

Thought of the Day:

“Do not wait for the perfect moment; take the moment and make it perfect.”

Author: Unknown

AGENDA

**Sacramento Employment and Training Agency
HEAD START POLICY COUNCIL
Regular Meeting**

Tuesday February 25, 2025 10:00 a.m.
925 Del Paso Boulevard, Suite 100, Board Room,
Sacramento, CA 95815

PUBLIC COMMENT PROCEDURES

In response to AB 2449, the Sacramento Employment and Training Agency (SETA) Head Start Policy Council is conducting this meeting utilizing a hybrid approach, permitting members of the public to participate in person or via Zoom. Public comments will be accepted until the adjournment of the meeting, distributed to the members of the Council and included in the record.

In the event of disruption that prevents broadcasting of the meeting to members of the public using the call-in or internet-based service options, or in the event of a disruption which prevents members of the public from offering public comments, the Council shall take no further action on items appearing on the meeting agenda until public access to the meeting is restored.

In-Person Public Comment

Members of the public are encouraged to participate in the meeting by completing a speaker card or submitting written comments by email to SETA's Clerk of the Boards, Anzhelika.Simonenkova@seta.net. Any member of the public who wishes to speak directly to the Council regarding any item on the agenda may contact Anzhelika Simonenkova at (916) 263-3753, or Anzhelika.Simonenkova@seta.net. Please include in your request the item(s) on which you would like to participate.

Zoom Public Comment

Members of the public may participate in the meeting via Zoom by clicking the [Zoom link](#), or listening to the meeting on one tap mobile +16699006833, 86025859057# US (San Jose).

Meeting ID: 860 2585 9057

Passcode: 136111

[Find your local number](#)

During the meeting any questions or comments may be submitted via the chat features on Zoom.

Accommodations

Request for Assisted Listening Devices or other considerations should be made through the Clerk's office at (916) 263-3753. Closed captioning will be available.

This meeting is digitally recorded and available to members of the public upon request. This document and other Council meeting information may be accessed through the Internet by visiting the SETA webpage: www.seta.net/board/board-agendas.

GOVERNING BOARD

Rich Desmond
BOARD OF SUPERVISORS
County of Sacramento

Eric Guerra
MAYOR PRO TEM

Patrick Kennedy
BOARD OF SUPERVISORS
County of Sacramento

Vacant
PUBLIC REPRESENTATIVE

Mai Vang
COUNCILMEMBER
City of Sacramento

Anita Maldonado, Ph. D.
EXECUTIVE DIRECTOR

CALL TO ORDER
PLEDGE OF ALLEGIANCE
ROLL CALL

- PC Meeting Attendance Update
- Introduction of Newly Seated Representatives

I. CONSENT ITEMS:

- A.** Approval of Minutes of the January 28, 2025 Regular Meeting 4-11

II. ACTION ITEMS:

- A. Timed Item 10:00 A.M. and Public Hearing:**
 Approval of Revisions to the Personnel Clerk Job Specification
 (Mr. Bevan Richardson) 12-18

- B. Timed Item 10:00 A.M. and Public Hearing:**
 Approval of Revisions to the Senior Personnel Analyst Job Specifications
 (Mr. Bevan Richardson) 19-29

- C. Timed Item 10:00 A.M. and Public Hearing:**
 Approval of Addition of Changes to the SETA Personnel Policies and
 Procedures Sections 9 and 11 (Mr. Bevan Richardson) 30-73

- D.** Election of Policy Council Community Representatives and Alternates
 for Program Year 2024-2025 74

- E.** Election of Policy Council Secretary and Parliamentarian for Program Year
 2024-2025 75

III. INFORMATION ITEMS:

- A.** Standing Information Items 76-87

- Fiscal Monthly Report/Corporate Card Monthly Statement of Account:
 Mr. Victor Han
- Community Resources – Parents/Staff: Ms. Le Andra Jones-Villalta
 - From Boys to Men Skills and Drills Leadership Summit
 (Always Knocking Inc.)
 - Top Flight Nursing Institute
 - Youth Resource and Employment Fair (City of Sacramento)

- B.** Governing Board Minutes for December 5, 2024 88-121

IV. COMMITTEE REPORTS:

- Executive Committee Meeting: Ms. Le Andra Jones-Villalta 122
- Budget/Planning Committee Meeting: Ms. Le Andra Jones-Villalta

V. OTHER REPORTS:

- A.** Executive Director – Ms. Anita Maldonado 123-130
- B.** Head Start Deputy Director – Ms. Karen Griffith
- ✓ Monthly Head Start Report
- C.** Chair

- ✓ PC Recruitment
- D. Head Start Managers
 - ✓ Lisa Carr – Family Engagement, Home Base, and ERSEA Services
 - ✓ Megan Lamb – School Readiness, Special Education, and Mental Health Services
 - ✓ Vacant – Health, Oral Health, Nutrition, Food Services, Quality Assurances and On-going Monitoring
 - ✓ Betsy Uda – Safe Environments, Facilities, and Licensing
- E. Open Discussion and Comments
- F. Public Participation

VI. ADJOURNMENT

DISTRIBUTION DATE: Tuesday, February 18, 2025

Policy Council meeting hosted by:
Le Andra Jones-Villalta (Chair), Sherrel Williams (Vice Chair)
Graciela Garduno (Treasurer)

ROLL CALL

A member of the Policy Council will call the roll for the following members:

- Debra Gipson, Community Agency Representative
- Franschelle Brown, Foster Parent Representative
- Graciela Garduno, Treasurer, EHS San Juan Unified School District
- Aterious Cuffee, Past Parent Representative
- Le Andra Jones-Villalta, Chair, Past Parent Representative
- Sherrel Williams, Vice Chair, SETA-Operated Program
- Rebekah Chester, SETA-Operated Program
- Brenda Sevilla, SETA-Operated Program
- Jovita Galvan, Elk Grove Unified School District
- Javana Abrussezze, SETA-Operated Program
- Naomi Watson, SETA-Operated Program

Members to be Seated:

- Mariah Medina, Elk Grove Unified School District
- Ingrid Diana Bejarano Izaguirre, WCIC/Playmate Child Development Center
- Damaris Bernal-Perez, WCIC/Playmate Child Development Center
- Yaneika James, SETA-Operated Program

Applications Received:

- Timothy M. Poole, Community Agency Representative

Seats Vacant:

Vacant, Sacramento City Unified School District
Vacant, EHS Twin Rivers Unified School District
Vacant, Twin Rivers Unified School District
Vacant, Twin Rivers Unified School District
Vacant, Home Base Option
Vacant, Home Base Option
Vacant, EHS SETA-Operated Program
Vacant, EHS SETA-Operated Program
Vacant, SETA-Operated Program
Vacant, SETA-Operated Program
Vacant, Community Agency Representative
Vacant, Community Agency Representative
Vacant, Grandparent Representative
Vacant, Parent Ambassador Representative
Vacant, Parent Ambassador Representative

**** Please call your alternate, Policy Council Chair (Le Andra Jones-Villalta: [916] 600-7228) or Head Start staff (Gaylon Ndiaye: [916] 591-2298 or Anzhelika Simonenkova: [916] 263-3753) if you will not be in attendance**

**POLICY COUNCIL
BOARD MEETING ATTENDANCE
PROGRAM YEAR 2024-2025**

The **2024-2025** Board was seated on
November 26, 2024 and January 28, 2025

| BOARD MEMBER | SITE | 11/26 | 12/19* | 1/28 | 2/25* | 3/25 | 4/22 | 5/27 | 6/24 | 7/22 | 8/26 | 9/23 | 10/28 | 11/25 |
|---|---------------|-------|--------|------|-------|------|------|------|------|------|------|------|-------|-------|
| Debra Gipson Seated 11/26 | CAR | X | | X | | | | | | | | | | |
| Timothy Poole S/B/S 2/25 | CAR | E | | E | | | | | | | | | | |
| Jovita Galvan Seated 1/28 | EGUSD | E | | X | | | | | | | | | | |
| Mariah Medina S/B/S 2/25 | EGUSD | U | | U | | | | | | | | | | |
| Franschelle Brown Seated 11/26 | FPR | X | | X | | | | | | | | | | |
| Vacant Seated | GPR | | | | | | | | | | | | | |
| Vacant Seated | HB | | | | | | | | | | | | | |
| Vacant Seated | PAR | | | | | | | | | | | | | |
| Atterious Cuffee Seated 11/26 | PPR | X | | X | | | | | | | | | | |
| Le Andra Jones-Villalta Seated 11/26 | PPR | X | | X | | | | | | | | | | |
| Vacant Seated | SCUSD | | | | | | | | | | | | | |
| Vacant Seated | SJUSD | | | | | | | | | | | | | |
| Graciela Garduno Seated 11/26 | SJUSD/ EHS | X | | X | | | | | | | | | | |
| Sherrel Williams Seated 11/26 | SOP | X | | X | | | | | | | | | | |
| Javana Abrussezze Seated 1/28 | SOP | E | | X | | | | | | | | | | |
| Naomi Watson Seated 1/28 | SOP | U | | X | | | | | | | | | | |
| Rebekah Chester Seated 11/26 | SOP | X | | X | | | | | | | | | | |
| Brenda Sevilla Seated 1/28 | SOP | | | X | | | | | | | | | | |
| Yaneika James S/B/S 2/25 | SOP | | | U | | | | | | | | | | |
| Vacant Seated | TRUSD | | | | | | | | | | | | | |
| Ingrid Diana Bejarano Izaguirre S/B/S 2/25 | WCIC | | | U | | | | | | | | | | |
| Damaris Bernal-Perez S/B/S 2/25 | WCIC | | | U | | | | | | | | | | |

GLOSSARY OF ACRONYMS

| ACRONYM | REPRESENTATIVE CENTER |
|----------------|---|
| CAR | Community Agency Representative |
| EHS | Early Head Start |
| EGUSD | Elk Grove Unified School District |
| FPR | Foster Parent Representative |
| GPR | Grandparent Representative |
| HB | Home based Option |
| OGC | Outgoing Chair |
| PAR | Parent Ambassador Representative |
| PPR | Past Parent Representative |
| SCUSD | Sacramento City Unified School District |
| SJUSD | San Juan Unified School District |
| SOP | SETA-Operated Program |
| TRUSD | Twin Rivers Unified School District |
| WCIC | Women's Civic Improvement Club/Playmate Child Care Center |

X: Present
E: Excused
R: Resigned
U: Unexcused Absence
S/B/S: Should be Seated
H: Holiday
HS: Holding Seat

AP: Alternate Present
E/PCB: Excused, Policy Council Business
E/PCB: Excused, Policy Committee Business
RS: Reseat
S/B/RS: Should be Seated

 * Special Meeting

Current a/o 2/18/2025

CONSENT ITEM I-A

Approval of the Minutes of the January 28, 2025 Regular Meeting

RECOMMENDATION:

Approve the minutes of the January 28, 2025 meeting.

BACKGROUND:

This agenda item provides an opportunity for the Policy Council to review and approve the minutes of the January 28, 2025 regular meeting.

ACTION Moved: _____ Second: _____

VOTE Aye: _____ Nay: _____ Abstain: _____

MINUTES/SYNOPSIS

Sacramento Employment and Training Agency HEAD START POLICY COUNCIL Regular Meeting

Tuesday January 28, 2025 10:00 a.m.

925 Del Paso Boulevard, Suite 100, Board Room,
Sacramento, CA 95815

CALL TO ORDER

PLEDGE OF ALLEGIANCE

ROLL CALL

Ms. Jones-Villalta called the meeting to order at 10:00 a.m., read the thought of the day, and called the roll; a quorum was met.

Members Present:

Debra Gipson, Community Agency Representative
Graciela Garduno, Treasurer, EHS San Juan Unified School District
Le Andra Jones-Villalta, Chair, Past Parent Representative
Franschelle Brown, Foster Parent Representative
Sherrel Williams, Vice Chair, SETA-Operated Program
Rebekah Chester, SETA-Operated Program
Aterious Cuffee, Past Parent Representative

New Members Seated Present:

Naomi Watson, SETA-Operated Program
Brenda Sevilla, Northview Head Start
Jovita Galvan, Elk Grove Unified School District (*arrived and seated at 10:16 a.m.*)
Javana Abrussezze, SETA-Operated Program (*arrived and seated at 10:20 a.m.*)

New Members to be Seated/Reseated but Absent:

Yaneika James, Florin Grammar Head Start (*unexcused*)
Mariah Medina, Elk Grove Unified School District (*unexcused*)
Ingrid Diana Bejarano Izaguirre, WCIC/Playmate Child Development Center (*unexcused*)
Damaris Bernal-Perez, WCIC/Playmate Child Development Center (*unexcused*)
Timothy M. Poole, Community Agency Representative (*excused*)

Members Absent: None

I. CONSENT ITEM:

A. Approval of the Minutes of the November 26, 2024 Regular Meeting

The minutes were reviewed; no questions or corrections.

Moved/Garduno, second/Cuffee, to approve the November 26, 2024, minutes as distributed.

Roll call vote:

Aye: 8 (Gipson, Cuffee, Garduno, Brown, Williams, Watson, Sevilla)

Nay: 0
Abstention: 1 (Jones-Villalta)
Absent: 0

II. ACTION ITEMS:

A. Timed Item 10:00 A.M. and Public Hearing:

Approval of Wage Increase for the Head Start Parent Intern (Temporary)

Mr. Richardson reviewed the item. He advised that due to the minimum wage increase in California as of January 1, 2025, to \$16.50 per hour, the Agency needs to increase the hourly rate for the Head Start Parent Intern (Temporary) classification to \$16.50 to comply.

Ms. Jones-Villalta opened the public hearing at 10:08 a.m.

There were no comments from the public.

Ms. Jones-Villalta closed the public hearing at 10:08 a.m.

Moved/Garduno, second/Cuffee, to approve hourly wage increase for Head Start Parent Intern (Temporary) from \$16.00 to \$16.50 per hour effective January 1, 2025.

Roll call vote:

Aye: 8 (Gipson, Cuffee, Garduno, Brown, Williams, Watson, Sevilla)

Nay: 0

Abstention: 1 (Jones-Villalta)

Absent: 0

B. Timed Item 10:00 A.M. and Public Hearing:

Approval of Revisions to the Training/Staff Development Officer Job Specification

Mr. Richardson reviewed the item and noted that the Training/Staff Development Officer job specification was last updated in April 2011. This position has been vacant for an extended period. To proceed with recruitment, it is essential to update the job specification to ensure compliance with federal and state regulations, clarify employment standards and required qualifications, and align with the needs of the Agency.

Additionally, Mr. Richardson mentioned that the Agency aims to address the demand for training among staff.

Ms. Jones-Villalta opened the public hearing at 10:12 a.m.

There were no comments from the public.

Ms. Jones-Villalta closed the public hearing at 10:12 a.m.

Moved/Garduno, second/Gipson, to approve the revised job specification for the Training/Staff Development Officer Job Specification.

Roll call vote:

Aye: 8 (Gipson, Cuffee, Garduno, Brown, Williams, Watson, Sevilla)

Nay: 0

Abstention: 1 (Jones-Villalta)

Absent: 0

C. Approval of SETA Standards of Conduct

Ms. Griffith reviewed the item and explained that the Standards of Conduct outline the expectations for staff when interacting with children and families. In 2024, the Office of Head Start published a final rule in the federal register that updated the Head Start Performance Standards with specific and detailed requirements. In response to this guidance, SETA has revised its internal Standards of Conduct.

Moved/Chester, second/Cuffee, to approve the updated Standards of Conduct aligned to the Office of Head Start Performance Standard revision.

Roll call vote:

Aye: 8 (Gipson, Cuffee, Garduno, Brown, Williams, Watson, Sevilla)

Nay: 0

Abstention: 1 (Jones-Villalta)

Absent: 0

D. Approval of Budget Modification and 1303 Facilities Renovation and Repair Application and Modifications for the Program Year 2023-2024 Head Start Basic (09CH011763)

Ms. Griffith reviewed the item and informed that it pertains to the San Juan Unified School District, which is looking to make structural improvements. However, the bids received were higher than expected, necessitating modifying the approved request for renovations and repairs.

To complete the 1303 major renovations, a budget modification is required for the PY 23-24 (extended) funds. This involves reallocating underspent funds from the Fringe Benefits, Supplies, and Other cost categories into the Personnel and Construction cost categories. The projects are still scheduled to be completed by Summer 2025.

Ms. Jovita Galvan arrived and was seated at 10:16 a.m.

Moved/Garduno, second/Cuffee, to approve the budget modification for the 2023-2024 Head Start Basic Funds and the application and modification requests to San Juan Unified School District's 1303 Facilities Renovation and Repair Applications.

Roll call vote:

Aye: 8 (Gipson, Cuffee, Garduno, Brown, Galvan, Watson, Sevilla)

Nay: 0

Abstention: 2 (Williams, Jones-Villalta)

Absent: 0

E. Approval of Budget Modification for the Head Start American Rescue Plan Act Funds (09HE000671)

Ms. Griffith reviewed the item. She advised that similarly to the previous item, it pertains to San Juan School District as they request budget modification for the Head Start American Rescue Plan Act Funds (ARPA) to move underspent funds from Personnel, Fringe, and Supplies to the Delegate's Construction and Other (Deferred Maintenance) cost categories to complete the structural improvements.

Moved/Garduno, second/Gipson, to approve the budget modification request for the Head Start American Rescue Plan Act Funds.

Roll call vote:

Aye: 8 (Gipson, Cuffee, Garduno, Brown, Galvan, Watson, Sevilla)

Nay: 0

Abstention: 2 (Williams, Jones-Villalta)

Absent: 0

Ms. Javana Abrussezze arrived and was seated at 10:20 a.m.

F. Approval of Revised Selection Criteria for Enrollment in Head Start or Early Head Start Programs

Ms. Griffith reviewed the item and advised that based on Performance Standards, a program must annually establish selection criteria that weigh the prioritization of selection of participants. In August 2024, the Performance Standards were updated with a statement that a program may consider the enrollment of children of staff members as part of the selection criteria. As a result, the selection criteria for enrollment in Head Start or Early Head Start programs were updated accordingly. Staff will still be required to meet eligibility.

Moved/Garduno, second/Cuffee, to approve the revised Head Start Enrollment Selection Criteria and the Early Head Start Enrollment Selection Criteria for Sacramento County.

Roll call vote:

Aye: 9 (Gipson, Cuffee, Garduno, Brown, Galvan, Watson, Sevilla, Abrussezze)

Nay: 0

Abstention: 2 (Williams, Jones-Villalta)

Absent: 0

G. Change of Scope for Program Year 2024-2025

Ms. Griffith reviewed the item and advised that SETA requests approval for a Change of Scope to address changing community needs. Based on analyzed data of root causes, SETA requests an enrollment reduction of 90 slots, altering the funded enrollment from 3,448 to 3,358. The 90-slot reduction request within the current year translates to a 2.6% decrease in funded enrollment. This adjustment is a strategy to “right size” the program as TK expansion in Sacramento County nears full implementation by 2025-26. As a result of TK expansion, there is an increase of 3-year-olds in the Head Start program, which impacts the program’s ability to enroll due to capped class sizes of 17 students.

Ms. Griffith advised that no child or teaching staff will be affected or displaced due to the recommended change of scope.

Moved/Garduno, second/Abrussezze, to approve the Change of Scope for Program Year 2024-2025, reducing enrollment by 90 slots to address changing community needs.

Roll call vote:

Aye: 9 (Gipson, Cuffee, Garduno, Brown, Galvan, Watson, Sevilla, Abrussezze)

Nay: 0
Abstention: 2 (Williams, Jones-Villalta)
Absent: 0

H. Election of Policy Council Community Representatives and Alternates for Program Year 2024-2025

Ms. Jones-Villalta reviewed the item.

There were no nominations at this time.

Moved/Garduno, second/Abrussezze, to table the election of Policy Council Community Representatives and Alternates to the next meeting.

Roll call vote:

Aye: 10 (Gipson, Cuffee, Williams, Garduno, Brown, Galvan, Watson, Sevilla, Abrussezze)
Nay: 0
Abstention: 1 (Jones-Villalta)
Absent: 0

I. Election of Policy Council Secretary and Parliamentarian for Program Year 2024-2025

Ms. Jones-Villalta reviewed the item.

