vehicle Mileage
- Acceleration and deceleration
- Rapid starts "jackrabbit starts"

These GPS "Rules of the Road" are in addition to the CAPK Fleet Vehicle Safety Policy and any applicable federal, state, or local government statutes, laws, or ordinances regarding the operation of motor vehicles, which may supersede this policy. In other words, the CAPK GPS "Rules of the Road" are cumulative and not instead of any other policies or statutes, laws, or ordinances.

CAPK reserves the right to review driving habits, patterns and violations of the policy on a monthly basis and to retain GPS records and underlying data for up to 12 months. This means that a GPS policy violation remains viable and subject to progressive disciplinary actions for one year from the date of the violation.

If multiple violations occur on the same day, they may be treated as one violation or multiple violations, in CAPK's sole discretion. D iscipline may be based upon the most serious offense or on multiple offenses, in the sole discretion of CAPK.

## CAPK VEHICLES REQUIRING A GPS UNIT

All Company owned vehicles are required to be equipped with a GPS unit.

## RULES OF THE ROAD: REQUIRED MEASURES AND DISCIPLINARY CONSEQUENCES

The following lists disciplinary consequences based on driver conduct documented by the installed GPS system. All Verbal/written disciplinary actions given to the employee must include the specific exception report noting the violation.

1. Vehicles that travel 71 mph up to 79 mph:
    a. First offense will be a written warning.
    b. Second offense results in a final written warning.
    c. Third violation will result in termination.
2. Vehicles that travel 80 mph up to 89 mph:

   a. First offense will be a written warning.
   b. Second offense will result in termination.

3. Vehicles that travel 90 mph and greater:
   a. Immediate termination.
4. Vehicles left idling for more than 10 minutes at any location:
   a. First offense will be a written warning.
   b. Second offense will result in termination.
5. Failure to wear seat belt while driving Company vehicle:
   a. First Offense will result in written warning.
   b. Second offense will result in final warning.
   c. Third offense will result in termination.
6. Stops that deviate from the Employee's assigned route of service or other unscheduled stops:
   a. First offense will result in a written warning.
   b. Second offense will result in termination.
7. Unauthorized use of company vehicle after work hours:
   a. First offense will result in written warning.
   b. Second offense will result in final warning.
   c. Third offense will result in termination.
8. Tampering with the GPS unit:
   a. First offense will result in written warning.
   b. Second offense will result in termination.

**NOTE:** CAPK reserves the right, if the Director, Program Manager and Human Resources Director find the employee's driving to be outrageous based on the road conditions or area in which the violation occurred, to terminate an employee even if the employee's driving, as documented by GPS data, video, or eye witness observations in not within the above descriptions. Further, warnings and final warnings from different categories set forth above may serve as the basis for termination in other categories in the event of further infractions. For example, if an employee has a warning for violations in categories 1 and 4, a later first violation of category 7 could serve as the basis for termination. Further, as noted above, violations of and disciplinary action based on the GPS "Rules of the Road" is in addition to any disciplinary action (up to and including termination of employment) based on the CAPK Fleet Vehicle Safety Policy and any applicable federal, state, or local government statutes, laws, or ordinances regarding the operation of motor vehicles, which may supersede this policy. However, it is noted that any discipline related to this policy is specific to noted incidences and not used as a retaliatory provision. Disciplinary actions may be appealed only under the guidelines of the paragraph entitled Appeals.

## DELEGATING RESPONSIBILITY

The Manager will have the ultimate responsibility for enforcing the GPS "Rules of the Road." The supervisor may delegate responsibility for managing the policy to the within each location. Risk Management will conduct periodic, unannounced audits to ensure compliance.

Risk Management provides a monthly violations report to each Department, which outlines all of the violations for that month that require corrective action. It is the supervisor responsibility to ensure the Coaching and Counseling form is completed and a copy is sent to Risk Management.

Each location must maintain the following:

- 1 to 31-day binder containing the "Risk Management Reports"
- "Trips List Reports", if violations are listed
- Copies of the "Coaching and Counseling" forms, when disciplinary measures were delivered

## APPEALS

Appeals of any GPS-related disciplinary actions may be considered by the Director, Program Manager, Human Resources and Risk Management and may be granted only under extenuating circumstances. While an investigation of the driver's record is being conducted, a temporary suspension of the driver employee's operation of a company vehicle may be enforced. Human Resources and Risk Management will review each situation on an individual basis with a prompt decision being made regarding the employment status.

The following are the extenuating circumstances that could serve as the basis of an appeal to any GPS-related disciplinary actions.

1. Medical emergency.
2. When specifically requested by law enforcement officer or some similar governmental official to engage in the behavior which violates the policy.
3. Where an individual's supervisor has amended the assigned route of service for business-related purposes.
4. Technical malfunction.

"GPS Rules of the Road" may require operation of the vehicle at or under the posted speed limit. A violation of speed of travel under these conditions does not constitute a reason for appeal.

## GPS EQUIPMENT REPAIRS

- All new GPS equipment is covered under a warranty.
- If any of the GPS equipment requires repair during the warranty period, contact Risk Management at 1. 661.369.8969.
- Risk Management will coordinate the equipment repairs with the vendor.
- Risk Management will maintain a small supply of emergency equipment, which may be loaned to locations that must have immediate replacement.
- Once the warranty period is over, the locations will be charged for GPS equipment repairs.

## *SAMPLE GPS RULES OF THE ROAD COACHING / COUNSELING FORM*

☐ **WRITTEN WARNING** (Check one box only)

☐ **FINAL WARNING**

Name: Employee #:

Position: Location Name: #:

Your driving performance has been measured by the Global Positioning System and recorded as a violation based on the Rules of the Road. (Manager: List infraction and attach the applicable GPS report(s). Be sure to note specific dates, times, locations and other specific information that applies to the violation.)

_____

_____

_____

_____

Acceptable conduct / performance is that no additional infractions occur for a period of one year. Further violations of the GPS Rules of the Road, Driver Certification Policy and/or any regulatory or government regulations may result in further disciplinary measures, up to and including termination.

- I agree to obey all government and regulatory agency laws and rules specific to my driving conduct.
- I agree to adhere to the Company Driver Certification Policy.

_____

Employee's Signature Date

_____

Manager's Signature Date

_____

Note: Employee's signature on this form indicates that this situation has been discussed. It does not necessarily mean the employee agrees. Email copy or fax to Laurie Sproule, Risk Management. Retain a copy of this form in the employee's personnel file.

## *SAMPLE GPS RULES OF THE ROAD NOTIFICATION OF TERMINATION /*

Name: Employee #:

Position: Location Name:

Your driving performance has been measured by the Global Positioning System and recorded as a violation of the GPS Rules of the Road. (Manager: List infraction and attach the applicable GPS report(s). Be sure to note specific dates, times, locations and other specific information that applies to the violation.)

_____

_____

_____

_____

Based upon the violation(s) of Company Policy listed above, your employment is terminated, effectively immediately.

_____

Employee's Signature Date

_____

_____

Manager's Signature (Print) Date

Note: Employee's signature on this form indicates that this situation has been discussed. It does not necessarily mean the employee agrees. Retain a copy of this form in the employee's personnel file.

## GPS Policy Exception

Date: _____

Employee(s):_____

_____

_____

Program:_____

The following are the extenuating circumstances that could serve as the basis of an exemption to any GPS-related disciplinary actions.

- ☐ Medical emergency.
- ☐ When specifically requested by law enforcement officer or some similar governmental official to engage in the behavior which violates the policy.
- ☐ Where an individual's supervisor has amended the assigned route of service for business-related purposes.
- ☐ Technical/mechanical malfunction.
- ☐ Other: Provide details below:

Details/explanation:

_____
_____
_____
_____
_____
_____

Supervisor/Manager acknowledgement: _____

Date: _____

*Employee should be provided a copy of this form upon request.

# MEMORANDUM

To: Personnel Committee

From: Jerry Meade, Assistant Director, Program

Date: March 9, 2022

Subject: *Agenda Item 4(c):* Head Start and State Child Development Revised San Joaquin County Organizational Structure – **Action Item**

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The Early Head Start San Joaquin program is now consolidated with the HS/EHS Grant 09CH011132 effective March 1, 2022. The Head Start and State Child Development Division is proposing a change to their organizational structure related to the continuity in supervisory roles at our child development centers.

