DATE	May 10, 2023
TIME	12:00 pm
LOCATION	CAPK Administrative Office 5005 Business Park North Bakersfield, CA 93309

Personnel Committee Agenda

1. **Call to Order**

2. **Roll Call**

Maritza Jimenez (Chair)	Jonathan Mullings
Nila Hogan	Guadalupe Perez

3. **Public Forum**

The public may address the Committee on items not on the agenda but under the jurisdiction of the Committee. 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. Head Start Personnel Update – ***Info Item (p. 2)***	Jerry Meade, Assistant Director of Head Start, Program
b. Reclassification of the 2-1-1 Kern Call Center Positions and Updated Organizational Chart – ***Action Item (p. 3-17)***	Sabrina Jones-Roberts, 2-1-1 Kern Call Center Program Administrator
c. Head Start Division Reclassification of Job Descriptions – ***Action Item (p. 18-43)***	Jerry Meade, Assistant Director of Head Start, Program

5. **Committee Member Comments**

6. **Next Scheduled Meeting**

Personnel Committee
12:00 pm
June 7, 2023
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, May 5, 2023. Margaret Frazier-Sanchez, Assistant to the CFO.

MEMORANDUM

To: Personnel Committee

From: Jerry Meade, Assistant Director of Head Start, Program
Robert Espinosa, Program Design and Management Administrator



Date: May 10, 2023

Subject: *Agenda Item 4(a):* Head Start Personnel Update – **Info Item**

The Head Start and State Child Development Division is committed to continually providing an update regarding personnel challenges affecting the Head Start program.

For the month of April 2023, below are statistics relating to staffing for the Head Start Division:

- 587 Head Start staff.
- 114 vacant positions (based on 701 budgeted positions).
- Onboarded 11 staff in April.
- 2 staff promotions.
- 2 staff transfers (one internal and one external) to administrative positions.
- 12 resignations (11 direct services staff, one administrative position).
- 10 staff were selected for direct service positions from interviews.
- Recruitment material purchased for recruitment events.

Job postings are still being featured on the Head Start California website. Program staff continue to explore strategies to build the Head Start workforce to support full enrollment. The job fair scheduled for April 28, 2023, has been postponed until July in order to maximize the recruitment effort. Additionally, in June 2023, in collaboration with the San Joaquin County Office of Education, Head Start staff will participate in an Early Childhood Education (ECE) Employment Summit in Stockton.

MEMORANDUM

To: Personnel Committee

From: Sabrina Jones-Roberts, 2-1-1 Kern Call Center Program Administrator

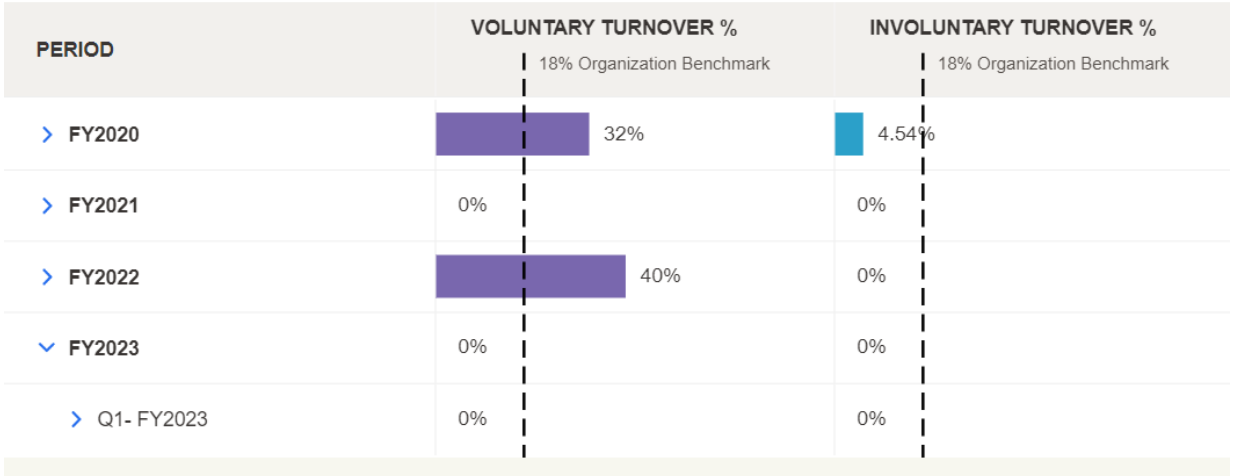
Date: May 10, 2023

Subject: *Agenda Item 4(b)*: Reclassification of the 2-1-1 Kern Call Center Positions and Updated Organizational Chart – **Action Item**

Under the Community Development Division, the 2-1-1 Call Center Program is a 24/7 information and referral service that provides residents with comprehensive information and links to community health and human services at no cost. The 2-1-1 Kern has a database of 1,500 social service agencies that are available to the public through the 2-1-1 Kern Online Resource Directory at www.211KernCounty.org. The program has over 15 years of experience in providing and linking community members to vital services, and currently serves multiple communities in the Central Valley including Kings, Tulare, Stanislaus, Fresno, and Madera through the United Way partnerships. Annually, the program manages approximately 130,000 calls system-wide and has a braided funding model with an operating budget of approximately $1.6 million.

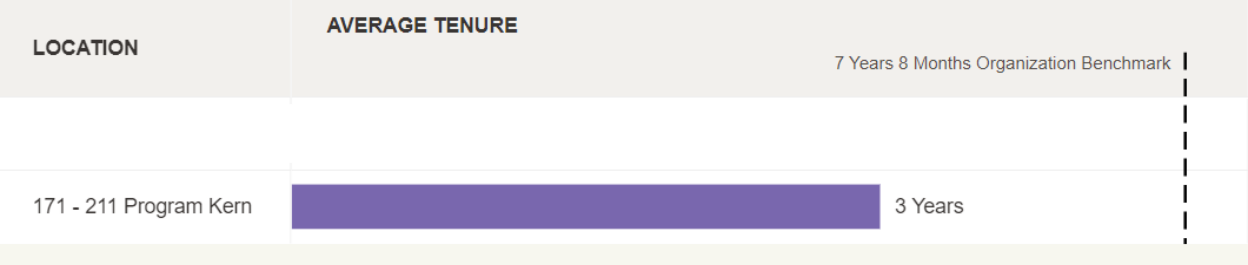
In our assessment of the program, there continues to be major delays in call handling and wait times which is a direct outcome of a lack of an appropriate staffing model of trained, skilled individuals. The primary call-handling staff, the Informational and Referral (I&R) Specialist, position and job description has not undergone a revision or update since 2017. The program experienced a sizable departure of staff at one-time, specifically in the fall/winter season FY 2022, which included management departures.

In FY 2020, the overall turnover percentage was 36.28% and 39.68% in FY 2022, with an average tenure of departed staff at 1.46 years, compared to the agency's rate at 18%. ***Table 1- Turnover Rate FY 2020 – 2023.***



As outlined above, the program has experienced significant changes to staffing retention and recruitment, which can be attributed to the scope of work of the position. This includes the challenge of limited-to-no growth professionally and financially mainly due to the non-competitive rate of pay and the single job description. The proposed changes below would allow a pathway for enhanced skill development and upward mobility within the program and agency.

Currently, the average employment period (tenure) of the 2-1-1 staff is 2.64 years whereas the organizational tenure is eight (8) years. This highlights the need for growth and development of staff.



