



Human Resources Management (PA-HR)

2026 Updates for Public Agencies

Purpose

The agency's human resources practices attract and retain a competent and qualified workforce that is capable of supporting the agency's mission and strategic goals.

Introduction

Recruiting, developing, and retaining a competent, qualified, and committed workforce is essential to any high functioning public agency. Effective human resources practices ensure that the agency's workforce supports its mission and strategic goals, promote high levels of personnel satisfaction and retention, and establish a supportive culture and climate that maximize performance to achieve desired outcomes.

Interpretation: *The term “personnel” covers full-time and part-time employees. Standards that apply to direct service volunteers, student professionals, interns, or-and independent contractors specifically note their inclusion. COA does not include non-direct service, occasional, or casual volunteers in evaluating an agency’s human resources practices, but agencies should consider the benefits and risks associated with their role.-*

Interpretation: *Public agencies may operate within governance structures where some or all human resources functions are centralized or externally managed. In such cases, the agency’s role is generally limited to monitoring, reporting, and advocacy rather than direct management of those functions. Standards should be interpreted within this context, and agencies should clearly document which human resources functions are subject to external control.*

Note: Please see the [PA-HR Reference List](#) for the research that informed the development of these standards.

Note: ~~For information about changes made in the 2020 Edition, please see the [PA-HR Crosswalk](#).~~

PA-HR 1: Human Resources Planning

The agency assesses as part of annual planning the composition of its workforce compared with current and future workforce needs and develops an assessment-based workforce development plan ~~to meet current and future workforce needs~~ that:

- a. is aligned with its strategic plan;

- b. establishes recommendations for recruitment, employment, advancement, training, and leadership development; and
- 1. identifies associated costs and relevant stakeholders.

Note: Please see the [Workforce Assessment and Planning Tip Sheet](#) for additional guidance on this standard.

Examples: Workforce composition assessments can ~~take into account~~consider things such as:

- a. number of employees;
- b. upcoming retirement eligibility;
- c. personnel qualifications;
- d. personnel competencies; and
- e. demographics of personnel compared to the service population.

To address employment or leadership selection patterns that do not reflect the community served, agencies may establish a plan that includes:

- a. ~~targeted recruitment goals and~~ strategies;
- b. reviewing policies and criteria to identify factors that may pose systemic obstacles to employment or advancement; and
- c. equitable leadership and personnel development programs.

Table of Evidence		
Standard Code	Evidence Type	Description
PA-HR 1	On-Site Activities	<p>County/Municipality Administered Agency, State Administered Agency (Central Office), or other Public Entity</p> <ul style="list-style-type: none"> • Interviews may include: <ol style="list-style-type: none"> 1. Agency leadership 2. HR Director 3. Supervisory personnel <p>State Administered Agency (Regional Office)</p> <ul style="list-style-type: none"> • Interviews may include: <ol style="list-style-type: none"> 1. Regional Director 2. Regional HR personnel

Table of Evidence		
Standard Code	Evidence Type	Description
		3. Supervisory personnel
PA-HR 1	On-Site Evidence	<p>All Agencies</p> <ul style="list-style-type: none"> • Documentation of actions taken to address workforce needs
PA-HR 1	Self-Study	<p>County/Municipality Administered Agency, State Administered Agency (Central Office), or other Public Entity</p> <ul style="list-style-type: none"> • Annual assessment of workforce needs • Workforce development plan and/or see relevant portion of strategic planning documents related to workforce development goals in PA-AM 32 <p>State Administered Agency (Regional Office)</p> <ul style="list-style-type: none"> • Regional annual assessment of workforce needs, if applicable • Regional workforce development plan
PA-HR 1	Self-Study	<p>County/Municipality Administered Agency, State Administered Agency (Central Office), or other Public Entity</p> <ul style="list-style-type: none"> • Community Demographic Profile <p>State Administered Agency (Regional Office)</p> <ul style="list-style-type: none"> • Community Demographic Profile

Rating Indicators

Rating	
1	<p>Full Implementation, Outstanding Performance A rating of (1) indicates that the agency's practices fully meet the standard and reflect a high level of capacity. All elements or requirements outlined in the standard are evident in practice, with rare or no exceptions; exceptions do not impact service quality or agency performance.</p>
2	<p>Substantial Implementation, Good Performance A rating of (2) indicates that an agency's infrastructure and practices are basically sound but there is room for improvement; <u>e.g.,:</u></p> <ul style="list-style-type: none"> • The majority of the standards requirements have been met and the basic framework required by the standard has been implemented. • Minor inconsistencies and not yet fully developed practices are noted; however, these do not significantly impact service quality or agency performance. <u>• The workforce assessment is conducted but not effectively integrated into annual planning; or</u> <u>• Strategies for closing identified gaps have been identified but implementation has been delayed or needs improvement.</u>
3	<p>Partial Implementation, Concerning Performance A rating of (3) indicates that the agency's observed infrastructure and/or practices require significant improvement; <u>e.g.,:</u></p> <ul style="list-style-type: none"> • The agency has not implemented the basic framework of the standard but instead has in place only part of this framework. • Omissions or exceptions to the practices outlined in the standard occur regularly, or practices are implemented in a cursory or haphazard manner. • Service quality or agency functioning may be compromised. • Capacity is at a basic level. <u>• The agency has not assessed workforce needs for more than two years; or</u> <u>• The assessment only addresses some of the programs or services; or</u> <u>• The assessment indicates significant gaps, but the agency has not taken steps to address them.</u>

Rating Indicators	
Rating	
4	<p>Unsatisfactory Implementation or Performance</p> <p>A rating of (4) indicates that implementation of the standard is minimal or there is no evidence of implementation at all; <u>e.g.,-</u></p> <ul style="list-style-type: none"> • The agency's observed administration and management infrastructure and practices are weak or non-existent; or show signs of neglect, stagnation, or deterioration. ▪ <u>The agency does not assess workforce needs; or</u> ▪ <u>There is no evidence that an analysis has been conducted within the past four years.</u>

PA-HR 2: Recruitment and Selection

The ~~agency organization~~ hires appropriately qualified people to meet the demand for services and support achievement of the agency's mission.

