

PERFORMANCE MANAGEMENT SCORECARD

**A performance measurement instrument for
Community Action Agencies**

Revised: 02/2021

PERFORMANCE MANAGEMENT SCORECARD

The creation of the Performance Management Scorecard (Scorecard) in 2007 was fostered by Mid's involvement in the Pathways to Excellence process (Community Action Partnership's Organizational Capacity Building Initiative). We felt that we needed a way to evaluate the "health or condition" of the various agency programs. While all programs are not created equal in their ability to pay a living wage; their propensity for on-the-job injuries; or to provide additional training hours. This scorecard was not meant to be a total reflection of a Program Director's ability, but more a report of the condition of the program. The process continues to be a work in progress, and we hope that others may use it as a basis for establishing their own versions. Community Action Partnership of Mid-Nebraska (Mid) welcomes your suggestions and comments. You can visit us at www.communityactionmidne.com or email Jackie Harpst jharpst@mnca.net or Carrie Eurek ceurek@mnca.net, if you have any questions or comments.

WHY A PERFORMANCE MANAGEMENT SCORECARD?

1. It assists in meeting the Organizational Standards, Pathways and Award for Excellence requirements.
2. It provides benchmarks that can be used to evaluate the program's and agency's core weaknesses.
3. It provides benchmarks that can be used to evaluate the program's and agency's core strengths.
4. It promotes greater efficiencies in support services (support staff should not have to be continuously following up on requirements).
5. It fosters a spirit of competition. (No one likes to be last)
6. It can provide a partial basis for managerial evaluations.
7. It provides a measure of risk assessment in daily operations.
8. It provides a measure of assurance to funding sources (existing and potential) that additional internal controls are in place.
9. Keeps the Executive Director/CEO informed.
10. Keeps the Board of Directors informed.

PERFORMANCE MANAGEMENT SCORECARD INTERPRETATION

The Scorecard looks at the non-subjective elements of what makes each of Mid's programs function as follows:

1. Under the **Category** heading the 22 basic elements for review are listed. A base point scale (**Base**) was established that is weighted by the interpreted value of the item to Mid's overall operation. For instance, #17. Budget: Revenues meet or exceed expenditures has a base point value of 30; whereas, #4. Accidents involving staff injuries has a base point value of 10. This is not to say that staff accidents are not an important portion of Mid's operation, but realistically the importance to the overall program function is not as important as budgetary considerations.
2. The **Point** is the multiplier based on how well the program scored for each category. If we looked at # 1. Job descriptions current and the program had 100% of their job descriptions current, they would have a point of 3. We would take that 3 and multiply it by the Base which in this case is 20. The resulting score would be 60. This would continue through each of the categories.
3. If a program does not have to achieve any results in a category, they may receive a non-applicable (n/a) score in that category. For instance in our agency, Public Transportation does not keep customer files, thus #11. Customer File review is not-applicable. This is an adjustment from the "Total Possible" points.
4. To recap, the determination of the Base scale was our interpretation of value to the overall function of the agency. This is not to say that an agency should not change this to fit their individual situation. For instance, if your "mod" factor under Worker's Comp happens to be out of control you may want to rate # 4. Accidents involving staff injuries at a higher Base value.

As you can see, there is not much flexibility in the timelines or the achievement of the elements for the score. These elements are essential to our core operational strength and they need to be strictly followed.

Categories 6, 11, 12, and 15 rely on internal control review forms which are included at the end of this document for your reference. For instance, #11. Customer File review the reviewer looks at the key elements a funding source audit would review in a particular program's client files (Proof of income, proof of citizenship, etc.) Checklists were developed that outline the required items and a review of a minimum of 3 files is conducted. In #12. Site Review, an instrument was created that verifies key elements of safety, accessibility, compliance, which are factors in our Risk Assessment Worksheets, as well as, the visibility of our offices. Mid has over 30 offices and classroom locations scattered over 23,000 square miles and consistency and visibility of these locations is important to our overall operation. In 2010-2011, we started tracking and scoring #15. Advocacy. This category tracks public presentations and interactions made by individual programs. This information is used to determine what the acceptable level of advocacy should be in our organization.

In the development of the Performance Management Scorecard, we originally tried to avoid areas that involved the achievement of a program's individual ROMA goals. We were trying to look at what makes the "engine" run well and not necessarily at the destination. We ultimately decided that we were evolving sufficiently in our goal predictions to incorporate the data from National Performance Indicators (NPI) report into a scoring format. In 2010, we incorporated #10. ROMA Goals (Target) Achieved. It is important to note that we are still emphasizing accuracy in this category, by scoring not only the achievement of the goals but how closely it was predicted.

In addition to this Performance Management Scorecard, we also use another instrument, the Strategic Planning Scorecard. This incorporates the use of the ROMA logic models and the corresponding CSBG/NPI reports in a different scoring format. In 2013, we started scoring program input with Strategic Plan Goals Tracked.