Summary of Proposed Changes

With the change in leadership and assessment of the program operations and fiscal sustainability, the following are the proposed changes to three (3) positions.

Position Title	Proposed Changes	Current Grade	New Grade
Information and Referral Coordinator	Formerly the Senior Information and Referral Specialist, this position was re-classified to a Coordinator role to better align with its scope of providing direct support to the 2-1-1 Supervisor and collaborating with the I&R staff members, including providing training and technical assistance and digital platform and reporting management.	4 Min: $15.50 Mid: 17.48 Max: $20.09	7 Min: $18.43 Mid: $21.68 Max: $24.94
Information and Referral Specialist II	New Position. In addition to the scope of the Tier I, this position includes obtaining the Alliance of Information and Referral Services (AIRS) Community Resource Specialist (CRS) Certification within two years of employment.	N/A	5 Min: $15.95 Mid: $18.77 Max: $21.57
Information and Referral Specialist I	Reclassified to a Tier I position and changed the entry level grade from 3 to 4.	3 Min: $15.50 Mid: $16.24 Max: $18.69	4 Min: $15.50 Mid: $17.48 Max: $20.09

Fiscal Impact and Timeframe

The proposed reorganization would result in a fiscal increase to program funds of approximately $46,990.00 for the duration of the fiscal year and beyond. The funds available have been budgeted and will not require budget amendments. Once the proposal is approved (May 2023), the division and program will immediately implement the changes.

Both the reclassification of the job descriptions and fiscal impact have been reviewed and approved by the Human Resources and Finance department, respectively.

Strategic Plan and Development

As part of the 2021-25 Strategic Plan, specifically under 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*, and as part of following objectives, the proposal supports staff development, growth, and retention:

- Objective 4.1: Enhance leadership capacity, effectiveness, and sustainability.
    - 4.1.1 Establish a process of workforce development for succession and knowledge transfer plans and oversee implementation; (a) Analyze department metrics (i.e., length of service, knowledge gaps, areas of interest) to identify the necessary skills sets for each position; (b) Identify or create evidence-based workforce development strategies to address needs of the department, and (c) Incorporate development opportunities as part of the employee review process.
- Objective 4.2: Increase employee engagement, morale, and retention.
    - 4.2.1 Conduct an internal and external equity analysis to evaluate the labor market and fiscal impacts; (b) b) Complete development and consolidation of revised job descriptions.

Recommendation:
Staff recommends the Personnel Committee approve the Reclassification of the 2-1-1 Kern Call Center positions and update of the Organizational Chart.

Attachments:
Information & Referral Coordinator Job Description
Information & Referral Specialist Tier I Job Descriptions
Information & Referral Specialist Tier II Job Descriptions
Organizational Chart

Information & Referral Coordinator

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 7 **FLSA Status:** Non-Exempt **Date Approved**: TBD

SUMMARY:
2-1-1 Kern is a 24/7 operation open 365 days per year with a variety of shifts available. Work schedule may include evenings, overnights, weekends, and holidays. May be required to assist and support after-hours staff as needed.

This position provides direct training, technical assistance, and support to the Information and Referral Specialist Tier I and II position. The Information and Referral Coordinator is responsible for maintaining the 2-1-1 Kern database and communicating with referring agencies to ensure resources are updated annually or as needed when changes are implemented. The position is expected to be skilled and knowledgeable of all platforms and systems utilized to connect with the public and provide information via telephone, bi-directional texting, and live chat. The Information & Referral Coordinator is required to have experience in meeting reporting deadlines, monitoring a call handling database for information and referral entries, and observing call handling procedures by call center staff.

Required to be available during declared emergencies to perform duties as directed by the 2-1-1 Program Administrator.

SUPERVISION RECEIVED:
2-1-1 Program Administrator

SUPERVISION EXERCISED:
None

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.

Essential Job Specific Duties:

- Provides training and coaching to I&R staff, volunteers, and interns and evaluates their performance.
- Assists with staff scheduling, preparation of reports, and participation in the design of new systems.
- Provides necessary information, problem assessment, referral and follow up, appropriate to callers needs in a tactful manner.
- Assists callers in selecting appropriate resources and appointments, when necessary, and contacts resource agencies to facilitate service delivery.
- Utilizes Alliance of Information and Referral Systems (AIRS) and Agency standards in carrying out the goal of resolution of caller's experience.

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- Displays professionalism when working with community resource agencies.
- Utilizes an online database system to maintain accurate records of services requested and provided.
- Formally surveys agencies for information about services, follows up with key contacts, and documents outcomes in 2-1-1 Kern resource database.
- Reviews resource information for community partners and inputs details in the 2-1-1 Kern resource database.
- Shares responsibility for the ongoing maintenance of resource information and staff training.
- Assists with the development and implementation of special projects and programs carried out by the call center.
- Assists with reducing high call volumes and accurately records call transactions in the
- 2-1-1 Kern online database.
- Provides training, guidance and support to new employees, volunteers, and interns as needed.
- Implements call center policies, practices, and procedures related to database management.
- Represents 2-1-1 Kern through the implementation of public presentations in the community and committee participation.
- Provides Information and Referral training to the community on the utilization of web-based databases.

Other Job Specific Duties:

- Prepares, conducts, and attends all meetings, trainings, and conferences as assigned.
- Maintain a safe and functional work environment.
- Work alternative hours as required, including nights and weekends.
- Is proactive in the effort to recruit and enroll families that qualify for Partnership programs.
- Perform any other duties and special projects 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 related software applications.
- Current problems of socially and economically challenged families.
- Existing human service agencies.

Ability to:

- Multitask in a fast-paced environment, with prompt attention to caller's needs.
- Analyze problems and identify alternative solutions.
- Plan and implement developmentally appropriate routines, activities, and experiences.
- Plan, organize, and allocate resources.

- Work independently.
- Prepare clear and 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.
- Communicate effectively, verbally and in writing.
- Work with accuracy and attention to detail.
- Operate and use modern office equipment, including multi-line phone systems.
- Effectively organize and prioritize assigned work.
- Communicate effectively, verbally and in writing.
- Establish and maintain effective working relationships with other people.
- Display proficiency with Windows based computers and working knowledge of Excel, PowerPoint, Microsoft Word, and Outlook.
- Prepare staff for Alliance of Information and Referral Systems (AIRS) certification and recertification.
- Track and monitor Alliance of Information and Referral Systems (AIRS) recertifications for staff.
- Obtain Alliance of Information and Referral Systems (AIRS) Community Resource Specialist (CRS) Certification with two years of employment.
- Obtain Alliance of Information and Referral Systems (AIRS) Community Resource Specialist – Database Curator (CRS-DC) Certification within two years of employment.

EDUCATION AND EXPERIENCE:

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

- Associate degree in human services, social work, or related field.
- Two (2) years of Information and Referral experience required.
- Knowledge of and/or work experience in the health and social services field ~~preferred~~.
- Supervisory experience preferred.

OTHER REQUIREMENTS:

- Bilingual language fluency (English/Spanish) desirable.
- Successful completion of live scan fingerprinting, 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 moderate.
- 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 accommodation may be provided to enable employees with disabilities to perform essential duties.

POSITION TITLE: Information & Referral 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		

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Information & Referral Specialist I

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 04 **FLSA Status:** Non-Exempt **Date Approved:** TBD

SUMMARY:
2-1-1 Kern is a 24/7 operation open 365 days per year with a variety of shifts available. Work schedule may include evenings, overnights, weekends, and holidays.