Interpretation: Agencies that use AI to assist with recruitment (e.g., resume screening) must have mechanisms in place to regularly audit AI tools to ensure they are not promoting discriminatory hiring practice. AI may supplement human judgement and critical thinking but should never replace it, particularly in high-stakes, high-risk, or complex decision making such as hiring decisions.

Note: Please see the Personnel Records Checklist for additional guidance on this standard.

Table of Evidence		
Standard Code	Evidence Type	Description
PA-HR 2	On-Site Activities	<p>County/Municipality Administered Agency, State Administered Agency (Central Office), or other Public Entity</p> <ul style="list-style-type: none"> • Interviews may include: <ol style="list-style-type: none"> 1. Agency leadership 2. HR Director 3. Agency personnel at various levels, including both direct service and administrative or support personnel <u>Supervisory personnel</u>

		<p>4. Direct service personnel</p> <ul style="list-style-type: none"> Review personnel records <p>State Administered Agency (Regional Office)</p> <ul style="list-style-type: none"> Interviews may include: <ol style="list-style-type: none"> Regional Director Regional HR personnel <p>3. Agency personnel at various levels, including both direct service and administrative or support personnel Supervisory personnel</p> <p>4. Direct service personnel</p> <ul style="list-style-type: none"> Review personnel records
PA-HR 2	On-Site Evidence	<p>All Agencies</p> <ul style="list-style-type: none"> <u>Examples of Sample</u> job descriptions from <u>a range of across</u> job categories, or position <u>levels, and service delivery locations</u>
PA-HR 2	Self-Study	<p>County/Municipality Administered Agency, State Administered Agency (Central Office), or other Public Entity</p> <ul style="list-style-type: none"> Policies and/or procedures for:- <ol style="list-style-type: none"> Recruitment and selection Background checks <p>State Administered Agency (Regional Office)</p> <ul style="list-style-type: none"> <i>No Self-Study Evidence</i>

Rating Indicators	
Rating	
1	<p>Full Implementation, Outstanding Performance</p> <p>A rating of (1) indicates that the agency's practices fully meet the standard <u>as</u></p>

Rating Indicators	
Rating	
	<u>indicated by full implementation of the practices outlined in the PA-HR 2 Practice standards.</u>
2	Substantial Implementation, Good Performance A rating of (2) indicates that an agency's infrastructure and practices are basically sound but there is room for improvement. <u>as noted in the ratings for the PA-HR 2 Practice standards-</u>
3	Partial Implementation, Concerning Performance A rating of (3) indicates that the agency's observed infrastructure and/or practices require significant improvement. <u>as noted in the ratings for the PA-HR 2 Practice standards.</u>
4	Unsatisfactory Implementation or Performance A rating of (4) indicates that implementation of the standard is minimal or there is no evidence of implementation at all. <u>as noted in the ratings for the PA-HR 2 Practice standards.</u>

FP PA-HR 2.01

Job descriptions:

- a. state the required credentials, core competencies, essential functions, and responsibilities for each position or group of like positions; and
- b. are reviewed and updated regularly to evaluate their continued relevancy against the needs of the agency's programs and consumers.

NA *The agency is not responsible for developing job descriptions.*

Examples: *Core competencies may include leadership competencies and associated behaviors as well as the competencies needed to implement and sustain agency-wide initiatives (e.g., evidence-based practices, practice models, policies, etc.).*

Examples: *Credentials can include, for example:*

- a. *education;*
- b. *training;*
- c. *relevant experience; and*
- d. *any available state registration, licensing, or certification for the respective disciplines.*

Rating Indicators	
Rating	
<u>1</u>	<p><u>Full Implementation, Outstanding Performance</u> <u>A rating of (1) indicates that the agency's practices fully meet the standard and reflect a high level of capacity.</u></p>
<u>2</u>	<p><u>Substantial Implementation, Good Performance</u> <u>A rating of (2) indicates that an agency's infrastructure and practices are basically sound but there is room for improvement; e.g.,</u></p> <ul style="list-style-type: none"> ▪ <u>All but a few job descriptions comply with the standards (e.g., are comprehensive and up to date); or</u> ▪ <u>One of the standard's elements is not fully implemented.</u>
<u>3</u>	<p><u>Partial Implementation, Concerning Performance</u> <u>A rating of (3) indicates that the agency's observed infrastructure and/or practices require significant improvement; e.g.,</u></p> <ul style="list-style-type: none"> ▪ <u>One of the standard's elements is not addressed at all; or</u> ▪ <u>In a significant percentage of cases, the agency does not comply with the standard; (e.g., job descriptions are incomplete, vague, or omit qualifications); or</u> ▪ <u>Several positions do not have job descriptions.</u>
<u>4</u>	<p><u>Unsatisfactory Implementation or Performance</u> <u>A rating of (4) indicates that implementation of the standard is minimal or there is no evidence of implementation at all; e.g.,</u></p> <ul style="list-style-type: none"> ▪ <u>The agency does not have job descriptions for most personnel.</u>

PA-HR 2.02

Recruitment and selection procedures include:

- a. utilizing selection criteria that are competency based, aligned with job descriptions, and reflect the agency's mission, practice model, and desired outcomes;
- b. notifying personnel of openavailable positions;
- c. verifying past employment and credentials;
- d. utilizing pre-screening tools to verify skills and assess suitability to the position;
- e. providing applicants with a written job description;
- f. giving final candidates the opportunity to speak with currently employed personnel;

- g. retaining hiring records in accordance with legal requirements;
- h. using standard interview questions that comply with employment and labor laws; and
- i. using **diverse** interview panels that include representatives from different backgrounds, departments, and seniority levels.