Ms. Cuffee nominated Ms. Abrussezze and Ms. Gipson, who are both ineligible. According to section 2B of the Bylaws, no more than one representative per each of the SETA-operated Program, Delegate Agencies, or Community Representatives shall serve as an officer.

There were no other nominations.

Moved/Cuffee, second/Garudno, to table the election of Policy Council Secretary and Parliamentarian to the next meeting.

Roll call vote:

Aye: 10 (Gipson, Cuffee, Williams, Garduno, Brown, Galvan, Watson, Sevilla, Abrussezze)
Nay: 0
Abstention: 1 (Jones-Villalta)
Absent: 0

III. INFORMATION ITEMS:

A. SETA Strategic Plan

Ms. Maldonado informed the Council that the new government administration, effective last night, has temporarily paused all federal grants and loan disbursements. This decision has caused significant confusion across federal agencies and among Head Start grant recipients. Consequently, SETA's payment management system has been shut down, and no federal funds can be accessed at this time. The Office of Head Start has been instructed not to communicate externally until further notice. This directive affects the entire federal government, including all programs, agencies, and businesses.

To address these issues, the executive team and I will meet daily to minimize the impact. Effective immediately, SETA will suspend all payments to partners, subgrantees, and

delegates until we receive more information. Additionally, SETA will halt all purchasing and new travel unless deemed mission-critical. Any scheduled travel will be canceled if there is no resolution by Thursday, January 30, 2025.

SETA Human Resources will implement a hiring freeze until further notice and an emergency meeting with the Governing Board will be scheduled. SETA will continue to provide real-time information as it becomes available.

Ms. Maldonado will present the SETA Strategic Plan at one of the upcoming meetings.

B. Standing Information Items

- **Fiscal Monthly Report/Corporate Card Monthly Statement of Account**
Mr. Han additionally reviewed the fiscal report for the fifth month, which ended December 31, in the 2024-2025 Fiscal Year. The total year-to-date countywide expenses are at 37.3%. The Non-Federal Share Year-to-Date expenditures are at 25.4% above the required 25%. The Administrative cost is at 11.2%, below the 15% maximum. The funds of the American Rescue Plan Act (ARP) and the Corona Virus Response and Relief Supplemental Appropriation Act (CRRSA) were reviewed. SETA received the approval on the No-Cost Extension, which allows until March 31, 2025, to complete planned projects and purchases. The SETA Operated Programs Expenditures report was reviewed. The travel (out-of-state) category is still on the higher level due to multiple conferences at the beginning of the new Program Year but is expected to level out throughout the year. American Express and CitiBank credit card statements were reviewed without concerns, and no atypical activity was noted.

Mr. Han reviewed the countywide Head Start and Early Head Start expenditures for the Program Year 23-24 grant extended through July 31, 2025. The reports included various projects planned to spend down the remaining funds.

- **Health Service Advisory Committee (HSAC) Report: No Report**
- **Community Resources**
Ms. Brown reviewed the community resources provided in the packet.

C. SETA's Recruitment Update

Ms. Sheri Green-Johnson reviewed the recruitment data provided in the agenda packet as backup information. The data pertains to the period from November 15, 2024 through January 16, 2025.

D. Governing Board Minutes for November 7, 2024: No questions

IV. COMMITTEE REPORTS:

- **Executive Committee**
The next meeting date and time are to be determined.
- **Budget/Planning Committee and Fiscal Training**
The next meeting will be held on Tuesday, February 11, 2025, at 1:00 p.m. at the SETA Administrative building.

V. OTHER REPORTS:

A. Executive Director: No report

B. Head Start Deputy Director: No report

C. Chair:

Ms. Jones-Villalta mentioned that the Policy Council plans to conduct further recruitment. Additionally, the Parent Ambassador is organizing another BBQ recruitment event, and more information will be provided soon.

D. Head Start Managers:

✓ Lisa Carr - Family Engagement, Home Base, and ERSEA Services:

Ms. Carr reviewed the countywide enrollment report included in the packet. She mentioned that the team met with Office of Head Start representatives to discuss the full enrollment initiative. Although they were pleased with the progress made, full enrollment has not yet been achieved. SETA, along with its delegates and partners, continues to work towards meeting the 97% enrollment goal.

✓ Megan Lamb - School Readiness, Special Education, and Mental Health Services:

Ms. Lamb informed the Committee that SETA is currently conducting Classroom Assessment Scoring System (CLASS) observations at both SETA-operated locations and delegate agencies. This initiative aims to collect data and enhance the program. The results of these observations are expected to be available in the coming weeks.

✓ Vacant – Health, Oral Health, Nutrition, Food Services, Quality Assurance, and On-going Monitoring: No report

✓ Betsy Uda – Safe Environments, Facilities, and Licensing:

Ms. Uda informed that the Quality Assurance team is wrapping up the follow-up observations related to the Risk Assessment Notification. They are also reviewing the plans of correction that the delegate agencies may have developed, as well as addressing any issues identified during the checklist review.

E. Open Discussion and Comments: None

F. Public Participation: None

VI. ADJOURNMENT: The meeting was adjourned at 11:02 a.m.

Note: The minutes reflect the actual progression of the meeting.

ACTION ITEM II-A
Timed Item 10:00 A.M. and Public Hearing
Approval of Revisions to the Personnel Clerk Job Specification

Presenter: Bevan Richardson

RECOMMENDATION:

Open a public hearing, take public testimony, and take action to close the public hearing and approve the revised job specification for the Personnel Clerk classification.

BACKGROUND:

The Personnel Clerk job specification was last updated in 2016. In an effort to ensure accuracy in the duties assigned, responsibilities, to provide additional departmental support, and ensure that the classification meets the needs of the Agency, we are updating the specifications.

Attached is a red-lined version and a clean version of the job specification.

The Governing Board took action on the revisions on February 6, 2025.

ACTION Moved: _____ Second: _____

VOTE Aye: _____ Nay: _____ Abstain: _____

PERSONNEL CLERK

ORGANIZATIONAL RESPONSIBILITY

A Personnel Clerk is responsible to the Human Resources Manager or other appropriate supervisor.

DEFINITION

Under close supervision, performs routine payroll and personnel clerical work; assists in the preparation and typing of various personnel and payroll transaction forms; files forms and personnel documents; gives general personnel information to other employees and the public.

DISTINGUISHING CHARACTERISTICS

It is expected that incumbents will have had no previous experience in personnel work. They will learn the necessary personnel knowledge and skills through on-the-job training, and will be expected to work with progressively less supervision.

INTERPERSONAL SKILLS EXPECTATIONS

It is a requirement for this position that the employee exhibits the following appropriate interpersonal skills:

- Must be able to listen and get along with a diverse group of people.
- Must be able to establish and maintain cooperative working relationships with the majority of the staff.
- Must be able to share, discuss, and work through ideas with others in order to arrive at solutions, conclusions, and/or agreements.
- Must be able to interact diplomatically with the public, staff, children, and vendors.
- Must maintain composure when dealing with resistance or contrary opinions.
- Must be able to interact with persons of various social, cultural, economic, and educational backgrounds in a respectful and productive manner.
- Must be ready and willing to assist the site staff with fostering a stimulating and accepting learning environment.
- Must be able to work as a team and collaborate with colleagues.

DUTIES

The following duties are normal for this position. These are not to be construed as exclusive or all-inclusive. Other related duties may be assigned.

1. Assists in the preparation of payroll/personnel documents;
2. Verifies employment by informing authorized persons of employees' status;
3. Types information onto personnel and payroll documents from verbal or written instructions;
4. Mails or distributes examination bulletins and other types of bulletins to employees and the public;
5. Posts information onto bulletin boards and removes obsolete material;
6. Assists by typing and filing routine information and/or documents;
7. Opens and distributes mail;
8. Sends general correspondence;
9. Files correspondence and other material;
10. Assists in preparing for trainings, examinations, and/or interviews. Examples of this are but not limited to:
 - a. Preparing agendas.
 - b. Assisting the Personnel Analyst with making phone calls, emails, etc.
 - c. Preparing packets for interviews, exams, and orientations.

- d. Ensuring the room is properly set up with required materials.
 - e. Sending out reminder emails.
 - f. Creating sign in and out sheets.
 - g. Ensuring the room is clean after the event.
11. Place orders for office supplies, wellness activities, and employee relations related items;
- ~~12. Tuition Reimbursement, receive, input and track information, under the direction of the Human Resources Manager; Assists the Senior Personnel Analyst with leaves administration. May include:~~
- ~~a. Facilitating leave of absence intakes~~
 - ~~b. Preparing and distributing letters and emails to staff~~
 - ~~c. Receiving and processing leave requests~~
 - ~~d. Monitoring leave statuses~~
 - ~~12-e. Communicating with staff supervisors regarding leave terms, return to work conditions, restriction accommodations, etc.~~
13. Completes other personnel clerical duties as assigned.

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MINIMUM QUALIFICATIONS

Knowledge of:

- Basic office practices, methods, and procedures;
- Filing techniques;
- Receptionist and telephone techniques;
- Proper English usage, spelling, grammar, and punctuation;
- Some word processing software.

AND

Ability to:

- Learn and assist with a variety of office functions in support of the SETA programs;
- Demonstrate sound judgment in dealing with problems;
- Assist with maintaining files and records;
- Assist with compiling information and preparing reports;
- Make arithmetical calculations quickly and accurately;
- Deal tactfully and courteously with persons seeking information and expressing concerns about program policies and functions;
- Establish and maintain cooperative working relationships;
- Competently use word processing software.

AND

Training and Experience: Any combination of training and experience which would likely provide the required knowledges and abilities is qualifying. A typical way to obtain these knowledges and abilities would be:

- I. One year of experience performing routine clerical work equivalent to the class of Typist Clerk.

PHYSICAL DEMANDS/QUALIFICATIONS

The tasks which appear under each attribute are normal for this position. These are not to be construed as exclusive or all-inclusive.

| <i>Required Activity</i> | <i>Description</i> |
|---------------------------------|--|
| <i>Dexterity</i> | Frequently picking, pinching, typing or otherwise working, primarily with fingers rather than whole hand as in handling. |

| | |
|--------------------------|---|
| Talking | Frequently expressing or exchanging ideas by means of the spoken word. Those activities in which they must convey detailed or important spoken instructions to other workers accurately, loudly, or quickly. |
| Hearing | Frequently perceiving the nature of sounds at normal speaking levels with or without correction. Ability to receive detailed information through oral communication, and to make the discriminations in sound. |
| Repetitive Motion | Frequently making substantial movements (motions) of the wrists, hands, and/or fingers. |
| Sedentary Work | Exerting up to 10 pounds of force occasionally and/or negligible amount of force frequently or constantly to lift, carry, push, pull or otherwise move objects, including the human body. Sedentary work involves sitting most of the time. Jobs are sedentary if walking and standing are required only occasionally and all other sedentary criteria are met. |
| Visual Acuity | The worker is required to have close visual acuity to perform an activity such as preparing and analyzing data and figures; transcribing; viewing a computer terminal; and/or extensive reading. |
| Environment | The worker is not substantially exposed to adverse environmental conditions. |
| Relational | The worker is required to interact with a variety of people from diverse backgrounds. Must be able to be professional and handle emotionally charged conversations while remaining calm. |

PERSONNEL CLERK

ORGANIZATIONAL RESPONSIBILITY

A Personnel Clerk is responsible to the Human Resources Manager or other appropriate supervisor.

DEFINITION

Under close supervision, performs routine payroll and personnel clerical work; assists in the preparation and typing of various personnel and payroll transaction forms; files forms and personnel documents; gives general personnel information to other employees and the public.

DISTINGUISHING CHARACTERISTICS

It is expected that incumbents will have had no previous experience in personnel work. They will learn the necessary personnel knowledge and skills through on-the-job training, and will be expected to work with progressively less supervision.

INTERPERSONAL SKILLS EXPECTATIONS

It is a requirement for this position that the employee exhibits the following appropriate interpersonal skills:

- Must be able to listen and get along with a diverse group of people.
- Must be able to establish and maintain cooperative working relationships with the majority of the staff.
- Must be able to share, discuss, and work through ideas with others in order to arrive at solutions, conclusions, and/or agreements.
- Must be able to interact diplomatically with the public, staff, children, and vendors.
- Must maintain composure when dealing with resistance or contrary opinions.
- Must be able to interact with persons of various social, cultural, economic, and educational backgrounds in a respectful and productive manner.
- Must be ready and willing to assist the site staff with fostering a stimulating and accepting learning environment.
- Must be able to work as a team and collaborate with colleagues.

DUTIES

The following duties are normal for this position. These are not to be construed as exclusive or all-inclusive. Other related duties may be assigned.

1. Assists in the preparation of payroll/personnel documents;
2. Verifies employment by informing authorized persons of employees' status;
3. Types information onto personnel and payroll documents from verbal or written instructions;
4. Mails or distributes examination bulletins and other types of bulletins to employees and the public;
5. Posts information onto bulletin boards and removes obsolete material;
6. Assists by typing and filing routine information and/or documents;
7. Opens and distributes mail;
8. Sends general correspondence;
9. Files correspondence and other material;
10. Assists in preparing for trainings, examinations, and/or interviews. Examples of this are but not limited to:
 - a. Preparing agendas.
 - b. Assisting the Personnel Analyst with making phone calls, emails, etc.
 - c. Preparing packets for interviews, exams, and orientations.
 - d. Ensuring the room is properly set up with required materials.

- e. Sending out reminder emails.
 - f. Creating sign in and out sheets.
 - g. Ensuring the room is clean after the event.
11. Place orders for office supplies, wellness activities, and employee relations related items;
 12. Assists the Senior Personnel Analyst with leaves administration. May include:
 - a. Facilitating leave of absence intakes
 - b. Preparing and distributing letters and emails to staff
 - c. Receiving and processing leave requests
 - d. Monitoring leave statuses
 - e. Communicating with staff supervisors regarding leave terms, return to work conditions, restriction accommodations, etc.
 13. Completes other personnel clerical duties as assigned.

MINIMUM QUALIFICATIONS

Knowledge of:

- Basic office practices, methods, and procedures;
- Filing techniques;
- Receptionist and telephone techniques;
- Proper English usage, spelling, grammar, and punctuation;
- Some word processing software.

AND

Ability to:

- Learn and assist with a variety of office functions in support of the SETA programs;
- Demonstrate sound judgment in dealing with problems;
- Assist with maintaining files and records;
- Assist with compiling information and preparing reports;
- Make arithmetical calculations quickly and accurately;
- Deal tactfully and courteously with persons seeking information and expressing concerns about program policies and functions;
- Establish and maintain cooperative working relationships;
- Competently use word processing software.

AND

Training and Experience: Any combination of training and experience which would likely provide the required knowledges and abilities is qualifying. A typical way to obtain these knowledges and abilities would be:

- I. One year of experience performing routine clerical work equivalent to the class of Typist Clerk.

PHYSICAL DEMANDS/QUALIFICATIONS

The tasks which appear under each attribute are normal for this position. These are not to be construed as exclusive or all-inclusive.

| <i>Required Activity</i> | <i>Description</i> |
|---------------------------------|--|
| <i>Dexterity</i> | Frequently picking, pinching, typing or otherwise working, primarily with fingers rather than whole hand as in handling. |

| | |
|---------------------------------|---|
| <i>Talking</i> | Frequently expressing or exchanging ideas by means of the spoken word. Those activities in which they must convey detailed or important spoken instructions to other workers accurately, loudly, or quickly. |
| <i>Hearing</i> | Frequently perceiving the nature of sounds at normal speaking levels with or without correction. Ability to receive detailed information through oral communication, and to make the discriminations in sound. |
| <i>Repetitive Motion</i> | Frequently making substantial movements (motions) of the wrists, hands, and/or fingers. |
| <i>Sedentary Work</i> | Exerting up to 10 pounds of force occasionally and/or negligible amount of force frequently or constantly to lift, carry, push, pull or otherwise move objects, including the human body. Sedentary work involves sitting most of the time. Jobs are sedentary if walking and standing are required only occasionally and all other sedentary criteria are met. |
| <i>Visual Acuity</i> | The worker is required to have close visual acuity to perform an activity such as preparing and analyzing data and figures; transcribing; viewing a computer terminal; and/or extensive reading. |
| <i>Environment</i> | The worker is not substantially exposed to adverse environmental conditions. |
| <i>Relational</i> | The worker is required to interact with a variety of people from diverse backgrounds. Must be able to be professional and handle emotionally charged conversations while remaining calm. |

ACTION ITEM II-B

Timed Item 10:00 A.M. and Public Hearing

Approval of Revisions to the Senior Personnel Analyst Job Specification

Presenter: Bevan Richardson

RECOMMENDATION:

Open a public hearing, take public testimony, and take action to close the public hearing and approve the revised job specification for the Senior Personnel Analyst classification.

BACKGROUND:

The Senior Personnel Analyst job specification was last updated in 2016. In an effort to ensure accuracy in the duties assigned, responsibilities, and that the classification meets the needs of the Agency, we are updating the specifications.

Attached is a red-lined version and a clean version of the job specification.

The Governing Board is took action on the revisions on February 6, 2025.

ACTION Moved: _____ Second: _____

VOTE Aye: _____ Nay: _____ Abstain: _____

SENIOR PERSONNEL ANALYST (SUPERVISORY)

ORGANIZATIONAL RESPONSIBILITY

The Senior Personnel Analyst is responsible to a Human Resources Chief or Designee.

DEFINITION

Under general direction, performs the full scope of responsible and complex technical work in a variety of personnel program areas, including, but not limited to, recruitment and selection, examination development, affirmative action, staff training and development, classification analysis, salary administration, Worker's Compensation administration, Illness and Injury Prevention Program, Performance Management, and Labor Relations.

DISTINGUISHING CHARACTERISTICS

Incumbents in this classification perform advanced journey level personnel functions requiring extensive knowledge of and proficiency in personnel management. Incumbents are expected to exercise considerable independent judgement in carrying out duties and responsibilities. Incumbents will supervise or train lower level personnel staff.

INTERPERSONAL SKILLS EXPECTATIONS

It is a requirement for this position that the employee exhibits the following appropriate interpersonal skills:

- Must be able to listen and get along with a diverse group of people.
- Must be able to establish and maintain cooperative working relationships with the majority of the staff that you encounter.
- Must be able to share, discuss, and work through ideas with others in order to arrive at solutions, conclusions, and/or agreements.
- Must be able to interact diplomatically with the public, staff, children, and vendors.
- Must maintain composure when dealing with resistance or contrary opinions.
- Must be able to interact with persons of various social, cultural, economic, and educational backgrounds in a respectful and productive manner.
- Must be ready and willing to assist the site staff with fostering a stimulating and accepting learning environment.
- Must be able to work as a team and collaborate with colleagues.

EXAMPLES OF DUTIES

The following duties are normal for this position. These are not to be construed as exclusive or all-inclusive. Other related duties may be assigned.

Recruitment

1. Develop screening matrixes;
2. Screen employment applications;
3. Verify employee DMV records;
4. Review applicant data specifically relating to ethnicity, gender, age and disability to determine success of recruitment efforts;
5. Analyze recruitment needs to fill vacant positions within a specified time period and develop and implement a recruitment schedule;
6. Coordinate the development and distribution of job vacancy announcements;
7. Respond to inquiries regarding recruitment processes, position vacancies, and advertisements;

8. Oversee the data entry of voluntary and supplemental information;
9. Coordinate recruitment and examination plans;
10. Meet with staff to discuss specific recruitment needs for the vacant position to develop examination questions;
11. Coordinate with supervisors, managers or chiefs to determine the subject matter experts to sit on the examination panel;
12. Secure the date, time, location and room reservation for the date of the examination.

Examination and Selection

1. Confer with staff to determine the appropriate method of testing;
2. Assess test results to ensure no adverse impact;
3. Develop and prepare examination questions;
4. Prepare examination materials for panel members;
5. Arrange the reserved room with the appropriate seating arrangement to best accommodate the method of testing selected;
6. Conduct panel orientation for examination panel members;
7. Oversee the examination process;
8. Compute examination scores and create an eligible list;
9. Conduct background investigation on prospective employees.