The Informational and Referral Specialist (I&R) is responsible for providing confidential, appropriate, unbiased health and social service information, referrals, and advocacy to the public by telephone, bi-directional texting, and live chat. The I&R will track gaps in services, assist callers with questions, appointment needs, and be responsible for assisting in the maintenance of the 2-1-1 Kern resource database.

Required to be available during declared emergencies to perform duties as directed by the Program Supervisor or Administrator.

SUPERVISION RECEIVED:
Receives supervision from 2-1-1 Program Supervisor

SUPERVISION EXERCISED:
None

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 accommodation may be made to enable individuals with disabilities to perform essential functions.

Essential Job Specific Duties:

- Answers calls and provides necessary information, problem assessment, referrals, and follow up appropriate to callers needs in a tactful manner.
- Assists callers in selecting appropriate resources and appointments, when necessary, and contacts resource agencies to facilitate service delivery.
- Utilize Alliance of Information and Referral Systems (AIRS) and Agency standards in carrying out the goal of resolution of caller's experience.
- Display professionalism when working with community resource agencies.
- Utilizes an online database system to maintain accurate records of services requested and provided.
- Formally surveys agencies for information about services, follows up with key contacts, and documents outcomes in 2-1-1 Kern resource database.
- Reviews resource information for community partners and inputs details in the 2-1-1 Kern resource database.
- Assists with the on-going maintenance of resource information utilized in the call center.
- Assists with the implementation of special projects and programs carried out by the call center.
- Accurately records call transactions in the 2-1-1 Kern online database.

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- Assists with providing guidance and support to new employees, volunteers, and interns as needed.

Other Job Specific Duties:

- Attend all meetings, trainings, and conferences as assigned.
- Maintain a safe and functional work environment.
- Work alternative hours as required, including nights and weekends.
- Is proactive in the effort to recruit and enroll families that qualify for Partnership programs.

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 related software applications.
- Current problems of socially and economically challenged families.
- Existing human service agencies.

Ability to:

- Multitask in a fast-paced environment, with prompt attention to the call center's call volume.
- Deal with conceptual matters.
- Communicate effectively, verbally and in writing.
- Demonstrate good interpersonal skills.
- Effectively present program information to the public.
- Establish professional working relationships with staff, agencies, and parents.
- Operate a multi-line telephone.
- Interact effectively with persons experiencing a problem situation or crisis to assess and help problem solve the situation.
- Demonstrate critical thinking and analysis skills.

EDUCATION AND EXPERIENCE:

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

- High School diploma or equivalent. (Relevant degree or a combination of directly related college course work highly desirable)
- One (1) year of Information and Referral experience preferred but not required.
- Knowledge of health and social services preferred.

OTHER REQUIREMENTS:

- Bilingual language fluency (English/Spanish) desirable.
- Successful completion of live scan fingerprinting, physical, substance abuse screening, TB, and all required vaccinations.

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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 moderate.
- 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 Information & Referral Specialist I			
Activity **Hours Per Day**	**NEVER 0 HOURS**	**OCCASIONALLY UP TO 4 HOURS**	**REQUENTLY 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**	**REQUENTLY 4-8 HOURS**	**NEVER 0 HOURS**	**OCCASIONALLY UP TO 4 HOURS**	**REQUENTLY 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		

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Information & Referral Specialist II

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 05 **FLSA Status:** Non-Exempt **Date Approved:** TBD

SUMMARY:

2-1-1 Kern is a 24/7 operation open 365 days per year with a variety of shifts available. Work schedule may include evenings, overnights, weekends, and holidays.

The Informational and Referral Specialist (I&R) II is responsible for providing confidential, appropriate, unbiased health and social service information, referrals, and advocacy to the public by telephone, bi-directional texting, and live chat. The I&R II will track gaps in services, assist callers with questions, appointment needs, and be responsible for assisting in the maintenance of the 2-1-1 Kern resource database. ***Required to be available during declared emergencies to perform duties as directed by the Program Supervisor or Administrator.***

SUPERVISION RECEIVED:

Receives supervision from 2-1-1 Program Supervisor

SUPERVISION EXERCISED:

None

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 accommodation may be made to enable individuals with disabilities to perform essential functions.

Essential Job Specific Duties:

- Answers calls and provides necessary information, problem assessment, referrals, and follow up appropriate to callers needs in a tactful manner.
- Assists callers in selecting appropriate resources and appointments, when necessary, and contacts resource agencies to facilitate service delivery.
- Utilize Alliance of Information and Referral Systems (AIRS) and Agency standards in carrying out the goal of resolution of callers' problems.
- Display professionalism when working with community resource agencies.
- Utilizes an online database system to maintain accurate records of services requested and provided.
- Formally surveys agencies for information about services, follows up with key contacts, and documents outcomes in 2-1-1 Kern resource database.
- Reviews resource information for community partners and inputs details in the 2-1-1 Kern resource database.
- Assists with the on-going maintenance of resource information utilized in the call center.
- Assists with the implementation of special projects and programs carried out by the call center.
- Accurately records call transactions in the 2-1-1 Kern online database.
- Assists with providing guidance and support to new employees, volunteers, and interns as needed.

Other Job Specific Duties:

- Attend all meetings, trainings, and conferences as assigned.
- Maintain a safe and functional work environment.
- Work alternative hours as required, including nights and weekends.
- Is proactive in the effort to recruit and enroll families that qualify for Partnership programs.

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 related software applications.
- Current problems of socially and economically challenged families.
- Existing human service agencies.

Ability to:

- Multitask in a fast-paced environment, with prompt attention to the call center's call volume.
- Deal with conceptual matters.
- Communicate effectively, verbally and in writing.
- Demonstrate good interpersonal skills.
- Effectively present program information to the public.
- Establish professional working relationships with staff, agencies, and partners.
- Operate a multi-line telephone.
- Interact effectively with persons experiencing a problem situation or crisis to assess and help problem solve the situation.
- Demonstrate critical thinking and analysis skills.
- Obtain Alliance of Information and Referral Services (AIRS) Community Resource Specialist (CRS) Certification within two years of employment.

EDUCATION AND EXPERIENCE:

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

- High School diploma or equivalent. (Relevant degree or a combination of directly related college course work highly desirable)
- One (1) year of Information and Referral experience.
- Knowledge of and/or work experience in the health and social services field required.

OTHER REQUIREMENTS:

- Bilingual language fluency (English/Spanish) desirable.
- Successful completion of live scan fingerprinting, physical, substance abuse screening, TB, and all required vaccinations.

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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 moderate.
- Hazards are minimal.