PERFORMANCE MANAGEMENT SCORECARD

Program _____ Director _____

Year ending _____ Total Staff _____

	CATEGORY	BASE (measures)	POINT	SCORE (Base x Point)	COMMENTS
1	Job descriptions current	20			
2	Staff appraisals complete & on time	20			
3	Change in Status complete & on time	20			
4	Accidents involving staff injuries	10			
5	Living Wage Achieved for Full-Time Staff *	10			
6	Total Staff training hours	10			
7	Staff issues resolved appropriately and in a timely fashion	30			
8	ROMA Goals established	30			
9	ROMA Data compiled	30			
10	ROMA Goals (Target) Achieved	10			
11	Customer File review	20			
12	Site Review	20			
13	Customer survey/issues resolved appropriately and in a timely fashion.	30			
14	Partner survey/issues resolved appropriately and in a timely fashion	30			
15	Advocacy	20			
16	Budgets submitted to fiscal on time	20			
17	Budget: Revenues meet or exceed expenditures	30			
18	Reports to Funding sources accurate completed on time.	30			
19	Funding Source Issues/ Audit Results Resolved	30			
20	Match/In-Kind documented/secured.	30			
21	Additional funding streams developed	20			
22	Strategic Plan Goals Tracked	20			
	Total Scored				
	Total Possible			1470	
	Adjustment				
	Adjusted Total				
	Percent				

* could be a funding factor

SCORING CRITERIA

1. **JOB DESCRIPTIONS CURRENT**

(Current is defined as reviewed in last 3 years in alignment with Strategic Plan)

Standard 7.3: *“The organization has written job descriptions for all positions, which have been updated within the last five years.” Job descriptions should be notated when they were last updated/reviewed.*

Basis	Score
100% of regular staff have current job descriptions	3
90-99% of regular staff have current job descriptions	2
80-89% of regular staff have current job descriptions	1
< 80% of regular staff have current job descriptions	0
Verifying party	Human Resources

2. **STAFF APPRAISALS COMPLETED ANNUALLY AND ON TIME**

(In alignment with individual’s employment anniversary or set program review date)

Standard 7.6: *“The organization has a policy in place for regular written evaluations of employees by their supervisors.” This standard requires that the agency have a formal process for conducting staff reviews on an annual basis.*

Basis	Score
100% of regular staff appraisals are complete & on time	3
90-99% of regular staff appraisals are complete & on time	2
80-89% of regular staff appraisals are complete & on time	1
< 80% of regular staff appraisals are complete & on time	0
Verifying party	Human Resources

3. CHANGE IN STATUS (Salary Adjustments, FTE, Position Changes) ARE COMPLETE & ON TIME

(Prior to the completion of the next eligible payroll)

Basis	Score
100% of regular staff salary adjustments are complete & on time.	3
90-99% of regular staff salary adjustments are complete and on time.	2
80-89% of regular staff salary adjustments are complete and on time.	1
< 80% of regular staff salary adjustments are complete and on time.	0
Verifying party	Human Resources

4. ACCIDENTS INVOLVING STAFF INJURIES

Source: OSHA 300 Form

Basis	Score
Less than 2% of total staff reported staff injuries.	3
2-5% of total staff reported staff injuries	2
Over 5% of total staff reported staff injuries	0
Verifying party	Human Resources

5. LIVING WAGE ACHIEVED FOR REGULAR FULL-TIME STAFF

(Based on single person using Living Wage Calculator (Penn State), or (Appleseed Data))

Basis	Score
100% of staff earn Living Wage	3
90-99% of staff earn Living Wage	2
75-89% of staff earn Living Wage	1
<75% of staff earn a living wage	0
Verifying party	Human Resources/Payroll

6. STAFF TRAINING HOURS

Source: *Staff Development Report Form*

Basis	Score
Average training hours per employee 10 or more hours	3
Average training hours per employee 5-9 hours	2
Average training hours per employee 1-4	1
No training hours recorded	0
Verifying party	Human Resources

7. STAFF ISSUES RESOLVED APPROPRIATELY AND IN A TIMELY MANNER

Source: *Employee Grievance Procedure/staff survey*

Basis	Score
No staff issues or staff issues resolved appropriately and in a timely manner.	3
Issues require follow up by Administrative Staff due to complexity. (may still have been handled appropriately)	1
Issues inappropriately handled	0
Verifying party	Human Resources, Administration

8. ROMA GOALS ESTABLISHED

Recommended by July 15th for submission to ROMA Coordinator/Committee (Plan due Aug 1)
Standard 9.4: *“The organization submits its annual CSBG Information Survey Data Report and it reflects client demographics and organization-wide outcomes.”*

Basis	Score
ROMA goals for the annual Plan are established & submitted on time.	3
ROMA goals are established & submitted within 3 working days of the internal deadline.	2
ROMA goals are established & submitted within 4 working days of internal deadline.	1
ROMA goals are established & submitted after the 4th working day of internal deadline.	0
Verifying party	ROMA Coordinator