Job Analysis

1. Research and analyze job specifications and position data;
2. Meet with appropriate Agency staff to determine the needs of the Agency as it relates to the new job specification to ensure a properly defined set of duties and appropriate knowledge, skills, abilities, education and experience requirements;
3. Compose draft of job specification;
4. Distribute final draft of proposed job specification.

Personnel

1. Oversee benefit processes (enrollment, COBRA, etc.).
2. Respond to notifications from State agencies regarding unemployment claims.
3. Provide efficient and professional customer service to internal and external customers.
4. Handle employee leave-related items (FMLA, CFRA, PFL, etc.).
5. Communicate with employees regarding benefits and leave-related items via phone, email and postal mail.

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Administration

1. Prepare information for Governing Board or Policy Council;
2. Orient and welcome new employees;
3. Compile and mail data requested by Department of Social Services in order to obtain an exemption for HS employees with criminal backgrounds;
4. Investigate and handle complaints;
5. Recommend disciplinary action;
6. Counsel, make recommendations, respond to questions and provide explanations to Agency staff on Personnel related issues;
7. Present personnel related items to the Governing Board, Policy Council or other committees;
8. Compose a variety of documents, including letters, memos, job specifications, job duty analysis and reports;
9. Organize, facilitate, or present staff training;
10. Attend scheduled training as directed or as requested;
11. Monitor and maintain employee Personnel and confidential files;
12. Provide staff and delegate agencies with information on Labor Law postings and requirements;

13. Facilitate and coordinate yearly and bi-annual audits;
14. Check for compliance of employee files regarding TB screening, fingerprint clearance records, background checks, and salary review;
15. Coordinate with supervisors the start date for new employees;
16. Coordinates the employee recognition award;
17. Coordinate temporary staff with temporary agency and verify billing rates for services;
18. Incumbents who supervise are expected to assign work to lower level staff;
19. Establish work priorities and deadlines;
20. Monitor staff to ensure work is done properly, efficiently and in established time period;
21. Train and develop Personnel staff;
22. Participate in the hiring of Personnel staff as directed;
23. Complete performance evaluations on staff;
24. Responsible for tracking workplace analytics.

Workers Compensation and Safety

1. Disseminates information to staff and answers related questions regarding Workers Compensation Insurance;
2. Complete and disseminate a variety of reports involving employee injuries and illness;
3. Provides employees with necessary claim forms;
4. Monitor the progress of injured employees and the status of the Workers Compensation Claims;
5. Assess and recommend light duty accommodations when necessary;
6. Inform appropriate staff of an employee's medical status;
7. Coordinate the Agency quarterly safety committee meetings;
8. Conduct post-accident follow ups.

MINIMUM QUALIFICATIONS

Knowledge of:

- Principles and practices of personnel administration including testing and selection, training, job analysis, position classification and salary administration;
- Principles and practices of supervision;
- Uniform Guidelines on Selection Procedures for Employees;
- State and Federal labor laws;
- Effective investigation techniques;
- Workers Compensation laws, rules, and regulations;
- Basic English usage, spelling, grammar and punctuation;
- Some word processing software.

AND

Ability to:

- Communicate effectively in writing;
- Communicate effectively verbally;
- Analyze data and draw accurate conclusions;
- Write and develop advanced testing materials;
- Maintain confidential information;
- Work under stressful situations;
- Establish and maintain effective working relationships;
- Make effective presentations;
- Interpret policies, procedures and laws;
- Prioritize heavy workload;
- Use a variety of Computer software applications;
- Perform basic mathematical calculations;

Senior Personnel Analyst 2016 Senior Personnel Analyst - Redline
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- Accurately screen employment applications;
- Demonstrate sound judgment;
- Accurately maintain notes, documentation, and files;
- Act independently and demonstrate initiative;
- Plan and organize workload to meet deadlines;
- Use a variety of office machines including copier, facsimile computer and calculator.

AND

Training and Experience: Any combination of training and experience that would likely provide the required knowledge, skills, and abilities is qualifying. A typical way to obtain these knowledge, skills and abilities would be:

- I. Graduation from an accredited college or university with major course work in public administration, business administration, personnel management or related courses; and two years' experience which reflects extensive knowledge, skills and abilities required for the position.

OR

- II. Advanced educational training with coursework in public administration, personnel management, labor relations or a closely related field; and four years of experience that reflects extensive knowledge, skills and abilities required for the position.

OR

- III. Supervision experience is preferred but not required.

PHYSICAL DEMANDS/QUALIFICATIONS

| <i>Required Activity</i> | <i>Description</i> |
|--------------------------|---|
| Dexterity | Frequently picking, pinching, typing or otherwise working, primarily with fingers rather than whole hand as in handling. |
| Talking | Regularly expressing or exchanging ideas by means of the spoken word. Those activities in which they must convey detailed or important spoken instructions to other workers accurately, loudly, or quickly. |
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| | |
|---------------------------|--|
| <i>Environment</i> | The worker is not substantially exposed to adverse environmental conditions. |
| <i>Relational</i> | The worker is required to interact with a variety of people from diverse backgrounds. Must be able to be professional and handle emotionally charged conversations while remaining calm. |

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SENIOR PERSONNEL ANALYST (SUPERVISORY)

ORGANIZATIONAL RESPONSIBILITY

The Senior Personnel Analyst is responsible to a Human Resources Chief or Designee.

DEFINITION

Under general direction, performs the full scope of responsible and complex technical work in a variety of personnel program areas, including, but not limited to, recruitment and selection, examination development, affirmative action, staff training and development, classification analysis, salary administration, Worker's Compensation administration, Illness and Injury Prevention Program, Performance Management, and Labor Relations.

DISTINGUISHING CHARACTERISTICS

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- Must maintain composure when dealing with resistance or contrary opinions.
- Must be able to interact with persons of various social, cultural, economic, and educational backgrounds in a respectful and productive manner.
- Must be ready and willing to assist the site staff with fostering a stimulating and accepting learning environment.
- Must be able to work as a team and collaborate with colleagues.

EXAMPLES OF DUTIES

The following duties are normal for this position. These are not to be construed as exclusive or all-inclusive. Other related duties may be assigned.

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1. Develop screening matrixes;
2. Screen employment applications;
3. Verify employee DMV records;
4. Review applicant data specifically relating to ethnicity, gender, age and disability to determine success of recruitment efforts;
5. Analyze recruitment needs to fill vacant positions within a specified time period and develop and implement a recruitment schedule;
6. Coordinate the development and distribution of job vacancy announcements;
7. Respond to inquiries regarding recruitment processes, position vacancies, and advertisements;

8. Oversee the data entry of voluntary and supplemental information;
9. Coordinate recruitment and examination plans;
10. Meet with staff to discuss specific recruitment needs for the vacant position to develop examination questions;
11. Coordinate with supervisors, managers or chiefs to determine the subject matter experts to sit on the examination panel;
12. Secure the date, time, location and room reservation for the date of the examination.

Examination and Selection

1. Confer with staff to determine the appropriate method of testing;
2. Assess test results to ensure no adverse impact;
3. Develop and prepare examination questions;
4. Prepare examination materials for panel members;
5. Arrange the reserved room with the appropriate seating arrangement to best accommodate the method of testing selected;
6. Conduct panel orientation for examination panel members;
7. Oversee the examination process;
8. Compute examination scores and create an eligible list;
9. Conduct background investigation on prospective employees.

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1. Research and analyze job specifications and position data;
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3. Compose draft of job specification;
4. Distribute final draft of proposed job specification.

Personnel

1. Oversee benefit processes (enrollment, COBRA, etc.).
2. Respond to notifications from State agencies regarding unemployment claims.
3. Provide efficient and professional customer service to internal and external customers.
4. Handle employee leave-related items (FMLA, CFRA, PFL, etc.).
5. Communicate with employees regarding benefits and leave-related items via phone, email and postal mail.

Administration

1. Prepare information for Governing Board or Policy Council;
2. Orient and welcome new employees;
3. Compile and mail data requested by Department of Social Services in order to obtain an exemption for HS employees with criminal backgrounds;
4. Investigate and handle complaints;
5. Recommend disciplinary action;
6. Counsel, make recommendations, respond to questions and provide explanations to Agency staff on Personnel related issues;
7. Present personnel related items to the Governing Board, Policy Council or other committees;
8. Compose a variety of documents, including letters, memos, job specifications, job duty analysis and reports;
9. Organize, facilitate, or present staff training;
10. Attend scheduled training as directed or as requested;
11. Monitor and maintain employee Personnel and confidential files;
12. Provide staff and delegate agencies with information on Labor Law postings and requirements;

13. Facilitate and coordinate yearly and bi-annual audits;
14. Check for compliance of employee files regarding TB screening, fingerprint clearance records, background checks, and salary review;
15. Coordinate with supervisors the start date for new employees;
16. Coordinates the employee recognition award;
17. Coordinate temporary staff with temporary agency and verify billing rates for services;
18. Incumbents who supervise are expected to assign work to lower level staff;
19. Establish work priorities and deadlines;
20. Monitor staff to ensure work is done properly, efficiently and in established time period;
21. Train and develop Personnel staff;
22. Participate in the hiring of Personnel staff as directed;
23. Complete performance evaluations on staff;
24. Responsible for tracking workplace analytics.

Workers Compensation and Safety

1. Disseminates information to staff and answers related questions regarding Workers Compensation Insurance;
2. Complete and disseminate a variety of reports involving employee injuries and illness;
3. Provides employees with necessary claim forms;
4. Monitor the progress of injured employees and the status of the Workers Compensation Claims;
5. Assess and recommend light duty accommodations when necessary;
6. Inform appropriate staff of an employee's medical status;
7. Coordinate the Agency quarterly safety committee meetings;
8. Conduct post-accident follow ups.

MINIMUM QUALIFICATIONS

Knowledge of:

- Principles and practices of personnel administration including testing and selection, training, job analysis, position classification and salary administration;
- Principles and practices of supervision;
- Uniform Guidelines on Selection Procedures for Employees;
- State and Federal labor laws;
- Effective investigation techniques;
- Workers Compensation laws, rules, and regulations;
- Basic English usage, spelling, grammar and punctuation;
- Some word processing software.

AND

Ability to:

- Communicate effectively in writing;
- Communicate effectively verbally;
- Analyze data and draw accurate conclusions;
- Write and develop advanced testing materials;
- Maintain confidential information;
- Work under stressful situations;
- Establish and maintain effective working relationships;
- Make effective presentations;
- Interpret policies, procedures and laws;
- Prioritize heavy workload;
- Use a variety of Computer software applications;
- Perform basic mathematical calculations;

- Accurately screen employment applications;
- Demonstrate sound judgment;
- Accurately maintain notes, documentation, and files;
- Act independently and demonstrate initiative;
- Plan and organize workload to meet deadlines;
- Use a variety of office machines including copier, facsimile computer and calculator.

AND

Training and Experience: Any combination of training and experience that would likely provide the required knowledge, skills, and abilities is qualifying. A typical way to obtain these knowledge, skills and abilities would be:

- I. Graduation from an accredited college or university with major course work in public administration, business administration, personnel management or related courses; and two years' experience which reflects extensive knowledge, skills and abilities required for the position.

OR

- II. Advanced educational training with coursework in public administration, personnel management, labor relations or a closely related field; and four years of experience that reflects extensive knowledge, skills and abilities required for the position.

OR

- III. Supervision experience is preferred but not required.

PHYSICAL DEMANDS/QUALIFICATIONS

| <i>Required Activity</i> | <i>Description</i> |
|---------------------------------|---|
| <i>Dexterity</i> | Frequently picking, pinching, typing or otherwise working, primarily with fingers rather than whole hand as in handling. |
| <i>Talking</i> | Regularly expressing or exchanging ideas by means of the spoken word. Those activities in which they must convey detailed or important spoken instructions to other workers accurately, loudly, or quickly. |
| <i>Hearing</i> | Regularly perceiving the nature of sounds at normal speaking levels with or without correction. Ability to receive detailed information through oral communication, and to make the discriminations in sound. |
| <i>Repetitive Motion</i> | Frequently making substantial movements (motions) of the wrists, hands, and/or fingers. |
| <i>Sedentary Work</i> | Exerting up to 10 pounds of force occasionally and/or negligible amount of force frequently or constantly to lift, carry, push, pull or otherwise move objects, including the human body. Sedentary work involves sitting most of the time. Jobs are sedentary if walking and standing are required only occasionally and all other sedentary criteria are met. |
| <i>Visual Acuity</i> | The worker is required to have close visual acuity to perform an activity such as preparing and analyzing data and figures; transcribing; viewing a computer terminal; and/or extensive reading. |

| | |
|---------------------------|--|
| <i>Environment</i> | The worker is not substantially exposed to adverse environmental conditions. |
| <i>Relational</i> | The worker is required to interact with a variety of people from diverse backgrounds. Must be able to be professional and handle emotionally charged conversations while remaining calm. |

ACTION ITEM II-C

Timed Item 10:00 A.M. and Public Hearing

Approval of Addition of Changes to the SETA Personnel Policies and Procedures Sections 9 and 11

Presenter: Bevan Richardson

RECOMMENDATION:

Open a public hearing, take public testimony, and take action to close the public hearing and approve the updated Personnel Policies and Procedures Sections 9.10 (Domestic Violence, Sexual Assault, Stalking Leave), 9.17 (Sick Leave Accrual and Usage), 9.18 (Paid Sick Leave for Temporary Employees), Section 11.04 (Harassment, Discrimination, and Retaliation Policy and Complaint Procedure), and Section 11.17 (Reasonable Accommodation Policy and Process)

BACKGROUND:

The SETA Personnel Policies and Procedures provide direction to staff and periodically need to be updated in response to changes in laws, regulations, and the work environment.

In light of changes to new California laws, SETA has updated several policies in Section 9 (9.10, 9.17, and 9.17) and one in Section 11 (11.04).

Section 9.10, Domestic Violence, Sexual Assault, Stalking Leave, has been updated with new language to create a broader scope of coverage as per the new California law.

Section 9.17, Sick Leave Accrual and Usage, and Section 9.18, Paid Sick Leave for Temporary Staff, have been updated with new conditions for the allowance of paid sick leave usage.

Section 11.04, Harassment, Discrimination, and Retaliation Policy and Complaint Procedure, has been updated with new language defining “intersectionality” and expanding on the definition of the “Race” protected group.

Additionally, Section 11.17, Reasonable Accommodation Policy and Process, has been updated to provide better clarification regarding temporary accommodations for work-related and non-work-related medical restrictions.

A redlined and clean copy of the policy changes is attached for review.

All of the new requirements were to go into effect January 1, 2025.

The Governing Board is scheduled to take action on the policy updates on March 6, 2025.

ACTION Moved: _____ Second: _____

VOTE Aye: _____ Nay: _____ Abstain: _____

SETA PERSONNEL POLICIES AND PROCEDURES

Effective September 6, 2024

SETA PERSONNEL POLICIES AND PROCEDURES

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~~Domestic Violence, Sexual Assault, Stalking~~ Victims of Acts of Violence Leave

Section 9.10

A leave of absence under California's ~~Domestic Violence, Sexual Assault, and Stalking~~ Victims of Acts of Violence Leave is a protected leave that provides reasonable and necessary unpaid leave and other reasonable accommodations to employees who are victims of a qualifying act of violence to attend legal proceedings or obtain other needed relief. This includes victims of:

- domestic violence,
- sexual assault,
- ~~or~~ stalking.

~~An act, conduct, or pattern of conduct that includes causing, or threatening to cause, bodily injury or death.~~ to attend legal proceedings or obtain other needed relief.

Unpaid leave under this policy is available for an employee who is the victim of ~~domestic violence, sexual assault, or stalking~~ a qualifying act of violence to attend legal proceedings or to obtain or attempt to obtain any relief necessary, including a restraining order, to ensure the employee's own health, safety or welfare, or that of the employee's child or children. Employees may also request unpaid leave for the following purposes:

1. Obtain services from a domestic violence shelter or rape crisis center.
2. Seek medical attention for injuries caused by ~~domestic violence or sexual assault~~ the qualifying act of violence.
3. Obtain psychological counseling for the ~~domestic violence or sexual assault~~ qualifying act of violence.
4. Take action, such as relocation, to protect against future ~~domestic violence or sexual assault~~ acts of violence.

To request leave under this policy, an employee should provide their supervisor (reason for leave does not have to be disclosed to supervisor) and Human Resources with as much advance notice as practicable under the circumstances. If advanced notice is not possible, the employee requesting leave under this policy should provide Human Resources one of the following certifications upon returning to work:

1. A police report showing that the employee was a victim of ~~domestic violence or sexual assault~~ a qualifying act of violence.
2. A court order protecting the employee from the perpetrator or other evidence from the court or prosecuting attorney that the employee appeared in court.
3. Documentation from a medical professional, domestic violence or sexual assault victim advocate, health care provider, or counselor showing that the employee's absence was due to treatment for injuries from domestic violence or sexual assault.

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Leaves

Domestic Violence, Sexual Assault, Stalking Victims of

In addition, the agency will provide reasonable accommodations to employees who are victims of ~~domestic violence, sexual assault, or stalking~~ a qualifying act of violence for the employees' safety while at work. A reasonable accommodation may include the implementation of safety measures, such as a transfer, reassignment, modified schedule, changed work telephone, changed work station or installed lock; assistance in documenting ~~domestic violence, sexual assault, or stalking~~ a qualifying act of violence that occurs in the workplace; an implemented safety procedure; or another adjustment to the employee's job duties and position.

Sick Leave Accrual and Usage

Section 9.17

Sick leave accruals shall be earned by regular and probationary employees based on the equivalent of full-time service from the date of appointment.

- A. Sick leave hours shall accrue to and be useable by the employee upon completion of the end of the day on the last day of the bi-weekly pay period in which it is earned. Sick leave requires the supervisor’s approval and may be denied as provided below. Unapproved sick leave is an absence without leave and shall be unpaid. Unexcused sick leave is sick leave for a purpose not approved herein, or in a manner or amount which exceeds the standards defined below.
- B. Sick leave is accrued as follows:
 - 1. 40-hour work week regular employees: sick leave hours accrue on the basis of four (4) hours, per bi-weekly pay period of service, or thirteen (13) days annually, and may be accumulated without limitation.
 - 2. Less than 40-hour work week regular employees: sick leave hours shall accrue in proportion to their regular work week hours compared with the forty (40) hour work week so that 4-hour employees earn two (2) hours per bi-weekly pay period or 6.5 days annually; 6-hour employees earn three (3) hours per bi-weekly pay period or 9.75 days annually; and 7-hour employees earn three and one-half (3½) hours per biweekly pay period or 11.375 days annually.
- C. A regular or probationary employee may utilize their accumulated sick leave when unable to perform their work duties because of the following:
 - 1. Physical or mental illness
 - 2. On or off-the-job injury, including victims of domestic violence, stalking and sexual abuse as defined by the Kin Care Law
 - 3. Necessary medical or dental care
 - 4. Exposure to or having an active contagious disease such that the health of employees, or the public would be endangered by the employee being at work
 - 5. Illness, serious medical treatment, or operation in the employee’s family, including parent, parent-in-law, child, spouse, registered domestic partner, grandparent, grandchild, sibling, or designated person. *Designated person is defined as a person identified by the employee at the time the employee requests paid sick days permitted to one designated person per 12-month period.
 - 6. Pregnancy and childbirth
 - 7. Assisting family members that are victims of a qualifying act of violence
 - 6-8. To appear in court to comply with a subpoena or court order

An employee may be required to present a certificate of the attending physician or medical practitioner to substantiate the need for and use of sick leave as allowed by law. The Agency

Leaves

Sick Leave Accrual and Usage

may also require a fitness for duty examination for cause as determined by observation of the employee's behavior or disclosure of their medical condition. The Agency may require a fitness for duty examination upon release to return to work from absence for a serious illness, injury, or exposure to a contagious disease.

- D. The Executive Director, designee, or Appointing Authority may place an employee on involuntary sick leave when recommended by a competent medical authority and when the employee's presence at work endangers the health or work performance of the employee, other employees, the Head Start children under their supervision, or Agency clients.
- E. Employees using excessive sick leave shall be notified of the concern by their direct supervisor as soon as practical and counseled regarding the use and abuse of sick leave. After initial verbal counseling, upon another occurrence the employee shall be notified in writing of the attendance requirements and advised that discipline may follow if the behavior is not corrected. Failure to report to work regularly and to follow procedures for calling out sick may be grounds for disciplinary action.