Interpretation: *Regarding element (a), when implementing agency-wide initiatives, selection criteria should be updated to reflect the skills and abilities that will be needed to effectively implement new practices or policies with fidelity, including those characteristics that are difficult to train for such as empathy, good judgment, personal ethics, willingness to learn, and knowledge of the field.*

Interpretation: *Regarding element (h), all candidates for the same position should be asked a consistent set of questions without tailoring based on protected characteristics. Personnel who interview prospective employees must receive training on both permissible and impermissible categories of interview questions pursuant to applicable employment and labor laws.*

Examples: Pre-screening tools may be useful for verifying skills when the agency has concerns about the prevalence of AI-generated resumes or cover letters that overstate applicant qualifications.

Examples: ~~The retention of hiring records, which can include postings or other advertisements, applications, and interview notes, shows consistency in recruitment and hiring decisions, and protects the agency in the event of a complaint.~~

Examples: ~~Diverse panels offer new perspectives, encourage agencies to think broadly and inclusively, and minimize bias.~~

Rating Indicators	
Rating	
1	<p><u>Full Implementation, Outstanding Performance</u> <u>A rating of (1) indicates that the agency's practices fully meet the standard and reflect a high level of capacity.</u></p>
2	<p><u>Substantial Implementation, Good Performance</u> <u>A rating of (2) indicates that an agency's infrastructure and practices are basically sound but there is room for improvement; e.g.,</u></p> <ul style="list-style-type: none"> <u>• Procedures need greater clarity; or</u> <u>• Two of the standard's elements are not fully implemented.</u>
3	<p><u>Partial Implementation, Concerning Performance</u> <u>A rating of (3) indicates that the agency's observed infrastructure and/or practices require significant improvement; e.g.,</u></p>

<u>Rating Indicators</u>	
<u>Rating</u>	
	<ul style="list-style-type: none"> • <u>Procedures are very general and/or do not provide useful guidance; or</u> • <u>Procedures are inconsistently implemented across the agency; or</u> • <u>Two of the standard's elements are not addressed at all.</u>
<u>4</u>	<p><u>Unsatisfactory Implementation or Performance</u> <u>A rating of (4) indicates that implementation of the standard is minimal or there is no evidence of implementation at all.</u></p>

PA-HR 2.03

Personnel that will be responsible for training, coaching, and mentoring new hires have access to interview data, such as the results of pre-screening tools, and use it to tailor these efforts to the existing competencies and personnel development needs of new personnel.

<u>Rating Indicators</u>	
<u>Rating</u>	
<u>1</u>	<p><u>Full Implementation, Outstanding Performance</u> <u>A rating of (1) indicates that the agency's practices fully meet the standard and reflect a high level of capacity.</u></p>
<u>2</u>	<p><u>Substantial Implementation, Good Performance</u> <u>A rating of (2) indicates that an agency's infrastructure and practices are basically sound but there is room for improvement; e.g.,</u></p> <ul style="list-style-type: none"> • <u>Access to relevant interview data and its use in onboarding is generally occurring but could be strengthened for certain roles or locations.</u>
<u>3</u>	<p><u>Partial Implementation, Concerning Performance</u> <u>A rating of (3) indicates that the agency's observed infrastructure and/or practices require significant improvement; e.g.,</u></p> <ul style="list-style-type: none"> • <u>Access to interview data is limited and is inconsistently used to adapt training to individual development needs.</u>

Rating Indicators	
Rating	
4	<p><u>Unsatisfactory Implementation or Performance</u> <u>A rating of (4) indicates that implementation of the standard is minimal or there is no evidence of implementation at all; e.g.,</u></p> <ul style="list-style-type: none"> <u>Trainers, coaches, and mentors do not have access to interview data for new hires; or</u> <u>Onboarding and development plans are generic with no tailoring based on individual competencies and needs.</u>

FP PA-HR 2.04

The agency has a mechanism for tracking completion of mandated reviews of state criminal history records, ~~and~~ civil child abuse and neglect registries for new employees, consultants, volunteers, student professionals, and ~~student~~ interns who will:

- work in residential programs;
- provide direct services to, or be alone with, children, the elderly, or other persons determined by the agency to be vulnerable or at-risk; or
- work with sensitive or confidential information such as personnel files and case records.