The Early Head Start San Joaquin center-based program option include eight Site Supervisor positions. One for each center in operation. Currently the Site Supervisor job description in San Joaquin mirrors the Kern County Site Supervisor I job description. When evaluating needed changes, program staff acknowledged a discrepancy in the roles within the Site Supervisor job duties in San Joaquin and concluded that their role aligns with the Site Supervisor II job description. Since the award of the EHS San Joaquin grant, the program has expanded to support a full working day with State subsidized funding and increased center staff positions at each location to support the expanded services. The primary different in the role of the Site Supervisor II relates to overseeing a multiple classroom facility, the number of employees supervised and the complexity of running a blended funding facility.

To align supervisorial roles with center-based supervisors and maintain consistency as a program, staff are recommending the Head Start and State Child Development organizational chart be changed to reflect Site Supervisor II in San Joaquin County. The Site Supervisor II is in Grade 8 of the approved compensation schedule, whereas the Site Supervisor Job Description for SJC is in Grade 7. For the budget period beginning 3/1/2022, program staff included the projected rate of Site Supervisor II for the eight San Joaquin Site Supervisors.

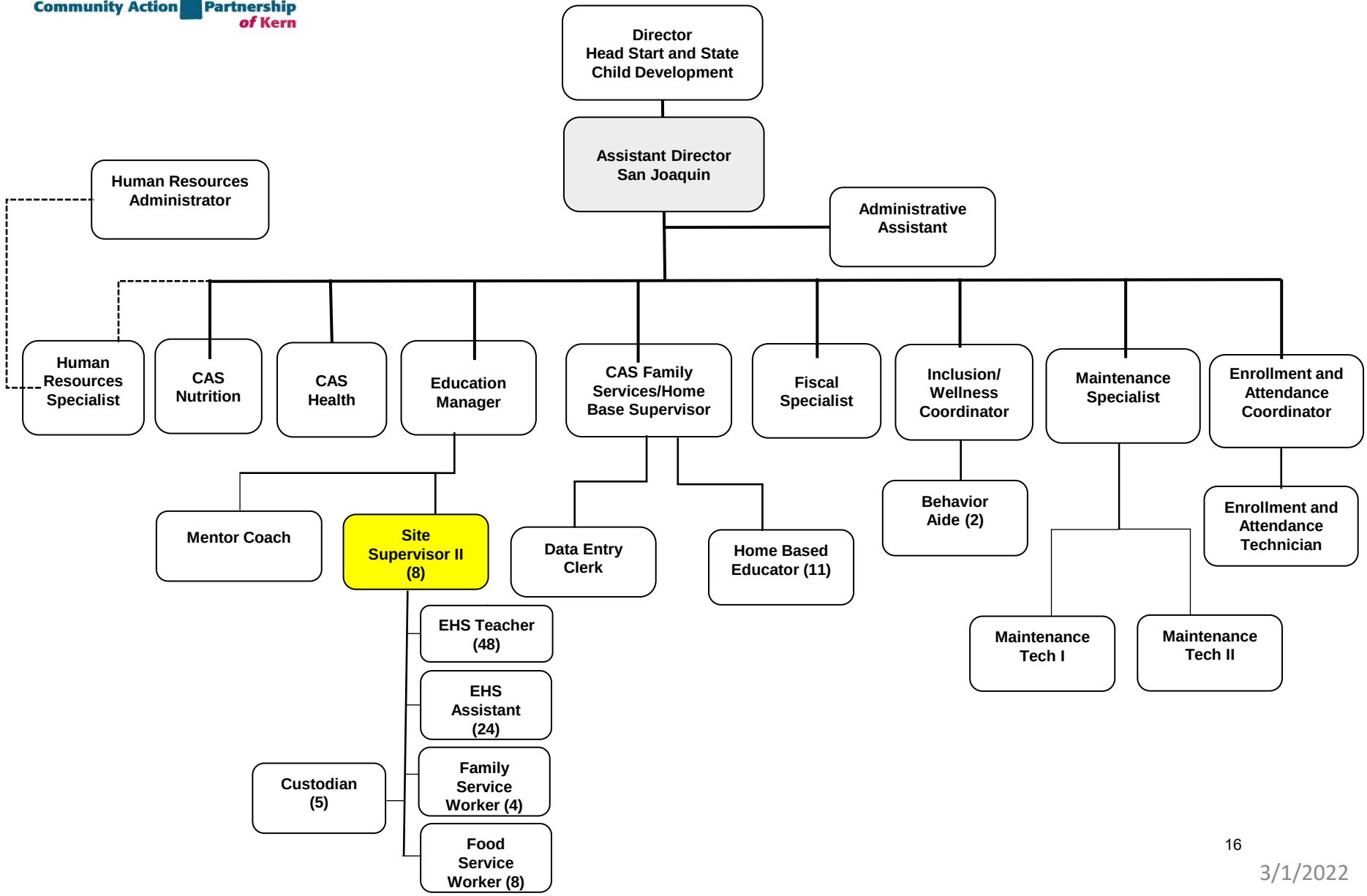
**Recommendation**

Staff recommends the Personnel Committee approve the organizational structure for the Head Start and State Child Development division including the change to Site Supervisor II in SJC.

***Attachment:***

EHS SJC Org Chart

# San Joaquin Early Head Start



# MEMORANDUM

To: Personnel Committee

From: Lisa McGranahan, Director of Human Resources

Date: March 9, 2022

Subject: *Agenda Item 4(d)*: Update on 2022 California COVID-19 Paid Sick Leave – **Info Item**

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On February 9, 2022, Governor Gavin Newsom signed SB 114, which created a new Labor Code section 248.6 which took effect immediately and is retroactive to January 1, 2022. This new labor code grants a maximum potential amount of CPSL of 80 hours with two separate "up to 40-hour" leave banks:

- Leave hours from one bank will be available only if the employees test positive or is caring for a family member who tests positive.
- Leave hours from the second bank will be available only for other covered reason (quarantine, isolation, a vaccine appointment or recovery, or systems)

The new labor code applies to employers with 26 or more employees and covers all employees. Additionally, it allows employees to use leave to care for family members, including a child, grandchild, grandparent, parent, sibling, or spouse.

Employees who are unable to work or telework can use the new CPSL for the following reasons:

- Employee is subject to a quarantine or isolation period relating to COVID-19
- Employee is advised by a health care provider to self-quarantine or isolate due to COVID-19
- Employee or family members is experiencing symptoms relating to a COVID-19 vaccine or boost.
- Employee is experiencing COVID-19 symptoms.
- Employees tests positive or is caring for a family member who tests positive.

The requirement to provide CPSL remains in effect through September 30, 2022. If an employee is using CPSL on September 30th, however, and the absence would continue without interruption past September 30th, the employees will continue using available CPSL for that absence. CAPK has engaged in the process of communicating this change to all staff and are in the process of making retroactive adjustments to employee accruals and pay.

# MEMORANDUM

To: Personnel Committee

From: Lisa McGranahan, Director of Human Resources

Date: March 9, 2022

Subject: *Agenda Item 4(e)*: Revised Appropriate Attire and Dress Code Policy – **Action Item**

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CAPK is proposing revisions to the existing Appropriate Attire and Dress Code policy. The policy outlines the appropriate dress code for all CAPK employees.

Modifications to the policy include updating outdated language and expanding on the current business dress code to align better with current trends.

**Recommendation:**
Staff recommends that the Personnel Committee approve the revised Appropriate Attire and Dress Code policy,

***Attachment:***
*2.8 Appropriate Attire and Dress Code*

## 2.8 Appropriate Attire and Dress Code

As representatives of CAPK, staff are expected to exhibit a neat, well-groomed appearance. Work attire should complement an environment that reflects an efficient, orderly, and professionally operated organization.

Proper work attire includes skirts, pants and clothing which cover the back, shoulders, chest, and midriff. For example, sleeveless blouses are acceptable, but tank shirts, undershirts, t-shirts, and shorts are not appropriate in an office setting.

Office workers and any employees who have regular contact with the public and clients other than in the classroom (see Child Education and Development Services Policy), must comply with the following personal appearance standards:

**Pants/Slacks** - Slacks and pants are acceptable provided they are clean and wrinkle-free. Inappropriate items include sweatpants, shorts, bib overalls, leggings, Spandex, or other form-fitting pants that are revealing. Jeans are permitted if they are of a dark color (black or dark blue) and in good repair/condition. Frayed bottoms, distressed areas, rips, or decorative destruction is not considered professional appearance and thus, not acceptable.