ESSENTIAL PHYSICAL DEMANDS:

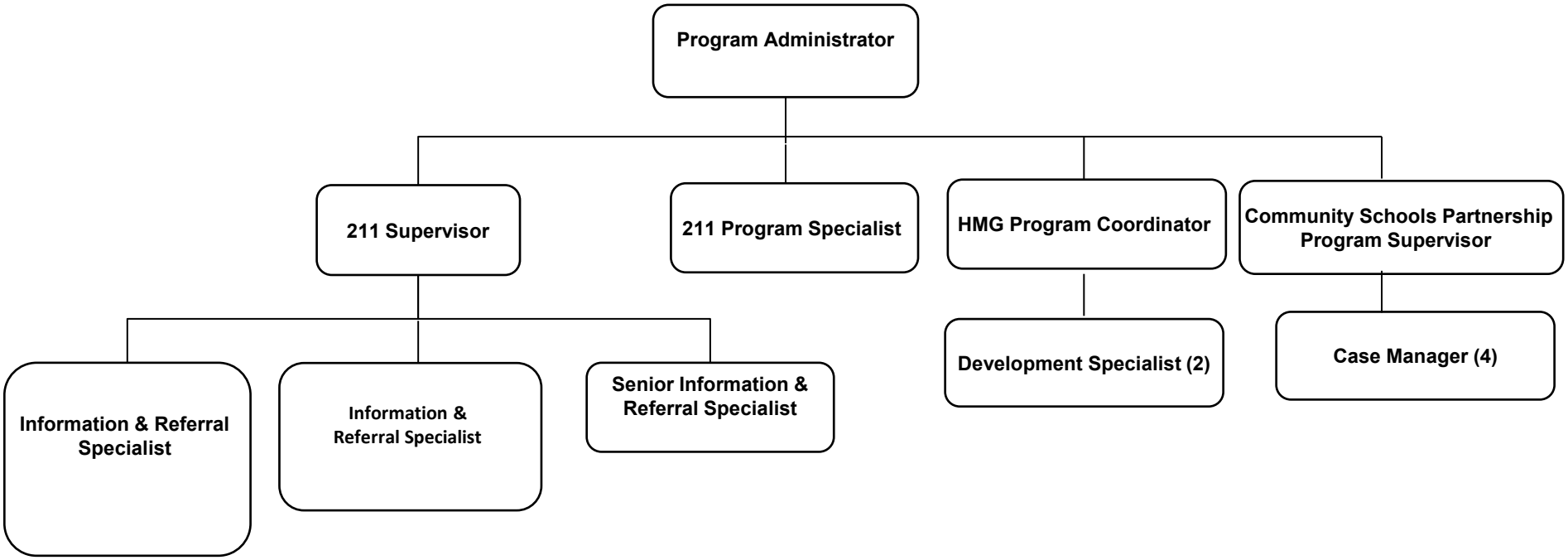
The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of the job. Reasonable accommodation may be made to enable employees with disabilities to perform the essential duties.

POSITION TITLE	Information & Referral Specialist II			
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	

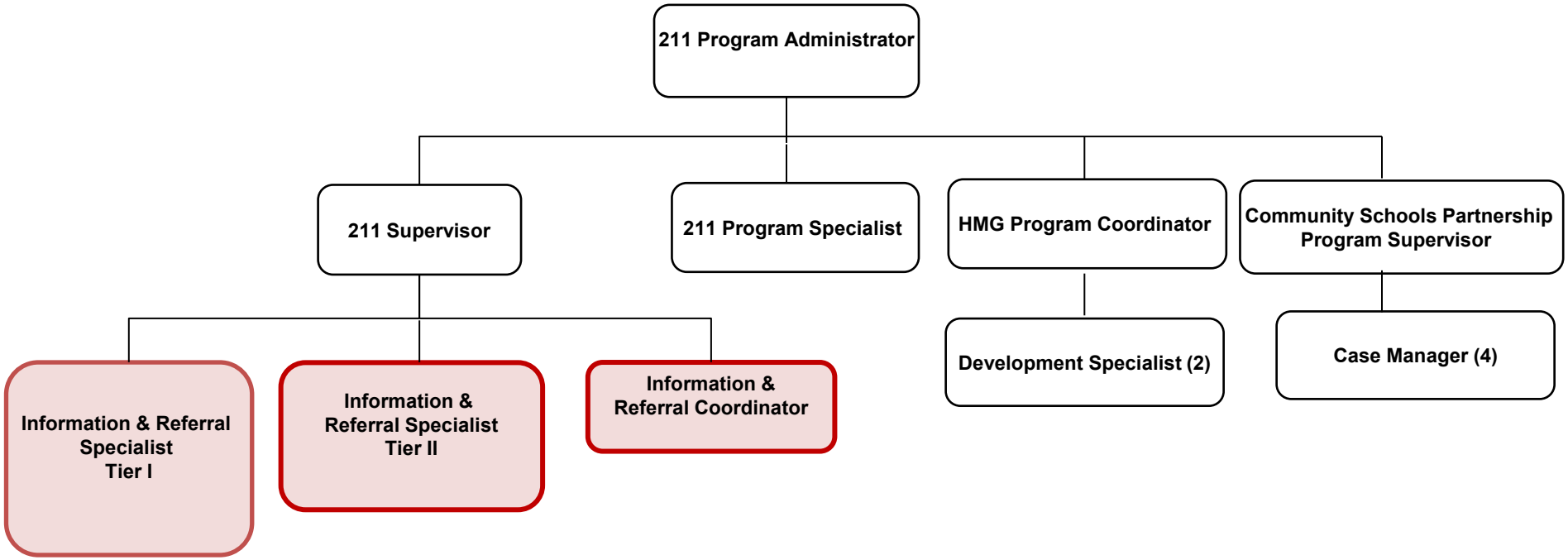
	LIFTING			CARRYING		
	NEVER 0 HOURS	**OCCASIONALLY UP TO 4 HOURS**	**FREQUENTLY 4-8 HOURS**	**NEVER 0 HOURS**	**OCCASIONALLY UP TO 4 HOURS**	**FREQUENTLY 4-8 HOURS**
0-10 lbs			x			x
11-25 lbs		x			x	
26-50 lbs		x			x	
51-75 lbs	x			x		
76-100 lbs	x			x		
100+ lbs	x			x		

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Division: Community Development
Program: 2-1-1 Call Center
Current



Division: Community Development
Program: 2-1-1 Call Center
Proposed



MEMORANDUM

To: Personnel Committee

From: Jerry Meade, Assistant Director of Head Start, Program

Date: May 10, 2023

Subject: *Agenda Item 4(c)*: Head Start Division Reclassification of Job Descriptions – **Action Item**

The Head Start/Sate Child Development Division has updated job descriptions to align with the reorganization approved by the Board of Directors in March 2023. The updated job descriptions allow for consistency in language within each classification; update antiquated language; and incorporate new job descriptions for new positions that will allow for succession planning.

Summary of Proposed Changes

In accordance with the reorganization, the positions below are either new positions, or revised. The Head Start/State Child Development Division collaborated with the Human Resources Department on these changes and to ensure consistency with like positions within CAPK. The grading of the job descriptions aligns with the approved CAPK Compensation Schedule.

Position Title	Proposed Changes	Current Grade	New Grade
Attendance Supervisor	Reclassified from Attendance Coordinator	9 Min: $22.93 Mid: $28.69 Max: $34.43	N/A
EHS Education Manager	Reclassification. Focus on EHS and supervise EHS Curriculum Specialist	-	10 Min: $26.40 Mid: $32.98 Max: $39.58
HS Education Manager	New position. Focus on HS and supervise HS Curriculum Specialist and Partnership Supervisor.	-	10 Min: $26.40 Mid: $32.98 Max: $39.58
Home Base Manager	New position. The HB Manager will supervise the HB Supervisors.	-	10 Min: $26.40 Mid: $32.98 Max: $39.58
Quality Assurance Manager	New position. The QA Manager will supervise the QA Specialist and Technicians.	-	10 Min: $26.40 Mid: $32.98 Max: $39.58
Support Service Manager	New Position. The SS Manager will report directly to the Assistant Director of Program and directly supervise the Family Engagement Supervisor, Wellness and Inclusion Supervisor, and the Health and Nutrition Supervisor.	-	10 Min: $26.40 Mid: $32.98 Max: $39.58

Fiscal Impact and Timeframe

The fiscal impact is marginal as these positions align with previously budgeted positions prior to the reorganization. The Head Start leadership team has been working in conjunction with the Finance Division to ensure the positions are within the Head Start budget. As the reorganization continues, a budget revision will be presented to the Board if deemed necessary. The implementation of the reorganization, including the positions included in this presentation, will be in July 2023.