Interpretation: *The agency should consult with legal counsel about any concerns regarding the appropriate use of background information.*

Interpretation: *The agency is not required to conduct background checks for licensed staff if the agency has verified that background checks are conducted as part of the licensing process and satisfy the agency's internal background check policy and procedures. The agency should assess whether there is any risk associated with not conducting background checks on personnel not expressly addressed in the standard, including periodic re-investigations of current personnel, and consult with legal counsel, as needed.*

Rating Indicators	
Rating	
1	<p><u>Full Implementation, Outstanding Performance</u> <u>A rating of (1) indicates that the agency's practices fully meet the standard and reflect a high level of capacity.</u></p>

2	<p>Substantial Implementation, Good Performance <u>A rating of (2) indicates that an agency's infrastructure and practices are basically sound but there is room for improvement; e.g.,</u></p> <ul style="list-style-type: none"> ▪ <u>Background checks are always completed prior to personnel being left alone with vulnerable populations or having access to sensitive or confidential information but some aspect of the procedure could be strengthened.</u>
3	<p>Partial Implementation, Concerning Performance <u>A rating of (3) indicates that the agency's observed infrastructure and/or practices require significant improvement; e.g.,</u></p> <ul style="list-style-type: none"> ▪ <u>In rare cases background checks are not completed prior to personnel being left alone with vulnerable populations or having access to sensitive or confidential information.</u>
4	<p>Unsatisfactory Implementation or Performance <u>A rating of (4) indicates that implementation of the standard is minimal or there is no evidence of implementation at all; e.g.,</u></p> <ul style="list-style-type: none"> ▪ <u>The agency consistently does not screen personnel per the requirements of the standard; or</u> ▪ <u>Procedures are vague or nonexistent.</u>

PA-HR 3: Satisfaction and Retention

Human resources practices are equitable and consistently applied and promote a high level of personnel satisfaction and retention.

Note: Please see the [Personnel Records Checklist](#) for additional guidance on this standard.

Examples: Factors that may contribute to personnel satisfaction and retention include:

- a. role clarity;
- b. leadership that rewards and recognizes employee contributions;
- c. satisfaction with salary and benefits;
- d. reasonable workload;
- e. quality supervision and strong supervisory relationships;
- f. autonomy;
- g. opportunities for advancement and career development;
- h. work/life balance (e.g., flexible work options, personal and family support, etc.); and
- i. leadership that provides feedback to personnel about their suggestions and recommendations.

Table of Evidence		
Standard Code	Evidence Type	Description
PA-HR 3	On-Site Activities	<p>County/Municipality Administered Agency, State Administered Agency (Central Office), or other Public Entity</p> <ul style="list-style-type: none"> Interviews may include: <ol style="list-style-type: none"> Agency leadership HR director PQI manager <u>Personnel at all levels Agency personnel at various levels, including both direct service and administrative or support personnel</u> Review personnel records <p>State Administered Agency (Regional Office)</p> <ul style="list-style-type: none"> Interviews may include: <ol style="list-style-type: none"> Regional Director Regional HR personnel <u>Personnel at all levels Agency personnel at various levels, including both direct service and administrative or support personnel</u> Review personnel records
PA-HR 3	On-Site Evidence	<p>All Agencies</p> <ul style="list-style-type: none"> Documentation of actions taken to address personnel satisfaction and retention concerns Personnel policies and procedures manual Grievance reports for the past six months
PA-HR 3	Self-Study	<p>County/Municipality Administered Agency, State Administered Agency (Central Office), or other Public Entity</p> <ul style="list-style-type: none"> Procedures for exit <u>and/or stay</u> interviews

		<ul style="list-style-type: none"> • Description of work-related stress awareness and prevention efforts • Summary results of most recent staff satisfaction survey • Summary results of most recent staff retention analysis • Table of contents for pPersonnel policies and procedures manual • Personnel grievance procedure <p>State Administered Agency (Regional Office)</p> <ul style="list-style-type: none"> • Description of regional work-related stress awareness and prevention efforts
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Rating Indicators	
Rating	
1	<p>Full Implementation, Outstanding Performance A rating of (1) indicates that the agency's practices fully meet the standard, <u>and reflect a high level of capacity as indicated by full implementation of the practices outlined in the PA-HR 3 Practice standards.</u> —All elements or requirements outlined in the standard are evident in practice, with rare or no exceptions: exceptions do not impact service quality or agency performance.</p>
2	<p>Substantial Implementation, Good Performance A rating of (2) indicates that an agency's infrastructure and practices are basically sound but there is room for improvement, <u>as noted in the ratings for the PA-HR 3 Practice standards.</u></p> <ul style="list-style-type: none"> • The majority of the standards requirements have been met and the basic framework required by the standard has been implemented. <p>Minor inconsistencies and not yet fully developed practices are noted; however, these do not significantly impact service quality or agency performance.</p>
3	<p>Partial Implementation, Concerning Performance A rating of (3) indicates that the agency's observed infrastructure and/or practices require significant improvement, <u>as noted in the ratings for the PA-HR 3 Practice</u></p>

Rating Indicators	
Rating	
	<p>standards. – The agency has not implemented the basic framework of the standard but instead has in place only part of this framework. –</p> <ul style="list-style-type: none"> • Omissions or exceptions to the practices outlined in the standard occur regularly, or practices are implemented in a cursory or haphazard manner. – • Service quality or agency functioning may be compromised. – • Capacity is at a basic level.
4	<p>Unsatisfactory Implementation or Performance</p> <p>A rating of (4) indicates that implementation of the standard is minimal or there is no evidence of implementation at all, <u>as noted in the ratings for the PA-HR 3 Practice standards.</u> The agency's observed administration and management infrastructure and practices are weak or non-existent; or show signs of neglect, stagnation, or deter</p>

FP PA-HR 3.01

The agency integrates work-related stress awareness and prevention efforts into its human resources practices and risk prevention and management activities.