9. ROMA DATA COMPILED

CSBG reports are due April 1 and October 1 to Mid’s ROMA Coordinator/Committee (Results are due to State annually in February)

Standard 9.3: *“The organization has presented to the governing board for review or action, at least within the past 12 months, an analysis of the agency’s outcomes and any operational or strategic program adjustment or improvements identified as necessary.” Could be demonstrated via program committee review and the resulting committee minutes of the discussion and via the report to the full board.*

Basis	Score
ROMA data is compiled & submitted by the internal deadline.	3
ROMA data is compiled & submitted within 3 working days of deadline.	2
ROMA data is compiled & submitted within 4 working days of deadline.	1
ROMA data is compiled & submitted to the ROMA trainer after the 4th working days of deadline.	0
Verifying party	ROMA Coordinator

10. ROMA GOALS (Target) ACHIEVED

Source: CSBG/National Performance Indicator
From reports compiled as of November 1

Basis	Score
Average Percentage achieving outcomes in all categories. 80% > and <120%	3
Average Percentage achieving outcomes in all categories. 60%-79% or 120%-140%	2
Average Percentage achieving outcomes in all categories. < 59% or 141%>	1
<i>If not required, adjust from point total</i>	n/a
Verifying party	ROMA Coordinator

11. CUSTOMER FILE REVIEW

Source: File Review Form

Minimum of 3; maximum of 1% of Program Customers

Basis	Score
Files complete, kept confidential	3
Minor issues with data reviewed, correctable (i.e. checklists, staff signatures etc.)	2
Major issues with data reviewed, correctable (i.e. proof of income or qualifying information)	1
Major issues with data reviewed, not correctable (i.e. over income or not qualified)	0
<i>If not required, adjust from point total</i>	n/a
Verifying party	Admin review team

12. SITE REVIEW

Source: Site Review Form

Number of office/center sites _____

Basis	Score
Sites achieve all 11 of the required elements from the Site Review form.	3
Sites achieve 10 of the required elements from the Site Review form.	2
Sites achieve 9 of the required elements from the Site Review form.	1
Sites achieve 8 or less of the required elements from the Site Review form.	0
Verifying party	Review team

13. CUSTOMER SURVEY/ISSUES RESOLVED APPROPRIATELY AND IN A TIMELY MANNER

Source: Grievance Form/correspondence/surveys as of tracking year.

Standard 1.3: *The organization has a systematic approach for collecting, analyzing and reporting customer satisfaction data to the governing board.*

Basis	Score
No issues or Customer/Stakeholder survey/issues resolved appropriately and in a timely manner.	3
Issues require follow up by Administrative Staff.	1
Issues inappropriately handled	0
Verifying party	Grievance Committee, Administration

14. PARTNER SURVEY/ISSUES RESOLVED APPROPRIATELY AND IN A TIMELY MANNER

Source: administrative correspondence/partner surveys/grievance reports as of tracking year.
 Standard 2.2: *“The organization utilizes information gathered from key sectors of the community in assessing needs and resources, during the community assessment process or other times. These sectors would include at minimum: community-based organizations, faith-based organizations, private sector, public sector and educational institutions.”*

Basis	Score
No issues or Partner survey/issues resolved appropriately and in a timely manner.	3
Issues require follow up by Administrative Staff.	1
Issues inappropriately handled	0
Verifying party	Administration

15. PROGRAM ADVOCACY

Source: *Advocacy Interactions Form*, Advocacy tracking file

Basis	Score
Three or more Advocacy Interactions (maximum of 2 from each category worksheet)	3
Two Advocacy Interactions	2
One Advocacy Interaction	1
No Interactions	0
Verifying party	Grants

16. BUDGETS SUBMITTED TO FISCAL ON TIME

Budgets submitted to fiscal office by both the program fiscal year and agency fiscal year deadlines.

Basis	Score
Budgets completed and submitted to fiscal on time	3
Budget submitted within 3 working days of deadline	2
Budgets submitted after 4 working days of deadline	1
Budgets submitted after 5 working days of deadline	0
Verifying party	Fiscal Department

17. BUDGET: REVENUES MEET OR EXCEED EXPENDITURES

Source: Revenue and Expenditure Reports as of program fiscal year

Basis	Score
Revenues meet or exceed expenditures (within budget)	3
Expenditures exceed revenues (<2%)	1
Expenditures exceed revenues (>2%)	0
Verifying party	Fiscal Department

**18. NEW & ONGOING GRANT APPLICATIONS/ REPORTS TO FUNDING SOURCES
ACCURATE & COMPLETED ON TIME**

Source: Correspondence, funder surveys, internal control

Basis	Score
Grants/Reports to funding sources on time & accurate	3
Grants/Reports on time, but returned for correction	2
Grants/ Reports late	0
<i>If not required, deduct from point total</i>	<i>n/a</i>
Verifying party	Grants, Fiscal Department

19. FUNDING SOURCE ISSUES/AUDIT RESULTS RESOLVED

Source: Funder survey, programmatic audits, monitoring reports, reviews, correspondence
Standard 8.2 “All findings from the prior year’s annual audit have been assessed by the organization and addressed where the governing board has deemed it appropriate.”

