

Community Action Partnership of Madera County, Inc.



# 2016 Employee Climate Survey Report

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**Agency Mission**

“Helping people, changing lives, and making our community a better place to live by providing resources and services that inspire personal growth and independence.”



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Pictured above from left to right: Bill Frame on Walk a Mile in Her Shoes day, members of the Alternative Payment Program/ Resource & Referral during their "Pan Dulce & Hot Chocolate" fundraiser, Board Member Donald Holley snaps a picture with CAPMC staff on Denim Day to support the event.

# Letter from the Executive Director

Hello CAPMC Employees,

I want to thank the dedicated Employee Climate Survey Committee for their commitment to ensure the confidential collection of the 2016 surveys. Their role was vital to secure a true clear picture of how we serve our internal customer. You, the CAPMC employee, our greatest asset, the internal customer. Your voice matters and thanks to the committee we can proudly share our strengths and opportunities for improvement. I hope the committee members will continue to participate in the survey process. The 2018 survey is right around the corner.

I also want to thank the internal staff that completed a survey in 2016. It takes time away from your day-to-day work but it is time we value as an agency. We look forward to sharing the final report with each one of you.

In the 2014 Employee Climate Survey, the opportunities for improvement included satisfaction with current and future financial situation (Employee Health section) and satisfaction with pay and benefits package. In 2014, the Board of Directors approved the first internal Salary Study to determine whether employees were being paid justifiably. The results were considered as target measures, especially on the workforce where pay equity is deemed higher than the current CAPMC compensation schedule. It became imperative to recognize necessary adjustments as the California minimum wages law state new hourly rates increase each year until 2022 when minimum wage will be \$15.00 per hour. From 2014 – 2016 the Fiscal, Human Resources, Administration and Program Managers worked to address the disparities for all classifications identified in the 2014 Salary Study. In July 2017, the Board of Directors approved a 7.5% increase for classifications listed under the Clerical and Technical Series of the current Compensation and Salary schedule while Program Managers, Fiscal, Human Resources and Administration complete the 2017/2018 Salary Study.

In regards to employee benefits, the Human Resources Department released a Request for Proposals and the Board of Directors supported staff's recommendation to select a new broker to oversee the benefit package offered to CAPMC employees. Information regarding Open Enrollment will be available in the next few months.

As the 2016 surveys were compiled, aggregated and analyzed, the change indicates that our percentages have dropped overall. I look forward to working with the Program Managers to address the opportunities for improvement, improve communication by providing all employees with e-mails and passwords to CAPnet (intranet) to access information related to our agency. In the next 12 months, CAPMC will prepare a self-review of the Community Action Partnership, Standards of Excellence. It is our hope that we will identify and develop systems to achieve excellence in all standards. Your success is our success and together we will continue in helping people and changing lives by making our agency a better place to work. Be well and safe. Thank you for your dedication and service to CAPMC.



**Mattie Mendez**  
Executive Director

## Agency Scorecard Results

Topic	2010 Results	2012 Results	2014 Results	2016 Results
CAPMC	70%	81%	84%	79%
Fiscal	No Data	81%	83%	78%
Human Resources	74%	77%	79%	76%
Internal Communication	78%	79%	82%	78%
My Role	78%	77%	81%	76%
My Supervisor	77%	73%	83%	74%
My Co-Workers	83%	79%	85%	81%
Professional Development & Training	78%	79%	86%	76%
Safe & Secure Work Environment	85%	87%	91%	91%
Satisfaction	No Data	69%	77%	66%
My Technology	64%	69%	62%	58%

## Strengths

1. My paycheck is accurate and on time.
2. I have the materials to do my work effectively.
3. I understand the process for reporting workplace injuries.
4. I have received some form of Safe Environment/IIPP training within the last year.
5. The technology I use on the job is reliable.

## Opportunities for Improvement

1. I know where to access the Accounting Financial Policies & Procedure Manual.
2. I am aware of the Employee Assistance Program (EAP).
3. I receive recognition or praise on a regular basis for doing good work.
4. How satisfied are you with your involvement in decisions that affect your work?
5. I find CAPnet a useful tool for information.