Examples: *Awareness and prevention efforts can include, but are not limited to:*

- a. *supervision and training;*
- b. *access to employment assistance programs;*
- c. *vacation and flex time policies; and*
- d. *peer support opportunities.*

Rating Indicators	
Rating	
<u>1</u>	<p><u>Full Implementation, Outstanding Performance</u></p> <p><u>A rating of (1) indicates that the agency's practices fully meet the standard and reflect a high level of capacity.</u></p>

Rating Indicators	
Rating	
<u>2</u>	<p><u>Substantial Implementation, Good Performance</u> <u>A rating of (2) indicates that an agency's infrastructure and practices are basically sound but there is room for improvement; e.g.,</u></p> <ul style="list-style-type: none"> <u>Awareness and prevention efforts may be inconsistently promoted; or</u> <u>While most awareness and prevention efforts have been incorporated into HR practices, some remain informal.</u>
<u>3</u>	<p><u>Partial Implementation, Concerning Performance</u> <u>A rating of (3) indicates that the agency's observed infrastructure and/or practices require significant improvement; e.g.,</u></p> <ul style="list-style-type: none"> <u>Many staff report being unaware of available resources; or</u> <u>Awareness and prevention efforts are not systematically integrated into HR practices.</u>
<u>4</u>	<p><u>Unsatisfactory Implementation or Performance</u> <u>A rating of (4) indicates that implementation of the standard is minimal or there is no evidence of implementation at all; e.g.,</u></p> <ul style="list-style-type: none"> <u>The agency lacks structured work-related stress awareness or prevention efforts; or</u> <u>There are few or no mechanisms for staff to access support.</u>

PA-HR 3.02

The agency annually measures personnel satisfaction and retention and takes action to address identified patterns of satisfaction and retention concerns.

Interpretation: ~~The aggregation of data reduces the risk of disclosing personal identifiable information in most instances; however, risk of disclosure still exists particularly when data is being disaggregated and unique or easily observable characteristics might allow someone to be identified in the data set. As such, Data~~ collection and reporting procedures should include mechanisms for avoiding ~~such disclosure~~ of personally identifiable information (PII) such as data suppression, rounding, reporting in ranges rather than exact counts, combining sub-groups into larger groups, etc.

Examples: Agencies may use approaches such as annual satisfaction surveys, climate surveys, or stay interviews to measure personnel satisfaction. Disaggregated data can be useful

in identifying and addressing patterns of identified satisfaction, retention, turnover, hiring, and promotion concerns. Common characteristics used to disaggregate data include:

race and ethnicity/country of origin;

generation status;

immigration/refugee status;

age group;

sexual orientation; and

gender/gender identity.

Rating Indicators	
Rating	
<u>1</u>	<p><u>Full Implementation, Outstanding Performance</u> <u>A rating of (1) indicates that the agency's practices fully meet the standard and reflect a high level of capacity.</u></p>
<u>2</u>	<p><u>Substantial Implementation, Good Performance</u> <u>A rating of (2) indicates that an agency's infrastructure and practices are basically sound but there is room for improvement; e.g.,</u></p> <ul style="list-style-type: none"><u>• Satisfaction and/or retention are not formally measured for a few departments and/or programs.</u>
<u>3</u>	<p><u>Partial Implementation, Concerning Performance</u> <u>A rating of (3) indicates that the agency's observed infrastructure and/or practices require significant improvement; e.g.,</u></p> <ul style="list-style-type: none"><u>• Satisfaction and retention are not formally measured for a majority of the agency's departments or programs; or</u><u>• Staff satisfaction or retention has not been formally measured for more than two years; or</u><u>• The agency collects data on staff satisfaction and turnover but does not take action to address concerns; or</u><u>• Retention data has been aggregated but there is no indication of how it is used.</u>

<u>Rating Indicators</u>	
<u>Rating</u>	
<u>4</u>	<u>Unsatisfactory Implementation or Performance</u> <u>A rating of (4) indicates that implementation of the standard is minimal or there is no evidence of implementation at all.</u>

PA-HR 3.03

All personnel confirm receipt of a personnel policies and procedures manual that articulates current:

- a. conditions of employment;
- b. benefits;
- c. rights and responsibilities of employees; and
- d. other important employment-related information.

Examples: *Policies and procedures that are commonly addressed in a personnel policies and procedures manual include:*

- a. *the agency's equity statement;*
- b. *conditions and procedures for layoffs;*
- c. *emergency and safety procedures;*
- d. *equal employment policies;*
- e. *harassment and discrimination;*
- f. *conflict of interest policies including nepotism and favoritism protections;*
- g. *grievance process procedures;*
- h. *insurance protections including unemployment, disability, medical care, and malpractice liability;*
- i. *policies and procedures governing access to free legal counsel;*
- j. *performance review system;*
- k. *whistle-blower protections;*
- l. *promotions;*
- m. *professional development;*
- n. *standards of conduct;*

- o. *time-off policies;*
- p. *wage policy;*
- q. *working conditions;*
- r. *technology/network security and usage policies (e.g. artificial intelligence (AI) acceptable use policy, data security policy and procedures, etc.); and*
- s. *the use of social media, electronic communications, and mobile devices.*

Rating Indicators	
Rating	
<u>1</u>	<p><u>Full Implementation, Outstanding Performance</u> <u>A rating of (1) indicates that the agency's practices fully meet the standard and reflect a high level of capacity.</u></p>
<u>2</u>	<p><u>Substantial Implementation, Good Performance</u> <u>A rating of (2) indicates that an agency's infrastructure and practices are basically sound but there is room for improvement; e.g.,</u></p> <ul style="list-style-type: none"> • <u>One of the standard's elements is not fully implemented; or</u> • <u>A few staff report not having a copy of, or access to, the manual.</u>
<u>3</u>	<p><u>Partial Implementation, Concerning Performance</u> <u>A rating of (3) indicates that the agency's observed infrastructure and/or practices require significant improvement; e.g.,</u></p> <ul style="list-style-type: none"> • <u>One of the standard's elements is not addressed at all; or</u> • <u>A significant number of staff did not confirm receipt of the manual.</u>
<u>4</u>	<p><u>Unsatisfactory Implementation or Performance</u> <u>A rating of (4) indicates that implementation of the standard is minimal or there is no evidence of implementation at all.</u></p>

PA-HR 3.04

The agency reviews and updates the personnel policies and procedures manual every two years to ensure it remains current and upholds fair workplace practices, respect, dignity, and equal opportunity for all employees.

