



COE DEVELOPED CSBG
ORGANIZATIONAL STANDARDS

Category 7

Human Resource Management

for Public CAAs

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Table of Contents

Introduction to Category 7	1
Considerations for the Review Process	2
Category 7 Standards	4
Standards 7.1, 7.2 and 7.7 - HR Policies and Procedures	5
A. Guidance on the Definition and Intent of the Standards	5
B. Guidance on Compliance and Documentation	6
C. Beyond Compliance: Effective Policy Communication, Training and Enforcement	8
D. Resources	8
Standards 7.4 and 7.5 – Standards for Effective HR Governance	10
A. Guidance on the Definition and Intent of the Standards	10
B. Guidance on Compliance and Documentation	10
C. Beyond Compliance: Effective HR Governance	11
D. Resources	12
Standards 7.3, 7.6, 7.8-7.9 – Effective HR Management	13
A. Guidance on the Definition and Intent of the Standards	13
B. Guidance on Compliance and Documentation	18
C. Beyond Compliance: Effective HR Management	20
D. Resources	24
Standards Review Worksheet Template	25
Assessment Scale	26

**Special thank you to Wipfli, LLP for
their research and writing on the
Technical Assistance Guide for
Category 7 for Private (nonprofit)
CAAs on which this guide is based**

This publication was created by National Association of Community Action Agencies – Community Action Partnership in the performance of the U.S. Department of Human Services, Administration for Children and Families, Office of Community Services Grant Numbers 90ET0434 and 90ET0445. Any opinion, findings, and conclusions, or recommendations expressed in this material are those of the authors and do not necessarily reflect the views of the U.S. Department of Health and Human Services, Administration for Children and Families.

Introduction to Category 7

The purpose of this Technical Assistance Guide is to help a CSBG Eligible Entity (referred to as a “department” to distinguish it from private – nonprofit - CEEs) assess its compliance with Category Seven of the Organizational Standards (7.1-7.9, referred to as the “Standards”) that pertain to Human Resource Management. The first section below provides general considerations to help a department evaluate and strengthen its Human Resource (HR) function and systems. The next three sections address each of the Standards in this category by logical grouping, and provide resources to help a department:

- Understand the intent and definition of the Standard;
- Identify materials to document compliance with the Standard;
- Benchmark and evaluate performance with regards to the Standard; and
- Access supports to help with compliance and improve performance.

Effective and efficient use of Federal CSBG resources is predicated on the strength of a department’s staff and its use of payroll, benefits, and training and technical assistance (T&TA) related budgets. All aspects of the department rely on its employees to achieve the mission of Community Action in the local community. A department’s relationship with its staff reflects its values and commitment to achieving its goals. The connections between good governance, the oversight of the CEO/executive director, trained and competent supervisors, and a stable, engaged workforce are the domain of a strong HR function. Through written policies and procedures, ongoing performance management, fair compensation and benefits, and formal training and development, the HR function provides the capacity to deliver high-quality services in low-income communities.



This Technical Assistance Guide helps a department answer two questions: (1) Are we in compliance with the requirements of the Standards, and (2) How well are we performing in managing HR for the organization and its employees? It is important to note that departments are only required to comply with the Standards, and that guidance and materials for how to assess performance are intended as a capacity-building resource. However, there are a number of reasons that a department should consider going through the complete assessment process described in this Guide:

- Preparation for succession, promotions, hiring, and planned or unplanned staff turnover;
- Support for changing employment law and regulatory updates;
- Building governance, leadership, and supervisor capacity to effectively plan and manage HR policy and procedures; and
- Integration of the ROMA cycle into organization-wide training and development.

Considerations for the Review Process

Many public CAAs are likely to have their Human Resources embedded in a larger parent agency or for all municipal government. In this case many of the Standards in this section and their assessment are about showing compliance with broader local government procedures.

Some questions to help departments think through Category Seven include:

- **How is Category Seven connected to the overall process for assessing and meeting the Standards?** Staff involved in reviewing the Standards related to HR should ensure their efforts are consistent with an overall department process for Standards assessment in regards to interpreting the Standards, recording findings, managing and storing documents, and conducting any necessary follow-up activities to achieve compliance. Some compliance information from other categories may be useful in reviewing Category Seven, including but not limited to: Category Four (4.5, 4.6), Category Five (5.8, 5.9), Category Six (6.3), and Category Nine (9.2, 9.3).
- **Who should participate in Human Resource Management?** It is possible for small agencies to manage HR without dedicated Human Resources staff. Typically the HR function, policies, procedures, and administration are divided between the governing board, executive team, and managers/supervisors; with one executive team member named as accountable for HR within the organization. Larger organizations, typically over 50 employees, recognize that HR is a critical and complex function requiring one or more dedicated staff. In all circumstances, HR spans the agency and requires time and attention from the “management team.”

The department should consider assembling a committee to help measure, meet and improve upon the Standards in Category Seven. This committee might include management currently involved in administering HR functions, program managers with many staff reporting to them, an individual responsible for compensation and benefits, and a competent HR expert or Employment Lawyer (even if they are volunteer, on contract, or otherwise employed outside the agency).

- **What is the appropriate level of effort for a department with and without an HR staff in assessing Category Seven?** Departments should consider the costs and benefits of expending different levels of effort in assessing Category Seven. If the HR function is contained with a single person or small department, those individuals will need the assistance of leadership and supervisors to evaluate and implement necessary policies, procedures and improvements. If the HR function is shared by multiple staff, a temporary task force or formal committee is strongly encouraged to conduct a full review and plan the necessary steps to meet the Standards. If technical assistance is deemed necessary in this area, the organization should communicate early on with its State CSBG Lead Agency to arrange for support.

When the staff selected to conduct the assessment process are ready to begin, there are several additional questions they should consider. These include:

- **How will the staff assess whether the Standards are met?** Staff should always begin the assessment process by reviewing all guidance from the State CSBG Lead Agency on the interpretation of the Organizational Standards and the documentation required to show they are met. Even if the department decides not to conduct the complete assessment process suggested in this Guide, it is strongly suggested that the staff use the five point assessment scale included at the end of the Guide to rate the organization's performance. This exercise helps ensure that there is consensus about whether the standard is met and provides a benchmark against which the agency can rate future performance.
- **How will the staff document compliance with the Standards?** Staff should determine how they will record the results of the assessment and organize related files and materials to document compliance. Staff should begin by determining whether the agency meets each of the Standards in Category Seven using guidance from the State CSBG Lead Agency and, if conducting a full performance evaluation, how well it rates using the evaluation questions and assessment scale included in this Guide. Brief summaries of the findings should be recorded to document the rationale for state monitors and provide a benchmark against which to assess future performance. Staff should then list the supporting materials that document compliance (e.g. reports, web pages, board minutes) and determine how to file the materials in a way that is easily accessible to state monitors (e.g. a document list and flash drive with scanned and uploaded files).
- **How will staff manage recommendations that result from the assessment process?** Standards that are assessed as unmet or that staff believe are potentially questionable should be addressed immediately with an action plan that concisely explains the problem and the specific steps that must be taken to achieve compliance. In addition, it is strongly suggested that staff use the assessment process and resources in this Guide to make recommendations to the department on how to improve HR based on their findings. Even if the assessment process focuses on simple compliance with the Standards rather than a more extensive evaluation, it is likely that staff can identify ways to strengthen the portion of HR needing attention. There should be a clear follow up process established that details the rationale for the recommendation, specific actions to take, and who is responsible. While staff may not have formal authority to make changes to HR policy, they can still make recommendations to HR managers and department leadership.
- **How will staff archive results from the assessment process?** When the assessment of the Standards is complete, staff should archive the results with those of the other categories. A good archive will include notes on how the assessment was conducted, who participated, any issues or "lessons learned" that are helpful to note for future assessments, and clear instructions for how to find all documents and materials referenced in the findings. Again, even if the assessment process has a more limited focus on compliance, it is recommended that staff include their evaluation of each standard on the five point assessment scale along with brief notes explaining the rationale for the finding to help benchmark performance for future assessments.

Category 7 Standards

The Standards in Category Seven cover a wide range of HR scope in the department. As the purpose of this guide is to help assess compliance and practices within this large Category, the nine Standards have been grouped as follows to help organize evaluation, documentation, and any follow-up improvements needed:

HR POLICIES AND PROCEDURES

- Standard 7.1** Not applicable: Local governmental personnel policies are outside of the purview of the department and the tripartite board/ advisory body, therefore this standard does not apply to public entities.
- Standard 7.2** The department follows local governmental policies in making available the employee handbook (or personnel policies in cases without a handbook) to all staff and in notifying staff of any changes.
- Standard 7.7** The department provides a copy of any existing local government whistleblower policy to members of the tripartite board/advisory body at the time of orientation.

EFFECTIVE HR GOVERNANCE

- Standard 7.4** The department follows local government procedures for performance appraisal of the department head.
- Standard 7.5** The compensation of the department head is made available according to local government procedure.

EFFECTIVE HR MANAGEMENT

- Standard 7.3** The department has written job descriptions for all positions. Updates may be outside of the purview of the department.
- Standard 7.6** The department follows local governmental policies for regular written evaluation of employees by their supervisors.
- Standard 7.8** The department follows local governmental policies for new employee orientation.
- Standard 7.9** The department conducts or makes available staff development/training (including ROMA) on an ongoing basis.

7.1, 7.2 and 7.7 - HR Policies and Procedures

A. Guidance on the Definition and Intent of the Standards

STANDARD 7.1 - Not applicable: Local governmental personnel policies are outside of the purview of the department and the tripartite board/ advisory body, therefore this standard does not apply to public entities.

These Standards refer to what are often called HR Policy and Procedure Manuals, Personnel Policies, and Employee Handbooks. All three titles fall under the definition of communication tools that help managers and staff understand what is expected of them, and how to carry through with the department's expectations related to each of the people-oriented decisions and tasks needed to remain in compliance and deliver quality services to the local community.

For the purpose of this Guide, **Personnel Policies** are used universally to describe what Standards 7.1 and 7.2 require for compliance.

Due to the nature of public agencies, the tripartite board likely does not have authority over personnel policies, what they contain, or when they are reviewed. Therefore Standard 7.1 does not apply.

STANDARD 7.2 - The department follows local governmental policies in making available the employee handbook (or personnel policies in cases without a handbook) to all staff and in notifying staff of any changes.

The intent of Standard 7.2 is to promote effective and consistent communication of employee-relevant information to staff, to help ensure HR compliance and performance. Without follow through on policy changes and organization-specific information, managers and employees are left to their own devices to determine expectations and the proper course of action in countless situations requiring rules and good guidance. All staff, at levels in all parts of the organization, need to receive a written or electronic copy of the Personnel Policies. They all need to be notified of changes.

For many public CAAs the parent agency or municipality likely has procedures for the notification process.

STANDARD 7.7 - The department provides a copy of any existing local government whistleblower policy to members of the tripartite board/advisory body at the time of orientation.

This Standard refers to a policy that protects individuals who report fraud or gross misconduct to the appropriate authorities. A whistleblower policy encourages staff and volunteers to come forward with credible information on illegal practices or violations of adopted policies of the department, specifies that the department will protect the individual from retaliation, and identifies those staff or board members (or outside parties) to whom such information can be reported. Whistleblowers may file complaints that they believe reasonably evidences a violation of a law, rule or regulation; gross mismanagement; gross waste of funds; an abuse of authority; or a substantial and specific danger to public health or safety.

The Whistleblower Protection Act of 1989 is a federal law that protects federal whistleblowers who work for the government and report department misconduct. In 2013, Congress created a pilot program to ensure that employees of federal contractors, sub-contractors, and **grantees** are provided with similar protections. Additionally, 45 states have enacted laws to protect whistleblowers from retaliation in the workplace.

The law protects individuals from reprisal for reporting potential misconduct or alleged criminal activities. Reprisal can come in the form of a prohibited personnel practice which occurs when a person with authority takes, fails to take or threatens to take a personnel action against an employee because of the employee's protected disclosure and can include details, transfers, reassignments, and significant changes in duties, responsibilities, or working conditions.

The *Office of Inspector General (OIG)* for the relevant agency investigates allegations of retaliation from such employees. The *Office of Special Counsel (OSC)* is an independent federal agency charged with investigating and prosecuting violations of the Whistleblower Protection Act.

The tripartite board/advisory body of a Community Action Agency plays a critical role in the oversight of the department and its activities. For this reason, it is critically important that the board be informed of applicable whistleblower policies. Because new board members may not be familiar with these responsibilities, it is important that they be informed of their duties and the whistleblower policy at their orientation.

B. Guidance on Compliance and Documentation

STANDARD 7.1 - Not applicable: Local governmental personnel policies are outside of the purview of the department and the tripartite board/ advisory body, therefore this standard does not apply to public entities.

Standard 7.1 does not apply for Public CAAs so no guidance is needed for compliance. Some public agencies have more autonomy than others, if the department is able to review policies and procedures then take a look at the TA Guide for private (nonprofit) CAAs or the Beyond Compliance section of this TA Guide for additional information.

STANDARD 7.2 - The department follows local governmental policies in making available the employee handbook (or personnel policies in cases without a handbook) to all staff and in notifying staff of any changes.