Excessive sick leave is defined as using sick leave in excess of that protected by law as follows:

1. The employee has a rate of utilization of sick leave in excess of what is protected by law, which is in excess of fifty percent (50%) of the yearly accrual. The employee will be notified of this utilization threshold when they reach forty percent (40%) usage, if possible.
 2. The employee has a pattern of sick leave use which causes concern about its legitimacy, including time associated with weekends, holidays or other leave, and/or after refused time off for that period.
 3. Supervisors/managers shall monitor the sick leave use by all employees under their supervisor or direction, including using sick leave covered by FMLA, Kin Care and other legally protected sick leave.
- F. If an employee in a class designated as Management in the annual salary classification plan dies while employed by the Agency, whether or not the death is job-related, the beneficiary shall be paid the monetary value of all sick leave accrued by the employee at the time of death.
 - G. Unused sick leave at the time of retirement shall be eligible for conversion to service credit as the retirement plan allows.

Paid Sick Leave for Temporary Staff Section 9.18

Sick leave hours shall be earned by temporary employees that are paid through the SETA payroll system in accordance with the California Paid Sick leave requirements.

- A. Sick leave hours shall be issued upon hire and will be replenished the first pay period of every calendar year.
- B. Sick leave is administered as follows:
 - 1. On the first pay period of the year, or upon date of hire, temporary employees shall receive an allotment of forty (40) hours of paid sick leave.
- C. Temporary staff, that have completed at least ninety (90) days of employment, may utilize their accumulated sick leave when unable to perform their work duties by reason of:
 - 1. Physical or mental illness
 - 2. On or off-the job injury
 - 3. Necessary medical or dental care
 - 4. Exposure to or active contagious disease such that the health of employees or the public would be endangered by the attendance of the employee.
 - 5. Illness, serious medical treatment, or operation in the employee’s family, including parent, parent-in-law, child, spouse, registered domestic partner, grandparent, grandchild, sibling, or designated person. *Designated person is defined as a person identified by the employee at the time the employee requests paid sick days permitted to one designated person per 12-month period
 - 6. Pregnancy and childbirth
 - 7. Specified purposes for an employee or family member who is a victim of a qualifying act of violence which includes being a victim of:
 - domestic violence,
 - sexual assault,
 - ~~or~~ stalking
 - 7. An act, conduct, or pattern of conduct that includes causing, or threatening to cause, bodily injury or death.
- D. The Agency may also require a fitness for duty examination or release upon return from absence for a serious illness, or exposure to a contagious disease.

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Leaves

Paid Sick Leave for Temporary Staff

- E. An employee may use up to 40 hours of sick leave in a 12-month period. To utilize the benefits, the temporary employee must request payment of sick leave hours, which hours can only be used on a day that the temporary employee was scheduled to work or was working.
- F. Paid sick leave hours for temporary employees that are unused at the end of the last pay period of the calendar year shall not be carried over into the following 12-month period.
- G. Retaliation or discrimination against an employee who requests paid sick days or uses paid sick days or both is prohibited.
- H. Unused sick leave hours will not be cashed out upon termination. However, if a temporary employee returns within a year of terminating their employment their previous balance will be restored if within the same calendar year.

Harassment, Discrimination, and Retaliation Policy and Complaint Procedure

Section 11.04

It is the policy of the Sacramento Employment and Training Agency (SETA) to provide a working environment free of harassment, discrimination, and retaliation. Harassment, discrimination, or retaliation by any of SETA's employees, directors, officers, volunteers, vendors, participants or agents will not be tolerated. SETA shall act promptly, vigorously and visibly with respect to any harassment, discrimination, or retaliation complaint and shall abide by the following Harassment, Discrimination, and Retaliation Policy and Complaint Procedure.

This Harassment, Discrimination, and Retaliation Policy may be more comprehensive than state or federal law. Conduct that violates these policies may not violate state or federal law but still could subject an employee to discipline. SETA will take preventative and corrective action, up to and including termination, to address any of the following behaviors, including but not limited to:

- Failure to follow any provision of this policy and/or for behavior that violates this policy or the rights it is designed to protect.
- Making unfounded allegations of harassment, discrimination, or retaliation.
- Purposely impeding an investigation involving harassment, discrimination, or retaliation.
- Retaliation related to the reporting or investigation of harassment or discrimination.

This policy applies to all employees. All employees shall follow the intent of this policy in a manner that reflects professional workplace standards and the best interests of the Agency and its mission.

Training

All new employees shall be provided with a copy of this policy and receive training on this policy as part of their new hire orientation. All employees, including supervisory and management, shall receive mandated training in accordance with state and federal law.

Protected Group/Status Defined

All SETA employees, agents, contractors, and volunteers are prohibited from harassing or discriminating against any applicant or employee in the following protected group/status, or any intersectionality of two or more protected traits, under federal and state law:

Race (includes traits associated with race, including, but not limited to, hair texture and protective hairstyles), color, religion (includes religious dress and grooming practices), sex/gender (includes pregnancy, childbirth, breastfeeding and/or related medical conditions), gender identity, gender expression, sexual orientation, marital status, medical condition (genetic characteristics, cancer or a

record or history of cancer), military or veteran status, national origin (includes language use) ancestry, disability (mental and physical, including HIV/AIDS, cancer, and genetic characteristics), genetic information, request for family care leave, request for leave for an employee’s own serious health condition, request for Pregnancy Disability Leave, and age (over 40).

A. Harassment Defined

Harassment, including sexual harassment, is any verbal, physical or visual conduct that creates an intimidating, offensive, or hostile working environment or that interferes with an employee’s work performance. Sexual harassment is any unwelcome sexual advance, request for sexual favors and/or other verbal, visual or physical conduct of a sexual nature. Such conduct constitutes harassment when it is either:

- An employment condition: submission to such conduct is made either explicitly or implicitly a term or condition of employment.
- An employment consequence: submission or rejection of such conduct is used as a basis for employment decisions.
- An offensive job interference: such conduct has the purpose or effect of unreasonably interfering with an individual’s work performance or creating an intimidating, hostile or offensive working environment.

Unlawful harassment takes many forms including, but not limited to, the following (when based upon an individual’s protected status):

- Verbal conduct such as epithets, derogatory comments, provocative comments about or relating to one’s sex or appearance, slurs, jokes, statements, using sexually vulgar, obscene, explicit or foul language, unsolicited sexual advances, invitations, comments or other conduct which does not need to be based on genuine sexual interest or desire.
- Visual conduct such as leering, stalking, staring, derogatory or sexually suggestive pictures, objects, posters, magazines, cartoons, drawings, letters, poems, emails or gestures that are known or should be known to be unwelcome.
- Physical conduct such as assault, impeding or blocking normal movement or interference with work directed at one because of his\her sex, age or other protected basis, or unwelcome touching or grabbing of any part of the body.
- Explicit or implicit threats and/or demands to submit to sexual requests as a condition of employment (i.e., promotion, in order to keep one's job, or avoid some other loss and offers of job benefits) in return for sexual favors.
- Retaliation for rejection of sexual advances or having reported the harassment.

B. Discrimination Defined

Discrimination includes, but is not limited to:

- Taking an adverse employment action (i.e., demotion, transfer, discipline, termination, recruitment, layoff, salary and benefits) against an employee based on that individual's protected group/status.
- Treating an applicant or employee differently with regard to any aspect of employment because of the individual's protected group/status.
- Taking an employment action that adversely affects the employment opportunities for members of a protected group/status.
- Basing an employment decision as to a job applicant or employee on the individuals protected group/status
- Engaging in harassment based on an individual's protected group/status.

Discrimination may include, but is not limited to, the following types of behavior relating to an individual's protected group/status:

- Making slurs or derogatory comments in any format
- Engaging in verbal or physical conduct, comments, or jokes relating to an individual's group/status
- Wearing t-shirts, clothing, or hats depicting derogatory or insulting scenes or terminology
- Distributing or displaying printed material
- Refusing or failing to hire or promote

C. Retaliation Defined

Retaliation is treating a person differently or engaging in acts of reprisal or intimidation against the person because they engaged in protected activity including raising a concern of, filing a complaint of, participating in an investigation of, or being a witness to, harassment/discrimination. Retaliation is prohibited.

D. Responsibility of Supervisors and Management

Each Supervisor/Manager shall do the following:

- Convey to the employees within his/her Department/Unit SETA's strong disapproval of harassment, discrimination, and retaliation.
- Continually monitor the work environment and strive to ensure that it is free from all types of unlawful harassment, including discrimination and/or retaliation.
- Take prompt, appropriate action within their work units to avoid and minimize the incidence of any form of harassment, discrimination or retaliation.
- Ensure their subordinates understand their responsibilities under this policy.
- Ensure employees who make complaints or who oppose any unlawful employment practices are protected from retaliation and that such matters are kept confidential to the extent possible.

Any supervisor or member of management who is aware, or has reason to believe, that an employee has alleged harassment, or may be feeling harassed, has a responsibility to notify the Equal Employment Opportunity Officer/Human Resources Chief regarding the allegation. Depending on the circumstances, the seriousness of the offense, the extent of the conduct, or the type of remedy being sought, it may be appropriate for the supervisor, manager or chief to remedy the situation. Supervisors and members of management should work closely with the Human Resources Department.

It must be emphasized to all employees the importance of reporting incidents promptly to assure further incidents do not occur. The employee must also be assured that they will not be subject to any recrimination or reprisal for making a harassment complaint. Employees should also be informed that harassment may be grounds for disciplinary action, up to and including termination.

E. Complaint Procedure:

Employees who believe they are experiencing harassment, discrimination, or retaliation are encouraged to inform the individual that their behavior is unwelcome, offensive, or inappropriate. However, this step is not required. The problem may be resolved by advising the individual of their offensive behavior. If this does not resolve the concern or if an employee feels uncomfortable, threatened or has difficulty in expressing their concern, the employee shall complain to one of the individuals listed below. If the alleged harasser is the Human Resources Chief/EEOO, the employee shall promptly inform the Executive Director.

Any employee who believes they are being harassed, discriminated against, subjected to retaliation, or who has observed harassment or discrimination, is strongly encouraged to file a complaint verbally or in writing with any of the following individuals:

- Supervisor
- Manager
- Deputy Director or Department Chief
- Human Resources
- Equal Employment Opportunity Officer (EEOO)

Anyone receiving a complaint of harassment, discrimination, or retaliation shall immediately document the complaint in writing and refer the complaint to Human Resources, who will ensure that a timely, effective, thorough, and objective confidential investigation of the allegation(s) is undertaken.

Once an employee makes a complaint, the Human Resources Chief/EEOO or Executive Director shall engage in the following:

1. Fully Inform the Complaining Employee of his/her Rights.

The employee shall be promptly and clearly informed of his or her rights contained in this Policy and Procedure. Further, the employee shall be advised of his or her right to file a

complaint with the California Department of Fair Employment and Housing (DFEH), the U.S. Equal Employment Opportunity Commission (EEOC), the California Labor Commissioner and/or the courts.

2. Fully and effectively investigate.

The Human Resources Chief/EEOO or Executive Director must immediately undertake an effective, thorough, objective and complete investigation of the situation complained of. If it is appropriate to do so, the Human Resources Chief/EEOO or designee shall consult with the complaining employee, the alleged subject, any witnesses to the conduct and victims of similar conduct that the Human Resources Chief/EEOO or Executive Director has reason to believe may exist and any other person who may have relevant information. All applicable documents and records shall be reviewed as needed to ensure that the investigation is thorough.

All SETA employees, agents, contractors, or volunteers shall cooperate fully with all investigations, shall not retaliate against complainants or witnesses, and shall not suppress, or attempt to suppress a complaint of harassment, discrimination, or retaliation.

3. Harassment, Discrimination, or Retaliation Determination.

The investigation shall be concluded and a determination shall be made about the situation complained of as expeditiously as possible. In determining whether the alleged conduct constitutes harassment, discrimination, or retaliation, the record as a whole must be considered and the totality of the circumstances such as the nature of the conduct and the context in which the alleged incidents occurred. The determination shall be made from the facts on a case-by-case basis. A confidential written determination shall be provided to the complaining employee and the subject. The determination by the Human Resources Chief/EEOO or Executive Director constitutes the final decision of the agency.

4. Remedial Action for the Subject.

If it is determined that harassment, discrimination, or retaliation has occurred, effective action will be taken in a manner consistent with the circumstances. Discipline ranging from verbal or written warnings up to and including termination may be administered.

5. Remedial Action for the Affected Employee.

If harassment has occurred, the following actions must be taken in an effort to make the employee whole.

- a. Appropriate action must be taken to remedy the employee's loss, if any, resulting from the harassment, discrimination, or retaliation. Such actions may include promotion or monetary payment and/or the restoration of the employee's employment record if it was unjustly diminished.

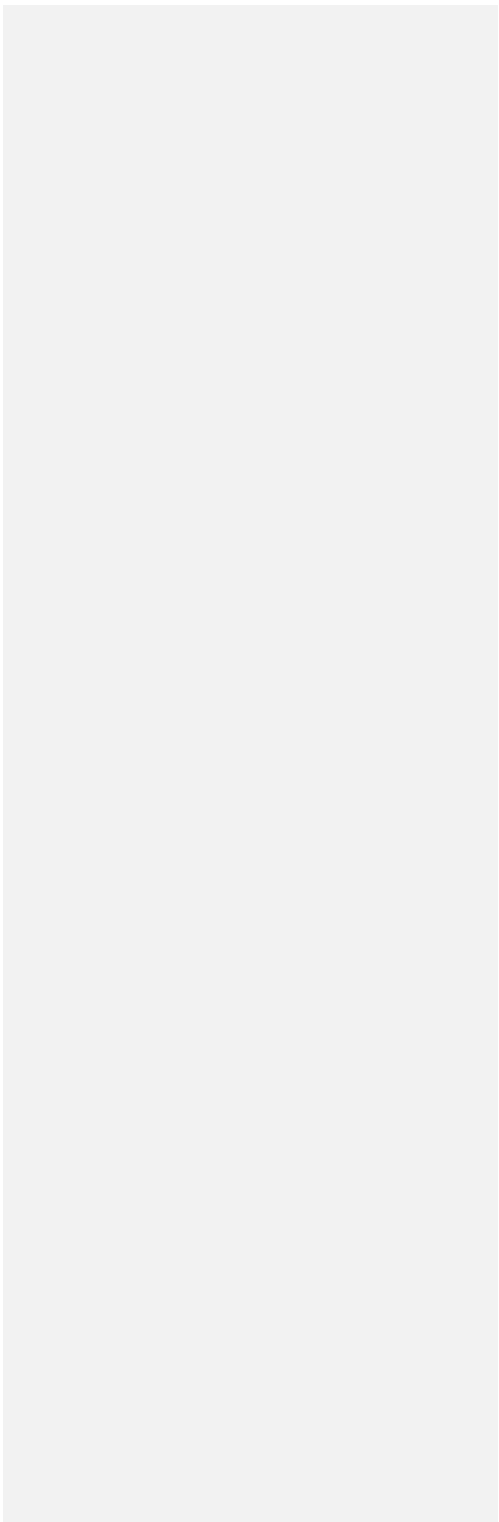
**Harassment, Discrimination, and Retaliation Policy
and Complaint Procedure**

b. Action must be taken to prevent any form of retaliation against the employee for having complained, both on a managerial and a co-worker level.

c. Action must be taken to protect the employee and other potential victims from future harassment. Such actions must not be taken as a form of retaliation against the employee for having complained.

F. Limited Confidentiality:

To the extent permitted by law, proceedings under this Policy and Procedure and all reports and records filed and prepared shall be kept confidential. Reasonable efforts shall be made to protect the privacy interests of the parties. Information will be given only to those who have a need to know.



**SETA
PERSONNEL
POLICIES
AND
PROCEDURES**

Effective September 6, 2024

SETA PERSONNEL POLICIES AND PROCEDURES

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Victims of Acts of Violence Leave

Section 9.10

A leave of absence under California's Victims of Acts of Violence Leave is a protected leave that provides reasonable and necessary unpaid leave and other reasonable accommodations to employees who are victims of a qualifying act of violence to attend legal proceedings or obtain other needed relief. This includes victims of:

- domestic violence,
- sexual assault,
- stalking,

An act, conduct, or pattern of conduct that includes causing, or threatening to cause, bodily injury or death. Unpaid leave under this policy is available for an employee who is the victim of a qualifying act of violence to attend legal proceedings or to obtain or attempt to obtain any relief necessary, including a restraining order, to ensure the employee's own health, safety or welfare, or that of the employee's child or children. Employees may also request unpaid leave for the following purposes:

1. Obtain services from a domestic violence shelter or rape crisis center.
2. Seek medical attention for injuries caused by the qualifying act of violence.
3. Obtain psychological counseling for the qualifying act of violence.
4. Take action, such as relocation, to protect against future acts of violence.

To request leave under this policy, an employee should provide their supervisor (reason for leave does not have to be disclosed to supervisor) and Human Resources with as much advance notice as practicable under the circumstances. If advanced notice is not possible, the employee requesting leave under this policy should provide Human Resources one of the following certifications upon returning to work:

1. A police report showing that the employee was a victim of a qualifying act of violence.
2. A court order protecting the employee from the perpetrator or other evidence from the court or prosecuting attorney that the employee appeared in court.
3. Documentation from a medical professional, domestic violence or sexual assault victim advocate, health care provider, or counselor showing that the employee's absence was due to treatment for injuries from domestic violence or sexual assault.

In addition, the agency will provide reasonable accommodations to employees who are victims of a qualifying act of violence for the employees' safety while at work. A reasonable accommodation may include the implementation of safety measures, such as a transfer, reassignment, modified schedule, changed work telephone, changed work station or installed lock; assistance in documenting a qualifying act of violence that occurs in the workplace; an implemented safety procedure; or another adjustment to the employee's job duties and position.

Sick Leave Accrual and Usage

Section 9.17

Sick leave accruals shall be earned by regular and probationary employees based on the equivalent of full-time service from the date of appointment.

- A. Sick leave hours shall accrue to and be useable by the employee upon completion of the end of the day on the last day of the bi-weekly pay period in which it is earned. Sick leave requires the supervisor's approval and may be denied as provided below. Unapproved sick leave is an absence without leave and shall be unpaid. Unexcused sick leave is sick leave for a purpose not approved herein, or in a manner or amount which exceeds the standards defined below.
- B. Sick leave is accrued as follows:
1. 40-hour work week regular employees: sick leave hours accrue on the basis of four (4) hours, per bi-weekly pay period of service, or thirteen (13) days annually, and may be accumulated without limitation.
 2. Less than 40-hour work week regular employees: sick leave hours shall accrue in proportion to their regular work week hours compared with the forty (40) hour work week so that 4-hour employees earn two (2) hours per bi-weekly pay period or 6.5 days annually; 6-hour employees earn three (3) hours per bi-weekly pay period or 9.75 days annually; and 7-hour employees earn three and one-half (3½) hours per biweekly pay period or 11.375 days annually.
- C. A regular or probationary employee may utilize their accumulated sick leave when unable to perform their work duties because of the following:
1. Physical or mental illness
 2. On or off-the-job injury, including victims of domestic violence, stalking and sexual abuse as defined by the Kin Care Law
 3. Necessary medical or dental care
 4. Exposure to or having an active contagious disease such that the health of employees, or the public would be endangered by the employee being at work
 5. Illness, serious medical treatment, or operation in the employee's family, including parent, parent-in-law, child, spouse, registered domestic partner, grandparent, grandchild, sibling, or designated person. *Designated person is defined as a person identified by the employee at the time the employee requests paid sick days permitted to one designated person per 12-month period.
 6. Pregnancy and childbirth
 7. Assisting family members that are victims of a qualifying act of violence
 8. To appear in court to comply with a subpoena or court order

An employee may be required to present a certificate of the attending physician or medical practitioner to substantiate the need for and use of sick leave as allowed by law. The Agency

Leaves

Sick Leave Accrual and Usage

may also require a fitness for duty examination for cause as determined by observation of the employee's behavior or disclosure of their medical condition. The Agency may require a fitness for duty examination upon release to return to work from absence for a serious illness, injury, or exposure to a contagious disease.