**Shirts** – Casual shirt, dress shirt, blouse, polo shirt, sweaters and turtlenecks are acceptable. Inappropriate items include tank tops, sweatshirts, shirts with large lettering, logos or slogans, strapless, spaghetti strap, backless or “tube tops”, and t-shirts unless worn under another blouse, shirt, jacket, or jumper. Shear or revealing (plunging necklines included) clothing is not acceptable in the workplace.

**Dresses and Skirts** – Casual dresses, skirts, and split skirts are acceptable. Dress and skirt length should be no shorter than four (4) inches above the knee. Mini-skirts and spaghetti-strap dresses should not be worn to the office. Slits in skirts and dresses should not be higher than four (4) inches above the knee.

**Footwear** – Loafers, boots, flats, dress sandals, open-toed shoes, clogs, and leather deck shoes are acceptable. Tennis shoes, flip-flops and slippers are not acceptable.

**Jewelry** – Should be conservative with no visible body piercing other than pierced ears or a nose stud.

**Hats** – Hats or caps are not appropriate at any time in an office setting.

**Tattoos** – Tattoos should be covered at all times when in contact with children and the public.

Appropriate jeans (as described above) and tennis shoes are acceptable on Fridays when worn with a CAPK logo shirt. Jeans, tennis shoes, and CAPK polo shirt are acceptable on the first Wednesday of each month. It is imperative that employees remember the importance of a professional appearance and demeanor on these days.

If an item of clothing is deemed to be excessive, distracting, offensive or otherwise inappropriate by the employee's supervisor and/or the Director of Human Resources, the employee may be sent home to change clothes and will not be compensated for any work time missed because of failure to comply with this policy. Violations of this policy may result in disciplinary action.

Certain CAPK Programs may require for more specific dress code requirements and/or uniforms. Example: Head Start has a separate dress code for employees working in the Head Start Centers; Energy and Maintenance requires specific uniform shirts. Employees not working in an office setting should refer to their Program dress code requirements.

# MEMORANDUM

To: Personnel Committee

From: Lisa McGranahan, Director of Human Resources

Date: March 9, 2022

Subject: *Agenda Item 4(f)*: Goal 4 Strategic Plan 2021-2025 Update – **Info Item**

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Since the launch of CAPK's Strategic Plan, individuals, departments, and workgroups have concentrated resources and energy to achieve goals outlined in the 2021-2025 Strategic Plan. These achievements have been captured monthly, and a look at the metrics shows progress in every initiative.

CAPK's Strategic Goal 4 states:

> *CAPK seeks to be an employer of choice and attract and retain a high-quality workforce to achieve the organizations desired results.*

Key accomplishments have been achieved in each of our plan's four areas of concentration. These accomplishments demonstrate the extent and depth of CAPK's efforts. Key stakeholders routinely meet to review and update goals and discuss high-impact ideas to achieve these goals. The group continues to discuss in depth the goals and sub-goals and outlined an action.

Among some of the accomplishments of the past year, CAPK has:

- Implemented various task force groups to address the respective four pillars of Goal 4.
- Enhanced onboarding and new hire orientation process.
- Presented strategies to Management to incorporate Diversity, Equity, and Inclusion (DEI) within the organization.
- Developed and administrated various policies to increase employee recruitment and retention.

**Attachment:**
*Goal 4 Action Plan*

# Mission

Community Action Partnership of Kern will address underlying causes of poverty, alleviate the effects, and promote dignity and self-sufficiency in the communities we serve.

# Vision

We envision communities where all people have equal opportunities to achieve greater self-sufficiency and attain thei version of the American Dream.

# Performance Summary




**4 Goals**

- 0% Achieved
- 100% On Target
- 0% Off Target
- 0% Critical
- 0% Deferred
- 0% Not Started

# My Items

| Item | YTD Actual |
|---|---|
| 4.1: Enhance leadership capacity, effectiveness, and sustainability. | 10% |
| 4.1.2: Create a standardized onboarding and training plan. | 5% |
| 4.1.2.1: Enhance experience of new hire orientation and refresher trainings, including agency level presentations with program specific information. | 10% |
| 4.1.2.2: Create a development plan with training components specific to the position and scope of duties. | 10% |
| 4.1.2.3: Develop a learning management system to assign and track training plans, which can be incorporated into an employee's performance... | 10% |
| 4.2: Increase employee engagement, morale, and retention. | 10% |
| 4.2.1: Conduct an internal and external equity analysis to evaluate the labor market and fiscal impacts. | 20% |
| 4.2.1.1: Conduct systematic market analysis of wages/benefit to identify needed adjustments. | 20% |
| 4.2.1.2: Complete development and consolidation of revised job descriptions. | 20% |

| Item | YTD Actual |
|---|---|
| 4.2.3: Conduct staff engagement surveys to establish benchmarks and identify areas for improvement. | 10% |
| 4.3: Increase the visibility of the Agency and create a unified CAPK identity. | 10% |
| 4.3.1: Implement a branding and communication plan that is cohesive, instantly recognizable and connects the agency and programs/services to... | 25% |
| 4.3.1.1: Unify outreach efforts and develop opportunities for collaboration and to coordinate and support cross-program community outreach efforts. | 25% |
| 4.3.1.2: Coordinate outreach to other agencies with consistent branded resources. | 25% |
| 4.3.1.3: Advance efforts to develop and implement new marketing and unified brand strategies. | 25% |
| 4.4: Create strategies to incorporate Diversity, Equity, and Inclusion (DEI) best practices at all levels of the organization and... | 20% |

Objective
### Enhance leadership capacity, effectiveness, and sustainability. (4.1)
Aligned to: #4 CAPK seeks to be an employer of choice and attract and retain a high-quality...

**Last comment:** CAPK is partnering with the Kern Community College District (KCCD) on a reimbursement training program through the State tilted Employment Training Panel. see staff report for 1/26/2022 Board of Directors. It includes reimbursement for training, up to $75,000.00. Funds could be allocated to support a professional development program and LMS. (01/19/22)

Owner: Lisa McGranahan

Measure: *Percent Complete*

| 10% | 0% | YTD Target: 10% | 12/31/25 |
|---|---|---|---|
| YTD Actual | 10/01/21 | | |

Activity
### Create a standardized onboarding and training plan. (4.1.2)
**Last comment:** Developed New Hire survey link. The link allows the recruiter to gather and collect information necessary to onboard in a timely manner and enter NH information in ADP accurately. All entries by hiring managers are stored and retractable in an easy format. Feedback from hiring managers has been positive and efficient has improved. (01/27/22)

Owner: Lisa McGranahan

Measure: *Percent Complete*

| 5% | 0% | YTD Target: 5% | 12/31/25 |
|---|---|---|---|
| YTD Actual | 10/01/21 | | |

Objective
### Increase employee engagement, morale, and retention. (4.2)
Aligned to: #4 CAPK seeks to be an employer of choice and attract and retain a high-quality...

**Last comment:** Collaborating working with other departments to enhance orientation and onboarding of new employees. (02/23/22)

Owner: Lisa McGranahan

Measure: *Percent Complete*

| 10% | 0% | YTD Target: 10% | 12/31/25 |
|---|---|---|---|
| YTD Actual | 10/01/21 | | |

Activity
### Conduct an internal and external equity analysis to evaluate the labor market and fiscal impacts. (4.2.1)
**Last comment:** Successful meeting with Wipfli on December 8th to begin the process of searching for an equity and compensation tool and discussed scope and parameters for the tool. During quarter 1, will identify possible vendors and tools. Quarter 2 will begin RFP process. Review Committee (pending) will consist of all key stakeholders, including, but not limited to Dawn, Lisa, Tracy, Wipfli, Emilio and Erica. System parameters will be tested and reviewed. (12/22/21)

Owner: Lisa McGranahan

Measure: *Percent Complete*

| 20% | 0% | YTD Target: 20% | 12/31/23 |
|---|---|---|---|
| YTD Actual | 10/01/21 | | |

Activity
### Conduct staff engagement surveys to establish benchmarks and identify areas for improvement. (4.2.3)
**Last comment:** Developed and implemented exit interview surveys to gain a better understanding of reasons for employee resignations. (02/23/22)

Owner: Lisa McGranahan

Measure: *Percent Complete*

| 10% | 0% | YTD Target: 10% | 12/31/25 |
|---|---|---|---|
| YTD Actual | 10/01/21 | | |

Objective
### Increase the visibility of the Agency and create a unified CAPK identity. (4.3)
Aligned to: #4 CAPK seeks to be an employer of choice and attract and retain a high-quality...