Basis	Score
No findings/issues	3
Minor corrections (deficiencies) required	2
Major corrections (deficiencies) required	0
<i>If not required, adjust from point total</i>	<i>n/a</i>
Verifying party	Administration Fiscal Department

20. MATCH/IN-KIND DOCUMENTED AND SECURED

Basis	Score
Match/In-kind documented on an on-going basis	3
Match/In-kind documented only at end of year	2
Match/In-kind not secured as required	0
<i>If not required, adjust from point total</i>	<i>n/a</i>
Verifying party	Fiscal Department

21. ADDITIONAL FUNDING DEVELOPED

Basis	Score
Program is successful in securing additional funding outside of primary grant.	3
Program is active in <u>seeking</u> (not successful) additional funding outside of primary grant.	2
Program is not active in seeking additional funding outside of primary grant.	1
Program is not required to seek additional funds.	n/a
Verifying party	Grant Managers, Administrative Staff

22. STRATEGIC PLAN GOALS ARE TRACKED AND REPORTED

Basis	Score
Strategic Plan goals, objectives, and outcomes (relevant to program) are tracked and progress submitted by deadline (updated every 6 months)	3
Strategic Plan goals, objectives, and outcomes are submitted with 3 working days of deadline.	2
Strategic Plan goals, objectives, and outcomes are submitted with 4 working days of deadline	1
Strategic Plan goals, objectives, and outcomes are submitted after the 4 th working day of the deadline	n/a
Verifying party	Grant Managers, Administrative Staff

PERFORMANCE MANAGEMENT SCORECARD RECAP

The recap is basically a report card. With our first review of our agency programs in 2007, it was interesting to note that the two programs that scored the highest scores (100%), represented our largest program (Head Start with the greatest number of staff) and one of our smallest programs (RSVP with one staff member). We felt that this gave some validity to our scoring criteria and demonstrated that it did not favor either a larger or smaller program. This trend has continued.

Note: This is not to say that a larger program is as easy to manage as a smaller program, just that the standards to which they are held should be the same.

**PERFORMANCE SCORECARD 2020
RECAP**

90-100%	80-89%	70-79%	Below 70%
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Code	Program	Director <i>(italics=new director)</i>	Staff	Score
31300	Housing	Jackie Harpst	1	100%
31400	Community Services	Tammy Jeffs	11	97%
31600	Senior Volunteer	Tammy Jeffs	1	96%
31700	RAFT	Erin Nelson	1	97%
32200	Head Start	Lisa Giboney	95	99%
33000	North Platte Senior Center	Meredith Collins	5	97%
33200	Peterson Senior Center	Tammy Jeffs	3	96%
33500	Minden Senior Center	Meredith Collins	2	97%
34000	Women Infants & Children (WIC)	Judy Schultz	18	97%
34300	Commodity Supplemental Foods (CSFP)	RaeLynn Johnson	3	88%
34600	Food Bank/Mobile Pantry	RaeLynn Johnson	1	97%
34900	Immunization	Tish Meyer	2	98%
36500	Weatherization	Jackie Harpst	4	98%
38400	Transportation	Charles McGraw	42	98%
	CAH/Rental Housing	Jackie Harpst	1	98%