## Employee Health








	2014	2016
Financial	52.7%	44.2%
Occupational	77.2%	73.1%
Physical	87.6%	86.9%
Environmental	89.6%	83.8%
Intellectual	88.0%	86.9%
Emotional	91.1%	88.4%
Spiritual	89.2%	89.6%
Social	86.2%	87.3%















































































































Pictured above from top to bottom: Members of the Fresno Migrant/Seasonal Head Start program during a Leadership Training, Human Resources staff promoting the grand prizes for Safety Awareness Month.





































































































Staff members of the Biola Migrant Head Start supporting Denim Day.

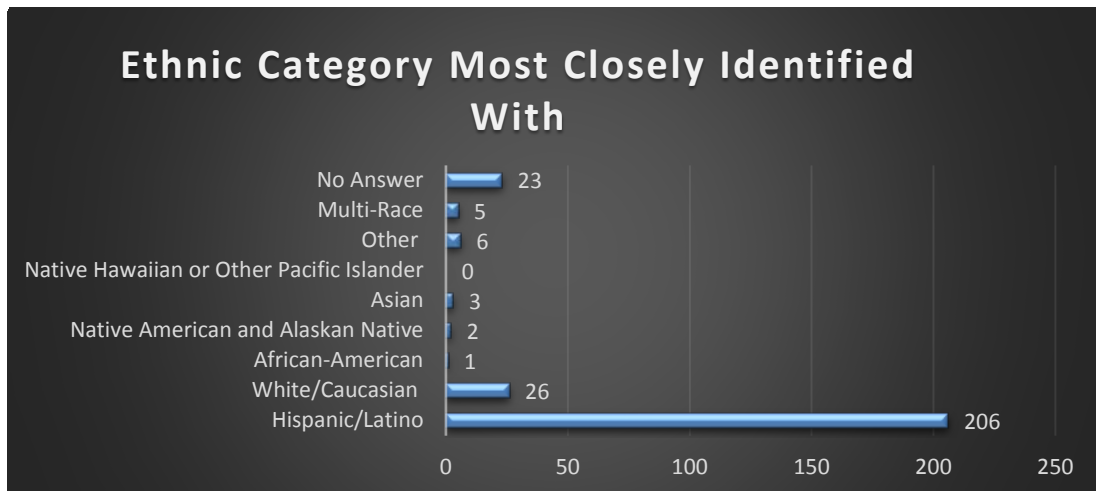
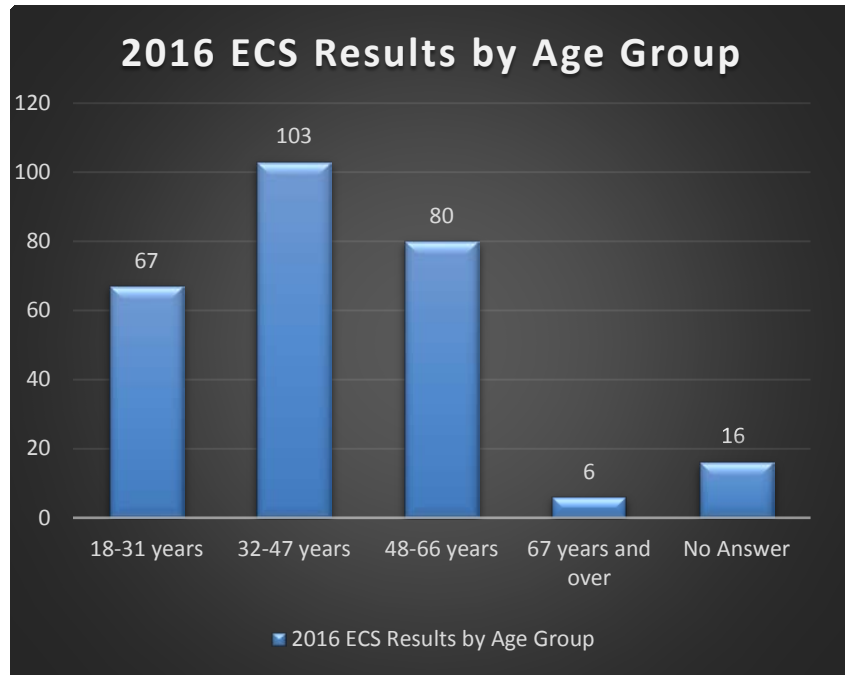
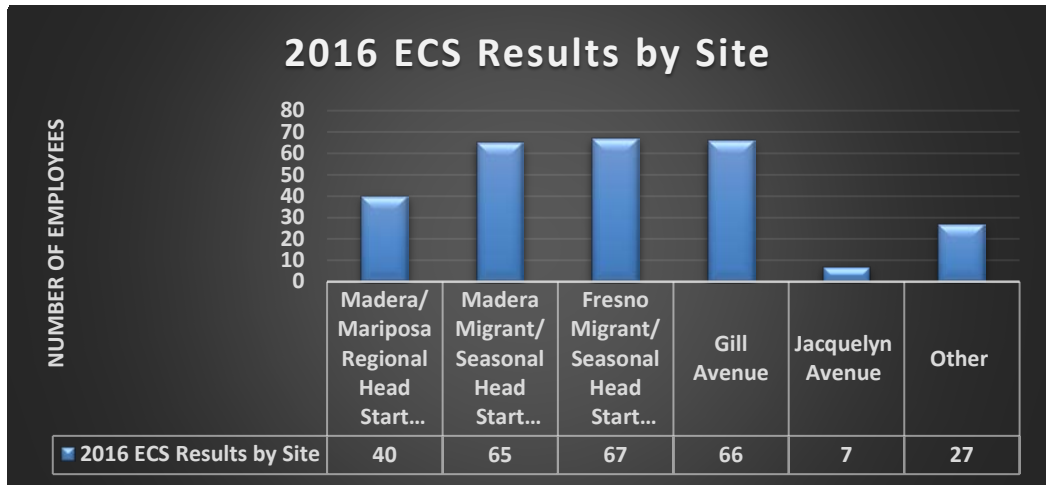
	80.0%		0.0% or more
	75.0%		-3.0% to 0%
	65.0%		-3.0% or less
	60.0%		