<u>Rating Indicators</u>	
<u>Rating</u>	
<u>1</u>	<p><u>Full Implementation, Outstanding Performance</u> <u>A rating of (1) indicates that the agency's practices fully meet the standard and reflect a high level of capacity.</u></p>
<u>2</u>	<p><u>Substantial Implementation, Good Performance</u> <u>A rating of (2) indicates that an agency's infrastructure and practices are basically sound but there is room for improvement; e.g.,</u></p> <ul style="list-style-type: none"> • <u>Policies and/or procedures have not been reviewed in the past two years, but a review is underway.</u>
<u>3</u>	<p><u>Partial Implementation, Concerning Performance</u> <u>A rating of (3) indicates that the agency's observed infrastructure and/or practices require significant improvement; e.g.,</u></p> <ul style="list-style-type: none"> • <u>Policies and/or procedures have not been reviewed in over three years.</u>
<u>4</u>	<p><u>Unsatisfactory Implementation or Performance</u> <u>A rating of (4) indicates that implementation of the standard is minimal or there is no evidence of implementation at all.</u></p>

PA-HR 3.05

The agency follows personnel grievance procedures that include:

- a. the right to file a grievance without interference or retaliation;
- b. a description of how grievances are filed, to whom, and who will make a final determination;
- c. timely written notification of the resolution and an explanation of any further appeal, rights, or recourse;
- d. processes for review including a third-party review of the final determination;
- e. documenting responses and actions taken; and
- f. maintaining a copy of the notification of resolution in the personnel record.

Interpretation: *Regarding element (d), the third-party review refers to at least one level of review that does not involve the person about whom the complaint has been made or the person who reached the decision under review.*

Rating Indicators	
Rating	
<u>1</u>	<p><u>Full Implementation, Outstanding Performance</u> <u>A rating of (1) indicates that the agency's practices fully meet the standard and reflect a high level of capacity.</u></p>
<u>2</u>	<p><u>Substantial Implementation, Good Performance</u> <u>A rating of (2) indicates that an agency's infrastructure and practices are basically sound but there is room for improvement; e.g.,</u></p> <ul style="list-style-type: none"> • <u>One of the standard's elements is not fully addressed; or</u> • <u>In a few instances, staff were not aware of the procedures or did not know how to access them.</u>
<u>3</u>	<p><u>Partial Implementation, Concerning Performance</u> <u>A rating of (3) indicates that the agency's observed infrastructure and/or practices require significant improvement; e.g.,</u></p> <ul style="list-style-type: none"> • <u>Two or more of the standard's elements are not fully addressed; or</u> • <u>One element is not addressed at all; or</u> • <u>A significant number of staff members were not aware of the procedures or did not know how to access them.</u>
<u>4</u>	<p><u>Unsatisfactory Implementation or Performance</u> <u>A rating of (4) indicates that implementation of the standard is minimal or there is no evidence of implementation at all.</u></p>

PA-HR 3.06

The agency provides all departing personnel with an opportunity to ~~participate in an exit interview~~ provide feedback and uses the feedback to inform performance and quality improvement efforts.

- ~~— documents their feedback or exit interview declination in the personnel record~~

Examples: ~~This interview can provide an opportunity to share feedback on the agency's strengths and weaknesses, including any administrative challenges related to their transition.~~

<u>Rating Indicators</u>	
<u>Rating</u>	
<u>1</u>	<p><u>Full Implementation, Outstanding Performance</u> <u>A rating of (1) indicates that the agency's practices fully meet the standard and reflect a high level of capacity.</u></p>
<u>2</u>	<p><u>Substantial Implementation, Good Performance</u> <u>A rating of (2) indicates that an agency's infrastructure and practices are basically sound but there is room for improvement; e.g.,</u></p> <ul style="list-style-type: none"> • <u>The process for using findings for performance improvement could be strengthened.</u>
<u>3</u>	<p><u>Partial Implementation, Concerning Performance</u> <u>A rating of (3) indicates that the agency's observed infrastructure and/or practices require significant improvement; e.g.,</u></p> <ul style="list-style-type: none"> • <u>Opportunities to provide feedback are sporadic; or</u> • <u>Opportunities to provide feedback only occur at the request of the employee; or</u> • <u>Findings are not used for performance improvement.</u>
<u>4</u>	<p><u>Unsatisfactory Implementation or Performance</u> <u>A rating of (4) indicates that implementation of the standard is minimal or there is no evidence of implementation at all.</u></p>

PA-HR 4: Performance Review

Performance review is an ongoing process that:

- a. establishes and refines goals for job performance and professional development;
- b. assesses progress towards meeting goals for job performance and professional development;
- c. recognizes accomplishments;
- d. provides constructive feedback; and
- e. facilitates open, two-way communication ~~as a means~~ to encourage performance improvement.

Note: Please see the [Personnel Records Checklist](#) for additional guidance on this standard.