- D. The Executive Director, designee, or Appointing Authority may place an employee on involuntary sick leave when recommended by a competent medical authority and when the employee's presence at work endangers the health or work performance of the employee, other employees, the Head Start children under their supervision, or Agency clients.
- E. Employees using excessive sick leave shall be notified of the concern by their direct supervisor as soon as practical and counseled regarding the use and abuse of sick leave. After initial verbal counseling, upon another occurrence the employee shall be notified in writing of the attendance requirements and advised that discipline may follow if the behavior is not corrected. Failure to report to work regularly and to follow procedures for calling out sick may be grounds for disciplinary action.

Excessive sick leave is defined as using sick leave in excess of that protected by law as follows:

1. The employee has a rate of utilization of sick leave in excess of what is protected by law, which is in excess of fifty percent (50%) of the yearly accrual. The employee will be notified of this utilization threshold when they reach forty percent (40%) usage, if possible.
 2. The employee has a pattern of sick leave use which causes concern about its legitimacy, including time associated with weekends, holidays or other leave, and/or after refused time off for that period.
 3. Supervisors/managers shall monitor the sick leave use by all employees under their supervisor or direction, including using sick leave covered by FMLA, Kin Care and other legally protected sick leave.
- F. If an employee in a class designated as Management in the annual salary classification plan dies while employed by the Agency, whether or not the death is job-related, the beneficiary shall be paid the monetary value of all sick leave accrued by the employee at the time of death.
 - G. Unused sick leave at the time of retirement shall be eligible for conversion to service credit as the retirement plan allows.

Paid Sick Leave for Temporary Staff

Section 9.18

Sick leave hours shall be earned by temporary employees that are paid through the SETA payroll system in accordance with the California Paid Sick leave requirements.

- A. Sick leave hours shall be issued upon hire and will be replenished the first pay period of every calendar year.
- B. Sick leave is administered as follows:
 - 1. On the first pay period of the year, or upon date of hire, temporary employees shall receive an allotment of forty (40) hours of paid sick leave.
- C. Temporary staff, that have completed at least ninety (90) days of employment, may utilize their accumulated sick leave when unable to perform their work duties by reason of:
 - 1. Physical or mental illness
 - 2. On or off-the job injury
 - 3. Necessary medical or dental care
 - 4. Exposure to or active contagious disease such that the health of employees or the public would be endangered by the attendance of the employee.
 - 5. Illness, serious medical treatment, or operation in the employee's family, including parent, parent-in-law, child, spouse, registered domestic partner, grandparent, grandchild, sibling, or designated person. *Designated person is defined as a person identified by the employee at the time the employee requests paid sick days permitted to one designated person per 12-month period
 - 6. Pregnancy and childbirth
 - 7. Specified purposes for an employee or family member who is a victim of a qualifying act of violence which includes being a victim of:
 - domestic violence,
 - sexual assault,
 - stalking
 - An act, conduct, or pattern of conduct that includes causing, or threatening to cause, bodily injury or death.
- D. The Agency may also require a fitness for duty examination or release upon return from absence for a serious illness, or exposure to a contagious disease.

Leaves

Paid Sick Leave for Temporary Staff

- E. An employee may use up to 40 hours of sick leave in a 12-month period. To utilize the benefits, the temporary employee must request payment of sick leave hours, which hours can only be used on a day that the temporary employee was scheduled to work or was working.
- F. Paid sick leave hours for temporary employees that are unused at the end of the last pay period of the calendar year shall not be carried over into the following 12-month period.
- G. Retaliation or discrimination against an employee who requests paid sick days or uses paid sick days or both is prohibited.
- H. Unused sick leave hours will not be cashed out upon termination. However, if a temporary employee returns within a year of terminating their employment their previous balance will be restored if within the same calendar year.

Harassment, Discrimination, and Retaliation Policy and Complaint Procedure

Section 11.04

It is the policy of the Sacramento Employment and Training Agency (SETA) to provide a working environment free of harassment, discrimination, and retaliation. Harassment, discrimination, or retaliation by any of SETA's employees, directors, officers, volunteers, vendors, participants or agents will not be tolerated. SETA shall act promptly, vigorously and visibly with respect to any harassment, discrimination, or retaliation complaint and shall abide by the following Harassment, Discrimination, and Retaliation Policy and Complaint Procedure.

This Harassment, Discrimination, and Retaliation Policy may be more comprehensive than state or federal law. Conduct that violates these policies may not violate state or federal law but still could subject an employee to discipline. SETA will take preventative and corrective action, up to and including termination, to address any of the following behaviors, including but not limited to:

- Failure to follow any provision of this policy and/or for behavior that violates this policy or the rights it is designed to protect.
- Making unfounded allegations of harassment, discrimination, or retaliation.
- Purposely impeding an investigation involving harassment, discrimination, or retaliation.
- Retaliation related to the reporting or investigation of harassment or discrimination.

This policy applies to all employees. All employees shall follow the intent of this policy in a manner that reflects professional workplace standards and the best interests of the Agency and its mission.

Training

All new employees shall be provided with a copy of this policy and receive training on this policy as part of their new hire orientation. All employees, including supervisory and management, shall receive mandated training in accordance with state and federal law.

Protected Group/Status Defined

All SETA employees, agents, contractors, and volunteers are prohibited from harassing or discriminating against any applicant or employee in the following protected group/status, or any intersectionality of two or more protected traits, under federal and state law:

Race (includes traits associated with race, including, but not limited to, hair texture and protective hairstyles), color, religion (includes religious dress and grooming practices), sex/gender (includes pregnancy, childbirth, breastfeeding and/or related medical conditions), gender identity, gender expression, sexual orientation, marital status, medical condition (genetic characteristics, cancer or a

record or history of cancer), military or veteran status, national origin (includes language use) ancestry, disability (mental and physical, including HIV/AIDS, cancer, and genetic characteristics), genetic information, request for family care leave, request for leave for an employee's own serious health condition, request for Pregnancy Disability Leave, and age (over 40).

A. Harassment Defined

Harassment, including sexual harassment, is any verbal, physical or visual conduct that creates an intimidating, offensive, or hostile working environment or that interferes with an employee's work performance. Sexual harassment is any unwelcome sexual advance, request for sexual favors and/or other verbal, visual or physical conduct of a sexual nature. Such conduct constitutes harassment when it is either:

- An employment condition: submission to such conduct is made either explicitly or implicitly a term or condition of employment.
- An employment consequence: submission or rejection of such conduct is used as a basis for employment decisions.
- An offensive job interference: such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile or offensive working environment.

Unlawful harassment takes many forms including, but not limited to, the following (when based upon an individual's protected status):

- Verbal conduct such as epithets, derogatory comments, provocative comments about or relating to one's sex or appearance, slurs, jokes, statements, using sexually vulgar, obscene, explicit or foul language, unsolicited sexual advances, invitations, comments or other conduct which does not need to be based on genuine sexual interest or desire.
- Visual conduct such as leering, stalking, staring, derogatory or sexually suggestive pictures, objects, posters, magazines, cartoons, drawings, letters, poems, emails or gestures that are known or should be known to be unwelcome.
- Physical conduct such as assault, impeding or blocking normal movement or interference with work directed at one because of his\her sex, age or other protected basis, or unwelcome touching or grabbing of any part of the body.
- Explicit or implicit threats and/or demands to submit to sexual requests as a condition of employment (i.e., promotion, in order to keep one's job, or avoid some other loss and offers of job benefits) in return for sexual favors.
- Retaliation for rejection of sexual advances or having reported the harassment.

B. Discrimination Defined

Discrimination includes, but is not limited to:

- Taking an adverse employment action (i.e., demotion, transfer, discipline, termination, recruitment, layoff, salary and benefits) against an employee based on that individual's protected group/status.
- Treating an applicant or employee differently with regard to any aspect of employment because of the individual's protected group/status.
- Taking an employment action that adversely affects the employment opportunities for members of a protected group/status.
- Basing an employment decision as to a job applicant or employee on the individual's protected group/status
- Engaging in harassment based on an individual's protected group/status.

Discrimination may include, but is not limited to, the following types of behavior relating to an individual's protected group/status:

- Making slurs or derogatory comments in any format
- Engaging in verbal or physical conduct, comments, or jokes relating to an individual's group/status
- Wearing t-shirts, clothing, or hats depicting derogatory or insulting scenes or terminology
- Distributing or displaying printed material
- Refusing or failing to hire or promote

C. Retaliation Defined

Retaliation is treating a person differently or engaging in acts of reprisal or intimidation against the person because they engaged in protected activity including raising a concern of, filing a complaint of, participating in an investigation of, or being a witness to, harassment/discrimination. Retaliation is prohibited.

D. Responsibility of Supervisors and Management

Each Supervisor/Manager shall do the following:

- Convey to the employees within his/her Department/Unit SETA's strong disapproval of harassment, discrimination, and retaliation.
- Continually monitor the work environment and strive to ensure that it is free from all types of unlawful harassment, including discrimination and/or retaliation.
- Take prompt, appropriate action within their work units to avoid and minimize the incidence of any form of harassment, discrimination or retaliation.
- Ensure their subordinates understand their responsibilities under this policy.
- Ensure employees who make complaints or who oppose any unlawful employment practices are protected from retaliation and that such matters are kept confidential to the extent possible.

Any supervisor or member of management who is aware, or has reason to believe, that an employee has alleged harassment, or may be feeling harassed, has a responsibility to notify the Equal Employment Opportunity Officer/Human Resources Chief regarding the allegation. Depending on the circumstances, the seriousness of the offense, the extent of the conduct, or the type of remedy being sought, it may be appropriate for the supervisor, manager or chief to remedy the situation. Supervisors and members of management should work closely with the Human Resources Department.

It must be emphasized to all employees the importance of reporting incidents promptly to assure further incidents do not occur. The employee must also be assured that they will not be subject to any recrimination or reprisal for making a harassment complaint. Employees should also be informed that harassment may be grounds for disciplinary action, up to and including termination.

E. Complaint Procedure:

Employees who believe they are experiencing harassment, discrimination, or retaliation are encouraged to inform the individual that their behavior is unwelcome, offensive, or inappropriate. However, this step is not required. The problem may be resolved by advising the individual of their offensive behavior. If this does not resolve the concern or if an employee feels uncomfortable, threatened or has difficulty in expressing their concern, the employee shall complain to one of the individuals listed below. If the alleged harasser is the Human Resources Chief/EEOO, the employee shall promptly inform the Executive Director.

Any employee who believes they are being harassed, discriminated against, subjected to retaliation, or who has observed harassment or discrimination, is strongly encouraged to file a complaint verbally or in writing with any of the following individuals:

- Supervisor
- Manager
- Deputy Director or Department Chief
- Human Resources
- Equal Employment Opportunity Officer (EEOO)

Anyone receiving a complaint of harassment, discrimination, or retaliation shall immediately document the complaint in writing and refer the complaint to Human Resources, who will ensure that a timely, effective, thorough, and objective confidential investigation of the allegation(s) is undertaken.

Once an employee makes a complaint, the Human Resources Chief/EEOO or Executive Director shall engage in the following:

1. Fully Inform the Complaining Employee of his/her Rights.

The employee shall be promptly and clearly informed of his or her rights contained in this Policy and Procedure. Further, the employee shall be advised of his or her right to file a

complaint with the California Department of Fair Employment and Housing (DFEH), the U.S. Equal Employment Opportunity Commission (EEOC), the California Labor Commissioner and/or the courts.

2. Fully and effectively investigate.

The Human Resources Chief/EEOO or Executive Director must immediately undertake an effective, thorough, objective and complete investigation of the situation complained of. If it is appropriate to do so, the Human Resources Chief/EEOO or designee shall consult with the complaining employee, the alleged subject, any witnesses to the conduct and victims of similar conduct that the Human Resources Chief/EEOO or Executive Director has reason to believe may exist and any other person who may have relevant information. All applicable documents and records shall be reviewed as needed to ensure that the investigation is thorough.

All SETA employees, agents, contractors, or volunteers shall cooperate fully with all investigations, shall not retaliate against complainants or witnesses, and shall not suppress, or attempt to suppress a complaint of harassment, discrimination, or retaliation.

3. Harassment, Discrimination, or Retaliation Determination.

The investigation shall be concluded and a determination shall be made about the situation complained of as expeditiously as possible. In determining whether the alleged conduct constitutes harassment, discrimination, or retaliation, the record as a whole must be considered and the totality of the circumstances such as the nature of the conduct and the context in which the alleged incidents occurred. The determination shall be made from the facts on a case-by-case basis. A confidential written determination shall be provided to the complaining employee and the subject. The determination by the Human Resources Chief/EEOO or Executive Director constitutes the final decision of the agency.

4. Remedial Action for the Subject.

If it is determined that harassment, discrimination, or retaliation has occurred, effective action will be taken in a manner consistent with the circumstances. Discipline ranging from verbal or written warnings up to and including termination may be administered.

5. Remedial Action for the Affected Employee.

If harassment has occurred, the following actions must be taken in an effort to make the employee whole.

- a. Appropriate action must be taken to remedy the employee's loss, if any, resulting from the harassment, discrimination, or retaliation. Such actions may include promotion or monetary payment and/or the restoration of the employee's employment record if it was unjustly diminished.

- b. Action must be taken to prevent any form of retaliation against the employee for having complained, both on a managerial and a co-worker level.

- c. Action must be taken to protect the employee and other potential victims from future harassment. Such actions must not be taken as a form of retaliation against the employee for having complained.

F. Limited Confidentiality:

To the extent permitted by law, proceedings under this Policy and Procedure and all reports and records filed and prepared shall be kept confidential. Reasonable efforts shall be made to protect the privacy interests of the parties. Information will be given only to those who have a need to know.

Reasonable Accommodation Policy and Process

Section 11.17

The Americans with Disabilities Act (ADA) and the Fair Employment and Housing Act (FEHA) require employers to provide reasonable accommodations to individuals with disabilities at any time in their SETA career and to engage in an interactive process to discuss possible reasonable accommodations. Reasonable accommodations can also be given to applicants during the recruitment process. Good faith participation must be demonstrated by all parties in this reasonable accommodation process.

The purpose of a reasonable accommodation is to enable an eligible employee to perform his/her job's essential functions: those job duties that are so fundamental to the position that he or she cannot do the job without performing these duties. A function is "essential" if, among other things, the position exists specifically to perform that function. This does not include marginal functions that are not essential to the position.

Reasonable accommodations are changes or adjustments in the work environment or in the way work is customarily done that would enable a qualified individual with a disability to perform the essential functions of the ~~position~~job. Examples may include, but are not limited to: assistive devices, work schedule adjustment, equipment purchase, facility or workspace changes, job restructuring, modifying examinations, training materials or policies, remote work, or reassignment to a vacant position for which the employee is qualified. ~~when no other effective accommodation is feasible, reassignment.~~ Changing the duties that do not affect the essential functions of the job may also be considered.

General Requirements of the Accommodation Process

1. The reasonable accommodation process must begin when one or more of the following takes place:
 - a. The employee or employee's representative (i.e., Union representative or employee's family member) requests an accommodation orally or in writing, OR
 - b. The supervisor/manager/Human Resources becomes aware of a medical, physical, or mental condition that impacts the employee's/candidate's ability to perform one or more essential functions of the job by either:
 - i. Observation,
 - ii. Communication from the employee, or
 - iii. Receipt of medical documentation.
2. The supervisor, manager, and/or employee informs the Human Resources Department regarding the impact of the condition on the employee's ability to perform the essential functions of his/her position.
3. The Human Resources Department shall provide the Reasonable Accommodation Request packet and document the forms being sent to the employee. The employee may also obtain this packet on SETA's Staff Resources web page or shared K drive.
4. The employee submits the following completed forms directly to the Human Resources Department:

Work Habits Policy and Process

Reasonable Accommodation

- a. Reasonable Accommodation Request, indicating what accommodation is requested (completed and signed by the employee), and
 - b. Medical Verification for Reasonable Accommodation, which must be completed and signed by the employee's appropriate health care provider.
5. Human Resources will contact the employee/candidate to begin the interactive process by scheduling a meeting with the relevant parties as soon as possible. At no time should the employee/candidate be subjected to harassment, discrimination, or retaliation for participating in this process. The employee's/candidate's failure to cooperate with the process may end SETA's accommodation obligation under ADA/FEHA.
6. During the interactive meeting/process, the employee's disability or medical condition SHALL NOT BE DISCUSSED. The participants shall focus the discussion on the following:
 - a. The employee's medical restrictions/limitations
 - b. The essential functions of the job
 - c. The impact of the employee's restrictions/limitations on his/her ability to perform the job's essential functions
 - d. The employee's requested accommodation(s)
 - e. Any other accommodations to be considered
 - f. The determination of accommodation to be provided
7. The interactive process may include multiple meetings to ensure all relevant information has been gathered.
8. Additional medical verification may be needed to determine an appropriate accommodation.
9. An interim accommodation may be implemented as a temporary solution during the interactive process until a final decision has been made.
10. A written determination will be prepared by Human Resources as soon as possible after the conclusion of the interactive process.

Temporary Accommodations for work-related or non-work-related restrictions

In the event of any work-related or non-work-related injury or other medical condition, the Agency will make a good faith attempt to accommodate any temporary restrictions as directed by a medical professional. The ability to accommodate will be based on a variety of factors including, but not limited to:

1. Extent of restrictions
2. Part of the body affected
3. Staffing levels
4. Location
5. Duration of restrictions
6. Teacher/child ratios (Head Start)

Work Habits Policy and Process

Reasonable Accommodation

If possible, modified duty at a different location may be available but will only continue for as long as those duties are needed.

The department manager will work with HR to determine whether accommodations are able to be made and will work with the affected employee's supervisor to determine what those accommodations will look like. All communication must include Human Resources.

Each case will be evaluated individually, and accommodations will be based on the medical recommendation and factors existing at the time of the request and may be subject to change based on Agency needs and capabilities.

Reasonable Accommodation Policy and Process

Section 11.17

The Americans with Disabilities Act (ADA) and the Fair Employment and Housing Act (FEHA) require employers to provide reasonable accommodations to individuals with disabilities at any time in their SETA career and to engage in an interactive process to discuss possible reasonable accommodations. Reasonable accommodations can also be given to applicants during the recruitment process. Good faith participation must be demonstrated by all parties in this reasonable accommodation process.

The purpose of a reasonable accommodation is to enable an eligible employee to perform his/her job's essential functions: those job duties that are so fundamental to the position that he or she cannot do the job without performing these duties. A function is "essential" if, among other things, the position exists specifically to perform that function. This does not include marginal functions that are not essential to the position.

Reasonable accommodations are changes or adjustments in the work environment or in the way work is customarily done that would enable a qualified individual with a disability to perform the essential functions of the job. Examples may include, but are not limited to: assistive devices, work schedule adjustment, equipment purchase, facility or workspace changes, job restructuring, modifying examinations, training materials or policies, remote work, or reassignment to a vacant position for which the employee is qualified. Changing the duties that do not affect the essential functions of the job may also be considered.

General Requirements of the Accommodation Process

1. The reasonable accommodation process must begin when one or more of the following takes place:
 - a. The employee or employee's representative (i.e., Union representative or employee's family member) requests an accommodation orally or in writing, OR
 - b. The supervisor/manager/Human Resources becomes aware of a medical, physical, or mental condition that impacts the employee's/candidate's ability to perform one or more essential functions of the job by either:
 - i. Observation,
 - ii. Communication from the employee, or
 - iii. Receipt of medical documentation.
2. The supervisor, manager, and/or employee informs the Human Resources Department regarding the impact of the condition on the employee's ability to perform the essential functions of his/her position.
3. The Human Resources Department shall provide the Reasonable Accommodation Request packet and document the forms being sent to the employee. The employee may also obtain this packet on SETA's Staff Resources web page or shared K drive.
4. The employee submits the following completed forms directly to the Human Resources Department:

Work Habits Policy and Process

Reasonable Accommodation

- a. Reasonable Accommodation Request, indicating what accommodation is requested (completed and signed by the employee), and
 - b. Medical Verification for Reasonable Accommodation, which must be completed and signed by the employee's appropriate health care provider.
5. Human Resources will contact the employee/candidate to begin the interactive process by scheduling a meeting with the relevant parties as soon as possible. At no time should the employee/candidate be subjected to harassment, discrimination, or retaliation for participating in this process. The employee's/candidate's failure to cooperate with the process may end SETA's accommodation obligation under ADA/FEHA.
6. During the interactive meeting/process, the employee's disability or medical condition SHALL NOT BE DISCUSSED. The participants shall focus the discussion on the following:
 - a. The employee's medical restrictions/limitations
 - b. The essential functions of the job
 - c. The impact of the employee's restrictions/limitations on his/her ability to perform the job's essential functions
 - d. The employee's requested accommodation(s)
 - e. Any other accommodations to be considered
 - f. The determination of accommodation to be provided
7. The interactive process may include multiple meetings to ensure all relevant information has been gathered.
8. Additional medical verification may be needed to determine an appropriate accommodation.
9. An interim accommodation may be implemented as a temporary solution during the interactive process until a final decision has been made.
10. A written determination will be prepared by Human Resources as soon as possible after the conclusion of the interactive process.