The assessment team for HR Management should always begin the process of documenting compliance with the Organizational Standards by reviewing all available guidance from the State CSBG Lead Agency on the interpretation of the Standard and required documentation. The assessment team should also review any State requirements for communicating Personnel Policies and related changes. Specific issues the assessment team should consider that may affect compliance with standard 7.2 include:

- **No guidance exists from parent agency/municipality on making available personnel policies and notification process for updates.** Because the standard is ensuring that the department follow local policy and procedure, having a copy of what Human Resources says on the subject and notifying the State CSBG Lead Agency of the lack of information on

personnel policies communication should meet the Standard. Though this is an unlikely scenario, and it is not a compliance issue, it is best to communicate the personnel handbook and any changes in some way given the importance of this document noted in Section A on Definition and Intent.

Documentation that a department is in compliance with Standard 7.2 should show two things: 1) copy of policy from parent agency or municipality on the communication of personnel policies and any updates and 2) show that the department follows that policy with the necessary signatory pages, signage, email blasts, etc.

Documentation might include:

- A physical or electronic copy of the Personnel Policies, including the signatory page
- A process or procedure document for staff communication (which may be included with the handbook/policies)
- Documentation of location and availability of the Personnel Policies
- Samples of agency communication of policy change notification to staff

STANDARD 7.7: The department provides a copy of any existing local government whistleblower policy to members of the tripartite board/advisory body at the time of orientation.

Some specific issues the assessment team should consider that may affect compliance with Standard 7.7:

- **The parent agency does not have a whistleblower policy in place.** In this case it is up to the department to show that it reviewed local policies and procedures and no whistleblower policy exists. There is not a requirement that the department creates one to be in compliance, though may be considered by the department as a good practice.
- **Differences in State requirements for the use of a certain whistleblower service or a “fraud hotline.”** Many state agencies have implemented whistleblower protections and dedicated hotlines (or online forms) specific to the needs of their employees and funded agencies. Departments of Health, Human Services, Community Services, Commerce, Education, etc. across the country are participating in whistleblower protections at the state and local level due to the prevalence of fraud and misconduct in government. Check with the funding sources’ State offices to ensure policy and procedures are in compliance.

Documentation that a department is in compliance with 7.7 should show two things: (1) that the tripartite board/advisory body was provided with a copy of an existing whistleblower policy; and (2) that this occurred as part of the orientation process and might include::

- Whistleblower policy
- Board minutes
- Board pre-meeting materials/packet
- Orientation packet/agenda
- Sign-ins or acknowledgement page from orientation

C. Beyond Compliance: Effective Policy Communication, Training and Enforcement

It is strongly suggested that the HR assessment team use the questions and resources in this section to conduct an evaluation of how Personnel Policies have been communicated, trained, and enforced within the department. No matter what level of effort the team chooses, using the *Assessment Scale* at the end of this Guide along with recording brief notes that detail recommendations for ways to improve helps the department benchmark its performance and incorporate the ROMA cycle into the process for regularly assessing compliance with the Organizational Standards. Options might include:

- **Review discipline warnings, personnel files, and other policy compliance documentation over the past five year period.** The team can ask for records (with confidentiality protected) from HR or the accountable management representative to identify trends and gaps in supervisor and staff ability to follow Personnel Policies. Root cause analysis using this data can help the team understand if the Personnel Policies are not written clearly or with enough detail, if communication was lacking, or if supervisors were not properly trained or supported in enforcement of the policies in question. The department may need additional training or reinforcement than the local policy and procedures provide.
- **If your Public CAA has more authority over their personnel policies, see the TA Guide for Category 7 for Private (nonprofit) CAAs for ideas on how to review and improve the communication, training, and enforcement of personnel policies**

D. Resources

The United States Department of Labor's Summary of Major Laws includes 16 categories of labor and employment laws necessary for most organizations to incorporate in Personnel Policies and/or staff communications: <http://www.dol.gov/opa/aboutdol/lawsprog.htm>

The Office of Management & Budget's Uniform Guidance for Federal Awards:
<http://www.gpo.gov/fdsys/pkg/FR-2013-12-26/pdf/2013-30465.pdf>

Society for Human Resource Management (SHRM) HR Topics & Strategy site for Employee Handbooks:
<http://www.shrm.org/hrdisciplines/employeerelations/pages/employeehandbooks.aspx>

SHRM site for access to all policies and procedures from all HR Disciplines:
<http://www.shrm.org/hrdisciplines/pages/default.aspx>

"My Wipfli" Nonprofit and Government Membership Service. A federal compliance membership site providing templates, up-to-date regulations, questions and answers, and access to expert advice. Features a comprehensive HR Policy and Procedure Manual tailored to grant-funded nonprofits:
http://www.wipfli.com/Industry_NG_Tools_GrantFunded.aspx

The Nonprofit Risk Management Center's *Community Action Partnership Risk Management Portal*. Provides 81 unique questions about HR risk in your agency, including a Written Employment Policy questionnaire and corresponding policy templates: <http://www.riskassessment.org/cap>

Office of Inspector General (OIG) Whistleblower Info Sheet:
<https://oig.state.gov/system/files/whistleblowerinfo.pdf>

Federal Whistleblower Rights & Protections Video:
<https://www.youtube.com/watch?v=jzf2pboRaoQ>

The Community Action Partnership's training, *Essential Tips for Developing Whistleblower Policies*. Aired September 14, 2015: <https://www.youtube.com/watch?v=hLXOnjXdpQ0&feature=youtu.be>

7.4 and 7.5 - Standards for Effective HR Governance

A. Guidance on the Definition and Intent of the Standards

STANDARD 7.4: The department follows local government procedures for performance appraisal of the department head.

STANDARD 7.5: The compensation of the department head is made available according to local government procedure.

One of the greatest risks to both private and public agencies is unethical or fraudulent behavior between individuals with access and power. Through a fair and consistent performance evaluation, transparency and confidence in the direction of the department and the use of public funds is maintained.

Guidance on the intent behind requiring federally funded agencies to have the board appraise executive performance comes from OMB's Compensation-Personal Services regulations contained in the OMB's 2 CFR.

The Office of Management and Budget's Uniform Guidance (2 CFR Part 200.430 and 431) dictates requirements as to the allowability and the reasonableness of costs associated with federal grant awards. Compensation decisions must follow the department's written policies, as well as comply with "comparability" rules that set the guidelines for how to go about ensuring fair and transparent compensation for the most high profile roles in grant-funded organizations. OMB's Uniform Guidance for compensation is in section CFR 200.430 (a) through (g).

Beyond creating more transparency and accountability for the agency externally, the board and organization benefit from enhanced communication and clearer expectations through the process. There are several other reasons these Standards are included in the HR Management Category:

- **Manages the risk of executive power and control of resources.** Incorporating an annual performance evaluation in conjunction with an annual compensation review is a key step to reducing the exposure risk of the agency (and the Network) to recent public fraud and ethics issues. Proactively assessing the performance of top leaders helps to ensure the public trust and keeps the executive focused on goals important to the mission and services of the agency. Using a scheduled compensation review creates a culture of accountability to federal grants and other revenue that goes towards payroll and benefits.