Table of Evidence		
Standard Code	Evidence Type	Description
PA-HR 4	On-Site Activities	<p>County/Municipality Administered Agency, State Administered Agency (Central Office), or other Public Entity</p> <ul style="list-style-type: none"> Interviews may include: <ol style="list-style-type: none"> Agency leadership HR director Supervisory personnel <u>Personnel at various levels Agency personnel at various levels, including both direct service and administrative or support personnel</u> Review personnel records <p>State Administered Agency (Regional Office)</p> <ul style="list-style-type: none"> Interviews may include: <ol style="list-style-type: none"> Regional Director Regional HR personnel Supervisory personnel <u>Personnel at various levels Agency personnel at various levels, including both direct service and administrative or support personnel</u> Review personnel records
PA-HR 4	On-Site Evidence	<p>County/Municipality Administered Agency, State Administered Agency (Central Office), or other Public Entity</p> <ul style="list-style-type: none"> <i>No On-Site Evidence</i> <p>State Administered Agency (Regional Office)</p> <ul style="list-style-type: none"> Documentation of communications with personnel about performance review process

PA-HR 4	Self-Study	<p>County/Municipality Administered Agency, State Administered Agency (Central Office), or other Public Entity</p> <ul style="list-style-type: none"> • Performance review procedures • Performance review forms/templates <p>State Administered Agency (Regional Office)</p> <ul style="list-style-type: none"> • <i>No Self-Study Evidence</i>
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Rating Indicators	
Rating	
1	<p>Full Implementation, Outstanding Performance A rating of (1) indicates that the agency's practices fully meet the standard and reflect a high level of capacity, <u>as indicated by full implementation of the practices outlined in the PA-HR 4 Practice standards.</u>—All elements or requirements outlined in the standard are evident in practice, with rare or no exceptions: exceptions do not impact service quality or agency performance.</p>
2	<p>Substantial Implementation, Good Performance A rating of (2) indicates that an agency's infrastructure and practices are basically sound but there is room for improvement, <u>as noted in the ratings for the PA-HR 4 Practice standards.</u> The majority of the standards requirements have been met and the basic framework required by the standard has been implemented.</p> <p style="text-align: center;">Minor inconsistencies and not yet fully developed practices are noted; however, these do not significantly impact service quality or agency performance.</p>
3	<p>Partial Implementation, Concerning Performance A rating of (3) indicates that the agency's observed infrastructure and/or practices require significant improvement, <u>as noted in the ratings for the PA-HR 4 Practice standards.</u>—The agency has not implemented the basic framework of the standard but instead has in place only part of this framework.</p> <p>Omissions or exceptions to the practices outlined in the standard occur regularly, or practices are implemented in a cursory or haphazard manner.</p> <p>Service quality or agency functioning may be compromised.</p> <p>Capacity is at a basic level.</p>

Rating Indicators	
Rating	
4	<p>Unsatisfactory Implementation or Performance</p> <p>A rating of (4) indicates that implementation of the standard is minimal or there is no evidence of implementation at all, <u>as noted in the ratings for the PA-HR 4 Practice standards.</u> The agency's observed administration and management infrastructure and practices are weak or non-existent; or show signs of neglect, stagnation, or deterioration.</p>

FP PA-HR 4.01

The agency provides every full-time and part-time employee with an annual, written performance review that involves the employee and the supervisor.

Interpretation: ~~Performance reviews should be conducted in-person where possible.~~ Ongoing, regular professional or case supervision, group supervision, etc., does not meet the intent of the standard.

Examples: The agency can promote active participation by personnel in the performance review process by:

- a. designating time to discuss the written review;
- b. soliciting the individual's input on his or her accomplishments, challenges, and objectives for future performance and professional development; and
- c. providing opportunities for personnel to evaluate their supervisor's performance.

Rating Indicators	
Rating	
<u>1</u>	<p><u>Full Implementation, Outstanding Performance</u></p> <p><u>A rating of (1) indicates that the agency's practices fully meet the standard and reflect a high level of capacity.</u></p>
<u>2</u>	<p><u>Substantial Implementation, Good Performance</u></p> <p><u>A rating of (2) indicates that an agency's infrastructure and practices are basically sound but there is room for improvement; e.g.,</u></p> <ul style="list-style-type: none"> • <u>Some performance evaluations were not completed within the stated timeframes; or</u>

<u>Rating Indicators</u>	
<u>Rating</u>	
	<ul style="list-style-type: none"> • <u>A few staff did not receive an evaluation within the most recent evaluation cycle.</u>
<u>3</u>	<p><u>Partial Implementation, Concerning Performance</u> <u>A rating of (3) indicates that the agency's observed infrastructure and/or practices require significant improvement; e.g.,—</u></p> <ul style="list-style-type: none"> • <u>Performance evaluations have not been conducted within the last two years; or</u> • <u>Evaluations are poorly documented or missing in some personnel files; or</u> • <u>The process, including timeframes, differs significantly between departments or programs.</u>
<u>4</u>	<p><u>Unsatisfactory Implementation or Performance</u> <u>A rating of (4) indicates that implementation of the standard is minimal or there is no evidence of implementation at all; e.g.,—</u></p> <ul style="list-style-type: none"> • <u>The agency does not conduct performance evaluations; or</u> • <u>Performance evaluations have not been conducted within the past three years.</u>

PA-HR 4.02

Performance reviews emphasize ~~self-development and~~ professional development and growth and include:

- objectives established in the most recent review;
- accomplishments and challenges since the last review period;
- objectives for future performance; and
- individualized professional development plans that may contribute to improved job performance or advancement within the agency.