Temporary Accommodations for work-related or non-work-related restrictions

In the event of any work-related or non-work-related injury or other medical condition, the Agency will make a good faith attempt to accommodate any temporary restrictions as directed by a medical professional. The ability to accommodate will be based on a variety of factors including, but not limited to:

1. Extent of restrictions
2. Part of the body affected
3. Staffing levels
4. Location
5. Duration of restrictions
6. Teacher/child ratios (Head Start)

Work Habits Policy and Process

Reasonable Accommodation

If possible, modified duty at a different location may be available but will only continue for as long as those duties are needed.

The department manager will work with HR to determine whether accommodations are able to be made and will work with the affected employee's supervisor to determine what those accommodations will look like. All communication must include Human Resources.

Each case will be evaluated individually, and accommodations will be based on the medical recommendation and factors existing at the time of the request and may be subject to change based on Agency needs and capabilities.

**ACTION ITEM II-D
Election of Policy Council Community Representatives and Alternates for Program Year
2024-2025**

RECOMMENDATION:

That the Policy Council (PC) elect Community Representative and Alternates.

BACKGROUND:

This agenda item provides an opportunity for PC to elect Community Representatives for Program Year 2024-2025. The duties of PC Community Representatives are prescribed in the Bylaws in Article III – Membership, Section 2B.

SECTION 2: Parent Representatives

C. Community Representatives

Additional PC members shall include:

- Three (3) Community Agency Representatives elected by the PC. There will be three (3) alternate positions.
- One (1) Grandparent shall be elected by the current PC if the outgoing PC has been dissolved. Representative must be a current or past parent of the SOP or a Delegate Agency. There shall be one (1) Grandparent alternate position.

Community members desiring to be reappointed must apply for membership on a yearly basis.

ACTION Moved: _____ Second: _____

VOTE Aye: _____ Nay: _____ Abstain: _____

ACTION ITEM II-E

Election of Policy Council Secretary and Parliamentarian for Program Year 2024-2025

RECOMMENDATION:

That the Policy Council elects a Secretary and a Parliamentarian. If no nominations of eligible members were made, the Chair may appoint an interim Secretary and Parliamentarian until eligible members fill these Officer's positions.

Secretary:

Parliamentarian:

BACKGROUND:

This agenda item provides an opportunity for the Policy Council (PC) to elect officers for Program Year 2024-2025. The duties of PC officers shall be as prescribed in the Bylaws and shall also include such other duties as may be established by the PC that are not in conflict with these Bylaws, Article V – Officers, Section 2B and 2C.

Section 2B of the Bylaws states: No member shall hold more than one (1) office at a time, and no member shall be eligible to serve more than two (2) terms in the same office. No more than one representative per each of the SOP, Delegate Agencies, or Community Representatives shall serve as an officer.

Section 2C of the Bylaws states: A SOP Parent Advisory Committee (PAC) member who has not been re- elected/replaced (called a holding member) shall not be eligible for election to represent PAC on PC or hold an officer position.

SECTION 3: Duties of Officers

The duties of PC officers shall be as prescribed in these Bylaws and shall include such other duties as may be established by the PC that are not in conflict with these Bylaws.

C. The Secretary shall call the roll, keep records of the current and preceding minutes at each meeting, and record resolutions or motions adopted, as may be necessary to expedite the PC's business. The Secretary shall oversee the Social/Hospitality Committee, and shall be a member of the Parent Ambassador Committee.

E. The Parliamentarian shall advise the presiding officer on matters pertaining to parliamentary procedure and oversee the Personnel/Bylaws Committee. If the Parliamentarian sits by the Chair, he or she is not entitled to make motions, discuss motions, or vote.

ACTION Moved: _____ Second: _____

VOTE Aye: _____ Nay: _____ Abstain: _____

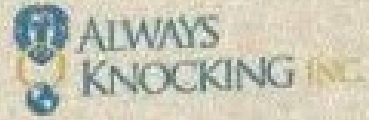
INFORMATION ITEM III-A

Standing Information

BACKGROUND:

- Fiscal Monthly Report/Corporate Card Monthly Statement of Account: Mr. Victor Han
- Community Resources – Parent/Staff: Ms. Le Andra Jones-Villalta
 - From Boys to Men Skills and Drills Leadership Summit (Always Knocking Inc.)
 - Top Flight Nursing Institute
 - Youth Resource and Employment Fair (City of Sacramento)

NOTES:



Always Knocking Inc.

Presents

From Boys to Men Skills and Drills Leadership Summit

Where: Camp Pollock Sacramento
Date: Saturday, June 21, 2025
Time: 8:00 a.m. – 8:00 p.m.

Theme: Providing Support Towards *Building Young Men in a Formatted, Organized Fashion.*

Purpose: To provide up and coming young gentlemen (5th-12th grade) with the tools to lead themselves, their families, and their communities. This summit will offer opportunities to discuss and address young men of color, unique challenges, providing practical, relevant, and actionable strategies to foster growth, resilience, and leadership. The summit aims to inspire and empower participants to be impactful leaders by opening doors to brighter futures.

Sponsors:



For more information contact:
Greg King
916-470-2077



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🌐 www.topflightnursinginstitute.com

📍 1900 Terracina Drive, Suite 120 Sacramento, CA 95834



Scan Me to Enroll



The annual City of Sacramento Department of Youth, Parks, & Community Enrichment (YPCE) Youth Resource & Employment Fair is Saturday, March 8, 2025, 9:30am-12:00pm at ...more



YOUTH RESOURCE & EMPLOYMENT FAIR

Join us and get connected with employers!

**AGES
13-24**



Saturday, March 8, 2025 | 9:30am - 12pm

New City Hall, 915 I Street, Sacramento, CA 95814

EVENT HIGHLIGHTS

City of Sacramento Opportunities

- Stipend-Based Programs & Internships
- Seasonal & Career Employment
- Creation of Government Job Account

Over 30+ Vendors

- Local Employers, Financial Institutions, Higher Education, Trade Schools, & Military
- Professional Headshot & Fashion Gallery

Schedule

- 9:15am Registration Open
- 9:30am Doors Open to Event
- 12:00pm Event Concludes

RAFFLE PRIZES

Attendees age 13-24 will be entered into drawing.

REGISTRATION - Online or Day Of

Registration opens February 8, 2025.

Attendees receive a FREE swag bag, while supplies last.

AQUATICS



SUMMER CAMP



LANDSCAPE & LEARNING



Scan the QR Code to Register or Visit tinyurl.com/YREF25
Questions? Email us at youthresourcefair@cityofsacramento.org.



**SACRAMENTO
REGIONAL TRANSIT**



Use this flyer to ride SacRT for FREE

Tuesday, February 25, 2025

INFORMATION ITEM III-B
SETA Governing Board Minutes

BACKGROUND:

Attached for your information is a copy of the most recent minutes of the SETA Governing Board.

Staff will be available to answer questions.

NOTES:

MINUTES/SYNOPSIS

Sacramento Employment and Training Agency GOVERNING BOARD Regular Meeting

Thursday December 5, 2024 10:00 a.m.

925 Del Paso Boulevard, Suite 100, Board Room,
Sacramento, CA 95815

CALL TO ORDER

ROLL CALL

PLEDGE OF ALLEGIANCE

Mr. Desmond called the meeting to order at 10:02 a.m. The roll was called and a quorum was established.

Members Present:

Patrick Kennedy, Member, Board of Supervisors
Eric Guerra, Vice Chair, City of Sacramento
Rich Desmond, Chair, Board of Supervisors

Members Absent:

Mai Vang, Member, City of Sacramento

Recognition of Long-term Employees:

Monica Avila, Program Officer (25 years of service)

Ms. Carr congratulated Ms. Monica Avila on her 25 years at SETA and provided her background highlights.

Susan Bacaylan-De La Rosa, Associate Teacher (25 years of service)

Ms. Sprake and Ms. Russell congratulated Ms. Susan Bacaylan-De La Rosa on her 25 years at SETA and provided her background highlights.

I. CONSENT ITEMS:

- A. Approval of Minutes of the November 7, 2024 Regular Board Meeting
- B. Approval of Claims and Warrants
- C. Approval of Modifications to the Bylaws of the Sacramento County Head Start/Early Head Start Policy Council

Moved/Kennedy, second/Guerra, to approve the following consent items:

- A. Approval of Minutes of the November 7, 2024 Regular Board Meeting
- B. Approval of Claims and Warrants
- C. Approval of Modifications to the Bylaws of the Sacramento County Head Start/Early Head Start Policy Council

Roll call vote:

Aye: 3 (Guerra, Kennedy, Desmond)

Nay: 0
Abstention: 0
Absent: 1 (Vang)

II. ACTION ITEMS:

A. General Administration

1. Amendment of Rules of Procedure for the SETA Governing Board

Ms. Maldonado reviewed the item. Moving the meeting time to 9:00 a.m. will not impact the meetings or the Agency's ability to conduct business.

Moved/Desmond, second/Kennedy, to approve the resolution which re-adopts the current Rules of Procedure with non-substantive, technical amendments and with the following substantive amendment of Rule 6, effective immediately.

"REGULAR MEETINGS. Regular meetings of the Governing Board shall be held on the first Thursday of each month at ~~10:00~~ 9:00 a.m. The date and time of the regular meetings of other boards, councils and committees to which these rules apply shall be set forth in the bylaws or charter of each board, council, or committee, or shall be set by that board, council or committee or, unless otherwise prohibited, may be set by the Governing Board."

Roll call vote:

Aye: 3 (Guerra, Kennedy, Desmond)

Nay: 0

Abstention: 0

Absent: 1 (Vang)

2. Appointment of the Public Representative Member to the SETA Governing Board

Ms. Maldonado reviewed the item. The staff recommended postponing this item until the next meeting.

Moved/Kennedy, second/Desmond, to table approval of the recommended appointment process of the Public Representative member to the next meeting.

Roll call vote:

Aye: 3 (Guerra, Kennedy, Desmond)

Nay: 0

Abstention: 0

Absent: 1 (Vang)

3. Approval of Agency 2024-2027 Strategic Plan

Ms. Maldonado reviewed the item and introduced Mr. Joe Daugherty from Dalberg Partners, who then presented the Agency's 2024-2027 Strategic Plan. The presentation is attached to these minutes.

Board members supported the presented Strategic Plan and requested that new initiatives and programs include references to how they align with the Agency's

overall strategy. The Board prefers to receive Strategic Plan progress reports quarterly.

Moved/Guerra, second/Kennedy, to approve the 2024-2027 SETA Strategic Plan.

Roll call vote:

Aye: 3 (Guerra, Kennedy, Desmond)

Nay: 0

Abstention: 0

Absent: 1 (Vang)

4. Approval to Release a Request for Proposals for Labor Negotiations and Consultation Services for the Sacramento Employment and Training Agency

Ms. Saurbourne reviewed the item and noted that the current labor agreements with the American Federation of State, County, and Municipal Employees (AFSCME) Local 146 will expire on June 30, 2025. The Agency plans to start negotiating new three-year labor agreements in early 2025. In March, the Agency intends to present a new labor relations consultant candidate for final approval by the Board, allowing enough time for a smooth transition before negotiations commence.

The Board recommended that both the current consultant and the newly selected consultant, if approved, be involved in negotiating the labor agreements.

Moved/Kennedy, second/Guerra, to approve the release of the Request for Proposals (RFP).

Roll call vote:

Aye: 3 (Guerra, Kennedy, Desmond)

Nay: 0

Abstention: 0

Absent: 1 (Vang)

5. Approval of Procurement of the Agency's Workers Compensation Insurance

Mr. Maslac, the Fiscal Chief of SETA, advised that the Agency's insurance policy for Workers Compensation expires December 31, 2024. SETA's broker, Arthur J. Gallagher & Co. representative, Mr. Ken Johnson, presented on Gallagher's proposal, which contained terms, conditions, and disclosures. The presentation is attached to these minutes.

Moved/Guerra, second/Kennedy, to authorize the SETA Executive Director to procure Workers Compensation coverage for the calendar year 2025 at the lowest or closest to the lowest price.

Roll call vote:

Aye: 3 (Guerra, Kennedy, Desmond)

Nay: 0

Abstention: 0

Absent: 1 (Vang)

6. Approval of Reappointment to the Sacramento Works, Inc. Board

Mr. Kim reviewed the item and advised that Ms. Lynn Hosokawa's, HR Manager from Villara Corporation, term on the Sacramento Works, Inc. Board will expire on February 2, 2025. The member has affirmed her commitment to continue the service.

Moved/Guerra, second/Kennedy, to approve the reappointment of one business sector member to the Sacramento Works, Inc. Board for a three-year term beginning February 3, 2025. At the lowest price possible

Roll call vote:

Aye: 3 (Guerra, Kennedy, Desmond)

Nay: 0

Abstention: 0

Absent: 1 (Vang)

B. Workforce Development Department

General/Discretionary: No items

One Stop Services: No Items

Community Services Block Grant:

1. Approval of Community Services Block Grant (CSBG) Program, Delegate Agency Funding Extension Recommendations for Program Year 2025

Ms. Davis-Jaffe introduced herself and reviewed the item. She advised that with this item, the staff recommends a funding extension for an additional year under the same terms, conditions, and funding amounts as last year. The Community Action Board approved this item at its November 13, 2024 meeting. SETA has not yet received its final Program Year (PY) 2025 allocation. The recommended funding extension is contingent on receiving the final allocation and may be adjusted proportionately but in a way that allows agencies to continue to provide the services needed.

Moved/Guerra, second/Kennedy, to approve the extension of CSBG delegate agreements for an additional year under the same terms, conditions, and funding amounts, with contingency upon continuing levels of program performance throughout the 4th quarter of the Program Year 2024.

Roll call vote:

Aye: 3 (Guerra, Kennedy, Desmond)

Nay: 0

Abstention: 0

Absent: 1 (Vang)

Refugee Services: No items

C. Children And Family Services Department:

1. Approval of the SETA Head Start and Early Head Start Health/Safety Screener Summary Report

Ms. Griffith introduced herself and reviewed the countywide Early Learning Centers Health and Safety inspection results. Centers that receive funding from the Head Start and Early Head Start grant were inspected within the first 75 days of the start of the new grant cycle on August 1, 2024, in compliance with performance standards. At the November 4, 2024, review exit, all programs received individualized reports at the agency and classroom levels. Corrective Action Plans are due to SETA on December 17, 2024, and all items must be corrected by January 5, 2025. Ms. Griffith additionally advised that SETA's Quality Assurance unit and other staff will conduct a follow-up review to ensure compliance.

Moved/Desmond, second/Guerra, to approve the results of the Head Start/Early Head Start Health and Safety Screener including certification.

Roll call vote:

Aye: 3 (Guerra, Kennedy, Desmond)

Nay: 0

Abstention: 0

Absent: 1 (Vang)

2. Approval to Selection of General Contractor for Tenant Improvement for the Northview Early Learning Center

Ms. Griffith advised that on October 15, 2024, SETA released an Invitation for Sealed Bids (IFSB) for General Contractor services for tenant improvement and site work at the Northview Early Learning Center located at 2401 Northview Drive, Sacramento, CA, owned by SETA. As a result, five (5) proposals were received by the due date. Each proposal was reviewed for completeness, and selection was based on the lowest total bid submitted for the Base Bid. SETA has gone through the protest period without any protests.

Moved/Guerra, second/Kennedy, to authorize the Executive Director to finalize and execute the agreement with Abide Builders, in the amount of \$1,220,000 to provide tenant improvement and site work at the Northview Early Learning Center.

Roll call vote:

Aye: 3 (Guerra, Kennedy, Desmond)

Nay: 0

Abstention: 0

Absent: 1 (Vang)

III. INFORMATION ITEMS:

- A. Fiscal Monitoring Reports: No questions
- B. Employer Success Stories and Activity Report: No questions
- C. Dislocated Worker Update:

Mr. Walker announced that Advanced Auto Care will be closing 700 stores on the West Coast, including 150 in California. This will result in the layoff of 86 employees in Sacramento County. SETA has scheduled three rapid response orientations for the affected individuals.

Additionally, VSP Vision is laying off 186 permanent employees. SETA will also conduct a rapid response orientation for these individuals; most of the affected employees are covered by the Teamsters Union 150.

D. Unemployment Update/Press Release from the Employment Development Department:
No questions

E. Head Start Reports:
Ms. Griffith encouraged members to visit the SETA Head Start website to read the 2023-2024 Annual Head Start Report, which has been released and is available online.

Additionally, Ms. Griffith announced that SETA will be hosting a screening of the film "Black Boys" tomorrow. This event aligns with the Community of Practice initiative, which is focused on the school readiness and success of young African-American boys, in which SETA participates.

IV. REPORTS TO THE BOARD:

- A.** Chair: No report
- B.** Executive Director: No report
- C.** Deputy Directors: No report
- D.** Counsel: No report
- E.** Members of the Board: No report
- F.** Public: None

With no objection from the Board, the Chair has canceled the January 2, 2025, meeting. The next meeting will be held on February 6, 2025.

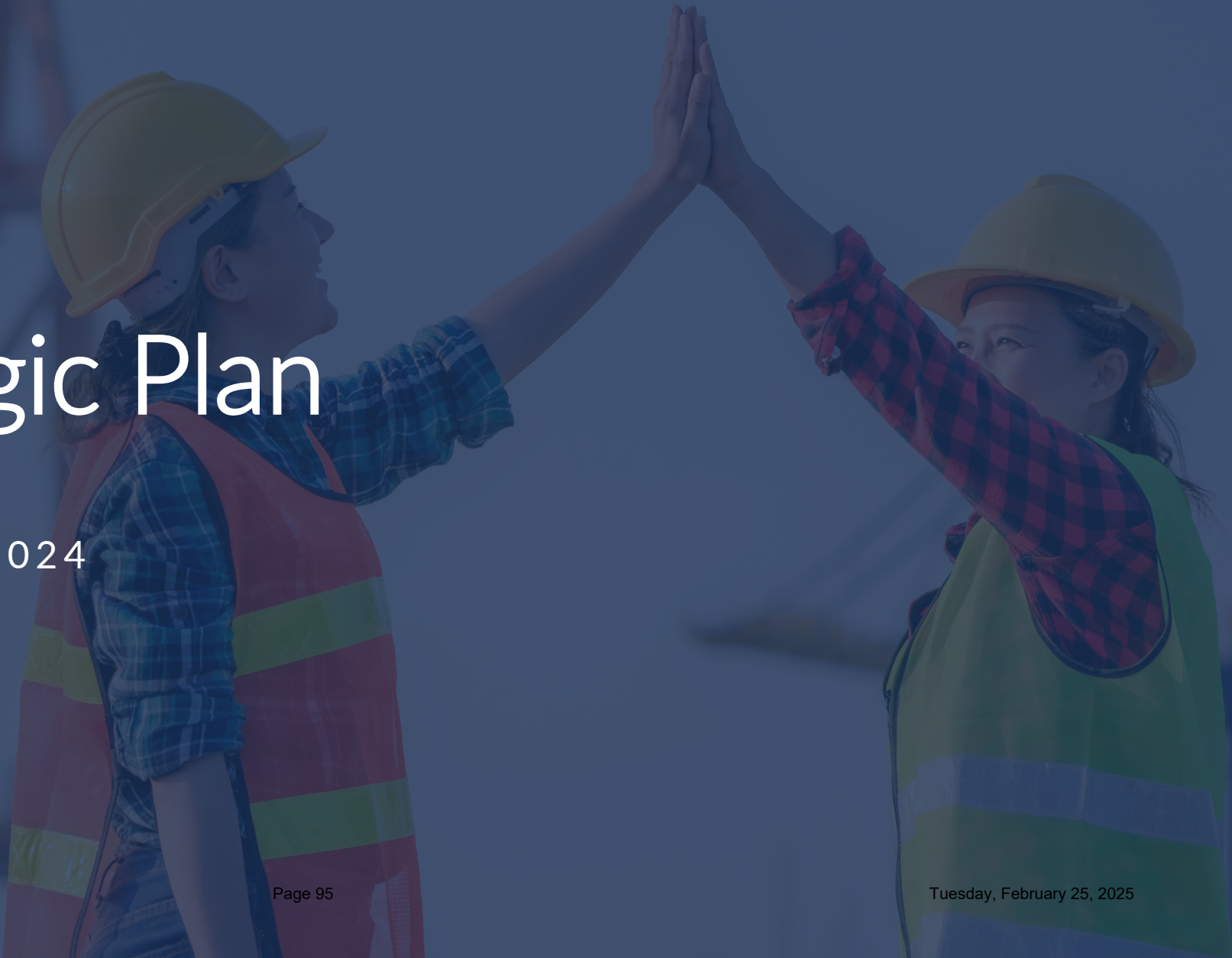
V. ADJOURNMENT: The meeting adjourned at 11:06 a.m.