B. Guidance on Compliance and Documentation

STANDARD 7.4: The department follows local government procedures for performance appraisal of the department head.

STANDARD 7.5: The compensation of the department head is made available according to local government procedure.

The assessment team should always begin the process of documenting compliance with the Organizational Standards by reviewing all available guidance from the State CSBG Lead Agency on the interpretation of the Standard and required documentation.

Documentation that a department is in compliance with Standards 7.4 and 7.5 should show 1) that a policy/procedure is in place by the parent agency or municipality and 2) that the department followed that procedure. Documentation might include:

- Policy/procedures pertaining to performance appraisals
- Performance appraisal sign-off
- Blank appraisal forms
- Where salary information is posted

C. Beyond Compliance: Effective HR Governance

Strong management of the many people-oriented policies, procedures, programs, and support functions in a department require that the leadership of the organization prioritizes HR requirements and best practices.

During the evaluation process for Standard 7.4, pay particular attention to the methods, tools, forms, communication, and interactions that need to occur to be in compliance. The same general processes and requirements are necessary to meet Standard 7.6, concerning performance evaluations for staff.

A public CAA's tripartite board likely has little influence over the broader policy of the parent agency or municipality in regards to the department head's appraisal and salary, but if they do then then consider the following questions to go beyond compliance:

- **Can the tripartite board/advisory body conduct its own evaluation of the department head to supplement the local procedures?** If so, what criteria was set? Does it reflect the department heads' job description, the department's strategic vision and goals, and/or ROMA?
- **Did the department reach outside of itself to gather feedback from the community, partners, peers, or employees to help evaluate the executive's performance?** There are "360 degree" assessments that ensure the executive is reviewed by *all* key stakeholders of the Community Action organization.
- **Where on a transparency scale was the communication of the executive's performance appraisal?** Did he or she share any of the feedback with direct reports or staff? Or does the rest of the organization have no visibility into the process or results? Does the community have any access to information on executive performance? The community should have access to budgets and compensation through parent agency websites. If there are questions or concerns from the public, stakeholders, or the media about executive compensation, having the ability to communicate performance expectations and results is essential.

D. Resources

U.S. Department of Labor's Center on Executive Compensation:

<http://www.execcomp.org/About/Principles>

Office of Management & Budget's Uniform Guidance (2 CFR Part 200.430 and 431):

<http://www.gpo.gov/fdsys/pkg/FR-2013-12-26/pdf/2013-30465.pdf>

Economic Policy Institute – Methodology for measuring CEO compensation and the ratio of CEO-to-worker compensation: <http://www.epi.org/publication/methodology-measuring-ceo-compensation-ratio/>

Office of Head Start Wage Comparability 101 – A sample program guide for conducting a wage and fringe benefits comparability survey: [https://eclkc.ohs.acf.hhs.gov/hslc/tta-system/operations/mang-sys/fiscal-mang/wage-tools/tools/fiscal_BI_30607a_111908_2_\(2\)_-10-1-09%5B1%5D.pdf](https://eclkc.ohs.acf.hhs.gov/hslc/tta-system/operations/mang-sys/fiscal-mang/wage-tools/tools/fiscal_BI_30607a_111908_2_(2)_-10-1-09%5B1%5D.pdf)

Fair Labor Standards Act, 29 CFR Part 541 – White collar exemption and other regulatory information: http://www.ecfr.gov/cgi-bin/text-idx?tpl=/ecfrbrowse/Title29/29cfr541_main_02.tpl

7.3, 7.6, 7.8-7.9 - Effective HR Management

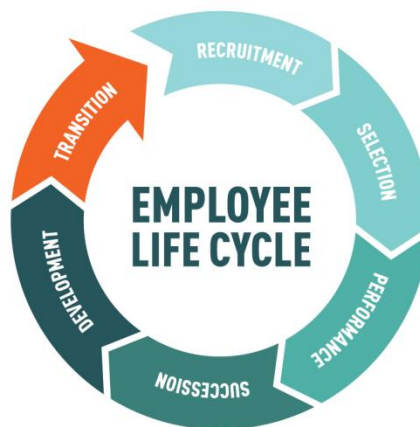
A. Guidance on the Definition and Intent of the Standards

These four Standards reflect the foundations of effective HR management in any department, and should be focal points for CAAs in achieving basic compliance for effective and efficient administration of personnel functions:

- 1) Job descriptions for every unique role
- 2) A standard approach for staff performance evaluations
- 3) Employee orientation for all staff
- 4) Staff development and training aligned to results and accountability

The employee life cycle is a concept in HR Management that describes the stages of an employee's time with a particular organization, and the role the HR function plays at each stage. Some models of the employee life cycle have four stages, while others have six or more. The four Standards in this group apply as follows:

- *Job descriptions* (or defined roles and responsibilities) are the basis for recruitment, selection, performance, succession and development. They apply across the cycle as foundational documents necessary to effective management.
- *Performance evaluations* create clear expectations and provide key documentation in the performance, succession, and development stages of the cycle.
- *Employee orientation* fills the gaps between recruitment, selection, and performance by providing employees with the basic information and tools to meet expectations and succeed in the critical first 60 days in the agency.
- *Development and training* complete the cycle for employees year-over year through performance, succession, development and transition.



STANDARD 7.3: The department has written job descriptions for all positions. Updates may be outside of the purview of the department.

The intent of this Standard is to ensure direction and accountability for all staff through standardized and up-to-date job descriptions. Job descriptions should reflect the roles and responsibilities required of each position to contribute to the agency's strategies, goals, budgets and expected outcomes. Descriptions need to be updated regularly to reflect the changing workplace, updated roles, and added or eliminated roles.

Beyond creating clearer work expectations and direction, the department benefits from enhanced supervisor communication and more appropriate enforcement of disciplinary policies when job descriptions are in place. There are several other reasons this standard is included in the HR Management Category:

- **Manages the risk of non-compliance with federal and state labor laws.** Incorporating key provisions, accommodations and verification in all job descriptions protects the department from risk associated with individual employee issues, class action law suits, or adverse union activity. The implementation and communication of job descriptions for all employees is a key step to reducing the exposure risk of the agency (and the Network) to recent public HR management issues.
- **Improves the quality and efficacy of the Community Action Network's leadership, administrative, and program talent.** With job descriptions aligned to the work needed and performed, the department will be able to recruit and retain quality nonprofit talent at all levels of the agency. Annual performance appraisals against goals and job duties, fair and equitable compensation, and effective training and development all hinge on the accuracy of the agency's job descriptions.