Strategic Plan and Development

As part of the 2021-25 Strategic Plan, specifically under 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*, this proposal supports staff development, growth, and retention by creating a pathway for current staff or new recruits to be place in supervisory position that will increase their knowledge base and provide experience in order to have the ability to promote within the organization.

Recommendation:

Staff recommends the Personnel Committee approve the Head Start Division reclassification and revised job descriptions.

Attachments:

Attendance Supervisor Job Description
EHS Education Manager Job Description
Head Start Education Manager Job Description
Home Base Manager Job Description
Quality Assurance Job Description
Support Services Manager Job Description

Attendance Supervisor

Disclaimer: Job descriptions are written as a representative list of the ADA essential duties performed by a jobclass. 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:
Under the direct supervision of the Enrollment and Attendance Manager, the Attendance Supervisor supervises and performs duties related to preparing, processing, maintaining, and reviewing attendance, statistical or fiscal documents, and records as related to California Department of Education (CDE) reimbursement regulations and the Child and Adult Care Food Program (CACFP). Work is carried out under the general supervision of the Enrollment and Attendance Manager but calls for considerable independent judgment on technical matters.

SUPERVISION RECEIVED:
Receives supervision from Enrollment and Attendance Manager

SUPERVISION EXERCISED:
Provides supervision to assigned Attendance Technicians, Attendance Specialist, CACFP Monitor

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 accommodation may be made to enable individuals with disabilities to perform essential functions.

Essential Job Specific Duties:

- Provides direct supervision, training, technical assistance, mentoring, and support to assigned Attendance Technicians and Specialist, including evaluations of performance.
- Maintains a strong understanding of CACFP, Head Start Program Performance Standards (HSPPS), and California Code of Regulations Title 5 (CDE), and Title 22 (Community Care Licensing).
- Oversees, compiles, reviews, monitors, and maintains monthly CDE attendance data entry, documentation, reporting, and CDE claim data.
- Prepares and submits monthly and periodic CDE reports to the CAPK Finance Division, as well as auditing and reporting CACFP statistical reports.
- Maintains records of family fees, prepares, and distributes family fee statements, receives family fee payments by mail or in person, prepares bank deposits, and develops payment plans for delinquent fees.
- Notifies the Enrollment Team of any delinquent fees requiring a Notice of Action.
- Tracks and monitors all areas of attendance data for federal and state programs to ensure an error-free audit and USDA tri-annual review.
- Is responsible for developing, maintaining, and updating written policies and procedures as needed.
- Reviews various fiscal documents, reports, and payments for accuracy and completeness.
- Collaborates with Enrollment, Program Staff, Support Service Staff, Finance, Central

Kitchen, and other departments and community members as appropriate.
- Provides leadership and training to administrative/program staff on CACFP, CDE, and HSPPS regulations.
- Provides technical and procedural assistance and training to administrative/program staff on ChildPlus and NoHo databases, and technical support to staff in related to attendance, CACFP, and administrative areas.
- Supports the preparation of data, budgets, and monitoring reports to be submitted to the Board of Directors, Policy Council, Head Start Regional Office, CDE, CACFP, Finance department and CDE.
- Assists with audits and funding source reviews.
- Monitors for compliance with internal controls.
- Assists with developing, maintaining, and updating CDE and CACFP written policies and procedures.
- Performs Attendance Technician, Attendance Specialist, and CACFP Monitor duties as needed.

Other Job Specific Duties:
- Attends all meetings, trainings, and conferences as assigned.
- Maintains a safe and functional work environment.
- Works alternative hours as assigned, including nights and weekends.
- Performs any other like duties as assigned.

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

Knowledge of:
- Reflective supervision process, analyze problems, and identify alternative solutions.
- Experience working with adults and children.
- Conducting developmental assessments of children.
- Departmental policies and procedures.
- Correspondence and report writing practices and procedures.
- Current problems of socially and economically challenged families.
- Modern office practices, methods, procedures, and equipment, including computers.
- Word processing, spreadsheet, database, and related software applications.
- Agency policies and procedures.
- Proper grammar in written communication.
- Applicable federal, state, and local laws, codes, and regulations
- Regulations governing the fiscal requirements of Head Start, California Department of
- Education, and Child and Adult Care Food Program.

Ability to:
- Ensure confidentiality.
- Reasonably obtain knowledge of Agency policies and procedures.
- Able to deal with conceptual matters.
- Plan, organize, allocate, and control substantial resources.

- Communicate effectively, verbally and in writing.
- Demonstrate professional interpersonal skills.
- Work as a positive team member.
- Work independently
- Prepare clear and concise reports.
- Attend evening and weekend meetings.
- Exercise sound, independent judgment within general policy guidelines.
- Establish professional working relationships with staff, agencies, and parents.\
- Work with accuracy and attention to detail.

EDUCATION AND EXPERIENCE:

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

- Associate degree from an accredited college or university with a major in finance, social services, early childhood development, human services, behavioral science, public or business administration is required. Bachelor's degree preferred.
- Three (3) years' working in an administrative field with an emphasis on finance, social services, case management, public administration, child development, or related field.
- Two (2) years of supervisory experience in a social service program, or related field.

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 and have such records filed with the State Department of Social Services, Community Care Licensing.
- Bilingual language fluency (Spanish/English) desirable.
- 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 inperforming 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 enableemployees with disabilities to perform the essential duties.

POSITION TITLE: Attendance Supervisor			
Activity **Hours Per Day**	**NEVER 0 HOURS**	**OCCASIONAL UP TO 4 HOURS**	**FREQUENT 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)			
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		

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Early Head Start Education 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 10 **FLSA Status:** Exempt **Date Approved:** TBD

SUMMARY:
Under the direct supervision of the Head Start Assistant Director, the Early Head Start (EHS) Education Manager is responsible for assisting with the overall planning for a comprehensive Early Head Start Infant/Toddler Program, including leadership and technical expertise for program staff. The EHS Education Manager oversees all child development to ensure compliance. Responsible for providing training for staff in compliance with the Head Start Regulations and ensuring educational requirements and curriculum are meeting standards. Responsibilities include assisting with the interpretation and implementation of all aspects of the Head Start Performance Standards, state and local childcare regulations, funding source requirements, and policies. The EHS Education Manager must work collaboratively with the HS Education Manager to ensure high quality services to children enrolled in the program.

SUPERVISION RECEIVED:
Receives supervision from the Head Start Assistant Director.

SUPERVISION EXERCISED:
Provides supervision to the EHS Curriculum Specialist.

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 accommodation may be made to enable individuals with disabilities to perform essential functions.