	2016	2014	Change
<b>CAPMC</b>	 79.3%		
1. Customer satisfaction is a clear goal for the Agency.	 86.1%	 91.5%	 -5.4%
2. Administration	 77.7%	 79.2%	 -1.5%
3. Human Resources (HR)	 76.6%	 81.8%	 -5.2%
4. Fiscal	 73.8%	 75.4%	 -1.6%
5. Community Services	 82.9%	 86.9%	 -4.0%
6. Madera/Mariposa Regional Head Start Centers	 82.3%	 80.4%	 1.9%
7. Madera/Merced Migrant Head Start Centers	 80.3%	 81.7%	 -1.4%
8. Madera Head Start Office	 69.1%	 77.2%	 -8.1%
9. Fresno Migrant Head Start Centers	 84.2%	 90.2%	 -6.0%
10. Fresno Migrant Head Start Office	 77.2%	 92.4%	 -15.2%
11. Victim Services	 85.1%	 86.6%	 -1.5%
12. Child Care Alternative Payment and Resource & Referral Program	 76.0%	 86.9%	 -10.9%
<b>FISCAL</b>	 77.7%		
13. The Fiscal Department has been responsive to my questions.	 81.1%		
14. The Fiscal Department has provided me with accurate information within a reasonable time.	 78.4%	 78.5%	 -0.1%
15. The Accounting Financial Policies and Procedures Manual is a useful tool to find necessary information related to the Fiscal Department.	 66.3%	 70.6%	 -4.3%
16. I know where to access the Accounting Financial Policies & Procedure Manual.	 58.6%		
17. My pay check is accurate and on time.	 94.6%	 92.7%	 1.9%
18. The Fiscal Department staff are knowledgeable and have the expertise I need to assist me.	 87.2%	 88.0%	 -0.8%
<b>HUMAN RESOURCES</b>	 75.7%		
19. The Human Resources Department effectively communicates information about benefits and compensation.	 79.4%	 82.5%	 -3.1%
20. The Human Resources Department effectively communicates information about job openings.	 76.9%	 78.4%	 -1.5%
21. The Human Resources staff has provided me information when requested.	 84.0%	 87.2%	 -3.2%
22. The Personnel Policies and Procedures Handbook and Acting with Integrity booklet are useful tools to find necessary information.	 85.5%	 86.8%	 -1.3%
23. I am aware of the Employee Assistance Program (EAP).	 52.8%	 61.6%	 -8.8%
<b>INTERNAL COMMUNICATION</b>	 78.3%		
24. I have the appropriate information to do my job well.	 80.7%	 84.1%	 -3.4%
25. I find the Agency newsletter beneficial to read and full of useful information.	 75.9%	 80.1%	 -4.2%
<b>MY ROLE</b>	 75.9%		
26. I know what is expected of me at work.	 95.6%	 96.9%	 -1.3%
27. The mission of the Agency makes me feel my job is important.	 84.1%	 91.8%	 -7.7%
28. I have the materials and equipment I need to do my work efficiently.	 73.0%	 70.5%	 2.5%
29. My workload is reasonable.	 55.6%	 64.8%	 -9.2%
30. At work, my opinions seem to count.	 66.5%	 73.9%	 -7.4%
31. At work, I have the opportunity to do what I do best every day.	 82.6%	 88.8%	 -6.2%
32. I know how my work relates to the Agency's strategic plan, CapQuest.	 73.7%	 82.7%	 -9.0%
<b>MY SUPERVISOR</b>	 74.0%		
33. Steps are taken by my supervisor to deal with a poor performer who cannot or will not perform.	 70.9%	 75.5%	 -4.6%