There are many templates and varieties of job description within organizations. From the Society for Human Resource Management (SHRM):

A job description is a useful, plain-language tool that describes the tasks, duties, functions and responsibilities of a position. Job descriptions are used for a variety of reasons, such as a tool for recruiting, determining salary levels, conducting performance reviews, clarifying missions, establishing titles and pay grades, and creating reasonable accommodation controls, as well as for career planning and training exercises.

Additionally, job descriptions are important tools for maintaining compliance with the Fair Labor Standards Act (FLSA) and the Americans with Disabilities Act (ADA).

The process of developing job descriptions involves: a) performing a job analysis; b) determining the essential functions of the job; c) organizing the data concisely and in the company's standardized job description format; d) including a disclaimer that indicates that the job description is not designed to cover or contain a comprehensive listing of activities, duties or responsibilities that are required of the employee; and e) finalizing the draft job description for review and approval by management and the human resource department.

The five key components of job descriptions are:

- Heading information
- Summary of the job or objectives of the job
- Job duties and responsibilities
- Special demands or responsibilities
- Minimum qualifications

Additionally job descriptions should clearly state the agency's policy on equal opportunity employment, employment at will, ADA accommodations, Health Insurance Portability and Accountability Act (HIPAA), and other HR statutes as they apply.

STANDARD 7.6: The department follows local governmental policies for regular written evaluation of employees by their supervisors.

The intent of this Standard is to ensure agency accountability for staff supervision and performance reviews by following through with a written policy. The agency's policy is likely included in the Personnel Policies (noted Standards 7.1 and 7.2), and it should outline the reason for conducting employee evaluations, the timing for regular evaluations, and what employees should expect from their supervisors in terms of evaluation criteria, ratings, and how the evaluation will be used to determine any compensation, promotion, or performance improvement decisions. The department's HR Policy and Procedures manual should further document the procedures and methods for supervisors to follow in conducting regular written evaluations for employees.

Beyond creating clearer performance and evaluation expectations and direction, the policy will help new employees understand and operate in the organization's culture, and provide a common link between supervisors, employees, and HR. There are several other reasons this standard is included in the HR Management Category:

- **Manages the risk of employee discrimination and/or conflict of interest claims.** Incorporating written evaluations for employees protects employees, supervisors and the agency from risk associated with individual employee/supervisor issues, class action law suits, or adverse union activity. The implementation of a written evaluation policy is another key step to reducing the exposure risk of the agency (and the Network) to recent public HR management issues. Using a common evaluation form, and expecting all supervisors to provide regular written evaluations under an agency policy helps create a culture of accountability to federal grants.
- **Sets appropriate expectations for the role of supervisors, and the process by which employee performance is effectively managed.** Coordinated written evaluations, in conjunction with good supervisor training, ensures the department can be proactive in setting performance expectations, evaluating performance fairly, and rewarding or disciplining based on objective rather than subjective criteria. Too many organizations have strong disciplinary policies for documented behavior detrimental to its success, without equally strong policies for managing the behavior and talent that make it successful. For the Network and individual departments to continue to excel, this Standard is a priority for HR Management in the future.

STANDARD 7.8: The department follows local governmental policies for new employee orientation.

New employee orientation refers to a training program that occurs when an employee first begins employment with a department. According to SHRM, there are three purposes to providing new employees with a timely orientation:

- 1) Orientation – communication of factual information about pay and benefits, reviewing company rules and policies, and completing paperwork.
- 2) Onboarding – an introduction, typically for new managers or technical staff, to the work they will be supervising, the culture, and the operation of the agency.
- 3) Socialization – meetings or other processes to help new hires adapt, form work relationships, and find their place in the organization.

The intent of this Standard is to ensure that departments follow through on the investment in employees and avoid costly turnover by providing new hires with the information, training, and resources necessary to be successful in the culture and in their job roles. A key task during orientation is to provide an early introduction and overview to many – if not all – of the department's personnel policies.

Beyond timely communication of key policies, establishing a thorough onboarding process helps to create and sustain an organizational culture where the mission of Community Action, department and program goals, roles and responsibilities, and performance expectations can be shared in a consistent and positive way. There are several other reasons this standard is included in the HR Management Category:

- **Shortens the employee learning curve for complex programs and operations.** Human service programs include a wide range of specializations, job duties, partnerships, community stakeholders, and associated knowledge. Administration of federal and state grants, program operations, and business support functions also involve jobs with a high degree of complexity. Timely and thorough orientation helps to introduce key goals of Community Action in the local community, while imparting critical organization and job-specific knowledge necessary to perform quickly and effectively.
- **Sets appropriate expectations for the role of HR (and/or of agency leadership) in the employee life cycle.** Organizations often put much time and resources into the recruiting and hiring processes for new employees. Selection of qualified staff is a critical concern to everyone in the organization, yet preparation and retention of that staff is difficult to manage if left to individual supervisors. New hire orientation, coordinated by HR and supported by executive leadership, is a proven strategy to reduce voluntary turnover and improve on-the-job productivity in a shorter time frame.

STANDARD 7.9: The department conducts or makes available staff development/training (including ROMA) on an ongoing basis.

Training and staff development are critical for any viable service organization, and especially those which provide services to customers in communities where resources for low-income families are scarce. Community Action staff are often one of the only links a customer or family has to meet basic needs. Without appropriate training, that link can be broken or badly executed. The intent of this Standard is to ensure that training and technical assistance (T&TA) is appropriately provided to staff to support the purpose and goals of Community Action in local programs. ROMA (results oriented management and accountability) is included to ensure a “continuous improvement” focus across the Network, within every agency and job role.

Guidance from OCS in the Partnership’s Self-Assessment Tool instructs that there are no specific requirements for training topics or training content, with the exception of ROMA (or a comparable system if one is used and approved by the State). Standard 7.9 may be met through in-house, community-based, conference, online and other training modalities.

There are several other reasons this Standard is included in the HR Management Category:

- **Promotes ongoing training to support the employee life cycle after orientation.** If the department considers an orientation the end of formal job training, this Standard helps to ensure attention is given to continued development of staff, maximizing payroll investment in current employees, and allocating T&TA budgets to all staff.
- **Supports a learning and development culture across the Community Action Network.** There are many opportunities for training and development for agencies in local communities and across the country, including online and on-demand options. It is an agency or program decision to continuously prioritize time and resources and help staff to identify, attend, and implement training best suited for their job responsibilities. Benefits to establishing a learning culture include: better applicants for open positions, better retention, improved quality, improved productivity, succession and replacement options, and less risk across the organization.
- **Increase agency capacity.** Most agencies struggle to add staff between funding cycles, and many have consolidated positions and the number of resources over the past decade or more. To continue to serve the mission of Community Action and the changing needs of local communities, organizations need to be creative, flexible, and continuously adding capacity without adding payroll expense. According to the Association for Talent Development (ATD), the top capacity-building investments for service organizations are individualized development plans connected to an overall talent management strategy.