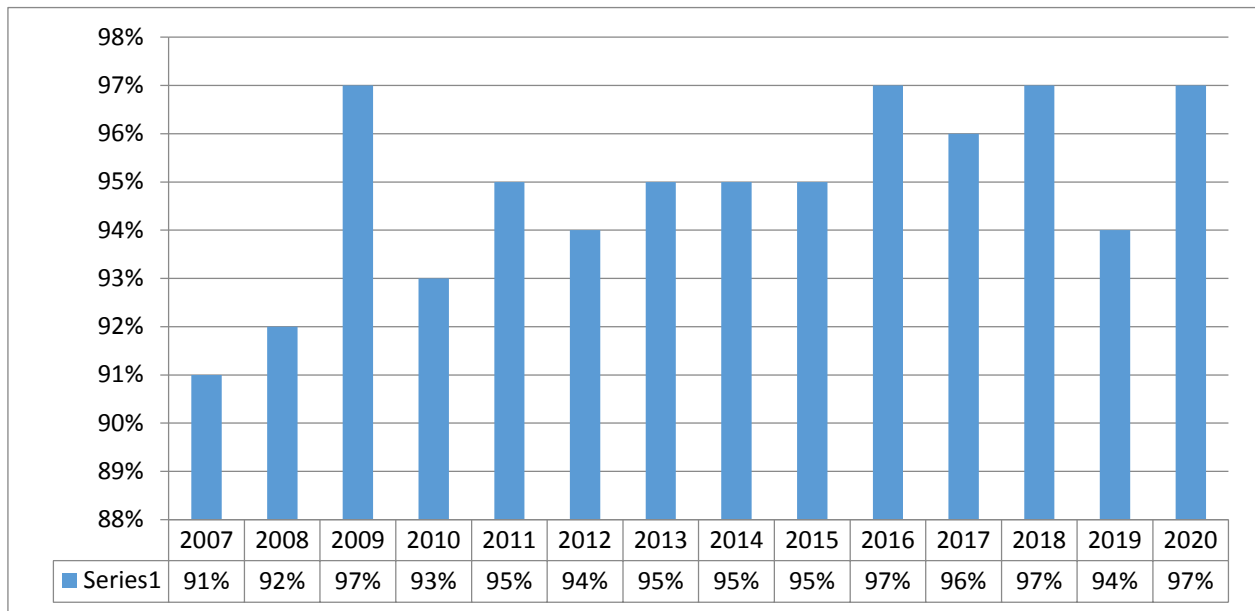
Agency Average **96.8%**

The goal is that all programs score in the blue (80-89%) to green (90-100%) categories. Scoring in the “Yellow” (70-79%) represents at least a passing or acceptable grade. However, scoring in the “Red” (>70%) is unacceptable.

We have charted the results of the total agency scoring since 2007. In 2009, we hit our peak in scoring with an agency high of 97%, which was repeated in 2016 and 2018. In 2011, we returned to our agency norm in the mid 90's. This probably is related to the additional categories we added. In 2011's Performance Management Scorecard, we added #15. Advocacy and utilized a revised #12. Site Review criteria which we outlined above. Previously we were measuring accessibility and appearance, the revised standard grades elements from our Risk Assessment & Management Checklists as well.

PERFORMANCE MANAGEMENT SCORECARD RESULTS

2007-2020



By taking the original scorecard and calculating the individual category scores separately for the current 15 programs, we have identified areas of improvement and areas which need to be improved.

Improvement:

- Accidents. 2019 = 71% to 2020 = 89%
- Budget: Revenues meet or exceed Expenses. 2019 = 89% to 2020 = 93%

Areas which need to be improved: **

- Staff Training: 2019 = 80% to 2020 = 51%
- ROMA Goals Achieved. ROMA Goals Achieved are based on targeting percentages and numbers served at the beginning of the year. This is difficult to predict due to the changing needs of both our programs and clients throughout the year. 2018 = 76% to 2019 = 81% to 2020 = 50%

** The low scores for Staff Training and ROMA Goals Achieved can be directly attributed to the COVID-19 Pandemic.

	CATEGORY	MAX	Total Scored	Total Possible	Adjustment	Adjusted Total	Percent %
1	Job Descriptions	60	900	900	0	900	100%
2	Staff Appraisals	60	900	900	0	900	100%
3	Change in Status	60	900	900	0	900	100%
4	Accidents	30	400	450	0	450	89%
5	Living Wage	30	450	450	0	450	100%
6	Staff Training	30	230	450	0	450	51%
7	Staff Issues	90	1350	1350	0	1350	100%
8	ROMA Goals	90	1260	1350	90	1260	100%
9	ROMA Data	90	1260	1350	90	1260	100%
10	ROMA Targets	30	180	450	90	360	50%
11	Customer File Review	60	340	900	540	360	94%
12	Site Review	60	0	900	900	0	n/a
13	Customer Survey	90	1350	1350	0	1350	100%
14	Partner Survey	90	1350	1350	0	1350	100%
15	Advocacy	60	0	900	900	0	n/a
16	Budgets Submitted	60	900	900	0	900	100%
17	Revenues/Expenditures	90	1260	1350	0	1350	93%
18	Reports to Funding	90	1320	1350	0	1350	98%
19	Funding Source Issues	90	1350	1350	0	1350	100%
20	Match Documented	90	720	1350	630	720	100%
21	Additional Funds	60	660	900	240	660	100%
22	Strategic Plan Goals	60	840	900	60	840	100%

The following is an example of the Staff Development Report referenced in Category #6.



Staff Development Report

Name: _____ Program: _____
(Please Print)

Date(s) of training: _____

Training obtained from:

Topic of training(s) and hours completed: (complete all that apply)

- | | | |
|---|--|---|
| <input type="checkbox"/> Child Abuse _____ hr(s) | <input type="checkbox"/> Cultural Diversity _____ hr(s) | <input type="checkbox"/> Housing _____ hr(s) |
| <input type="checkbox"/> Financial _____ hr(s) | <input type="checkbox"/> Health (including mental) _____ hr(s) | <input type="checkbox"/> Safety _____ hr(s) |
| <input type="checkbox"/> Legal, HR issues _____ hr(s) | <input type="checkbox"/> Nutrition _____ hr(s) | <input type="checkbox"/> Transportation _____ hr(s) |
| <input type="checkbox"/> Educational _____ hr(s)
(including special needs) | <input type="checkbox"/> Technology _____ hr(s) | <input type="checkbox"/> Other _____ hr(s) list below |

Please List: _____

How will you apply this training to your everyday job duties?