	80.0%		0.0% or more
	75.0%		-3.0% to 0%
	65.0%		-3.0% or less
	60.0%		

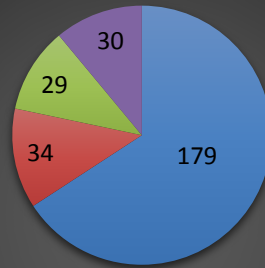
	2016	2014	Change
34. My supervisor treats me with respect.	 86.2%	 94.0%	 -7.8%
35. My supervisor keeps me well informed about management decisions.	 73.0%	 83.8%	 -10.8%
36. My supervisor provides me with constructive suggestions to improve my job performance.	 77.8%	 85.1%	 -7.3%
37. In the last six months, my supervisor spoke with me about my performance.	 72.2%	 89.1%	 -16.9%
38. My supervisor supports my need to balance work and other life issues.	 80.3%	 84.5%	 -4.2%
39. My supervisors inspires me to do my best work.	 75.6%		
40. I receive recognition or praise on a regular basis for doing good work.	 56.0%	 67.7%	 -11.7%
<b>MY CO-WORKERS</b>	 80.8%		
41. I am proud to be a member of my team.	 89.6%		
42. I have a good friend at work.	 62.0%	 68.4%	 -6.4%
43. The people I work with cooperate to get the job done.	 82.9%	 86.8%	 -3.9%
44. Someone at work seems to care about me as a person.	 81.3%	 86.7%	 -5.4%
45. My co-workers are committed to doing quality work.	 85.5%	 89.9%	 -4.4%
46. My team looks for ways to do things better.	 83.3%	 90.9%	 -7.6%
<b>PROFESSIONAL DEVELOPMENT AND TRAINING</b>	 78.5%		
47. In the past year, I have had the opportunity to learn and grow.	 83.5%	 91.4%	 -7.9%
48. I am given a real opportunity to improve my skills in my organization.	 77.5%	 83.8%	 -6.3%
49. My department supports employee development and training.	 81.5%	 87.3%	 -5.8%
50. In my most recent performance appraisal, I understand what I had to do to be rated at different performance levels (example: Distinguished, Exceeds Expectations, Solid Performer).	 78.7%	 83.3%	 -4.6%
51. Someone at work encourages my development.	 71.4%	 83.5%	 -12.1%
<b>SAFE AND SECURE WORK ENVIRONMENT</b>	 90.6%		
52. Employees are protected from health and safety hazards on the job.	 92.9%	 93.2%	 -0.3%
53. Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.	 84.1%	 90.8%	 -6.7%
54. I understand the process for reporting workplace injuries.	 92.6%	 91.6%	 1.0%
55. I have received some form of Safe Environment/IIPP training in the past year.	 92.7%	 87.8%	 4.9%
<b>SATISFACTION</b>	 66.0%		
56. Considering everything, how satisfied are you with your job?	 80.4%	 88.0%	 -7.6%
57. Considering everything, how satisfied are you with your pay?	 43.5%	 58.2%	 -14.7%
58. Considering everything, how satisfied are you with your benefits package?	 65.9%		
59. Considering everything, how satisfied are you with your opportunity to transfer/promote within the Agency?	 64.2%	 75.6%	 -11.4%
60. How satisfied are you with the information you receive from your direct supervisor on what's going on in the Agency?	 70.1%	 82.5%	 -12.4%
61. How satisfied are you with your involvement in decisions that affect your work?	 60.1%	 72.0%	 -11.9%
62. How satisfied are you with the training you receive for your present job?	 66.5%	 78.9%	 -12.4%
63. How satisfied are you with the clarity of policies and procedures related to your position?	 77.0%	 82.5%	 -5.5%
<b>TECHNOLOGY</b>	 57.6%		
64. The technology I use on the job is reliable.	 60.3%	 60.3%	 0.0%
65. Information Technology personnel is available to support my technology needs and solve problems quickly.	 56.8%	 64.4%	 -7.6%
66. I find CAPnet a useful tool for information.	 55.6%	 61.7%	 -6.1%

