DATE	April 6, 2022
TIME	12:00 pm
LOCATION	Teams Meeting / 5005 Business Park North Bakersfield, CA 93309
TEAMS LINK	Click here to join the meeting
PHONE NUMBER	(213) 204-2374 / ID: 217 175 026#

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. CAPK Employee Retention Incentive – ***Action Item (p. 2-22)*** — Traco Matthews, Chief Program Officer; Tracy Webster, Chief Financial Officer; Lisa McGranahan, Director of Human Resources

5. **Committee Member Comments**

6. **Next Scheduled Meeting**

Personnel & Affirmative Action Committee
12:00 pm
Wednesday, May 4, 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, April 1, 2022. Margaret Frazier Sanchez, Assistant to the Director.

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: April 6, 2022

Subject: *Agenda Item 4a*: CAPK Employee Retention Incentive – **Action Item**

At the Personnel Committee on March 9, 2022, CAPK Management proposed the Employee Retention Incentive as an informational item and requested feedback from the Committee. Below is the final proposal for approval of the Personnel Committee.

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.

Recommendation:
Staff recommends the Board of Directors approve the CAPK Employee Retention Incentive.

Attachments:
Retention Incentive Presentation
Retention Incentive Policy

Community Action Partnership of Kern

Helping People. . . Changing Lives.

CAPK Employee Retention Incentive

PRESENTED BY:

TRACO MATTHEWS, CHIEF PROGRAM OFFICER

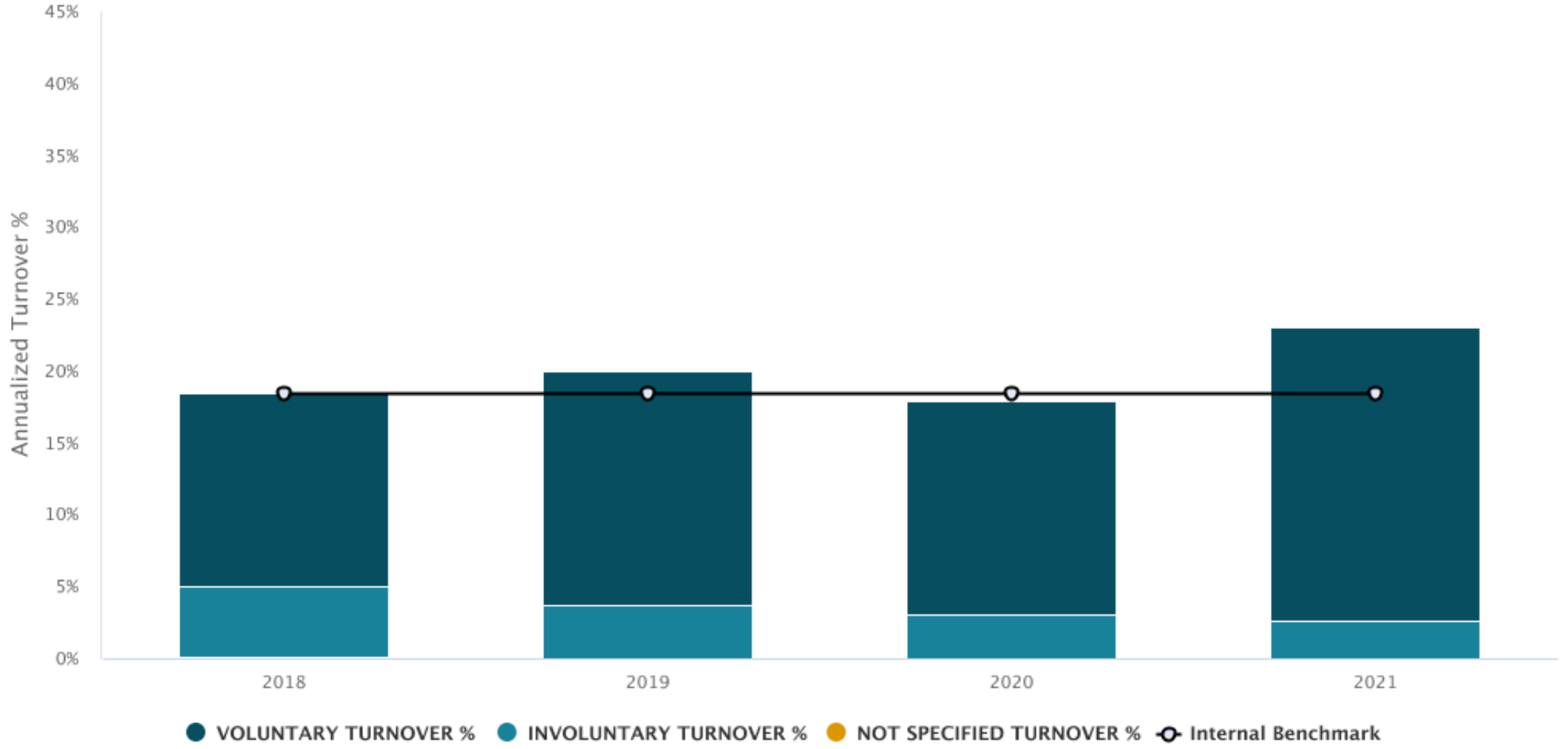
LISA MCGRANAHAN, DIRECTOR OF HUMAN RESOURCES

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)

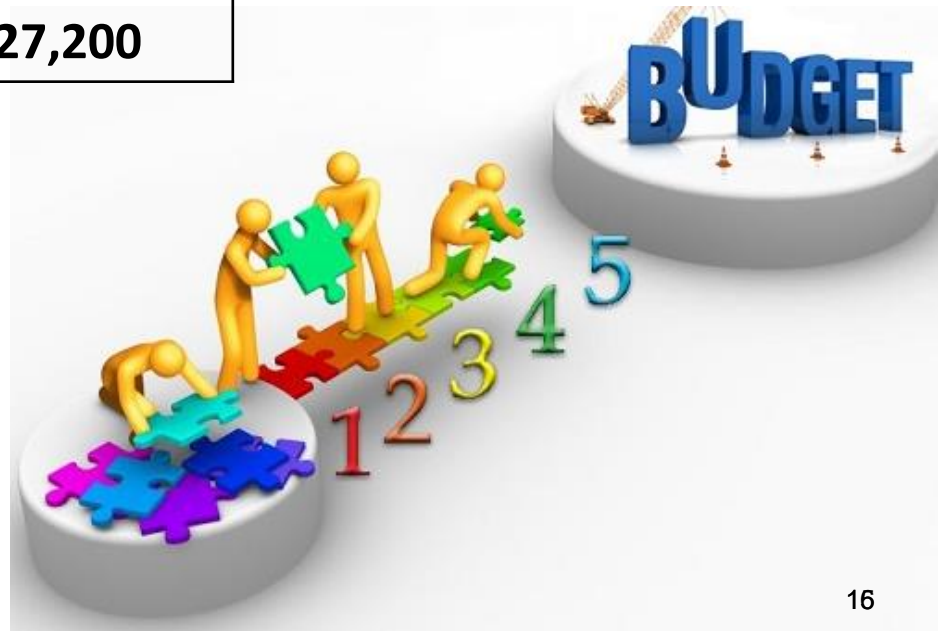


Financial Impact

Projected Fiscal Impact

Category	Stipend – 100% Retention	Stipend – 90% Retention	Stipend – 80% Retention
Head Start	1,188,000	1,069,200	950,400
Other Programs	558,000	502,200	446,400
Prohibited	38,000	34,200	30,400
TOTAL	**$1,784,000**	**$1,605,600**	**$1,427,200**

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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