On a scale of 1 to 5, with 1 being not very beneficial and 5 being extremely beneficial, how would you rate the overall training? (Please select only one)

1

2

3

4

5

Employee Signature _____

Date _____

* If submitting electronically, typed name is acceptable; signature not required.

* Please remember to attach the agenda. Highlight the sessions you attended, if applicable.

* If several staff attended the training, please attach an attendance sheet. Only one Staff Development Form needs to be completed if this applies. Mid-46, 01/19

The following is an example of a File Review Form as referenced in Category #11.

FILE REVIEW _____(date)

PROGRAM: WEATHERIZATION

Reviewer: _____

Number of files checked: _____

FILE						
Criteria	Yes	No	Yes	No	Yes	No
Intake Form/Info						
Income Verification						
Information/Requirements Authorization to Proceed						
US Citizen Attestation (WX 15)						
Mold Assessment & Release form (WX 5)						
Pre and Post Back Draft and CO tests (WX 9)						
Client Questionnaire (WX 13)						
Mechanical System Inspection Form (WX 17)						
Measures Installed including costs						
WX Statement of Completion form (signed) (WX 21)						

The following is an example of a “Site Review” as referenced in Category #12.

Admin 28: Site Review Part I

The Site Review Procedure below is required to be completed on an annual basis by Program Directors. All items in this portion of the Site Review are required and used for scoring.

Date: ____/____/____

Location	Program

	Yes	No	N/A	Comments
CAPMN Sign Outside Office or Building				
Mission Statement (framed 8.5 x 11)				
Brand Promise (framed 8.5 x 11)				
Code of Ethics (framed 8.5 x 11)				
Federal Labor Poster (see last page for required information)				
Nebraska or Kansas Labor Poster (min. wage of \$8 / \$9 (NE))				
Grievance Policy				
Appearance (Office/classroom clean, free of hazards. Site appealing to customers (paint, décor, building appearance))				
ADA* (office/classroom ADA accessible and/or accommodated)				(If accommodation is required, please note)
Notice of Federal Interest (only Lexington and Ravenna Head Start sites)				
Vehicle Notebook (up-to-date insurance and safety info; only sites with agency vehicle)				
Fair Housing Poster (Community Service Coordinator sites and Admin only)				
And Justice for All Poster (only required for programs under USDA)				

*ADA audit forms are available by request if necessary.

Site Review Part II

Location	Program

Safety Issues

This portion of the Site Review Procedure is an evaluation tool and not a requirement. Items on this chart are not mandatory **except for** the Fire and Emergency Response Plan, which is required at all sites.

	Yes	No	N/A	Comments
Fire and Emergency Response Plan				
Entrance Alarms				
Security Cameras at the Entrance				
Carbon Monoxide Alarm				
Radio/Emergency Band				
Sprinkler System (fire suppression)				
Fire Extinguishers				
Smoke Alarms				
Flashlights				
First Aid Kit				
AED Batteries (need to be checked in Kearney, Lexington, Minden)				
Are there other occupants in the building?				

Federal Labor Law Required Posters

*Posters can be contained in a 6-in-1 format, or posted separately. Contact HR for copies, if needed.

EMPLOYEE RIGHTS UNDER THE FAIR LABOR STANDARDS ACT

FEDERAL MINIMUM WAGE

\$7.25 PER HOUR

STARTING JULY 24, 2009

The law requires employers to display this poster unless employees can readily see it.

- OVERTIME PAY**
At least 1 1/2 times the regular rate of pay for all hours over 40 in a workweek.
- CHILD LABOR**
An employer must not hire 18-year-olds for non-agricultural jobs and not hire 16- or 17-year-olds for non-agricultural jobs for the following jobs: Street Vending, Car Washing, Car Detailing, Carpet Polishing, and House Cleaning. Minimum Work Schedule for Agricultural Employees: 16-17-year-olds: 40 hours per week; 14-15-year-olds: 8 hours per week.
- TIP CREDIT**
Employers of "tipped employees" who earn a combination of base and tip wages must base their minimum wage requirement on the total amount of wages received. An employer who cannot pay a tipped employee the minimum wage, the employer must raise the tip credit.
- NURSING MOTHERS**
An employer must allow a nursing mother to express her milk for a nursing child at least once a day for 90 days after the child's birth, unless the employer can show that expressing milk is not in the employee's best interest. The employer must provide a reasonable break time and a private place, other than a bathroom, that is shielded from view and free from intrusion by coworkers and the public, which may be used by the employee to express breast milk.
- ENFORCEMENT**
The Department has authority to receive base wages and equal access to established wage and overtime pay complaints and other complaints. The Department may file a lawsuit on behalf of any employee. Employees may also file a lawsuit with the court. An employer who cannot pay a tipped employee the minimum wage, the employer must raise the tip credit.
- ADDITIONAL INFORMATION**
Certain occupations and establishments are exempt from minimum wage, overtime pay, and overtime pay provisions. For a complete list, see the Department of Labor's *Minimum Wage and Overtime Pay Handbook*.