**Last comment:** Through the Executive Division, staff are obtaining professional marketing services to support this activity to bring a larger awareness of CAPK's brand and programs to the communities in which we operate. This also will allow for training opportunities, as well as program-specific campaign opportunities. Staff have completed the RFP process and in the review/meeting phase of the process. The services contract is expected to begin on 03/01/2022. (01/19/22)

Owner: Lisa McGranahan

Measure: *Percent Complete*

| 10% | 0% | YTD Target: 10% | 12/31/25 |
|---|---|---|---|
| YTD Actual | 10/01/21 | | |

Activity

**Implement a branding and communication plan that is cohesive, instantly recognizable and connects the agency and programs/services to clients, partners, and the community. (4.3.1)**

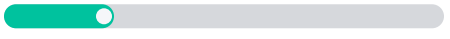
**Last comment:** Administration/Marketing will report back. Maggie to be included in upcoming collaborations. (12/22/21)

Owner
Lisa McGranahan

Measure:
*Percent Complete*

**25%**
YTD Actual

**0%**
10/01/21



YTD Target: 25%

**100%**
12/31/22

Objective

**Create strategies to incorporate Diversity, Equity, and Inclusion (DEI) best practices at all levels of the organization and services. (4.4)**

Aligned to: #4 CAPK seeks to be an employer of choice and attract and retain a high-quality...

**Last comment:** Conducted DEI training along with Chief Program Office to all company management leaders in February (02/23/22)

Owner
Lisa McGranahan

Measure:
*Percent Complete*

**20%**
YTD Actual

**0%**
10/01/21



YTD Target: 20%

12/31/25

No goals to display.

# MEMORANDUM

To: Personnel Committee

From: Tracy Webster, Chief Financial Officer
Traco Matthews, Chief Program Officer
Lisa McGranahan, Director of Human Resources
Jerry Meade, Assistant Director, Program

Date: March 9, 2022

Subject: *Agenda Item 4(g)*: CAPK Employee Retention Incentive – **Info Item**

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In an effort to reduce high employee turnover rates and lengthen employees' service time with the agency, CAPK is introducing a temporary Retention Incentive Plan. Due to COVID-19, CAPK faced increased levels of challenges and stressors. Many of our employees put themselves at risk of keeping operations running. Despite these challenges, our employees prevailed and adapted to the ever-changing environment. As such, CAPK is proposing this incentive plan that will apply to all employees, including full-time, part-time, temporary, and emergency hires.

Employees on active status on Date of Approval from the Board of Directors March 30, 2022, and retained through August 26, 2022, will receive this incentive (Paid September 9, 2022). Additionally, employees on active status on or before August 26, 2022, and retained through December 2, 2022, will receive the second incentive (Paid December 16, 2022.)

The first $1,000.00 retention incentive will be paid to all eligible CAPK employees on the pay date in which the respective August 26, 2022, pay period is processed. A second $1,000.00 retention incentive will be paid to all eligible CAPK employees on the pay date in which the respective December 2, 2022, pay period is processed. The incentive will be processed through Payroll and will be considered taxable wages. Incentives will be expensed to the program(s) or project(s) that receive the benefit of the retained employee.

This report is a discussion item. At this point we are not prepared to seek action from the committee, as we are continuing to fine tune the policy and the fiscal budgeting numbers. The draft policy is attached along with our presentation slides. Staff appreciates any feedback the committee may have on this proposal. We expect to have the finalized package ready for review and action at the April Personal Committee meeting.

***Attachments:***
*Retention Incentive Presentation*
*Retention Incentive Policy*

# ADMINISTRATIVE POLICY AND PROCEDURE

| | |
|---|---|
| **TITLE:** | Retention Incentive Plan ~ COVID-19 Pandemic |
| **APPROVED:** | |
| **APPLIES TO:** | Community Action Partnership of Kern Employees |

**PURPOSE:**
The purpose for the CAPK Retention Incentive Plan (Plan) is to help retain employees during challenging times. Upon approval by the Board of Directors, this Plan will be temporary and is intended to help address the retention challenges caused by the COVID-19 pandemic.

**OBJECTIVE:**
To reduce employee turnover rates and lengthen employee's service time with CAPK. This Plan applies to all employees including full-time, part-time, temporary and emergency hires that are retained within the effective dates identified above.

**GOALS:**
1. Reduce employee turnover.
2. Lengthen employee's service time with CAPK.
3. Increase the number of employee's returning from seasonal break.

**ELIGIBILITY PROCEDURES:**

1. Employees on active status on Date of Approval from the BOD March 30, 2022 and retained through August 26, 2022 will receive this incentive (Paid September 9, 2022)
2. Additionally, employees on active status on or before August 26, 2022 and retained through December 2, 2022 will receive the second incentive (Paid December 16, 2022.)
3. For purposes of implementing this policy, employees on a leave of absence are considered active. If an employee is on a leave of absence on 3/30/2021 or August 26, 2022, and they would otherwise be eligible for the incentive, they will receive the applicable incentive upon their return from leave.
4. For purposes of implementing this policy CAPK employees on seasonal break are considered active and must return to work and remain an active employee at least through October 31, 2022 to qualify for the second incentive.
5. Employees covered under the collective bargaining agreement will be eligible for this incentive as outlined in the 2022 SEIU Memorandum of Understanding (MOU). This plan is not intended to be implemented in addition to the MOU.

DRAFT

**INCENTIVES:**

1. A $1,000.00 retention incentive will be paid to all eligible CAPK employees on the pay date in which the respective August 26, 2022 pay period is processed.
2. A $1,000.00 retention incentive will be paid to all eligible CAPK employees on the pay date in which the respective December 2, 2022 pay period is processed.
3. The incentive will be processed through payroll and will be considered taxable wages.
4. Incentives will be expensed to the program(s) or project(s) that receive the benefit of the retained employee.

Below is a table with example scenarios:

| Date of Hire | Dates of Leave of Absence | Employment End Date | August Incentive | December Incentive |
|---|---|---|---|---|
| On or before 3/30/2022 | N/A | N/A | Yes | Yes |
| On or before 3/30/2022 | N/A | 8/25/2022 | No | No |
| On or before 3/30/2022 | 5/16/2022-8/30/2022 | N/A | Yes (upon return from leave) | Yes |
| On or before 8/27/2022 but after 3/30/2022 | N/A | N/A | No | Yes |
| On or before 8/27/2022 but after 3/30/2022 | N/A | 11/30/2022 | No | No |
| On or before 8/27/2022 but after 3/30/2022 | 11/30/2022-1/08/2023 | N/A | No | Yes (upon return from leave) |

This Plan can be suspended or canceled at any time as determined by the CEO at their discretion. Any modification or extension of this Plan will require prior approval by the Board of Directors.

Approved by the Board of Directors:

DRAFT

Community Action Partnership of Kern

*Helping People. . . Changing Lives.*

# CAPK Employee Retention Incentive

PRESENTED BY:

TRACO MATTHEWS, CHIEF PROGRAM OFFICER

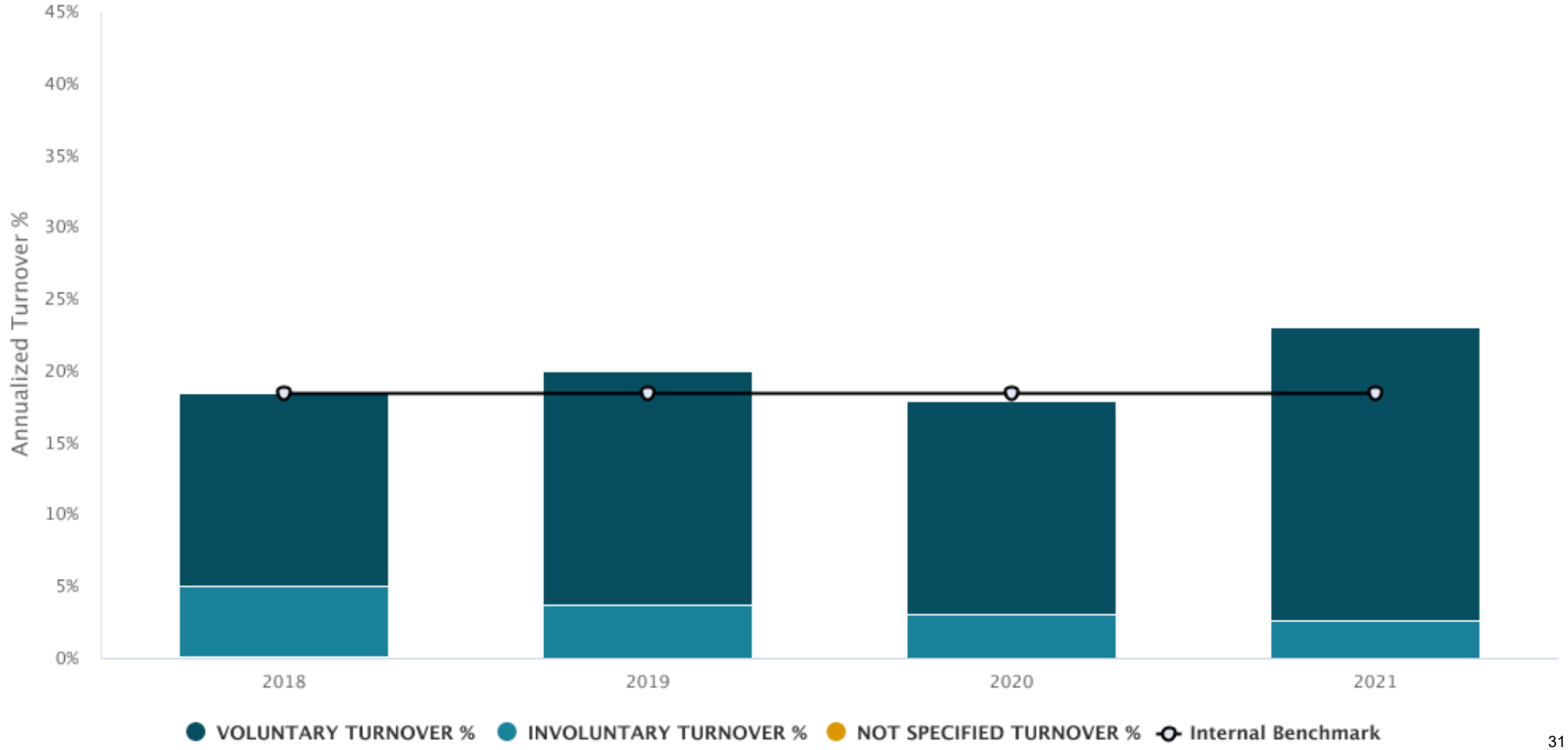
LISA MCGRANAHAN, DIRECTOR OF HUMAN RESOURCES

JERRY MEADE, ASSISTANT DIRECTOR HEAD START

TRACY WEBSTER, CHIEF FINANCIAL OFFICER

# CAPK Employee Retention Rates

# Turnover Rate Annual:
# January 1, 2018 – December 31, 2021



# Turnover Rate Annual:
# January 1, 2018 – December 31, 2021

| Year | Involuntary Rate | Voluntary Rate | Total Turnover Rate |
|---|---|---|---|
| 2018 | 5.07% | 13.36% | 18.43% |
| 2019 | 3.99% | 16.09% | 20.08% |
| 2020 | 3.09% | 14.78% | 17.87% |
| 2021 | 2.61% | 20.41% | 23.02% |

**In 2021, 188 employees voluntarily left CAPK**

# Highest Voluntary Turnover of Positions: 2021

| | | | |
|---|---|---|---|
| Homeless Services Custodian | 159.74% | Enrollment Technician | 54.89% |
| Administrative Clerk | 133.67% | Accountant | 53.40% |
| Homeless Services Navigator | 120.03% | Billing Technician – Energy | 52.14% |
| Senior Community Development Specialist | 116.61% | Business Technician | 51.70% |
| WIC Degreed Nutritionist | 85.68% | Eligibility Specialist – Energy | 52.14% |
| Receptionist | 78.37% | Attendance Technician | 42.39% |
| Homeless Shelter Worker | 76.68% | Family Advocate | 42.07% |
| Program Educator – FHCC | 75.88% | CalFresh Healthy Living Health Educator | 39.31% |
| Community Development Specialist | 75.73% | Eligibility Technician – Energy | 39.17% |
| EHS Assistant | 74.09% | WIC Nutrition Assistant | 38.39% |
| Custodian | 70.39% | WIC Clerk | 36.96% |
| Case Manager – FRC | 68.39% | Assistant to the Director | 31.82% |
| Human Resource Generalist | 67.34% | Early Head Start Teacher | 28.01% |
| Maintenance Technician I | 57.39% | Food Production Driver | 27.94% |
| WIC Nutrition Assistant II | 56.94% | EHS Home Base Educator | 26.80% |

**Staff turnover is affecting every department**

# High Turnover Impacts Program Delivery

**PROGRAM IMPACT:**

Head Start – Children are not served, and classrooms cannot be open. State contract cannot be earned
Energy – Slow service for utility assistance and inability to service weatherization for households
M Street – Unsafe work conditions and inability to provide wrap around services
WIC – Inability to serve clients and loss of revenue share in the community
Food Bank – Strain on existing staff
211 – Inability to manage incoming calls especially during a crisis

**ADMINISTRATIVE IMPACT:**

Administration – Delays in the timelines required for grant writing and reporting
Human Resources – Multiple impacts to staff and programs
Finance – Multiple impacts to staff and programs
IT – Delays in the delivery and maintenance of technology tools

**Not quantifiable – Low morale, reduced job satisfaction, stress and disengagement**



# Cost of Recruitment



Offer-Phase Costs

| | |
|---|---|
| • Staff time to draft and maker offer | $ 100 |
| • Livescan, CCL, pre-hire physical | $ 750 |

Post-Offer Costs

| | |
|---|---|
| • New hire communication | $ 100 |
| • Orientation, Safety Training | $1,000 |
| • Transition time (site training) | $3,000 |
| • IT support (hardware/software) | $1,000 |

# $5,950 per employee

**188 employees x $5,950 = $1,118,600 in recruitment/training**



# 2022 Employee Retention Incentive

# Strategic Goal 4: “CAPK seeks to be an employer of choice and attract and retain a high-quality workforce to achieve the organization’s desired results.”



# Proposed Retention Incentive Policy

- $1,000 retention incentive paid to eligible employees on August 26, 2022
- $1,000 retention incentive paid to eligible employees on December 2, 2022
- Incentive processed through payroll with applicable taxation
- Incentives expense to the program(s) that receive the benefit of the retained employee.



# Proposed Retention Incentive Policy

| Date of Hire | Date of Leave of Absence | Employment End Date | August Incentive | December Incentive |
|---|---|---|---|---|
| On or before 4/27/2022 | N/A | N/A | Yes | Yes |
| On or before 4/27/2022 | N/A | 8/25/2022 | No | No |
| On or before 4/27/2022 | 05/16/2022-08/30/2022 | N/A | Yes (upon return from leave) | Yes |
| On or before 8/27/2022 but after 4/27/2022 | N/A | N/A | No | Yes |
| On or before 8/27/2022 but after 4/27/2022 | N/A | 11/30/2022 | No | No |
| On or before 8/27/2022 but after 4/27/2022 | 11/30/2022-01/08/2023 | N/A | No | Yes (upon return from leave) |