B. Guidance on Compliance and Documentation

STANDARD 7.3: The department has written job descriptions for all positions. Updates may be outside of the purview of the department.

The assessment team should always begin the process of documenting compliance with the Organizational Standards by reviewing all available guidance from the State CSBG Office on the interpretation of the Standard and required documentation. The assessment team should also review any State requirements for the agency's job descriptions. Specific issues the assessment team should consider that may affect compliance with this Standard include:

- **If job descriptions are standardized and complete across the agency.** The Standard is clear that all positions have job descriptions which may mean that multiple people share the same job description if their position/role is the same.
- **If the same job description is used for dissimilar roles with varying responsibilities. Or, contrarily, each employee has his/her own job description.** Often job descriptions are overlooked at times of growth or consolidation. This can lead to the copy/paste effect for agencies where one description or a variation is used to describe many different roles. By contrast, some agencies allow supervisors or HR to create descriptions for each employee. This approach fails to recognize that many roles within an agency are substantially the same and can use the same or similar job descriptions.

Documentation that an agency is in compliance with Standard 7.3 should show two things: (1) that the job descriptions exist and are written; and (2) what qualifies as "all positions".

Documentation might include:

- Organizational chart(s)
- Staff lists with role titles
- Standard job description template
- Alternative job description templates
- Sample job descriptions (or all job descriptions, depending on the state)

STANDARD 7.6: The department follows local government policies for regular written evaluation of employees by their supervisors.

The assessment team should again begin the process of documenting compliance by reviewing all available guidance from the State on the interpretation of the Standard and required documentation. The assessment team should review any State requirements for written employee evaluations. Specific issues the assessment team should consider that may affect compliance with this Standard include:

- **The parent agency does not have a procedure in place.** In this case it is up to the department to show that it reviewed local policies and procedures and no policy exists for evaluation of employees by their supervisors. There is not a requirement that the department creates one to be in compliance, though may be considered by the department as a good practice.

- **The department does something different than established procedure.** This is potentially a compliance issue especially if the department is doing less than what is required by their local government policy. If allowed by local government, doing more (such as the policy sets an annual employee evaluation and the department chooses to do semi-annual evaluation, or a form is set and the department has an additional page of questions/criteria that have to do with the nature of CSBG work), should not be considered out of compliance with Standard 7.6.

Documentation must show the local procedure and evidence that the department follows it.

STANDARD 7.8: The department follows local governmental policies for new employee orientation.

The assessment team should document compliance by first reviewing guidance from the State on the interpretation of the Standard and required documentation. The assessment team should review any State requirements for employee orientation. Specific issues the assessment team should consider that may affect compliance with this Standard include:

- **Does the department have the policy from its parent agency?** Can this be easily pointed to along with evidence that the department follows it?
- **If there is no existing local procedures for employee orientation.** In this case it is up to the department to show that it reviewed local policies and procedures and no policy exists for employee orientation. There is not a requirement that the department creates one to be in compliance, though may be considered by the department as a good practice.

Documentation that a department is in compliance with Standard 7.8 should include two things: (1) copy of the procedure; and (2) evidence that the department follows that procedure.

Documentation might include:

- Personnel Policies or Employee Handbook
- Orientation checklist(s)
- Orientation presentation or materials
- Onboarding presentation or materials
- Sampling of HR/personnel files for documentation of attendance

STANDARD 7.9: The organization conducts or makes available staff development/training (including ROMA) on an ongoing basis.

The assessment team should first review all available guidance from the State on interpretation of the Standard and required documentation. The assessment team should review any State requirements for employee training and development. Specific issues the assessment team should consider that may affect compliance with this Standard include:

- **If there is ongoing staff training made available.** Does staff have access to training communication and registration opportunities? Is there a ROMA trainer available to staff in your state? (If not, has the state communicated ROMA equivalency options?) If the training provided in the past has not been made readily available to staff, has not been an ongoing priority, *or* is missing ROMA, then the organization is at risk for being out of compliance. These three stipulations should be assessed and remedied first.

Documentation that a department is in compliance with Standard 7.9 should show that training was conducted or made available and that the offerings include ROMA.

Documentation might include:

- Training plan(s)
- Documentation of trainings: presentations, evaluations, attendee lists
- Documentation of attendance at offsite training/events/conferences

C. Beyond Compliance: Effective HR Management

As a keystone to organizational success, it is critical to move beyond HR management compliance and consider methods for achieving stronger practices to be successful and sustainable in an uncertain future. There are several things you can do to improve around the employee lifecycle. Consider:

- **How employee evaluations are written, delivered, and then documented and submitted by supervisors.** Depending on the department's policy and State requirements for performance evaluations, it is important to provide clear procedures and some form of supervisor training that aligns to the policy. The procedures can be kept in the HR policy & procedure manual and/or provided through ongoing supervisor coaching and development activities. As with new employees, new supervisors require some orientation and training about duties and responsibilities they gain with the role. Written performance evaluations that support the organization's goals and talent management approach are a learned skill.
- **Implementing performance management as a year-round process.** Best practice performance management systems include employee goal-setting, regular informal check-ins, consistent coaching and/or mentoring, and more than one formal meeting to manage performance. The annual appraisal event becomes less of a burden on supervisors, and each employee benefits from guidance and development consistent with a learning and growth culture.

- **Job descriptions without policy compliance language and/or employee and management acknowledgement.** All job descriptions in the agency should reflect the major applicable federal and state labor laws. These clauses and language additions should be covered in the personnel policies and included on every job description. Employees should be asked to review and sign an acknowledgement of receipt of their designated job description for effective communication and risk mitigation.
- **Orientation should include certain elements as well as be customizable to the types of positions within the department.** The personnel policies/employee handbook are a great starting point to structure orientation. Orientation should include all necessary HR and financial forms as well as information regarding the mission, vision, and values of the department as well as the context and culture of the workplace. Other orientation items such as working with clients, database instructions, etc. may be added based on the role of the new employee.
- **Customizing training opportunities.** Strong learning organizations typically spend less on training and development, yet have better retention of their best people. Take the time to learn individual staff motivators, goals, and training styles. Supervisors can record this basic “talent tracking” information in the HR database or in their informal employee files. Identify learning opportunities that best fit individual or small group needs, budget accordingly, and establish a simple request and approval process that checks back against the documented talent information.
- **Establishing a system of coaching and mentoring.** Today’s changing workplace and diverse talent pool mean managers need to be able to adapt their approach to the person and situation. Simple directives and discipline for non-compliance are no longer an effective motivators; new and tenured staff require help seeing how they: (1) contribute to the mission; (2) work through continuous change and transitions; and (3) achieve challenging outcomes for low-income customers and communities. Formal coaching and mentoring programs may not replace hierarchical organization structures, but they are effective approaches for the world we live and work in.
- **Creating a learning and supportive culture throughout the employee lifecycle with other partners and sub-contractors.** Many public CAAs sub-contract much of the work to nonprofits in the community. This is a chance to set an expectation that those working with your customers will also value having a culture that has evaluations, orientation, and ongoing training opportunities.

