

**SUBMITTAL TO THE BOARD OF SUPERVISORS  
COUNTY OF RIVERSIDE, STATE OF CALIFORNIA**

159



**FROM:** Executive Office

**SUBMITTAL DATE:**  
July 15, 2014

**SUBJECT:** Response to the 2013-14 Grand Jury Report: Community Action Partnership of Riverside County

**RECOMMENDED MOTION:** That the Board of Supervisors:

1. Approve with or without modification, the attached response to the Grand Jury's recommendation regarding Community Action Partnership of Riverside County. Direct the Clerk of the Board to immediately forward the Board's finalized responses to the Grand Jury, to the Presiding Judge and the County Clerk-Recorder (for mandatory filing with the State).

**BACKGROUND:** On June 3, 2014, the Board directed staff to prepare a draft of the Board's response to the Grand Jury's report regarding Community Action Partnership of Riverside County. Section 933 (c) of the Penal Code requires that the Board of Supervisors comment on the Grand Jury's recommendations pertaining to the matters under the control of the Board and that a response be provided to the Presiding Judge of the Superior Court within 90 days.

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Departmental Concurrence

<b>FINANCIAL DATA</b>	<b>Current Fiscal Year:</b>	<b>Next Fiscal Year:</b>	<b>Total Cost:</b>	<b>Ongoing Cost:</b>	<b>POLICY/CONSENT (per Exec. Office)</b>
<b>COST</b>	\$ N/A	\$ N/A	\$ N/A	\$ N/A	Consent <input type="checkbox"/> Policy X <input type="checkbox"/>
<b>NET COUNTY COST</b>	\$	\$	\$	\$	

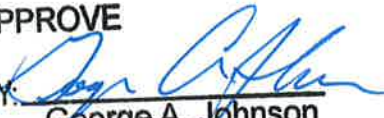
**SOURCE OF FUNDS:**

**Budget Adjustment:**

**For Fiscal Year:**

**C.E.O. RECOMMENDATION:**

**APPROVE**

BY:   
George A. Johnson

**County Executive Office Signature**

**MINUTES OF THE BOARD OF SUPERVISORS**

Positions Added  
 Change Order

A-30  
 4/5 Vote

**Prev. Agn. Ref.:** 3-4 of 06/03/14

**District:**

**Agenda Number:**

**3-8**

## **A. Findings**

### Finding 1: Executive Management and Employee Relations

*Employees are harassed over department policy issues and retaliated against. Management lacks appropriate training and adequate managerial skills to handle issues in a manner that is educational instead of confrontational.*

#### Response to Finding 1:

#### **Respondent disagrees partially with the finding.**

CAP management is in general compliance with Riverside County disciplinary process. As the Grand Jury correctly reported, County Human Resources investigates complaints and allegations of policy violations. To date, Human Resources has not substantiated direct policy violations by management.

Employees are held accountable to the same policies and procedures regarding leaves of absence and work schedules; and, CAP policies and procedures are consistent with county policy. All employees are required to submit a request for time off. This includes vacation, holidays, adjusted work schedules and sick leave. Under current management, past vacation requests have been approved. With respect to medical appointments, employees are advised to submit their time off requests at the time their medical appointment is made. Management understands that there are occasions which may prohibit an employee from submitting their medical request off in advance and has accommodated these situations. Employees are required to adjust their work schedules, when possible, if their job responsibilities require them to work outside of their normal work schedules. Adjusted work schedules require prior approval from their immediate supervisor and management.

With respect to the work environment, a majority of employees enjoy their work, and have positive attitudes towards working as a team. However, CAP management has recently become aware through the recent complaints to Human Resources that some employees have negative perceptions of management. This awareness is of concern to CAP management because our goal is to be an effective organization in order to serve the public efficiently. CAP management will coordinate with the Human Resources Leadership Team to strengthen management's leadership capacity and to improve the trust and communications within CAP.

CAP management possesses the knowledge, training and managerial skills to handle daily work issues. CAP fosters a learning atmosphere and provides employees opportunities for growth. Management works closely with supervisors to ensure county policy and procedures are adhered to and to ensure employees receive the training and guidance needed in order for them to perform their job assignments. All staff is treated with professionalism and respect and is held to the same standards. Staff is provided the opportunity to express their perspective on all matters to come to a mutual understanding. Staff receives individual and group encouragement and praise from management on accomplishments. Staff is often commended during staff and management meetings. They also receive praise and recognition in the agency newsletter and at the Community Action Commission meetings.

## Finding 2: Employee Evaluations

*CAP management failed to conduct annual written performance evaluations in accordance with Board Policy C-21 (2).*

### Response to Finding 2:

#### **Respondent disagrees partially with the finding.**

CAP requires annual performance evaluations be conducted on all employees. At the time of the Grand Jury investigation, it was revealed that one performance evaluation was delayed beyond the one year timeframe because it involved consultation with Human Resources. The same manager was also responsible for not having completed evaluations on all his staff. This matter has been addressed and evaluations are being finalized.