# Demographics: A Snapshot of the CAPMC Workforce



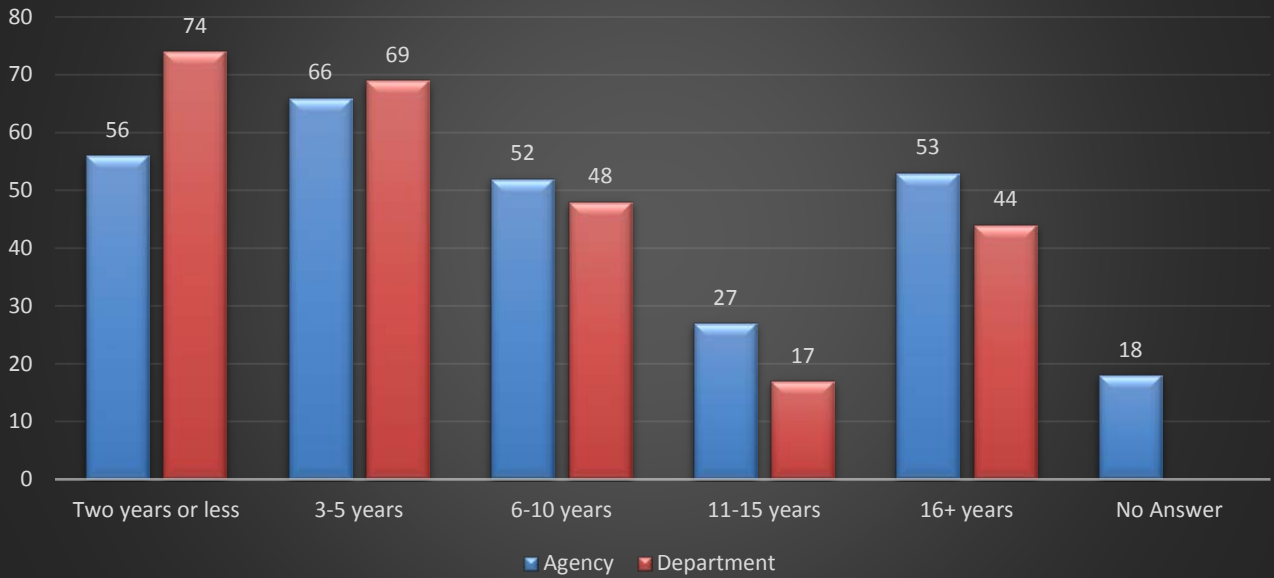


### Supervisory Status



- I do not supervise any employees
- I supervise 1-5 employees
- I supervise 6 or more employees
- No Answer

### How long have you been with the Agency? How long have you been with your current department?



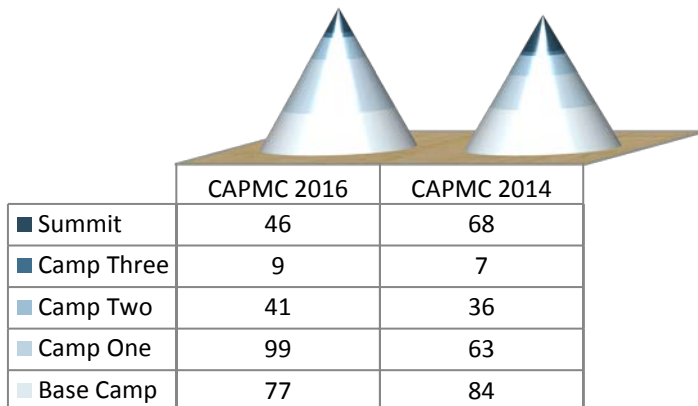
## Measuring Stick – A Gauge for Employee Engagement