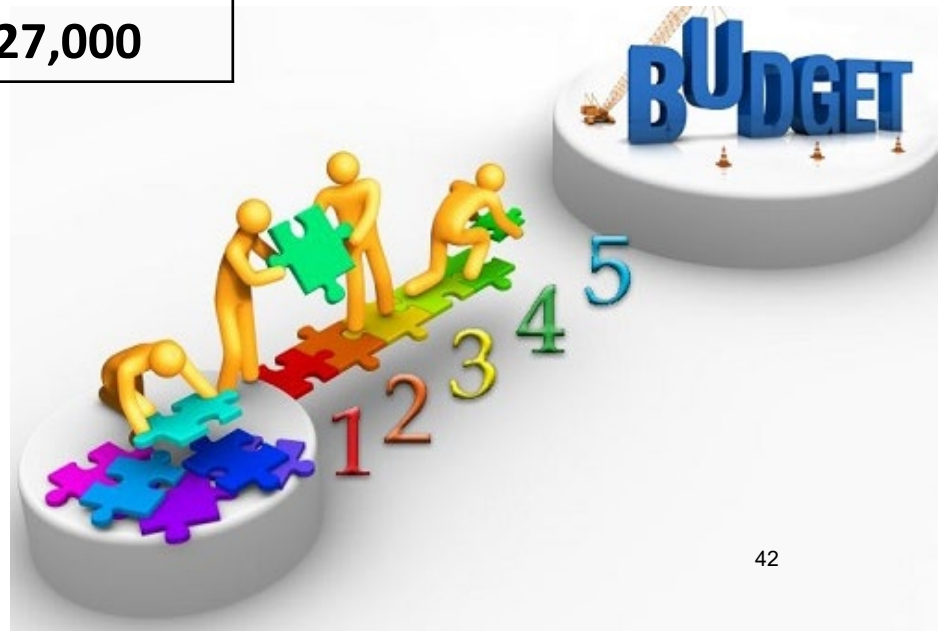
# Financial Impact

# Projected Fiscal Impact

| Category | Stipend – 100% Retention | Stipend – 90% Retention | Stipend – 80% Retention |
|---|---|---|---|
| Allowable | $314,000 | $282,000 | $251,000 |
| Head Start | 1,188,000 | 1,069,200 | 950,400 |
| Prohibited* | 282,000 | 253,800 | 225,600 |
| **TOTAL** | **$1,784,000** | **$1,605,000** | **$1,427,000** |

** Includes WIC, CalFresh and County sources for a total of $250,000. Each may be allowable provided that the policy is addressed with the funding source.*

**Total Annual Payroll = $37,500,000**





# Strategy for the Future

# Ongoing Strategy

2022 Retention Stipend is not a long-term solution.
CAPK leadership will be engaged in the following:

- Succession Planning (Goal 4.1.1)
- Standardized Onboarding and Training Plan (Goal 4.1.2)
- Compensation benchmarking (Goal 4.2.1)
- Integrate staff development plan into performance reviews (Goal 4.2.2)
- Staff engagement surveys (Goal 4.2.3)



# Ongoing Strategy

2022 Retention Stipend is not a long-term solution.
CAPK leadership will be engaged in the following:

- Establish and engage DEI Committee (Goal 4.4.1)
- Revise the review process to an interactive discussion/career plan discussion (stay interviews)
- Staff development


















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# MEMORANDUM

To: Personnel Committee

From: Lisa McGranahan, Director of Human Resources
Traco Matthews, Chief Program Officer
Tracy Webster, Chief Financial Officer

Date: March 9, 2022

Subject: *Agenda Item 4(h):* CAPK Diversity, Equity, and Inclusion (DEI) Program Update – **Info Item**

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Strategic Goal 4 articulates CAPK's aspiration to be an employer of choice and retain a high-quality workforce to achieve the organization's desired results. As noted in the verbal presentation given to the Board of Directors on November 17, 2021, this goal includes creating an inclusive, equitable, culturally competent, and supportive environment where employees feel enriched and a strong sense of belonging. To that end, a Diversity Taskforce was commissioned to create a CAPK Diversity, Equity, and Inclusion (DEI) charter, with the goal of convening a DEI Committee by March 2022.

The DEI Committee will be a subcommittee of the CAPK Board of Directors that maintains an active role in identifying, understanding, and communicating relevant information about issues pertaining to diversity, equity, and inclusion for staff and community stakeholders. The DEI Committee will help guide the agency towards ongoing integration of diversity, equity, and inclusion principles and behaviors into all aspects of the workplace and community impact. It will also serve as a liaison for client and partner engagement, strengthening CAPK's trust, messaging, and effectual interfacing with diverse communities.

Multiple studies have shown that DEI programs help employees feel a stronger sense of belonging which directly translates to better performance. A national study by Better Up in 2019 found that employees who felt like they belonged saw 56% higher productivity, a 50% reduced rate of turnover, and 75% fewer sick days, in addition to other benefits. The savings for a company of 1,000 employees were estimated at just over $5,000,000 annually. A global study the same year by Korn Ferry saw similar trends – highly engaged employees produced nearly 200% in higher sales over a 5-year period. Additional studies and local anecdotes regarding COVID vaccinations have affirmed the power of using trusted messengers to connect with hard-to-reach stakeholders. In short, research suggests that a DEI program would support CAPK's internal and external goals.

The developed charter spells out high-level goals for the DEI Committee, a few of which are listed below. In addition to other duties included in their scope, the DEI Committee would:

- Develop a DEI strategic plan for the agency
- Support the development of DEI language for the CAPK website
- Provide input on organizational policies and procedures through DEI lenses
- Share education and information regarding DEI topics with employees
- Review organizational policies and procedures to assess DEI impact and outcomes related to procurement and contracting
- Disseminate information regarding DEI professional development opportunities with staff
- Share updates and reports with the Personnel Committee/Board of Directors

The charter articulates a proposed structure for the DEI Committee that would include 16 members from across the agency serving in either a chair position, appointed position, or assigned position. The structure is designed to provide enduring sponsorship from the Executive Team, guidance from HR stewards, and continual representation at all levels of the agency. To maximize effectiveness of the work, the DEI Committee would encourage grassroots participation, voice, and steering. Each department would also have at least one assigned seat on the committee. As stewards of Goal 4, HR would have two appointed seats to provide permanent representation and voice on the DEI Committee. Two members of the Executive Team would also be appointed as sponsors. The CEO would appoint the DEI Committee Chair, and co-chairs would be selected from different organizational levels by policy.

Due to the expected results of an enriched culture for staff and stronger connections to the local community, the Diversity Taskforce and CAPK leadership team are excited to launch the DEI Committee as soon as possible.

**Recommendation:**
Staff recommends the Board of Directors formally commission the new CAPK Diversity, Equity, and Inclusion (DEI) Committee and authorize the Chief Executive Officer to appoint all necessary positions as needed.

***Attachments:***
CAPK DEI Charter
CAPK DEI PowerPoint

# Diversity, Equity, and Inclusion Committee Charter

## Mission

CAPK seeks to create an inclusive, equitable, culturally competent, and supportive environment where employees feel enriched and a strong sense of belonging.

The Diversity, Equity, and Inclusion Committee (DEI Committee), is a subcommittee of the CAPK Board of Directors that maintains an active role in identifying, understanding, and communicating relevant information about issues pertaining to diversity, equity, and inclusion. The objective of this committee is to establish and strengthen a culturally competent environment in which model behaviors are demonstrated by all members of our working community. The DEI Committee will guide the agency and hold it accountable for the integration of diversity, equity, and inclusion principles and behaviors into all aspects of the workplace and community impact.

## Purpose

The CAPK DEI Committee's primary goals are to uphold individual civil rights in the workplace and to pursue the values underlying DEI laws with excellence. The key outcome of this work should be a higher sense of belonging for CAPK employees, clients, and community stakeholders.

## Guidelines for Interaction

- Be present
- Respect the space of other people
- Acknowledge and be willing to understand the real and negative impacts of history
- Share your experiences, use "I" statements
- Assess your safety and use discernment; it's always ok to pause or discuss an item later
- Embrace the stretch zone; confront, critique, and challenge your discomfort
- Accept that everyone deserves to belong to these conversations; all voices are welcome
- The stories of others are theirs to share; maintain confidentially and trust among the group
- Step up, step back; use your ears to listen, then use your voice to speak
- Acknowledge pain or offense in the moment by stating "ouch"
- If you experience yourself making judgements, ask yourself where those bias and judgements originated
- Impact supersedes intent; consider the impact of your words and actions along with focusing on your intentions
- Acknowledge and understand historical and current privileges; seek to share privileges
- Foster and embrace unity; we are all on the same team

**Definitions**

***Diversity:*** The range of human differences, including but not limited to race, ethnicity, gender, gender identity, sexual orientation, age, socioeconomic status, physical ability or attributes, religious or ethical values systems, national origin, political beliefs, and cultures.

- Diversity means more than just acknowledging and/or tolerating difference. It's a set of conscious practices that seek to understand and appreciate the interdependence of humanity, cultures, and the natural environment.
- Diversity is all inclusive and supportive of the proposition that everyone and every group should be valued. It is about understanding these differences and moving beyond simple tolerance to embracing and celebrating the rich dimensions of our differences.

***Equity:*** Ensuring that everyone has support and access to the resources needed to be successful and identifying and eliminating barriers that have prevented the full participation of communities most impacted by systemic oppression.