A. Essential Job Specific Duties:

- Responsible for overseeing that child development centers are in compliance.
- Supports staff to effectively implement and monitor curriculum implementation and fidelity.
- Provides support, feedback, and supervision for continuous improvement of EHS curriculum through the system of training and professional development.
- Completes performance evaluations for assigned staff.
- Develops, reviews, and approves personal and professional development and training plans for assigned staff.
- Ensures Site Supervisors have all education screenings and assessments completed accurately and in a timely manner.
- Provides training and guidance to staff and parents on Child Development topics as needed and/or requested, including new hire orientation and other mandated training.
- Responsible for collaborating with the Head Start Education Manager to ensure the children receive high quality educational services.
- Analysis of data for EHS School Readiness Goals, DRDP, ITERS, and classes

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- In collaboration with the HS Education Manager analyzes educational program data, completes Summary of Findings and will provide required presentations to programs governing bodies.
- Responsible for the implementation and recommendations for program improvement, compliance, and training
- Ensures center environments and curriculum align with EHS School Readiness Goals.
- Coordinates and builds rapport with community partners and provides program information in the community.
- In collaboration with the wellness staff provide support to center-based staff on preventive strategies, early identification, and intervention stemming from behavioral challenges which may interfere with the child's learning.
- Provides ongoing training of Infant and Toddlers trends on the latest strategies and research to staff.
- Responsible for monitoring children's files, classroom environments, and home visits, to ensure program compliance with Performance Standards, Title 22, and Title 5 regulations.
- Collaborates with the HS Education Manager in developing, updating, and implementation of educational policies and procedures.
- Works closely with Human Resources for guidance in staff performance issues.

B. Other Job Specific Duties:

- Conducts and attends meetings, training, and professional growth activities.
- Is proactive in the effort to recruit and enroll families that qualify for EHS programs.
- Works alternative hours as required, including nights and weekends.
- 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:

- Educational Assessments such as CLASS, ECERS and ITERS, and DRDP-2015.
- Applicable federal, state, and local laws, codes, and regulations
- Agency policies and procedures.
- Regulations governing the administration of Head Start Program and State related programs desirable.
- Principles and methods of organization, planning and coordination.
- Supervisory principles and practices
- Correspondence and report writing practices and procedures.
- Current problems of socially and economically diverse families.
- Word processing, spreadsheet, database, and other related applications.
- Modern office practices, methods, procedures, and equipment, including computers.
- Departmental policies and procedures.
- Principles and techniques of training, program development, and operation.

Ability to:

- Plan, organize, allocate and control confidential data and organizational resources.
- Demonstrate good interpersonal skills.

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- Work as a positive team member.
- Work with conceptual matters
- Work under frequent time pressures or deadlines.
- Supervise, mentor, and motivate a diverse group of individuals.
- Work independently.
- Exercise sound, independent judgment within general policy guidelines.
- Provide guidance and interpret and explain policies and procedures.
- Analyze administrative, operational, and organizational problems and evaluate alternatives to reach sound solutions.
- Communicate effectively, verbally and in writing.
- Prepare clear, concise reports.
- Work with accuracy and attention to detail.
- Operate and use modern office equipment.
- Effectively organize and prioritize assigned work.

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 business administration, education administration, behavioral science, or related degree. If major is in a non-management discipline, must have at least eight (8) semester units in administration or management with a minimum of two (2) units in adult supervision.
- Program Director permit desired. At minimum, must possess or obtain a valid Site Supervisor permit issued by the Commission for Teacher Credentialing.
- Completion of the four (4) modules of the Program for Infant and Toddler Care desirable (PITC with trainer's certificate or college credit attached required.)
- Four (4) years of teaching preschool or in a child development program.
- Minimum four (4) years of progressive management experience in a child development or preschool program, two (2) years of which must be in a supervisory capacity.
- Direct experience in managing social service programs is highly desirable.

OTHER REQUIREMENTS:

- Must be fingerprinted and have records filed with the State Department of Social Services, Community Care Licensing.
- Successful completion of a 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.

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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 Early Head Start Education 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			x		

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Head Start Education 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 10 **FLSA Status:** Exempt **Date Approved:** TBD

SUMMARY:
Under direct supervision from the Director of Head Start/State Child Development, the Head Start (HS) Education Manager is responsible for assisting with the overall planning for a comprehensive Head Start Program that focuses on Pre-K, including leadership and technical expertise for program staff. The HS Education Manager oversees all child development centers to ensure compliance. Additionally, the HS Education Manager is responsible for providing training for staff in compliance with the Head Start Standards and Regulations and ensuring educational requirements and curriculum meet requirements. Responsibilities include assisting with the interpretation and implementation of all aspects of the Head Start Performance Standards, state and local childcare regulations, funding source requirements, and policies. The HS Education Manager must work collaboratively with the Early Head Start Education Manager to ensure high quality services to children 0-5 years of age.

SUPERVISION RECEIVED:
Receives supervision from the Director of Head Start/State Child Development.

SUPERVISION EXERCISED:
Provides supervision to the Head Start Curriculum Specialist, and Partnership 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:

- Responsible for overseeing that child development centers are in compliance.
- Supports staff to effectively implement and monitor curriculum implementation and fidelity.
- Provides support, feedback, and supervision for continuous improvement of HS curriculum through the system of training and professional development.
- Completes performance evaluations for assigned staff.
- Develops, reviews, and approves personal and professional development and training plans for assigned staff.
- Ensures Site Supervisors have all education screenings and assessments completed accurately and in a timely manner.
- Provides training and guidance to staff and parents on Child Development topics as needed and/or requested, including new hire orientation and other mandated training.
- Responsible for collaborating with the HS Education Manager to ensure the children receive high quality educational services.
- Accountable for the analysis of data for HS School Readiness Goals, DRDP, ITERS and CLASS

- In collaboration with the EHS Education Manager analyses educational program data, completes Summer of Findings, and will provide required presentations to programs governing bodies.
- Responsible for the implementation and recommendations for program improvement, compliance, and training.
- Ensures center environments and curriculum align with HS School Readiness Goals.
- Coordinates and builds rapport with community partners and provides program information in the community.
- In collaboration with the wellness staff, provides support to staff on preventive strategies, early identification, and intervention stemming from behavioral challenges which may interfere with the child's learning.
- Provides ongoing training of Pre-K trends on the latest strategies and research to staff.
- Responsible for monitoring children's files, classroom environments, and home visits, to ensure program compliance with Performance Standards, Title 22, and Title 5 regulations.
- Collaborates with the EHS Education Manager in developing, updating, and implementing all education policies and procedures.
- Works closely with Human Resources for guidance in staff performance issues.

B. Other Job Specific Duties:

- Conducts and attends meetings, training, and professional growth activities.
- Is proactive in the effort to recruit and enroll families that qualify for EHS programs.
- Works alternative hours as required, including nights and weekends.
- 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:

- Applicable federal, state, and local laws, codes, and regulations
- Agency policies and procedures.
- Regulations governing the administration of Head Start Program and State related programs desirable.
- Principles and methods of organization, planning and coordination.
- Supervisory principles and practices
- Correspondence and report writing practices and procedures.
- Current problems of socially and economically diverse families.
- Word processing, spreadsheet, database, and other related applications.
- Modern office practices, methods, procedures, and equipment, including computers.
- Departmental policies and procedures.
- Principles and techniques of training, program development, and operation.

Ability to:

- Plan, organize, allocate and control confidential data and organizational resources.
- Demonstrate good interpersonal skills.
- Work as a positive team member.
- Work with conceptual matters

- Work under frequent time pressures or deadlines.
- Supervise, mentor, and motivate a diverse group of individuals.
- Work independently.
- Exercise sound, independent judgment within general policy guidelines.
- Provide guidance and interpret and explain policies and procedures.
- Analyze administrative, operational, and organizational problems and evaluate alternatives to reach sound solutions.
- Communicate effectively, verbally and in writing.
- Prepare clear, concise reports.
- Work with accuracy and attention to detail.
- Operate and use modern office equipment.
- Effectively organize and prioritize assigned work.
- Establish and maintain effective working relationships, 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 business administration, education administration, behavioral science, or related degree required.
- Program Director permit desired. At minimum, must possess or obtain a valid Site Supervisor permit issued by the Commission for Teacher Credentialing.
- Completion of the four (4) modules of the Program for Infant and Toddler Care desirable (PITC with trainer's certificate or college credit attached required.)
- Four (4) years of teaching preschool or in a child development program.
- Minimum four (4) years of progressive management experience in a child development or preschool program, two (2) years of which must be in a supervisory capacity.
- Direct experience in managing social service programs is highly desirable.