## Finding 3: Training

*CAP Management, in conjunction with Human Resources, failed to provide mandatory training for managers and supervisors.*

### Response to Finding 3:

#### **Respondent disagrees partially with the finding.**

Managers and supervisors have completed the mandatory County training. At the time of the Grand Jury investigation, it was disclosed that a supervisory change had just occurred in one program which required the new supervisor to complete the required training. The supervisor is scheduled to complete the county required training at the earliest availability.

The Department maintains an internal log to track training, other than mandatory training required by the county, and is provided to employees. County mandatory training records are maintained electronically by Human Resources.

## Finding 4 – Staff Meetings

*CAP management did not conduct regular staff meetings to provide staff with CAP updates and/or policy and procedure changes.*

### Response to Finding 4:

#### **Respondent disagrees partially with the finding.**

CAP staff meetings are held on a regular basis. During these meetings updates on policies, procedures, and contract and funding status are discussed. Each program manager also provides a status report on their program. Staff is provided the opportunity for questions and open discussion on any matter of interest. Executive management team meetings are also held. In addition to these, frequent meetings are held with each manager and their staff regarding matters relevant to their program. CAP has also held meetings with staff to obtain input/feedback in the creation of the strategic plan and the CAP Plan which is required by the state every two years. CAP has maintained agendas, sign in sheets and minutes on most meetings, but not all.

## Finding 5 -Financial Reports

*Grant income and expenditures listed on financial reports did not include income and expenditures from the County of Riverside as a separate line item. County funds were accounted for by general categories. The Grand Jury was informed that the Riverside County Auditor Controller had only minor involvement in CAP financial activities.*

### Response to Finding 5:

#### **Respondent disagrees with the finding.**

CAP funding is generated from various grants and funding sources requiring income and expenditures to be identified separately. CAP receives county general funds for partial assistance with its lease, and these funds are identified as such. Like all other county departments, CAP is governed by county established fiscal processes and procedures; specifically to regulations of the Auditor Controllers' office. The Auditor Controllers' office has oversight of CAP financials via the People Soft Financials system.

## **B. Recommendations**

### Recommendation 1:

*CAP executive management shall comply with the guidelines of the Disciplinary Process Manual. CAP executive management shall immediately implement the precepts of these processes, and treat employees with professionalism and respect.*

### Response to Recommendation 1:

#### **The recommendation will be partially implemented.**

The requirements of the recommendation have always been in place. Employees are treated with professionalism and respect and are held to the same standards. CAP management complies with the guidelines of the County Disciplinary Process and works closely with management and County Human Resources to ensure the precepts of these policies/processes are adhered to.

Since becoming aware of ill perceptions by employees toward CAP management, management will coordinate additional training and other resources with Human Resources to improve the capacity of leadership and to strengthen the employee-to-employer relationship within CAP.

### Recommendation 2:

*In accordance with Board Policy C-21 (3, b) (5, d), CAP management shall evaluate on an annual basis regular employees; i.e., any employee who has successfully completed their probation period. Anytime they give an employee an overall rating of "unacceptable" or "improvement needed", they shall notify Human Resources and seek it review and support of the evaluation.*

Response to Recommendation 2:

**The recommendation has been implemented.**

Managers are required to conduct evaluations on an annual basis on all staff. With the full implementation of the Employee Performance Manager Program, managers have direct access to monitoring their employee performance evaluation due dates. Management will also have greater access to tracking compliance. CAP consults with County Human Resources on any performance evaluation for an employee with an overall rating of “unacceptable” or “improvement needed”.

Recommendation 3:

*CAP executive directors, managers and supervisors shall receive mandatory training on the Disciplinary Process Manual by Human Resources within 90 days of appointment. Formal Disciplinary Process Manual training shall be done annually to ensure that a positive work environment is cultivated.*

Response to Recommendation 3:

**The recommendation has been implemented.**

Managers, Supervisors have completed the County mandatory training. CAP will ensure all staff meet the county training requirements and will ensure that all training is captured on the training log.

However, CAP management will coordinate with Human Resources to schedule refresher training on *The Disciplinary Process*.

Recommendation 4:

*CAP management shall conduct regular monthly staff meetings. Attendance and topics discussed shall be documented. Records of agendas and sign-in sheets shall be retained for 5 years as stated in the Disciplinary Process Manual on page 13 of Chapter 4, under Staff Meeting.*

Response to Recommendation 4:

**The recommendation has been implemented.**

CAP will continue conducting regular staff meetings, management team meetings and program status meetings. CAP will ensure that agendas, minutes and sign in sheets for each meeting conducted are maintained on file for five years as recommended.

Recommendation 5:

*County funds shall be separated from other sources of income on CAP financial statements and placed in a separate account.*

Response to Recommendation 5:

**The recommendation will not be implemented because it is not warranted or is not reasonable.**

CAP receives county general fund support to provide partial assistance with its lease. At the time CAP requests county general funds via the County Executive Office, the use of the funds is clearly identified. All county general funds are monitored separately. The Auditor Controllers office has financial oversight of CAP financials. CAP reports are prepared according to County procedures and generally acceptable accounting principles.