Note: The minutes reflect the actual progression of the meeting.



SETA Strategic Plan

DECEMBER, 2024





WHERE WE ARE GOING – OUR NORTH STAR

SETA will work towards a Sacramento County where all communities facing barriers can achieve their fullest potential in school, work, and life.

This will support a set of *internal* outcomes: (1) A clear vision and mission to guide decision making and values; (2) Collaborative and cross functional teams; (3) Staff that are well-equipped and supported in delivering SETA activities; (4) Leadership who openly communicate, show empathy, and prioritize impact.

This will also support a set of *external* outcomes: (1) Our beneficiaries have access to opportunities and resource needed to achieve self sufficiency; (2) Subrecipients develop strong relationships with SETA and are supported throughout the entire grant life cycle; (3) External audiences understand and appreciate SETA’s activities and reach out when in need of support.



GETTING THERE

While conducting our core work with continued dedication and excellence, we will also focus on three new initiatives that will both ground and lift up our work to achieve our strategic goals:

- **Improve awareness:** We will enhance the clarity of our messaging for external and internal audiences, ensuring that all stakeholders are well informed about SETA’s activities, purpose and strategic direction.
- **Strengthen cohesion:** We will invest in our people and processes to strengthen internal cohesion and culture, particularly by identifying synergies across teams, strengthening equity programs, and better supporting staff.
- **Build partnerships:** We will intentionally work to provide the necessary supports and resources for the hundreds of subrecipients and partners SETA works with.



MEASURING PROGRESS AND ONGOING ADAPTATION

Head Start Policy Council

We will measure, track, and report against specific indicators that capture our target outcomes and ultimate impact as outlined in the theory of change.

We will conduct regular reassessments and iterations of each plan outlined in the three initiatives.

Page 96

We will conduct regular surveys of key stakeholders including staff, board members, subrecipients, and beneficiaries.

Tuesday, February 25, 2025

Context



Over the past 40 years, SETA has served hundreds of thousands of beneficiaries in Sacramento County, generating life-changing impact

Child and Family Services



Programs



Support



Health and Nutrition



Compliance

Key impact metrics

- 5,647 children and 5,235 families served in 23-24 fiscal year
- Head Start participants achieved growth rates of 102%, 83% and 80% in language and literacy development, approaches to learning, and socio-emotional development, respectively

Workforce Development



Employers



AJCC



Youth



Refugee

Key AJCC impact metrics¹

- From 2021-2022, 33,604 individuals served, of which 92% had barriers to employment
- 66.5% individuals employed at \$40,019 average annual earnings
- Every \$1 invested resulted in \$4.45 in earnings

Budget uncertainty in the face of rising needs have increased the urgency for organizations like SETA...

- The State of California faces a **\$68 billion budget deficit** as a result of severe revenue declines, threatening many programs' budgets.¹
- **Following the 2024 national elections, federal funding for workforce development, Head Start, and other programs might be at risk**, given the priorities of the new Administration. At the same time, local funding for services that are complementary to SETA's might also be at risk.
 - The City of Sacramento is estimating a budget deficit of \$77 million with associated budget cuts.³
 - The county-wide budget for Child, Family, and Adult services will be reduced by \$1.8 million.²
- Uncertainty in budget is happening at a time of **increased need**.
 - The cost of living in Sacramento continues to increase ~2-3% each year, making the cost of living in Sacramento 17% higher than the national average.⁴
 - The proportion of Sacramento county residents who are immigrants has steadily increased in the last decade – and immigrant households, on average, have lower household earnings than non-immigrant families.⁵
- These budget reductions drive **continued disparities in investment and outcomes** in vulnerable communities.
 - Despite recent statewide (e.g., California for All) and nationwide (e.g., Justice 40 initiative) commitments to increase funding towards historically disinvested communities, the funding gap remains large and insufficient to address the growing need.⁷
 - For example, California has invested billions in combatting homelessness in vulnerable populations, but Black Californians remain overrepresented in the population of people experiencing homelessness.⁸

...and events since 2020 have only further complicated the operating environment for SETA

- Major changes in regulation for SETA programs have occurred post COVID, increasing compliance risk.
 - For example, in 2023 the federal government made the most significant updates to the Head Start Program Performance Standards since 2015.¹
- However, it has been **difficult for SETA to build the capacity** necessary to meet the increased need
 - Statewide, there have been major challenges with staff hiring and turnover. In 2023, there was a 16% dip in newly issued teaching credentials, with early education hit the hardest.²
 - 80% of California nonprofits reported experiencing job vacancies and 31% of public sector jobs have fewer than one local person available for that role.^{3,4}
- As **more competitors enter the field**, there is an increased need for SETA to consider new ways of working
 - Head Start and early childhood support services are seeing changes such as the state-wide universal transitional kindergarten program, and changes in eligibility criteria for infant and toddler intervention services.^{5,6}
 - Workforce development programs are also seeing major changes as California expands its High Road Partnership Training Program and certain federally funded WFD programs come to an end.⁷
- In combination, these factors create **external pressure for SETA to adapt and innovate** despite having **very strict funding and operational constraints**.

In response to this environment, and to ensure continued impact, SETA launched a strategic planning process in early 2024

- SETA launched a public procurement process to engage a consultant to facilitate the strategic planning process
- After a rigorous selection process, [Dalberg Advisors](#) was selected and contracted in March 2024
- The strategic planning process was launched in April 2024, at the same time SETA welcomed its new Executive Director, Dr. Anita Maldonado
- Over the course of 2024, SETA's leadership team, with support from Dalberg, conducted more than 30 interviews with staff members, partner agencies, benchmark organizations in other parts of the state, and other external experts. The team also carried out a survey of SETA staff and invited input from each of SETA's governing boards
- The strategic planning process was completed, and formally approved by SETA's Governing Board, in December 2024

SETA's strategic plan is based on extensive consultation with our staff, management team, and external partners



Overview of the strategy



OVERVIEW OF THE SACRAMENTO EMPLOYMENT AND TRAINING AGENCY



OUR HISTORY

The Sacramento Employment and Training Agency (SETA) is a joint powers agency of the City and County of Sacramento, formed in 1978.

OUR MANDATE

SETA is dedicated to connecting people to jobs, business owners to quality employment, and children to education and comprehensive services, while providing hope and opportunity to many Sacramento area residents.

SETA is managed by our Governing Board, in partnership with the Community Action Board, Policy Council, and Sacramento Works Board.

OUR RESOURCES AND TEAM

SETA managed an annual budget of \$129M in FY 2023, including from sources such as the Office of Refugee Resettlement, funding from the Workforce Innovation and Opportunity Act, the Community Services Block Grant, the Office of Head Start, and the State of California

SETA now employs over 600 staff members and works with over a 100 subrecipients, delegate agencies, and partners.

SETA has articulated new vision and mission statements

Vision



A Sacramento County where all communities facing barriers can achieve their fullest potential in school, work, and life.

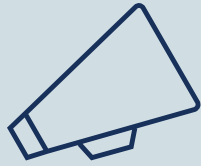
Mission



SETA transforms lives by supporting programs and partners that meet people where they are and helping them thrive.

To support this work, our strategy will focus on 3 initiatives to support continued achievement of our mission and vision

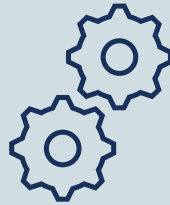
STRATEGIC INITIATIVE 1



AWARENESS

We will enhance the clarity of our messaging for external and internal audiences, ensuring that all stakeholders are well-informed about SETA's activities, purpose, and strategic direction.

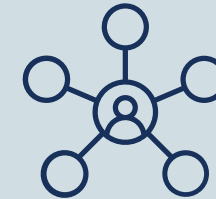
STRATEGIC INITIATIVE 2



COHESION

We will invest in our people and processes to increase internal cohesion and culture, particularly by identifying synergies between teams, strengthening equity programs, and better supporting staff.

STRATEGIC INITIATIVE 3



PARTNERSHIPS

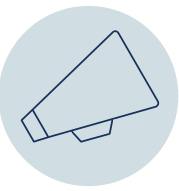
We will intentionally work to provide the necessary supports and resources for the hundreds of subrecipients and partners SETA works with.



Raise awareness of SETA programs



Objective: Enhance the clarity of messaging for external and internal audiences and ensure broad understanding and appreciation of SETA



SPECIFIC INITIATIVES TO ACHIEVE THIS

Develop messaging and brand identity

1. Create an agency-wide communications plan
2. Establish a clear brand identity and branding guidelines, building on existing materials Create an agency-wide annual report aligned to strategic plan
3. (Re) establish SETA's presence on social media and build relationships with local journalists and TV /radio contacts

Back it up with impact metrics and stories

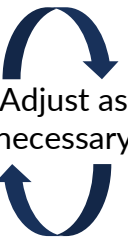
1. Aggregate and leverage key quantitative metrics that illustrate SETA's impact across programs
2. Develop repository of standardized key messages, hashtags, visuals, and branding as well as a 'storybank' of compelling anecdotes
3. Continually collect testimonies from clients and staff to add to storybank

Invest in ongoing outreach

1. Define specific target audiences and identify key messages and media for each audience
2. Post on social media at least weekly with content such as staff, partner, and client spotlights, impact metrics, and fun facts about SETA

Track efforts and measure results

1. Track interactions with social media posts, website, and other metrics
2. Conduct periodic surveys and discussions with audiences to assess understanding of SETA
3. Build or buy a communications system (CRM) to track efforts

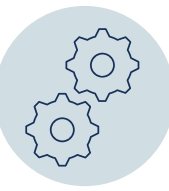




Building cohesion and alignment of SETA programs



Objective 1: Strengthen cohesion across SETA's diverse programs



SPECIFIC INITIATIVES TO ACHIEVE THIS

Enhance communication

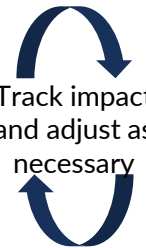
1. Conduct annual staff meeting and monthly cross-departmental meetings as well as periodic team-building retreats
2. Establish a cross-board advisory group with members representing all SETA's boards
3. Strengthen agency-wide safety initiatives

Promote collaboration

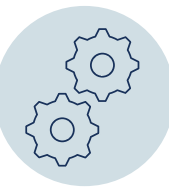
1. Establish pathways for staff to refer clients across programs
2. Create opportunities for staff from different teams to work together (e.g. working groups on safety, new systems, event planning, etc.)
3. Develop plan for regular engagement with remote locations
4. Develop integrated systems that can automatically identify clients that may qualify for multiple programs (i.e. unique client ID)

Improve visibility

1. Develop messaging materials for each program that can be shared with staff and beneficiaries to learn more about different programs
2. Host "lunch and learn" sessions for team presentations.
3. Create an employee directory and profiles to facilitate contact.
4. Highlight and recognize staff that have demonstrated cross team collaboration.



Objective 2: Build on SETA's culture to create more inclusive and accountable teams



SPECIFIC INITIATIVES TO ACHIEVE THIS

Promote inclusive culture

1. Conduct comprehensive review of all workplace policies to ensure they support inclusivity and accountability
2. Invest in an anonymous online reporting system
3. Create an accountability framework with measurable goals and performance metrics for every department



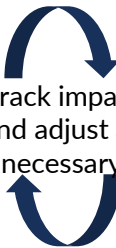
Strengthen accountability

1. Conduct regular refresher trainings on the promotion and performance review process, the process for reporting ethics violations, and other accountability mechanisms.
2. Each division should set transparent and clear goals and expectations for teams and individuals. These goals will be regularly revisited in senior management meetings.
3. Track staff sentiment with annual survey of all staff



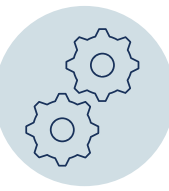
Improve accessibility of senior leadership

1. Have Deputy directors hold monthly open 'office hour' for staff to attend and ask questions.
2. Provide regular 'refresher' trainings on inclusive leadership, communication, and team support for senior managers.
3. Recognize and reward senior leaders who demonstrate strong support for their teams and promote positive culture.



Track impact and adjust as necessary

Objective 3: Ensure all SETA staff are equipped for success



SPECIFIC INITIATIVES TO ACHIEVE THIS

Develop training plan

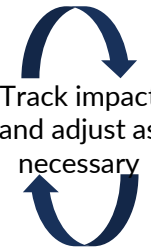
1. Invest in staff development at all levels, e.g. build or buy a Learning Management System (LMS) to facilitate training and track participation and results
2. Improve onboarding process for all staff at all levels across departments
3. Implement succession planning strategy for managers at all levels

Deliver training

1. Include tailored modules on skills development, SETA procedures, leadership and coaching, DEIB, and new programs
2. Leverage tools such as online and asynchronous learning platforms, interactive and modularized training tools, and external specialist trainers as needed
3. Collect feedback immediately and ~6 months after each training and adapt training content/approach based on feedback and impact

Continuous improvement

1. Conduct periodic booster trainings
2. Update orientation and trainings every three years or when federal requirements change, or new programs are rolled out
3. Establish an informal mentorship program for experienced staff to guide newer staff





Supporting subrecipients and partners



Objective: Ensure all SETA partners are well equipped, supported, and well connected



SPECIFIC INITIATIVES TO ACHIEVE THIS

Establish clear communication channels

1. Identify and establish new strategic partnerships focusing on collaborative initiatives
2. Open an anonymous ongoing feedback mechanism for subrecipients and partner agencies
3. Conduct annual subrecipient survey to identify and address risks
4. Enhance networking opportunities for partners and subrecipients
5. Hold information sessions for potential new partners



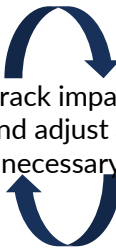
Standardize information and processes

1. Develop comprehensive and regular training modules and skills boosters for subrecipient staff
2. Develop standard handbook with basic guidelines, frequently asked questions, and a contact sheet with PoCs for all subrecipients/agencies
3. Ensure SETA staff are trained and internally coordinated to provide consistent information to subrecipients
4. Provide succession planning support for partner agencies



Facilitate partner interactions

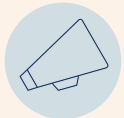
1. Hold quarterly ED meetings with subrecipients and send out SETA quarterly newsletter to partners
2. Continue regular compliance risk monitoring and add more frequent check-ins with case managers
3. Establish an informal mentorship program and peer support network so more experienced subrecipients can guide newer ones
4. Facilitate a bi-annual convening for all subrecipients to share experience and best practices



Track impact and adjust as necessary

Each of the three initiatives will support SETA's updated mission

WHAT WE WILL DO (ACTIVITIES)



We will enhance the clarity of our messaging for external and internal audiences



Cohesion

We will invest in our people and processes to increase internal cohesion and culture.



Partnerships

We will intentionally work to provide the necessary support and resources for the hundreds of subrecipients and partners SETA works with.

WHAT THIS WILL CREATE (OUTPUTS)

Outreach

We will develop compelling messaging and increase outreach.

Building up

We will increase communication and collaboration across division, strengthen accountability and inclusivity on teams, and equip staff with tools needed to improve cohesion and culture

Facilitating

We will establish clear communication channels, standardize relationships and processes, and increase partner interactions.

TO WHAT END (OUTCOMES AND GOALS)

Outcome 1 - Internal

- Clear vision and mission to guide decision making and values
- Collaborative and cross-functional teams
- Staff are well-equipped and supported in delivering SETA activities
- Leadership who openly communicate, show empathy, and prioritize impact

Outcome 2 - External

- Beneficiaries have access to the opportunities and resources needed to achieve self sufficiency
- Subrecipients develop strong relationships with SETA and are supported throughout the entire grant lifecycle
- External audiences have clarity on SETA's activities and can reach out when in need of support



GOAL

A Sacramento County where all communities facing barriers can achieve their fullest potential in school, work, and life.