OTHER REQUIREMENTS:

- Must be fingerprinted and have records filed with the State Department of Social Services, Community Care Licensing.
- Successful completion of a physical, substance abuse screening, TB, and all required vaccinations.
- Must have reliable transportation during working hours.

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 Head Start Education 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			x		

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Home Base 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: 10 **FLSA Status:** Exempt **Date Approved:** TBD

SUMMARY:
Under the direct Supervision of the Head Start Assistant Director, provides oversight and support to Home Base programs in Kern and San Joaquin Counties. Implement short term and long-range planning for service delivery, monitoring, and training. Manages the Home Base program option with the integration of all content areas into the day-to-day operations. Ensure all Head Start Performance Standards are in full compliance with all aspects of Head Start & Early Head Start regulations. Administer effective communication among administration leadership, staff, families, and community collaborators.

SUPERVISION RECEIVED:
Receives supervision from the Head Start Assistant Director

SUPERVISION EXERCISED:
Provides supervision to the Home Base Supervisors

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 accommodation may be made to enable individuals with disabilities to perform essential functions.

A. Essential Job Specific Duties:

- Manages the Home Base program to ensure full compliance including child outcomes, full enrollment, and emotional well-being of the entire family and expectant mothers.
- Responsible for oversight and support of full compliance of required regulations.
- Performance Standards and responsibilities as written in the CAPK Policies.
- Completes on-going reports based on measurable and objective criteria related to the program service area plans and goals, transitions, enrollment, and on-going training.
- Works with Assistant Director, SJC to ensure budget and expenditures are in full compliance with the grant and funding requirements.
- Develop and ensures the implementation of personal and professional development, annual evaluations, and professional development plans, as well as ongoing monitoring of time and attendance for assigned staff.
- Oversee and provide support to ensure delivery of services in all functional areas, utilizing internal and external resources to provide supplies and medical, social, mental health, educational and special services as deemed appropriate.
- Conduct ongoing monitoring of home visits and socializations to ensure compliance of all daily operation.
- Implements and maintains monthly ŧ team meetings to promote and maintain a sense of teamwork among home base unit and all comprehensive service areas.

- Responsible for responding to non-compliance reports and the completion of corrective action plans.
- Provides monthly comprehensive reports to the Assistant Director, SJC of all performance standards and Head Start Act as it relates to assigned programs.
- Works closely with Enrollment and Attendance Manager to ensure full enrollment.
- Works in partnership with Support Services and Education Managers to implement school readiness and family engagement framework.
- Oversee the implementation of all required assessments and screenings completed in a timely manner.

B. Other Job Specific Duties:

- Attends all meetings, trainings, and conferences as assigned.
- Maintains safe and functional work environment.
- Work alternative hours as required, including nights and weekends.
- Is proactive in the program effort to recruit and enroll families that qualify for Head Start Programs.
- 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:

- Applicable federal, state, and local laws, codes, and regulations
- Agency policies and procedures.
- Regulations governing the administration of Head Start Program and State related programs desirable.
- Principles and methods of organization, planning and coordination.
- Supervisory principles and practices
- Correspondence and report writing practices and procedures.
- Current problems of socially and economically diverse families.
- Word processing, spreadsheet, database, and other related applications.
- Modern office practices, methods, procedures, and equipment, including computers.
- Departmental policies and procedures.
- Principles and techniques of training, program development, and operation.

Ability to:

- Plan, organize, allocate and control confidential data and organizational resources.
- Demonstrate good interpersonal skills.
- Work as a positive team member.
- Work with conceptual matters
- Work under frequent time pressures or deadlines.
- Supervise, mentor, and motivate a diverse group of individuals.
- Work independently.
- Exercise sound, independent judgment within general policy guidelines.
- Provide guidance and interpret and explain policies and procedures.

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- Analyze administrative, operational, and organizational problems and evaluate alternatives to reach sound solutions.
- Communicate effectively, verbally and in writing.
- Prepare clear, concise reports.
- Work with accuracy and attention to detail.
- Operate and use modern office equipment.
- Effectively organize and prioritize assigned work.
- Establish and maintain effective working relationships, 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 from any accredited college or university with major in one of the following disciplines: Early Childhood Development, Education, Human Development, or related field required.
- Program Director's permit optional. Supervisor permit issued by the Commission for Teacher Preparation and Licensing optional.
- Minimum four (4) years of progressive management/supervision experience in early childhood education, social service, public administration, human development, or related field.
- Minimum of two (2) years' supervisory experience in social service programs or similar programs required.
- Bilingual language fluency (Spanish/English) fluency highly desirable.

OTHER REQUIREMENTS:

- Possession of a valid California Driver's License and State automobile insurance, and acceptable driving record substantiated by a DMV printout.
- Must have reliable transportation during working hours.
- Completion of a physical, substance abuse screening, TB, and all required vaccinations
- 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.
- Maintain required immunizations as outlined in the Community Care Licensing Regulations and Performance Standards.
- Must have completed a First Aid/CPR Certificate or will obtain the certification within 90 days 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.

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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: Home Base 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			X		

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Quality Assurance 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 10 **FLSA Status:** Exempt **Date Approved:** TBD

SUMMARY:
Under the direct supervision of the Quality Assurance Administrator, the Quality Assurance Manager supports with implementing the overall program design and management system for the annual self-assessment; and ongoing monitoring for compliance of the program to ensure compliance of all Head Start Performance Standards, Office of Head Start monitoring protocols, and State Contract Monitoring Review for the Head Start/State Child Development Division.

SUPERVISION RECEIVED:
Receives supervision from Quality Assurance Administrator.

SUPERVISION EXERCISED:
Provides supervision to assigned Quality Assurance Specialists and Quality Assurance Technician.

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 accommodation may be made to enable individuals with disabilities to perform essential functions.

Essential Job Specific Duties:

- Provides supervision, training, technical assistance, mentoring, and support to assigned Quality Assurance Specialists and Quality Assurance Technician, including evaluations of performance.
- Maintains a strong understanding of Head Start Program Performance Standards (HSPPS),
- California Code of Regulations Title 5 (CDE), and Title 22 (Community Care Licensing).
- Oversees the implementation for the Head Start and State Child Development division monitoring system for administration, management systems, and specialized interdisciplinary service areas in accordance with federal, state, and local regulations and mandates.
- Provides leadership and direction in the development and management of work methodologies, processes, policies, and procedures for program review, monitoring, and training by utilizing program data collected though ongoing monitoring.
- Analyzes and interprets data, drawing meaning and conclusions from quantitative and/or qualitative data.
- Provides oversight for the design of a comprehensive system for on-going monitoring, audit, data analysis and evaluation for all program service areas in consultation with key staff.