"EEO is the Law" Poster Supplement

Employers Holding Federal Contracts or Subcontracts Section Revisions

- The Executive Order 11246 section is revised as follows:
RACE, COLOR, RELIGION, SEX, SEXUAL ORIENTATION, GENDER IDENTITY, NATIONAL ORIGIN
Executive Order 11246, as amended, prohibits employment discrimination based on race, color, religion, sex, sexual orientation, gender identity, or national origin, and requires affirmative action to ensure equality of opportunity in all aspects of employment.
- PAY SECURITY**
Executive Order 11246, as amended, protects applicants and employees from discrimination based on inquiring about, discussing, or disclosing their compensation or the compensation of other applicants or employees.
- The Individuals with Disabilities section is revised as follows:
INDIVIDUALS WITH DISABILITIES
Section 503 of the Rehabilitation Act of 1973, as amended, protects qualified individuals with disabilities from discrimination in hiring, promotion, discharge, pay, fringe benefits, job training, classification, referral, and other aspects of employment. Disability discrimination includes not making reasonable accommodations to the known physical or mental limitations of an otherwise qualified individual with a disability who is an applicant or employee, barring undue hardship to the employer. Section 503 also requires that Federal contractors take affirmative action to employ and advance in employment qualified individuals with disabilities at all levels of employment, including the executive level.
- The *Honorable Discharge* section is revised as follows:
PROTECTED VETERANS
The Vietnam Era Veterans' Readjustment Assistance Act of 1974, as amended, 38 U.S.C. 4212, prohibits employment discrimination against, and requires affirmative action to recruit, employ, and advance in employment, disabled veterans, recently separated veterans (i.e., within three years of discharge or release from active duty), active duty wartime or campaign badge veterans, or Armed Forces service medal veterans.
- Minority Supplement to EEOC P-D-15 (Revised 11/90) "EEO is the Law" Poster*
If you believe that you have been discriminated against (EEOC 1406-954251) TTY 1-477-8647 www.eeoc.gov

YOUR RIGHTS UNDER SERRA

THE UNIFORMED SERVICES EMPLOYMENT AND REEMPLOYMENT RIGHTS ACT

- REEMPLOYMENT RIGHTS**
The law gives you the right to be reinstated to your job or a similar one if you have been discharged from a military service after you have been discharged from a military service.
- RENTAL INSURANCE PROTECTION**
If you have the right to be reinstated to your job, you also have the right to be reinstated to your rental insurance.
- ENFORCEMENT**
If you have a complaint with SERRA, you can file a complaint with the Department of Justice, Office of Special Counsel, or you can file a lawsuit with the court.
- RIGHT TO BE FREE FROM DISCRIMINATION AND RETALIATION**
You have the right to be free from discrimination and retaliation based on your status as a veteran or former member of the uniformed services.

EMPLOYEE RIGHTS UNDER THE FAMILY AND MEDICAL LEAVE ACT

THE UNITED STATES DEPARTMENT OF LABOR WAGE AND HOUR DIVISION

- LEAVE ENTITLEMENTS**
Eligible employees are entitled to unpaid leave for up to 12 weeks of unpaid, job-protected leave in a 12-month period for the following reasons:
 - To care for a newborn child, or to care for a child who has been placed with the employee.
 - To care for a seriously ill family member.
 - To care for a child who is in the custody of the employee.
 - To care for a child who is in the custody of the employee.
 - To care for a child who is in the custody of the employee.
- BENEFITS & PROTECTIONS**
Employees on FMLA leave must receive the same treatment as other employees who are absent for any reason.
 - Employees on FMLA leave are not eligible for the company's health, life, and disability benefit plans during the leave.
 - Employees on FMLA leave are not eligible for the company's health, life, and disability benefit plans during the leave.
- ENFORCEMENT**
Employees who are denied their FMLA leave or who are discriminated against for taking FMLA leave may file a lawsuit with the court.



Equal Employment Opportunity is THE LAW

Private Employers, State and Local Governments, Educational Institutions, Employment Agencies and Labor Organizations

Employers are prohibited from discriminating against employees on the basis of race, color, religion, sex, national origin, age, disability, and certain characteristics of protected veterans.