- Improving equity involves increasing justice and fairness within the procedures and processes of institutions and systems, as well as in the distribution of resources. Tackling equity issues requires an understanding of the root causes of outcome disparities in our society/workplace.
- Equity accounts for systematic inequalities, meaning the distribution of resources provides more for those who need it most or have historically faced more barriers to success.
- Equity differs from equality. Equality refers to treating everyone the same, specifically in the sense that does not necessarily lead to equitable outcomes because diverse communities have faced different historical obstacles and inequities and therefore have different needs.

***Inclusion:*** Ensuring that people of all backgrounds, identifies, abilities, perspectives, and beliefs have an equal opportunity to belong, achieve, and contribute to their workplaces and communities. An inclusive organization promotes and sustains a high sense of belonging; it values and practices respect where all people are recognized for their inherent worth and dignity, talents, beliefs, backgrounds, and ways of living; it seeks to empower every person to flourish with their diverse knowledge and abilities.

- Inclusion means authentically bringing traditionally excluded individuals and/or groups into processes, activities, and decision/policy making in a way that shares legitimate power.
- It means including the voices of those who have typically been marginalized to weigh in on processes, activities, decisions, and policies that impact their lives and futures.

***Cultural Competence:*** An understanding of how institutions and individuals can respond respectfully and effectively to people from all cultures, socioeconomic statuses, language backgrounds, races, ethnic backgrounds, disabilities, religions, genders, gender identifications, sexual orientations, veteran statuses and other diverse characteristics in a manner that recognizes, affirms and values the worth, preserves the dignity, and honors the history of individuals, families and communities.

- Individuals practicing cultural competency should seek to have greater knowledge of the

intersectionality of social identities and the multiple axes of oppression that people from different racial, ethnic, and other minoritized groups face.
- Individuals striving to develop cultural competence should also recognize that it is a dynamic, on-going process that requires a long-term commitment to learning.

**Meeting Schedule**
The first and third Fridays of each month from 9:30am-11am.

**Scope**
The committee will guide the work of diversity, equity, and inclusion at our organization through the following:

1. Developing a Diversity, Equity, and Inclusion Strategic Plan
2. Executing the implementation of the Diversity, Equity, and Inclusion Strategic Plan
3. Adding information about the DEI plan to the CAPK website
4. Monitoring the development, implementation, and evaluation of standards for culturalcompetence for employees
5. Providing input on organizational policies and procedures to address diversity, equity, and inclusion issues
6. Reviewing organizational policies and procedures to assess impact, address diversity, equity, and inclusion matters related to employees, and make recommendations when appropriate
7. Reviewing organizational policies and procedures to assess impact, address diversity, equity, and inclusion matters related to clients and subcontractors, and make recommendations when appropriate
8. Evaluating and recommending solutions where organizational inequities exist
9. Informing and consulting with employees, leaders, and executives regarding diversity,equity, and inclusion initiatives
10. Ensuring the maintenance and dissemination of best practices for diversity, equity, and inclusionin organizational policies, teaching, training, hiring, and retention of employees
11. Serving as a resource for guidance and consultation regarding diversity, equity, and inclusionissues for employees and leaders
12. Disseminating information about ongoing professional development training around diversity,equity, and inclusion for employees and leaders
13. Seeking regular feedback from employees and leaders to inform decision-making andunderstand opportunities for improvement

14. Sharing the work of the committee with the Board of Directors and all staff

**DEI Committee Creation**

In November and December of 2021, the Diversity Taskforce requested feedback on the above statement from the following groups: CAPK Executive Team, Human Resources, a random selection of staff, and selected community stakeholders. The Diversity Taskforce also worked to obtain broad input on important areas of diversity or equity for the organization. The scope also incorporated best practices from Clackamas College, Taft College, and other local organizations.

Based on feedback from the conversations, research by the Diversity Taskforce, and assembled best practices, CAPK will form the Diversity, Equity, and Inclusion Committee upon approval from the CAPK Board of Directors. The DEI Committee plans to begin strategic planning in April 2022.

**Subcommittees**

Subcommittees are aligned with priorities and goals identified in the 2021 – 2025 CAPK Strategic Plan. A list of subcommittees and descriptions are available on the DEI webpage. Subcommittees create an opportunity for members of the college community to engage in implementation of the DEI StrategicPlan. Inquiries about subcommittees should be directed to tmatthews@capk.org.

**Relationship to Other Committees**

CAPK Board of Directors

**Membership**

The Diversity, Equity and Inclusion Committee includes 16 members with the following roles andmembership structure:

Chair Positions

- 2 Co-chairs serving staggered 2-year terms (i.e. 1 new co-chair selected each year). Co-chairs are appointed by the CEO at the end of the calendar year, with a new chair beginning the following calendar year. Co-chairs must be appointed from within the DEI Committee, havingserved at least one year on the committee.
- Co-chairs who serve at the same time cannot be from the same employee type(Executive, Management, Staff).

Appointed Positions

- Appointed positions are employees serving two-year terms, which may be renewed. Termsare staggered.
- Representatives are selected through an application process and appointed by the CEO.
    - 2 Executive representatives (chair or co-chair; one appointment each year)
    - 2 HR representatives (chair or co-chair; one appointment each year)
    - 1 Executive/Administration representative (primary role: data and reporting)
    - 1 Outreach and Marketing representative (primary role: communications)

Assigned Positions

- Assigned positions are employees and leaders identified by department leads based on position. Depending on the division, these individuals may serve for a longer period:
  - 1 Finance representative
  - 1 Operations representative
  - 2 Head Start representatives (one appointment each year)
  - 2 Health & Nutrition representatives (one appointment each year)
  - 2 Community Development representatives (one appointment each year)
  - 2 Youth & Family Services representatives (one appointment each year)

Application Process

- Applications are updated annually by the Co-chairs and President.
- Completed applications are submitted electronically to the committee chair.
- Applications will be reviewed by the Co-chairs and appointed members.
- All final decisions and appointments will be made by the appointed members and CEO.

**Committee Member Expectations/Commitment**

- Membership terms are limited with the option for renewal. The DEI Committee year coincideswith the calendar year (January to December).
- Members are expected to commit at least four hours per month to the DEI Committee. The committee meets twice a month, plus subcommittee meetings, and selected events.
- Attend DEI Committee meetings and be prepared to engage. Meetings are the first and third Fridays of the month from 9:30am-11am.
- Members are expected to join a subcommittee and meet with their subcommittee outside ofDEI Committee meetings. Subcommittee leads report back to the DEI Committee, and share information from the DEI Committee with their subcommittee members.
- Members are expected to participate and attend DEI Committee-sponsored events, trainings,and strategic-planning retreats whenever possible.

Community Action Partnership of Kern

*Helping People. . . Changing Lives.*

# CAPK Diversity, Equity, & Inclusion

PRESENTED BY:

LISA MCGRANAHAN, HR DIRECTOR

TRACO MATTHEWS, CHIEF PROGRAM OFFICER

# What is DEI?



DIVERSITY, EQUITY
& INCLUSION

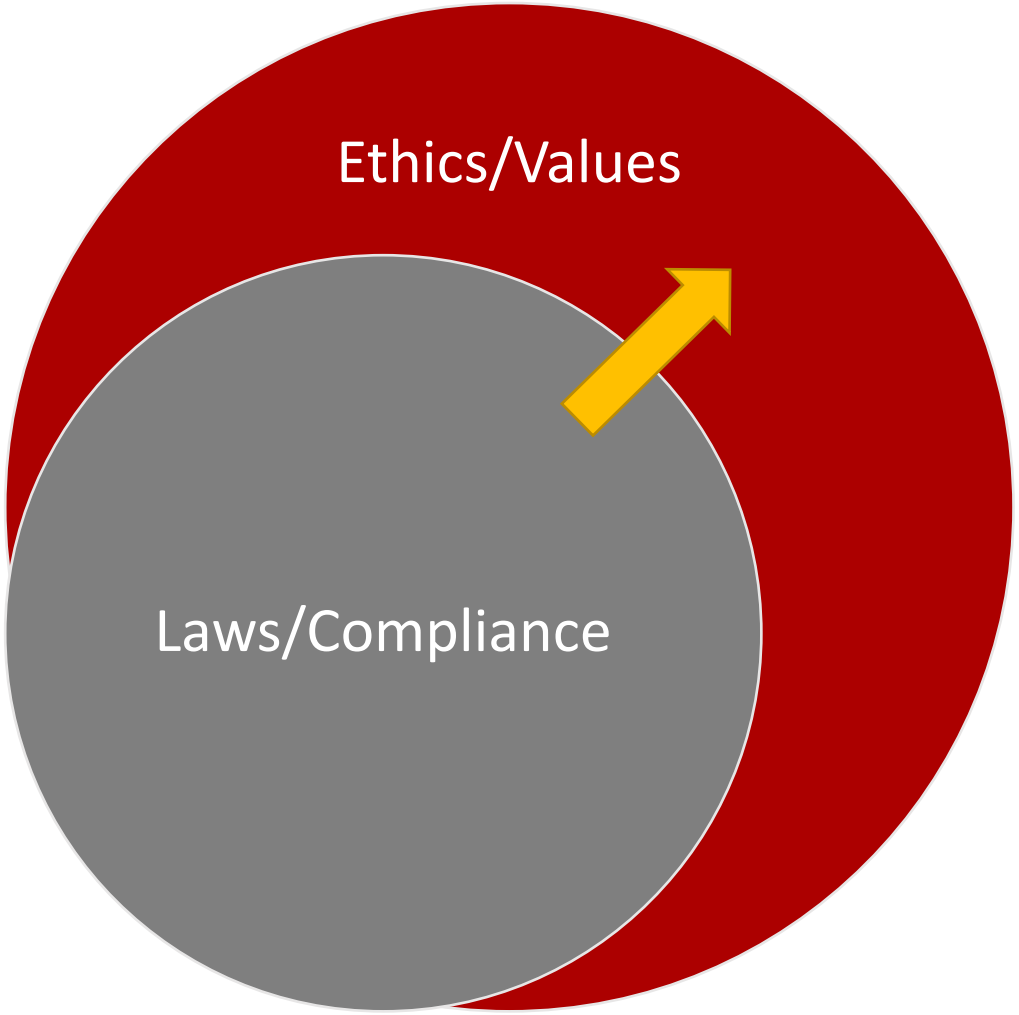
# Why have a DEI Program?

1. History has shown that it's the right thing to do ethically.

2. It's an effective leadership strategy for organizations.

Community Action Partnership of Kern

**Laws/Compliance**




**Ethics/Values**

# We Were Born for This

- Community Action Agencies were born in advocacy, for the purpose of equity due to the Civil Rights Act of 1964, Title VII, & The Economic Opportunity Act.

- It's part of our values and that's why we as an organization exist.



# How CAPK Values Relate to DEI

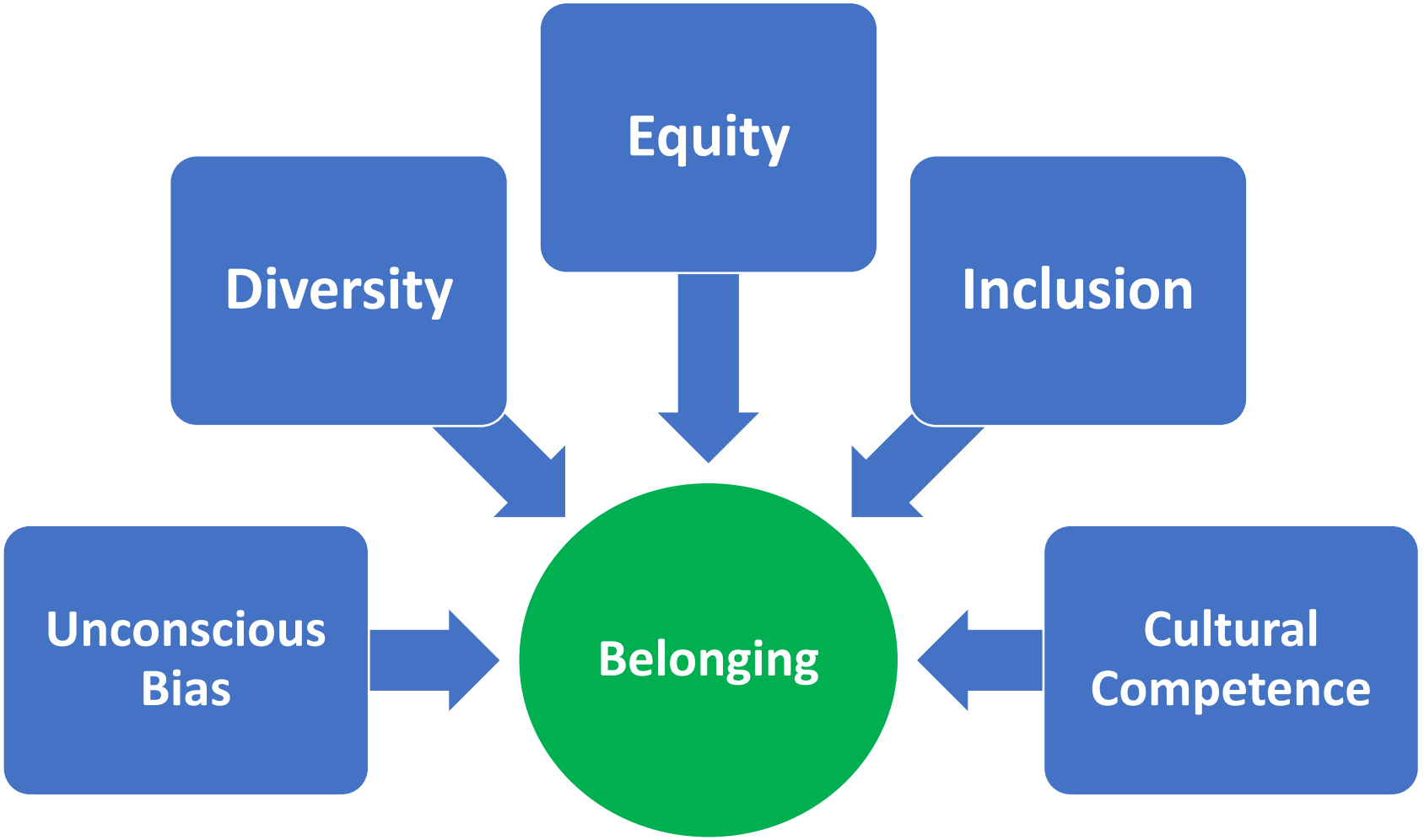



- ✓ Respect
- ✓ Teamwork
- ✓ Transparency
- ✓ Continuous Improvement
- ✓ Servant Leadership

# What *should* be an organization's top priority?

1. Customers/Stakeholders
2. Employees
3. Profit/Results (or other organizational goals)

# The Goal


Equity
Diversity
Inclusion
Unconscious Bias
Belonging
Cultural Competence

# Putting Employees First Yields Better Long-Term Results

- ✓ 56% higher productivity for employees with a strong sense of belonging
- ✓ 50% reduced risk of turnover
- ✓ 75% fewer sick days
- ✓ Est annual savings of $5.2M for a 1,000-person org
- ✓ Double the raises (dollar amount)
- ✓ 18x the promotions

Better Up Study on Belonging (2019)
Almost 2,000 people were included in the national study

# Employees who *think* they belong and *feel* like they belong – **perform better**



# Standard DEI Program

## Individual

- ✓ Trainings designed to provide greater awareness of personal biases
- ✓ Implementation and execution of DEI principals in personal life

# Standard DEI Program

## Agency

- ✓ Trainings to provide greater awareness of workplace challenges and implications for selected groups
- ✓ Implementation of organizational changes that help to close gaps in outcomes (recruitment, leadership, succession, procurement, etc.)

# Standard DEI Program

## Community

- ✓ Greater awareness of historic challenges and implications for marginalized groups in society
- ✓ Implementation of systemic changes to close gaps with rights and privileges (legislation, other equity actions)

# CAPK DEI Charter Mission

CAPK seeks to create an inclusive, equitable, culturally competent, and supportive environment where employees feel enriched and a strong sense of belonging.



# CAPK DEI Charter

1. Mission & Purpose
2. Guidelines for committee interactions
3. Definitions of diversity, equity, inclusion, and cultural competence
4. Scope of work
5. Membership
6. Committee structure
7. Expectations

# CAPK DEI Committee Timeline

1. Small DEI taskforce commissioned (September 2021)
2. Reviewed multiple DEI charters to understand best practices (September – October 2021)
3. Verbal update to the CAPK Board (October 2021)
4. Final draft developed for review/approval (November 2021)
5. Selections made for DEI Committee (January – February 2022)
6. Approved DEI Committee launch (March 2022)

# Questions?