- Informs, networks with, and monitors governing bodies to ensure their understanding and implementation of appropriate governance oversight and accountability.
- Conducts the annual Self-Assessment for the Head Start/State Child Development and uses information to address continuous agency-wide improvement.
- Assists with annual audits, funding source/regulatory audits and monitoring visits.
- Participates in the division's strategic leadership team to guide decision making and establish business processes to ensure a culture of program excellence.
- Conducts and/or coordinates internal audits as needed.
- Establishes and maintains positive, constructive working relationships with staff and Program Partners to ensure their compliance with program requirements.
- Reports areas of compliance and non-compliance to the Quality Assurance Administrator and Administrative Team as needed.
- Responsible for developing, maintaining, and updating written policies and procedures as needed.
- Collaborates with Administration, Enrollment and Attendance, Program Staff, Support Service Staff, Finance, Central Kitchen, and other departments and community members as appropriate.
- Provides leadership and training to admin/program staff on CACFP, CDE, and HSPPS regulations.
- Responsible for preparation of data, budgets, and monitoring reports to be submitted to the Board of Directors, Policy Council, Head Start Regional Office, California Department of Education, California Department of Social Services, and finance department.
- Monitors for compliance with internal controls.

Other Job Specific Duties:

- Attends all meetings, trainings, and conferences as assigned.
- Maintains a safe and functional work environment.
- Works alternative hours as assigned, including nights and weekends.
- 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:

- Applicable federal, state, and local laws, codes, and regulations
- Agency policies and procedures.
- Regulations governing the administration of Head Start Program and State related programs desirable.
- Principles and methods of organization, planning and coordination.
- Supervisory principles and practices
- Correspondence and report writing practices and procedures.
- Current problems of socially and economically diverse families.
- Word processing, spreadsheet, database, and other related applications.
- Modern office practices, methods, procedures, and equipment, including computers.

- Departmental policies and procedures.
- Principles and techniques of training, program development, and operation.
- Regulations governing the fiscal requirements of Head Start, California Department of Education, California Department of Social Services California Code of Regulations Title 5 (CDE), Title 22 (Community Care Licensing) and Child and Adult Care Food Program.

Ability to:

- Deal with conceptual matters.
- Plan, organize, and allocate resources.
- Work independently.
- Communicate effectively, verbally and in writing.
- Prepare clear and concise reports.
- Exercise sound, independent judgment within general policy guidelines.
- Provide guidance and explain policies and procedures.
- Analyze problems and identify alternative solutions.
- Work with accuracy and attention to detail.
- Effectively organize and prioritize assigned work.
- Establish and maintain effective working relationships with staff, agencies, and parents.

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 from an accredited college or university with a major in finance, social services, early childhood development, human services, behavioral science, public or business administration is preferred.
- Minimum four (4) years of progressive management/supervision experience in early childhood education, social service, public administration, human development, or related field.
- Two (2) years of supervisory experience in social service programs or similar programs required.

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 and have such records filed with the State Department of Social Services, Community Care Licensing.
- Bilingual language fluency (Spanish/English) desirable.
- 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.

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 accommodation may be made to enable employees with disabilities to perform the essential duties.

POSITION TITLE: Quality Assurance Manager			
Activity **Hours Per Day**	**NEVER 0 HOURS**	**OCCASIONAL UP TO 4 HOURS**	**FREQUENT 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)			
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		

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Support Services 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 10 **FLSA Status:** Exempt **Date Approved:** TBD

SUMMARY:
Under the direct supervision of the Head Start Assistant Director, responsible for the overall implementation of providing high-quality Head Start support services for school readiness. Responsible for delivering developmentally, culturally, and linguistically appropriate practices that engage families, support healthy living, support inclusion while providing enriching mental wellness practices. Collaborates in the leadership and technical expertise for teaching staff, assisting with the interpretation and implementation of all aspects of Head Start Performance Standards, General and Child Care Regulations, Federal and State regulations, funding source requirements and policies/practices for Kern and San Joaquin Counties.

SUPERVISION RECEIVED:
Receives supervision from Head Start Assistant Director.

SUPERVISION EXERCISED:
Provides supervision to the Health and Nutrition Supervisor, Family Engagement Supervisor, and Wellness and Inclusion 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 accommodation may be made to enable individuals with disabilities to perform essential functions.

A. Essential Job Specific Duties:

- Oversees the support services departments to ensure quality mentoring and training practices which result in quality outcomes for all Head Start support services departments.
- Responsible for the budget for support services by monitoring assigned budget to actual for overall expenditures.
- Manages the design, implementation, and training to effectively implement and monitor in Kern and San Joaquin County,
- Reviews and monitors the aggregation of a variety of data for support services departments and develops and implements plans for program improvement, including training opportunities and compliance.
- Works closely with Assistant Director, Program and other administrative personnel to review achievements and discuss required changes in program emphasis resulting from status and outcomes.
- Participates in the planning and implementation of policies and procedures for state and federal requirements.
- Develop and ensures the implementation of personal and professional development, annual evaluations, and training plans, as well as ongoing monitoring of time and attendance for assigned staff.
- Responsible for providing program updates, data, and analysis as it relates to

assigned departments to Board of Directors and Policy Council.
- Manages, plans, and promotes team cooperation in providing health, mental health, nutrition, inclusion, and family engagement services.
- Assists with overall full compliance of both state and federal laws, codes, and regulations as it relates to program accountability.
- Works in partnership with Head Start Leadership for the common goal of program excellence.

B. Other Job Specific Duties:
- Attends meetings, trainings, and conferences as assigned.
- Maintains safe and functional work environment.
- Is proactive in the effort to recruit and enroll families that qualify for all programs.
- Works alternative hours as required, including nights and weekends.
- 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:
- Applicable federal, state, and local laws, codes, and regulations
- Agency policies and procedures.
- Regulations governing the administration of Head Start Program and State related programs desirable.
- Principles and methods of organization, planning and coordination.
- Supervisory principles and practices
- Correspondence and report writing practices and procedures.
- Current problems of socially and economically diverse families.
- Word processing, spreadsheet, database, and other related applications.
- Modern office practices, methods, procedures, and equipment, including computers.
- Departmental policies and procedures.
- Principles and techniques of training, program development, and operation.

Ability to:
- Plan, organize, allocate and control confidential data and organizational resources.
- Demonstrate good interpersonal skills.
- Work as a positive team member.
- Work with conceptual matters
- Work under frequent time pressures or deadlines.
- Supervise, mentor, and motivate a diverse group of individuals.
- Work independently.
- Exercise sound, independent judgment within general policy guidelines.
- Provide guidance and interpret and explain policies and procedures.
- Analyze administrative, operational, and organizational problems and evaluate alternatives to reach sound solutions.
- Communicate effectively, verbally and in writing.
- Prepare clear, concise reports.
- Work with accuracy and attention to detail.
- Operate and use modern office equipment.
- Effectively organize and prioritize assigned work.

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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 business administration, child development behavioral science, or related field required.
- Minimum four (4) years of progressive management/supervision experience in early childhood education, social service, public administration, human development, or related field.
- Minimum two (2) years' supervisory experience in social service programs or similar programs required.

OTHER REQUIREMENTS:

- Possession of a valid California Driver's License and State automobile insurance, and acceptable driving record substantiated by a DMV printout.
- Must have reliable transportation during working hours.
- Completion of a physical 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, Community Care Licensing.
- Successful completion of physical, substance abuse screening, TB, and all required vaccinations.
- Must have completed a First Aid/CPR Certificate or will obtain the certification within 90 days of employment.
- Bilingual language fluency (Spanish/English) fluency highly desirable

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 accommodation may be made to enable employees with disabilities to perform the essential duties.

POSITION TITLE Support Services 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			x		

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