It is strongly suggested that the HR assessment team, with support from executive management and – if appropriate – the advisory board, use the questions and resources that follow to conduct an evaluation of how the organization manages *all of its HR function and processes* (the “HR System”). No matter what level of effort the team chooses, documenting and sharing recommendations for ways to improve helps the agency incorporate the ROMA cycle into the regular assessment process for compliance with the Organizational Standards.

Incorporating HR best practices from the various perspectives – legal, compliance, compensation and benefits, talent management, and employee engagement – can be daunting, even for an experienced HR professional or team of qualified agency leaders. Options might include:

- **Join the local or regional SHRM Chapter and attending meetings and training events.** SHRM membership offers the dual benefits of access to best practice tools and templates, and networking with other HR professionals who can provide resources and technical assistance. The organization has affiliate groups in all major metropolitan areas, near many rural communities, as well as annual conferences and training events offered nationally. The SHRM website is extensive and online learning is offered frequently. SHRM certification is also a consideration for larger organizations with dedicated HR staff. There are various levels of certification, all globally recognized for their core competencies and proficiency levels.
- **Invest in an external HR System review or “audit” from a professional consultant and/or employment lawyer.** If extensive internal training and knowledge development is required before the organization has the capacity to pursue best practices in its HR System, it may consider the short-term assistance of a qualified external consultant or advisor. A typical review/assessment and deliverable will help the organization analyze and prioritize opportunities for improvement, and provide expert suggestions on maximizing resources efficiently.
- **Identify the future talent needs and gaps in the HR function and plan ahead for future hiring/succession.** Whatever the method and timeline selected to pursue improvements to the HR System, the organization will benefit from advanced preparation for the future of talent management. Many trends in the grant-funded nonprofit industry point to a growing need for professional HR management. Agencies which have traditionally managed HR functions without a qualified/experienced HR staff will likely need to change strategies. With the nine Standards in place, now is a key time to anticipate and research what the agency needs to be successful in 3, 5, or 10 years. Please note that Standard 4.5 is about vacancies. The department should be as proactive as possible to determine future needs, though public CAAs may be limited in their ability to influence succession, recruitment, and selection/appointment.
- **Subscribe to leading magazines and websites/blogs for up-to-date HR practices.** Much of the leading knowledge and innovations within HR practice can be found in published content – both online and offline. The committee responsible for assessing Category Seven can further educate and equip themselves for ongoing improvements by selecting and subscribing to any of the following magazines, blogs, and websites:
 - HR.com
 - HR Magazine (SHRM)
 - Linked:HR (LinkedIn)
 - Human Resources Professionals Worldwide (LinkedIn)
 - Fistful of Talent Blog (Kris Dunn)
 - The HR Capitalist Blog (Kris Dunn)
 - True Faith HR Blog (Matthew Stollak)
 - TLNT Blog (Various Authors)

- @JenniferMcClure (Twitter account for Jennifer McClure)
 - @lruettimann (Twitter account for Laurie Ruettimann)
 - @psecundaWrkProf (Twitter account for Paul M. Secunda, PhD)
- **Write and communicate HR philosophies, plans, and strategic goals to align with the department's strategic plan.** The Organizational Standards as a whole set forth an expectation that the entire agency aligns with its community needs, a shared vision, one strategic plan, and common goals. The HR System should be connected directly to these broader concepts in as many ways as possible. Beginning with philosophy statements for critical HR functions such as compensation, benefits, and staff development, the more effective approach to increasing the capacity and effectiveness of HR is through planning and intentional support of the wider goals and outcomes of the organization.
 - **Identify the schedule and process for ongoing HR System assessment and evaluation.** Assessment of Category Seven and the HR System should not be a one-time event. To achieve ROMA principles of continuous improvement and to maintain compliance in HR, the department should create an ongoing process for self-evaluation, implement a schedule to make the work effort acceptable to leaders and committee members, and plan and communicate the outcomes to coincide with external monitoring and other organizational assessments, as appropriate.
 - **Consider adding more strategic questions to the Standards assessment in the future.** Many public CAAs are unable to influence these processes, but they are still important to a high functioning and strategic human resource function. Consider offering training to sub-contractors to encourage best practices in HR if the department itself is unable to implement.
 - What are the employee retention and engagement trends at the agency? Are these tracked and reported on regularly to decision-makers?
 - Is there an employee council or committee that contributes to HR decision-making? If not, is there a reliable and anonymous system of upward feedback?
 - Are job descriptions inclusive of the job's mission relative to the agency? Do they include knowledge, skills, abilities (or competencies)?
 - How are job descriptions used in other key HR related processes?
 - Is the performance management approach a year-long process or a one-time evaluation event, from the employee's perspective?
 - Do employee performance ratings and written evaluations go anywhere in the agency? For example, to a compensation committee? Or to the directors and executives for succession planning?
 - What is the connection between job role, performance, compensation and other rewards in the agency?
 - Is the agency's or its programs' orientation measured in terms of employee satisfaction? Do employees volunteer to help with orientation for others?
 - Are training and development decisions tied to goals? Does the agency promote and implement individualized training plans?
 - How is the T&TA budget allocated for different grants, programs, and teams/staff?

D. Resources

Association for Talent Development (ATD), a professional membership organization supporting those who develop the knowledge and skills of employees in organizations around the world. <https://www.td.org/>

Society for Human Resource Management's (SHRM) *HR Magazine* online: <http://www.shrm.org/publications/hrmagazine/>

U.S. Department of Health & Human Services Sample Individual Development Plan, a sample/template for individualized employee training and development plans, to assist with Standard 7.9: <http://www.hhs.gov/asfr/ogapa/acquisition/sample-acquisition-workforce-individual-development-plan.html>

ROMA and Quality Assurance, an application of the ROMA model to six infrastructure areas in agencies to assist with Standard 7.9: http://www.roma-nptp.org/resources/QCAS_Overview.ppt

The Community Action Partnership's overview of HR technical assistance, *Category 7 – Human Resource Management*. Aired September 15, 2015: <https://www.youtube.com/watch?v=wH4pMb6QuA0&feature=youtu.be>

	Documentation Used	Unacceptable	Unsatisfactory	Satisfactory	Advancing	Outstanding	Action to be Taken	Individual(s) Responsible	Target Date(s)
Standard 7.1 Not applicable: Local governmental personnel policies are outside of the purview of the department and the tripartite board/ advisory body, therefore this standard does not apply to public entities.	•								
Standard 7.2 The department follows local governmental policies in making available the employee handbook (or personnel policies in cases without a handbook) to all staff and in notifying staff of any changes.	•								
Standard 7.3 The department has written job descriptions for all positions. Updates may be outside of the purview of the department.	•								
Standard 7.4 The department follows local government procedures for performance appraisal of the department head.	•								