2025 Workers Compensation Executive Summary

Ken Johnson & Michael Gallagher

December 5, 2024 Head Start Policy Council



Insurance | Risk Management | Consulting

2025 Workers' Compensation Renewal

Key Members of the Gallagher Team for SETA



Kenneth Johnson
Senior Vice President
Ken_Johnson1@ajg.com



Michael Gallagher
Area President
San Francisco Bay Area
Michael_Gallagher@ajg.com



Kristen Hilmoe ARM, CPCU
Client Service Supervisor
Kristen_Hilmoe@ajg.com



Aaron Aragon, MPA
Risk Control
Aaron@Aragon.com



Danielle Dugger
Work Comp Claims Advocate
Danielle_Dugger@ajg.com

Renewal Premium

- ❖ Experience Modification Factor increased substantially from
 - ❖ .95 in 2023
 - ❖ 1.41 in 2024 (48% increase),
 - ❖ 1.55 in 2025 (10% increase)
- ❖ Guide One insurance company issued a Non-Renewal for 2025 due to claims activity
- ❖ Expiring Premium is \$625,351 on \$33,517,326 in Payroll
- ❖ Renewal Premium is \$991,180 on \$34,960,705 in Payroll
- ❖ 58% increase in 2025 Premium, based upon
 - ❖ **Below market pricing from Guide One in 2024**
 - ❖ **5.2% increase in Payroll and**
 - ❖ **14 Point increase in Experience Modification Factor**
 - ❖ **53% Loss Ratio (Undeveloped)**



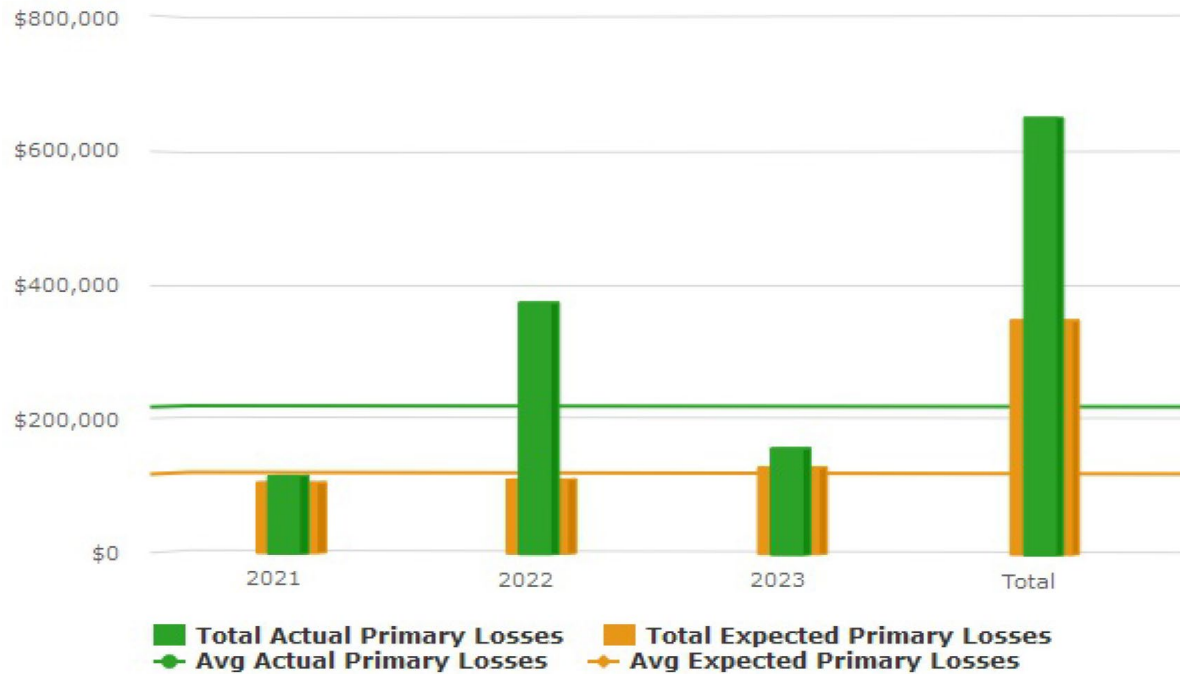
2025 Workers' Compensation Renewal

Approached Markets

| Insurance Company | A. M. Best Rating | Market Response | Premiums |
|--|-----------------------|--|-------------|
| GuideOne Insurance | A- (Negative Outlook) | Incumbent – Non-Renewal | \$625,351 |
| QBE Insurance | A (Excellent) | Quoted | \$910,732 |
| Key Risk (a Berkley Company) | A- (Excellent) | Quoted | \$918,918 |
| Insurance Company of the West | A (Excellent) | Quoted | \$991,810 |
| Berkshire Hathaway | A++ (Superior) | Quoted | \$1,037,250 |
| State Compensation Insurance Fund (SCIF) | N/A | Quoted | \$1,257,000 |
| Travelers Insurance | A++ (Superior) | Declined to quote - Recent increase in claims activity | N/A |

2025 Workers' Compensation Renewal

Analyzing Actual Losses to Industry Expected Losses By Year



| Policy Year | Actual Losses | Expected Losses | Percentage |
|--|--------------------|------------------|--------------|
| 2021 | \$243,436 | \$166,768 | 146 % |
| 2022 | \$631,701 | \$174,739 | 362 % |
| 2023 | \$275,137 | \$203,862 | 135 % |
| Totals | \$1,150,274 | \$545,369 | 211 % |
| Number of policy year where actual losses were less than expected: 0 | | | |

2025 Workers' Compensation Renewal

SETA Historical Analysis

| Historical Payroll | | | | | | | | | | | | |
|-----------------------------------|--|--|---------------------|---------------------|---------------------|---------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| | 1/1/2014-15 | 1/1/2015-16 | 1/1/2016-17 | 1/1/2017-18 | 1/1/2018-19 | 1/1/2019-20 | 1/1/2020-21 | 1/1/2021-22 | 1/1/2022-23 | 1/1/2023-24 | 1/1/2024-25 | 1/1/2025-26 |
| Class | Audited | Audited | Audited | Audited | Audited | Audited | Audited | Audited | Audited | Audited | Estimated | Estimated |
| 8742 | 704,028 | 767,726 | 873,028 | 833,301 | 500,690 | 620,573 | 417,300 | 533,168 | 338,506 | 647,627 | 524,555 | 660,566 |
| 8810 | 9,811,346 | 9,634,792 | 8,931,569 | 8,030,574 | 7,830,327 | 8,018,100 | 8,431,131 | 7,531,968 | 7,456,396 | 7,875,437 | 8,988,554 | 9,252,963 |
| 9059 | 12,237,516 | 13,393,176 | 13,009,695 | 13,218,605 | 14,768,046 | 16,030,129 | 19,505,755 | 18,976,601 | 19,959,040 | 23,340,765 | 24,004,218 | 25,047,175 |
| Total Payroll | \$22,752,890 | \$23,795,694 | \$22,814,292 | \$22,082,480 | \$23,099,063 | \$24,668,802 | 28,354,186 | 27,041,737 | 27,753,942 | 31,863,829 | 33,517,326 | 34,960,705 |
| % change | (2.2%) | 4.6% | (4.1%) | (3.2%) | 4.6% | 6.8% | 14.9% | (4.6%) | 2.6% | 14.8% | 5.2% | 4.3% |
| Historical Incurred Losses | | | | | | | | | | | | |
| Total Incurred | \$569,329 | \$148,376 | \$462,668 | \$217,296 | \$637,679 | \$116,610 | \$364,298 | \$344,562 | \$745,550 | \$340,649 | \$295,627 | |
| Total Paid | \$569,329 | \$148,376 | \$462,668 | \$217,296 | \$532,831 | \$116,610 | \$178,470 | \$220,700 | \$450,655 | \$148,699 | \$111,874 | |
| Loss Ratio | 53% | 13% | 46% | 27% | 88% | 19% | 44% | 50% | 169% | 66% | 53% | |
| Historical Premium | | | | | | | | | | | | |
| Premium | \$1,068,199 | \$1,168,712 | \$1,015,239 | \$797,242 | \$724,980 | \$616,740 | \$819,025 | \$692,798 | \$441,546 | \$515,262 | \$562,361 | |
| Assessments, Taxes, Fees | \$47,857 | \$38,361 | \$30,495 | \$24,780 | \$28,763 | \$18,647 | \$44,011 | \$44,605 | \$44,156 | \$57,655 | \$62,991 | |
| Total | \$1,116,056 | \$1,207,073 | \$1,045,734 | \$822,022 | \$753,743 | \$635,387 | \$863,036 | \$737,403 | \$485,702 | \$572,917 | \$625,352 | |
| Carrier | National Union Fire Ins Co Pittsburgh PA | National Union Fire Ins Co Pittsburgh PA | ICW | ICW | ICW | Atlas | GuideOne | GuideOne | GuideOne | GuideOne | GuideOne | |
| Historical Ex-Mod | | | | | | | | | | | | |
| Ex-Mod | 1.43 | 1.12 | 1.31 | 1.20 | 1.22 | 1.12 | 1.92 | 1.40 | 1.23 | 0.95 | 1.41 | 1.55 |

- 2014 to 2017 the average premium was \$1.1M for an average payroll of \$23M
- 2023 to 2025 the average premium was \$605K for an average payroll of \$28M
- 45% reduction in Premium with 23% increase in Payroll
- 2020 thru 2024 the Experience Modification Factor dropped almost 100 points due to Safety Initiatives
- Safety efforts are the Key to Workers Compensation Cost Containment at SETA

2025 Workers' Compensation Renewal

DRAFT SETA Safety Committee Schedule for 2025

| SETA Safety Committee Meeting Date | Safety Meeting Monthly Topics | Location for Safety Committee Meeting |
|------------------------------------|---|---------------------------------------|
| January 14, 2025 | Slips, Trip and Falls | 925 Del Paso |
| February 13, 2025 | Classroom Awareness – Trip and Fall/Child Interaction | 615 2nd St |
| March 11, 2025 | Training on Illness and Injury Prevention Program – OSHA Compliance | 3265 Norwood Ave |
| April 10, 2025 | Defensive Driving – Safe Driving Practices | 805 Elk Hills Dr |
| May 13, 2025 | Fire Safety | 263 Seavey Cir |
| June 12, 2025 | Threat Awareness Surrounding Children | 10487 White Rock Rd |
| July 8, 2025 | Workplace Violence Prevention Program | 925 Del Paso |
| August 14, 2025 | Slips, Trip and Falls | 3100 Meadowview |
| September 9, 2025 | Ergonomics – Proper Lifting | 3401 Scotland Dr |
| October 9, 2025 | Workplace Violence Prevention | 7222 24th St |
| November 11, 2025 | Emergency Action Plans | 5746 40th St |
| December 11, 2025 | Winter Safety & Awareness | 925 Del Paso |

The locations other than 925 Del Paso represented 82 of the 151 Ex Mod points for the 2025 Experience Modification Factor, thus meeting will be held on premise

2025 Workers' Compensation Renewal

Risk Services Commitment

- Assigned claims advocate – Danielle Dugger
- Assigned loss control consultant – Aaron Aragon
- Quarterly claims reviews
- Claims stratification and loss trending analysis
- Integrated service plan – Monthly Safety Meetings
- Onsite risk assessments both Property & Casualty and Work Comp
- Onsite training sessions both Property & Casualty and Work Comp
- Gallagher STEP Training Platform
- Nurse Triage implementation and oversight
- Specific webinars for Step Up to Safety Certificate Series for managers/supervisors

COMMITTEE REPORTS ITEM IV

- Executive Committee Meeting: Ms. Le Andra Jones-Villalta

NOTES:

- Budget/Planning Committee Meeting: Ms. Le Andra Jones-Villalta

NOTES:

OTHER REPORTS ITEM V

BACKGROUND:

A. Executive Director

This item is set aside to allow the SETA Executive Director (Ms. Anita Maldonado) an opportunity to report to the Policy Council on any items of important information or training opportunities available through the Workforce Development Department.

NOTES:

B. SETA Head Start Deputy Director

This item is set aside to allow the Head Start Deputy Director (Ms. Karen Griffith) to report to the Policy Council on any items of important information or to deal with special requests which need to be addressed.

- ✓ Monthly Head Start Report

NOTES:

C. Chair

The Chair of the Head Start Policy Council, on a regular basis, receives numerous items of information concerning legislation, current programs, and agency activities.

The important information from the material received and meetings attended will be shared with the entire Council, and the method proposed by the Chair is to give a verbal report at each regular meeting. It will also allow time for the Council to provide input on items that may require future action.

- ✓ PC Recruitment

NOTES:

OTHER REPORTS ITEM V (continued)

Page 2

D. Head Start Managers

- ✓ Lisa Carr – Family Engagement, Home Base, and ERSEA Services
- ✓ Megan Lamb – School Readiness, Special Education, and Mental Health Services
- ✓ Vacant – Health, Oral Health, Nutrition, Food Services, Quality Assurances and On-going Monitoring
- ✓ Betsy Uda – Safe Environments, Facilities, and Licensing

NOTES:

E. Open Discussion and Comments

This item provides an opportunity for Head Start Policy Council members to bring up topics for discussion. Members are asked to address their requests to the Chair if they wish to speak. No action is to be taken on any item that is discussed during this meeting; the board may direct staff to place agenda items on upcoming agendas for action.

NOTES:

F. Public Participation

Participation of the general public at Head Start Policy Council meetings is encouraged. Members of the audience are asked to address their requests to the Chair if they wish to speak.

NOTES:



Seta Head Start

Food Service Operations Monthly Report

*January, 2025

1/9/25 - Galt EHS closed due to no heat.

1/14/25 - Walnut Grove Preschool closed due to no staff

1/15/25 - Homebase Preschool had a field trip to the Country Club Lanes we prepared 45 snack lunches.

1/16/25 - Sharon Neese had a field trip on site with Music Paul.

| Lunch | PM Snack | Breakfast | Field Trips |
|--------|----------|-----------|-------------|
| 33,726 | 32,391 | 34,793 | 2 |

Total Amount of Meals and Snacks Prepared **100,955**

Purchases:

| | |
|-------------------|---------------------|
| Food | \$130,233.83 |
| Non - Food | \$16,534.19 |

Building Maintenance and Repair: **\$0.00**

Janitorial & Restroom Supplies: **\$0.00**

Kitchen Small Wares and Equipment: **\$0.00**

Vehicle Maintenance and Repair: **\$2,188.20**

Vehicle Gas / Fuel: **\$2,491.81**
 Normal Delivery Days **18**

SPECIAL EDUCATION REPORT

Sacramento County Head Start/Early Head Start

Breana.ware@seta.net

January 2025

The Special Education Report shows the percentage of enrolled preschool aged children with a diagnosed disability receiving services through an Individualized Education Plan (IEP). For Early Head Start, the Special Education Report shows the number of children ages 0-3 who are receiving early intervention services through an Individualized Family Services Plan (IFSP).

Head Start Program Performance Standards Reference: 1302.14 (b)(1) states *a program must ensure at least 10 percent of its total funded enrollment is filled by children eligible for services under IDEA, unless the responsible HHS official grants a waiver.*

| Agency | AFE (HS) | Total IEPs | % of AFE | AFE (EHS) | Total IFSPs | % AFE |
|------------------------|-------------|------------|------------|------------|-------------|------------|
| SETA operated | 1364 | 168 | 12% | 739 | 130 | 18% |
| Twin Rivers USD | 156 | 38 | 24% | 56 | 5 | 5% |
| Elk Grove USD | 440 | 82 | 19% | NA | NA | NA |
| Sac City USD | 676 | 75 | 11% | 16 | 1 | 6% |
| San Juan USD | 712 | 81 | 11% | 96 | 9 | 9% |
| WCIC | 100 | 3 | 3% | NA | NA | NA |
| COUNTY TOTAL | 3448 | 447 | 13% | 907 | 125 | 16% |

****NO REPORT RECEIVED** *AFE: Annual Funded Enrollment*

**Sacramento County Head Start/Early Head Start
Monthly Enrollment Report
January 2025**

Head Start

| Agency | Funded Enrollment | (a) Last Day of Month Enrollment (01/31/25) | (b) % Of capped/closed | (c) % Actual to Funded | (d) (±) Difference in % from last month |
|---------------------|--------------------------|--|-----------------------------------|-----------------------------------|--|
| Elk Grove USD | 440 | 439 | 0 | 100% | 7% + |
| Sacramento City USD | 676 | 576 | 0 | 85% | 1% + |
| San Juan USD | 712 | 677 | 20 (98%) | 95% | 2% + |
| SETA | 1,364 | 1,374 | 0 | 101% | 4% + |
| Twin Rivers USD | 156 | 149 | 0 | 96% | 9% + |
| WCIC/Playmate | 100 | 106 | 0 | 106% | 6% + |
| Total | 3,448 | 3,321 | 20 (97%) | 96% | 3% + |

Early Head Start

| Agency | Funded Enrollment | (a) Last Day of Month Enrollment (01/31/25) | (b) % Of capped/closed | (c) % Actual to Funded | (d) (±) Difference in % from last month |
|-----------------|--------------------------|--|-----------------------------------|-----------------------------------|--|
| San Juan USD | 166 | 154 | 10 (99%) | 93% | 2% + |
| SETA | 739 | 726 | 0 | 98% | 2% + |
| Twin Rivers USD | 56 | 55 | 0 | 98% | 11% + |
| SCUSD | 16 | 15 | 0 | 94% | 0% |
| Total | 977 | 950 | 10 (98%) | 97% | 2%+ |

- (a) Includes children who have dropped during the month and whose slot will be filled within the 30-day allowable period.
- (b) Demonstrates enrollment percentages if classes were not capped/closed due to staffing shortage and or other programmatic challenges.
- (c) If enrollment is less than 100%, the agency includes a corrective plan of action.
- (d) Demonstrates difference in percentage of enrollment totals from previous month.

Reasons for Program Under Enrollment

Elk Grove USD

- The SYNERGY registration currently has 102 families in the queue. These represent submissions from January 10th, 2025, through January 31st, 2025. The 24-25 EGUSD Preschool Interest Form has a total of 291 recruitment, 105 registered -not certified, and 116 waitlist-certified families. Our program currently has 12 vacancies.
- Inclusion spots that are still vacant are due to not having families confirmed or sent over. Currently, we are waiting to hear back from families that belong to Pleasant Grove Elementary School.
- We continue to face placement challenges for families in impacted sites who want to remain on WL for their site of preference. We have offered placement at the sites with vacancies, but they have declined and prefer to wait.

Sacramento City USD

- Current Sites under 100% enrolled, is due to students dropping from the program, moving out of state, or out of our district. However, we do have a plan to continue to recruit for the under enrolled sites.
- There are 7 sites with pending enrollments, which will be starting within the next week. We also have enrollments that started at the beginning of February.
- Some sites experience low enrollment due to challenges related to their geographic location.

San Juan USD

- Due to reduced staffing -20 Head Start slots and 10 Early Head Start slots capped.
- San Juan Unified School District ERSEA team has **one** Admissions and Family Services Technician (AFST) vacancy. AFSTs are staff who primarily work with new and current families regarding eligibility and enrollment.
- Classroom and Support Staff: One home-based teacher is currently on leave; One EHS Teacher on Special Assignment (TOSA) vacancy; Two Secretary vacancies (EHS/Governance secretary, and Registration secretary.)

SETA

- Vacancies in the following positions that support classroom ratio or enrollment: 36 Education positions (Site Supervisor, Teacher, Associate Teacher, Associate Teacher/Infant Toddler, Lead Teacher/Infant Toddler) and 2 Family Services Worker.
- Low enrollment in 95822, 95823, 95818, and 95824 is due to competition from TK programs with longer hours. Restrictive income guidelines, and families missing appointments or failing to submit required documents.

Twin Rivers USD

- The program will begin with targeted recruitment for Rio Linda, service area is 95673, 95560 and 95652.
- Staffing vacancies for (1) Head Start Site Supervisor, (5) ECE Para Educators, (3) ECE Rover and (1) Teacher.

WCIC/Playmate

- WCIC's enrollment has increased to 106% for the month of January.

Strategies/Action Step(s) for Under Enrollment

Elk Grove USD

- Program Educators continue to focus their efforts on filling classes by circulating preschool enrollment packets within the community, district websites, posting lawn signs around school sites and in the neighboring communities, and collaborating with EGUSD FACE Department and SAFE Centers.
- Alternative recruitment strategies is the use of Parent Child Playgroup Program. The playgroup instructor provides referrals to families who have children who meet our age requirements. Families that are currently on the TK (Transitional Kindergarten) waitlist have also been contacted by various ERSEA team members to offer them potential placement in one of our programs.

Sacramento City USD

- The strategies/action steps toward full enrollments are ongoing as we continue to partner with community organizations, attend community events, advertise by word of mouth, passing out fliers and brochures. The Early Learning and Care Team did an interview with the news station and Sacramento Bee to advertise our preschools for families within our community.
- Following up with families who are on our site's wait list to inform them of classroom openings as they become available. Our School Community Liaison (SCL) is building partnerships with community organizations and is communicating with these organizations to inquire about upcoming events that will be taking place within the community. The School Community Liaison and Parent Advisor raise awareness on the importance of preschool and provide a variety of strategies on why Early Learning is important and how early learning can have a positive effect on the children and families.
- When community events are available, we attend to promote our preschools to build a rapport and develop a trustworthy relationship with the community.

San Juan USD

- School Community Workers (SCWs) tabled at Community Care Hub event run by Family and Community Engagement department at Northridge Elementary School (95628).
- There are 49 participants who are income eligible or categorically eligible have been added to the waitlist throughout the entire agency. (EHS and HS program).

SETA

- Human Resources posted job openings within the following employment search websites: CA Head Start Assoc., CalJOBS, ZipRecruiter, Indeed and ADP WFN Recruitment Portal, SETA hosted Job Fair January 25, 2025. The following positions were onboarded this month: 1 Family Services Worker, 2 Head Start Teachers, 3 Associate Teacher's, and 1 Infant Toddler Lead Teacher.
- Develop guidance for offering virtual appointments, when the required documents are received to accommodate varying schedules.
- Increase community awareness of our programs by training FSWs on the importance of building relationships and effective outreach strategies with local agencies as well as encouraging participation in resource and recruitment fairs.

Twin Rivers USD

- The ERSEA team recruited at the following community events: Kinder Roundup at Regency Park Elementary, The Klip Joint, Rio Linda Post Office, Village Elementary and Rio Linda Public Library.
- All the vacant positions are posted on Edjoin/Team Tailor. Admin screens, interviews, and submissions of recommendation of staffing for HR to hire. Contracted with Childcare Careers (CCC) substitutes to fill the vacancies temporarily.
- Enrollment is ongoing. Families are contacted from the ranked waiting list appropriately.

- SETA will continue to provide waiting lists of potential families inquiring through our online portal to assist TRUSD with recruitment of eligible families.

WCIC/Playmate

- WCIC's staff actively distributed flyers and recruited children from Next Move Homeless Services Shelter located on Parker Avenue. Staff continues to collaborate with the 16th Avenue Head Start Program to enhance recruitment efforts.
- In January 2025, WCIC provided 5 families with monthly bus passes to support their transportation needs.