CAPMC utilizes The Measuring Stick to capture perceptions of the Agency’s work environment. The strategic goal is to increase employee engagement, enhance job performance, which ultimately leads to superior services. CAPMC employees answer 12 questions, which are interwoven in the Employee Climate Survey. From those answers, employees are placed in a camp (taken from the book First, Break all the Rules by Curt Coffman and Marcus Buckingham), based on a mountain climbing metaphor:

- **Base Camp:** *New employees or employees that have been in the organization for less than one year fall into this camp. Their main concern is, “What do I get from this role?”*
- **Camp 1:** *These employees want to know if they are doing well in their role. They want to feel appreciated and valued for their individual contributions. They want to know if the organization will invest in their growth.*
- **Camp 2:** *Employees in this camp are interested in finding out if they belong. They are concerned if their value system fits in with the organization’s mission and vision.*
- **Camp 3:** *This is an advanced stage. Employees in this camp are seeking to grow. They want to make things better, learn, and be innovative.*
- **Summit:** *If all 12 questions can be answered positively, the employee is at the Summit. They are actively engaged in the organization.*

Below are The Measuring Stick results from the 2016 Employee Climate Survey. Compared to 2014, the percentages have decreased at the Summit level, as well as in Base Camp. Percentages have increased in a Camp One, Two, and Three.

This could be in relation to the number of new employees and employees being promoted or transferred to new positions.



### Base Camp:

- I know what is expected of me at work.
- I have the materials and equipment I need to do my work efficiently.

### Camp 1:

- At work, I have the opportunity to do what I do best every day.
- I receive recognition or praise on a regular basis for doing good work.

- Someone at work seems to care about me as a person.

- Someone at work encourages my development.

### Camp 2:

- At work, my opinions seem to count.
- The mission of the Agency makes me feel my job is important.

- My co-workers are committed to doing quality work.

- I have a good friend at work.

### Camp 3:

- In the last six months, my supervisor spoke with me about my performance.

- In the past year, I have had the opportunity to learn and grow.

### Summit:

- All Questions Answered Positively

## Employee Comments

Employee comments are valuable in collecting information, as employees are asked to share additional information if they would like. In doing so, CAPMC is able to see trends as well as learn more where there is room for improvement. CAPMC staff comments from this survey include:

- One of the suggestions is to provide different events to help teachers and other staff working with children different ideas on how to work with children.
- Workload is too much for pay. Other places are paying better salaries and it's not that many responsibilities and paperwork.
- Although pay isn't great, the benefits help a lot with medical costs.
- I am very happy working for this agency. I would like to continue working here and with the opportunities offered to us to us to be better people, at work, in the community, and society.
- Have minimum pay raised depending on education status.
- For our current benefits package I would like to add a gym membership. Or give points or rewards system for how many steps a person completes in each month. This will increase wellness.
- Train supervisors to be more sensitive to their employees and have better communication skills.
- More trainings on how to work with children who have disabilities. Thank you for recognition we receive because it is more motivation.
- I really enjoy all the fun events all of the departments host like fundraisers or the health fair. Theme days/ weeks are super fun too. Overall, I am happy to work for such an awesome agency.
- The current retirement plan is not sufficient to adequately prepare long term employees for retirement.

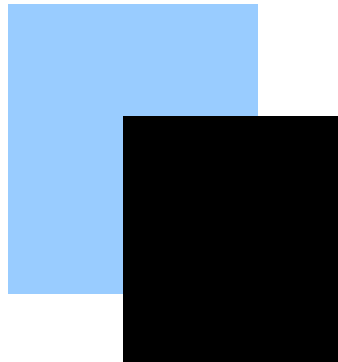
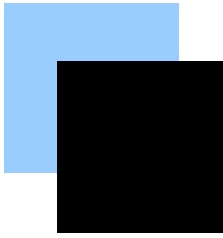
Some of the major trends found throughout the comments shared by staff was the low satisfaction with the rate of pay and feeling the pay did not compensate as it should for the workload. Management is actively working towards addressing all wage disparities beginning with an approved wage increase of 7.5% for all clerical and technical positions effective July 1, 2017. A salary study is also being worked on to fully close any wage disparities.



Pictured Above: Staff supporting One Billion Rising campaign, Head Start staff supporting Super Hero Day, Adriana Pompa wins a grand prize for her participation in Safety Awareness Month.

Pictured Below: Head Start staff poses for a picture, Victim Services staff at Soup Bowl Day, Joaquin Hernandez and Carol Chavez volunteer for Kid's Day.





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