	Unacceptable	Unsatisfactory	SATISFACTORY	Advancing	Outstanding
Standard 7.1	Not applicable		Not applicable: Local governmental personnel policies are outside of the purview of the department and the tripartite board/advisory body, therefore this standard does not apply to public entities.	Not applicable	
Standard 7.2	My department does not follow our local procedure regarding the availability and notification of changes to the employee handbook.	My department has not been found out of compliance with local government procedure regarding availability and notification of changes to the employee handbook but we can't produce the procedure and/or provide evidence that we follow it.	The department follows local governmental policies in making available the employee handbook (or personnel policies in cases without a handbook) to all staff and in notifying staff of any changes.	In addition to making available the employee handbook and notifying staff of any changes, my department provides regular and consistent communication on policy interpretation.	My department has met the Advancing criteria for Standard 7.2 and proactively conducts training on the contents and interpretation of the handbook on a regular basis.
Standard 7.3	My department does not have job descriptions.	My department has job descriptions, but not for all positions within the department.	The department has written job descriptions for all positions. Updates may be outside of the purview of the department.	My department has written job descriptions for all positions, which have been reviewed and updated within the past 5 years and whenever a position changes significantly.	My department has met the Advancing criteria for Standard 7.3 and incorporates job descriptions in other annual HR systems and processes: hiring, performance evaluations, promotions, succession, and training and development.
Standard 7.4	My department does not follow our local procedure regarding performance appraisal of the department head.	My department has not been found out of compliance with local government procedures regarding the appraisal of the department head, but we can't produce the procedure and/or provide evidence that we follow it.	The department follows local government procedures for performance appraisal of the department head.	My tripartite board/advisory body provides a supplement to the appraisal criteria of the department head to reflect the department's strategic vision and goals.	My department has met the Advancing criteria for Standard 7.4 and the appraisal of our department head was a transparent process that took into account feedback from direct reports, colleague departments, and outside partners.

Category 7: Human Resource Management – Assessment Scale

	Documentation Used	Unacceptable	Unsatisfactory	Satisfactory	Advancing	Outstanding	Action to be Taken	Individual(s) Responsible	Target Date(s)
Standard 7.5 The compensation of the department head is made available according to local government procedure.	•								
Standard 7.6 The department follows local governmental policies for regular written evaluation of employees by their supervisors.	•								
Standard 7.7 The department provides a copy of any existing local government whistleblower policy to members of the tripartite board/advisory body at the time of orientation.	•								
Standard 7.8 The department follows local governmental policies for new employee orientation.	•								
Standard 7.9 The department conducts or makes available staff development/training (including ROMA) on an ongoing basis.	•								

	Unacceptable	Unsatisfactory	SATISFACTORY	Advancing	Outstanding
Standard 7.5	My department does not follow our local procedure regarding making available compensation of the department head.	My department has not been found out of compliance with local government procedures regarding making available department head compensation, but we can't produce the procedure and/or provide evidence that we follow it.	The compensation of the department head is made available according to local government procedure.	My tripartite board/advisory body discusses the department head's compensation package as part of our budgeting and planning process.	My department has met the Advancing criteria for Standard 7.5 and my department head's compensation and benefits package is reviewed based on market data from comparable organizations and positions.
Standard 7.6	My department does not follow our local procedure regarding employee evaluations.	My department has not been found out of compliance with local government procedures regarding employee evaluations, but we can't produce the procedure and/or provide evidence that we follow it.	The department follows local governmental policies for regular written evaluation of employees by their supervisors.	My department trains supervisors in how to conduct employee evaluations in accordance with the local government policy.	My department has met the Advancing criteria for Standard 7.6 and incorporates formal goal setting, training and development plans, and regular coaching in the employee evaluation procedures.
Standard 7.7	My department does not provide our whistleblower policy to our tripartite board/advisory body at any point in time. We are unsure if one exists.	My department has provides a copy of our existing local government whistleblower policy (or notes that none exists), but do not have documentation to show that it was part of the orientation process.	The department provides a copy of any existing local government whistleblower policy to members of the tripartite board/advisory body at the time of orientation.	My department provides examples and explanation of the whistleblower policy during the orientation for new tripartite board/advisory body members.	My department has met the Advancing criteria for 7.7 and periodically conducts training with the tripartite board/advisory body on the whistleblower policy.
Standard 7.8	My department does not follow our local policy for new employee orientation.	My department has not been found out of compliance with local government policies regarding new employee orientation, but we can't produce the procedure and/or provide evidence that we follow it.	The department follows local governmental policies for new employee orientation.	My department provides new employee orientation that is specific to the individual workplace, including handbook information and preparation for the culture and expectations of the workplace.	My department has met the Advancing criteria for 7.8 and encourages subcontractors and partners that work with our clients to include new employee orientation.
Standard 7.9	My department does not conduct or make available staff development/training.	My department conducts or makes available staff development/training to some or all employees but it does not include ROMA theory, concepts or application.	The department conducts or makes available staff development/training (including ROMA) on an ongoing basis.	My department conducts and/or makes available staff development/training that includes ROMA and is specific to the individual's role and responsibilities within the organization.	My department has met the Advancing criteria for Standard 7.9 and consistently incorporates formal training/development plans in its budgets.

Category 7: Human Resource Management – Assessment Scale

For all the latest information on Organizational Standards, check out the **“Updates on CSBG Organizational Standards and ROMA Next Generation”** quicklink on Community Action Partnership’s website at www.communityactionpartnership.com



The screenshot shows the Community Action Partnership website. A red arrow points to the 'quicklinks' section on the left sidebar. The main content area features a banner for the 'COMMUNITY ACTION PARTNERSHIP ANNUAL CONVENTION' held in San Francisco, CA, in August 2015. Below this, there is a section for the '2016 MANAGEMENT AND LEADERSHIP TRAINING CONFERENCE' in New Orleans, LA, scheduled for January 6-8, 2016. The right sidebar contains links to the 'NATIONAL TRAINING CENTER', 'RESOURCES', 'LEARNING COMMUNITIES RESOURCE CENTER', and 'HOW YOU CAN HELP'.

quicklinks

- Partnership Membership Form
- Updates on CSBG Organizational Standards and ROMA Next Generation
- Annual Convention
- Certified Community Action Professional (CCAP)
- Subscribe to the eNews
- Community Action Code of Ethics
- New Reality Initiative
- Community Economic Development Website
- Managing My Money Financial Literacy Website
- 2015 Community Action Partnership Fact Sheet

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Thanks to everyone who helped make the Convention a success. Presentations will be posted on the [Convention webpage](#) as they are made available.

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- Technical Assistance Guides
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- Communications from OCS
- Glossary of Terms
- ...and more!



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