PROHIBITED DISCRIMINATION
The Equal Employment Opportunity Act of 1967, as amended, prohibits an employer from discriminating against employees on the basis of race, color, religion, sex, national origin, age, disability, and certain characteristics of protected veterans. The law also prohibits an employer from discriminating against employees on the basis of race, color, religion, sex, national origin, age, disability, and certain characteristics of protected veterans.

REMEDY
An individual who believes that he or she has been discriminated against may file a charge of discrimination with the EEOC. The EEOC will investigate the charge and may file a lawsuit on behalf of the individual. The individual may also file a lawsuit with the court.

ENFORCEMENT
The EEOC has authority to receive complaints and investigate them. The EEOC may file a lawsuit on behalf of any individual. Individuals may also file a lawsuit with the court.

ADDITIONAL INFORMATION
Certain individuals and establishments are exempt from the law. For a complete list, see the Department of Labor's *Equal Employment Opportunity Act Handbook*.

EMPLOYEE RIGHTS EMPLOYEE POLYGRAPH PROTECTION ACT

The Employee Polygraph Protection Act prohibits most private employers from using lie detector tests either for pre-employment screening or during the course of employment.

- PROHIBITIONS**
Employees are generally prohibited from requiring or requesting any employee or job applicant to take a lie detector test, and from discharging, disciplining, or discriminating against an employee or prospective employee for refusing to take a test or for answering other rights under the Act.
- EXEMPTIONS**
Federal, State and local governments are not affected by the law. Also, the law does not apply to tests given by the Federal Government to certain private individuals engaged in national security-related activities.
- EXAMINEE RIGHTS**
Where polygraph tests are permitted, they are subject to numerous strict standards concerning the conduct and length of the test. Examinees have a number of specific rights, including the right to a written notice before testing, the right to refuse or discontinue a test, and the right not to have test results disclosed to unauthorized persons.
- ENFORCEMENT**
The Secretary of Labor may bring court actions to restrain violations and assess civil penalties against violators. Employees or job applicants may also bring their own court actions.

Job Safety and Health IT'S THE LAW!

All workers have the right to:

- A safe workplace.
- Raise a safety or health concern with your employer or OSHA, or report a work-related injury or illness, without being retaliated against.
- Receive information and training on job hazards, including all hazardous substances in your workplace.
- Request a confidential OSHA inspection of your workplace if you believe there are unsafe or unhealthy conditions. You have the right to have a representative contact OSHA on your behalf.
- Participate for your own representative (participate in an OSHA inspection and speak in private to the inspector).
- File a complaint with OSHA within 30 days (by phone, online or by mail) if you have been retaliated against for using your rights.
- See any OSHA citations issued to your employer.
- Request copies of your medical records, tests that measure hazards in the workplace, and the workplace injury and illness log.

Employers must:

- Provide employees a workplace free from recognized hazards. It is illegal to retaliate against an employee for using any of their rights under the law, including raising a health and safety concern with you or with OSHA, or reporting a work-related injury or illness.
- Comply with all applicable OSHA standards.
- Notify OSHA within 8 hours of a workplace fatality or within 24 hours of any work-related inpatient hospitalization, amputation, or loss of an eye.
- Provide required training to all workers in a language and vocabulary they can understand.
- Prominently display the poster in the workplace.
- Post OSHA citations at or near the place of the alleged violations.

On-Site Consultation services are available to small and medium-sized employers, without citation or penalty, through OSHA-supported consultation programs in every state.

This poster is available free from OSHA.

Contact OSHA. We can help.

1-800-321-OSHA (6742) • TTY 1-877-889-5627 • www.osha.gov

The following is an example of the Staff and Board Advocacy Form as referenced in Category #15.

STAFF and BOARD Presentation and Advocacy Interactions* Form

Name : _____ Date of Interaction : _____

Program: _____

Please circle the correct category:

Category A	Category B	Category C	Category D	Category E
Legislative Representatives: State & Federal	Elected Public Officials: County, City	Civic Organizations: United Way, Jaycees, etc.	Media interview/coverage Television, Radio, Newspaper	High Schools, Youth Groups, Churches, Other

Name/Type of group, or person contacted: _____

Estimated size of audience: _____

Were you scheduled as a presenter? _____ Yes _____ No

Did you provide them with an Agency overview? _____ Yes _____ No

Did you provide them with a Program overview? _____ Yes _____ No

Was the Strategic Plan's key priorities (key advocacy goals) of **FINANCIAL LITERACY/LIFE SKILLS, EDUCATION, HEALTH, HOUSING, FOOD SECURITY OR TRANSPORTATION** presented?
 _____ yes _____ no (please circle those presented)

Was this a training presentation _____ Yes _____ No

Subject matter discussed or presented: _____

***Advocacy requires interaction. If you are not presenting or actively participating in the discussion that provides information or advances an agenda for your program or customer, it would not be considered an advocacy interaction. Please see advocacy policy for addition clarification.**

Return completed form to Martha Stribling, mstribling@mnca.net, at the Administrative Office.