Rating Indicators	
Rating	
<u>1</u>	<p><u>Full Implementation, Outstanding Performance</u> <u>A rating of (1) indicates that the agency's practices fully meet the standard and reflect a high level of capacity.</u></p>
<u>2</u>	<p><u>Substantial Implementation, Good Performance</u> <u>A rating of (2) indicates that an agency's infrastructure and practices are basically sound but there is room for improvement; e.g.,</u></p> <ul style="list-style-type: none"> <u>One of the standards elements is not fully implemented.</u>
<u>3</u>	<p><u>Partial Implementation, Concerning Performance</u> <u>A rating of (3) indicates that the agency's observed infrastructure and/or practices require significant improvement; e.g.,</u></p> <ul style="list-style-type: none"> <u>Two of the standard's elements are not fully implemented; or</u> <u>One of the standard's elements is not addressed at all; or</u> <u>The agency does not consistently conduct evaluations across departments and/or programs.</u>
<u>4</u>	<p><u>Unsatisfactory Implementation or Performance</u> <u>A rating of (4) indicates that implementation of the standard is minimal or there is no evidence of implementation at all.</u></p>

PA-HR 4.03

Personnel have the opportunity to sign, obtain a copy of, and provide comments on written performance reviews.

Rating Indicators	
Rating	
<u>1</u>	<p><u>Full Implementation, Outstanding Performance</u> <u>A rating of (1) indicates that the agency's practices fully meet the standard and reflect a high level of capacity.</u></p>

Rating Indicators

Rating	
<u>2</u>	<p><u>Substantial Implementation, Good Performance</u> <u>A rating of (2) indicates that an agency's infrastructure and practices are basically sound but there is room for improvement; e.g.,</u></p> <ul style="list-style-type: none"> <u>Procedures need clarifying; or</u> <u>A few staff report being unaware of their rights as outlined in the standard.</u>
<u>3</u>	<p><u>Partial Implementation, Concerning Performance</u> <u>A rating of (3) indicates that the agency's observed infrastructure and/or practices require significant improvement; e.g.,</u></p> <ul style="list-style-type: none"> <u>Many staff report being unaware of their rights as outlined in the standard; or</u> <u>Practice is informal and has not been outlined in the procedure; or</u> <u>The procedure is inconsistently applied across departments and/or programs.</u>
<u>4</u>	<p><u>Unsatisfactory Implementation or Performance</u> <u>A rating of (4) indicates that implementation of the standard is minimal or there is no evidence of implementation at all.</u></p>

PA-HR 5: Personnel Records

The ~~organization~~agency maintains a personnel record for each employee.

Note: ~~See PA-RPM 5 for more information on appropriately limiting access to personnel records to protect confidentiality.~~

Note: Please see the [Personnel Records Checklist](#) for additional guidance on this standard.

Table of Evidence		
Standard Code	Evidence Type	Description
PA-HR 5	On-Site Activities	County/Municipality Administered Agency, State Administered Agency (Central Office), or other Public Entity

		<ul style="list-style-type: none"> • Interviews may include: <ol style="list-style-type: none"> 1. HR Director 2. Supervisory personnel 3. Personnel at various levels including direct service personnel and support personnel <u>Agency personnel at various levels, including both direct service and administrative or support personnel</u> • Review personnel records <p>State Administered Agency (Regional Office)</p> <ul style="list-style-type: none"> • Interviews may include: <ol style="list-style-type: none"> 1. Regional HR personnel 2. Supervisory personnel 3. Personnel at various levels including direct service personnel and support personnel <u>Agency personnel at various levels, including both direct service and administrative or support personnel</u> • Review personnel records
PA-HR 5	Self-Study	<p>County/Municipality Administered Agency, State Administered Agency (Central Office), or other Public Entity</p> <ul style="list-style-type: none"> • Procedures for maintaining personnel records <p>State Administered Agency (Regional Office)</p> <ul style="list-style-type: none"> • A description of regional personnel records contents

Rating Indicators	
Rating	
1	<p>Full Implementation, Outstanding Performance</p> <p>A rating of (1) indicates that the agency's practices fully meet the standard and reflect a high level of capacity, <u>as indicated by full implementation of the practices outlined in the PA-HR 5 Practice standards.</u> All elements or requirements outlined in the standard are evident in practice, with rare or no exceptions: exceptions do not impact service quality or agency performance.</p>
2	<p>Substantial Implementation, Good Performance</p> <p>A rating of (2) indicates that an agency's infrastructure and practices are basically sound but there is room for improvement, <u>as noted in the ratings for the PA-HR 5 Practice standards.</u> The majority of the standards requirements have been met and the basic framework required by the standard has been implemented.</p> <ul style="list-style-type: none"> Minor inconsistencies and not yet fully developed practices are noted; however, these do not significantly impact service quality or agency performance.
3	<p>Partial Implementation, Concerning Performance</p> <p>A rating of (3) indicates that the agency's observed infrastructure and/or practices require significant improvement, <u>as noted in the ratings for the PA-HR 5 Practice standards.</u> The agency has not implemented the basic framework of the standard but instead has in place only part of this framework.</p> <ul style="list-style-type: none"> Omissions or exceptions to the practices outlined in the standard occur regularly, or practices are implemented in a cursory or haphazard manner. Service quality or agency functioning may be compromised. Capacity is at a basic level.
4	<p>Unsatisfactory Implementation or Performance</p> <p>A rating of (4) indicates that implementation of the standard is minimal or there is no evidence of implementation at all, <u>as noted in the ratings for the PA-HR 5 Practice standards.</u> The agency's observed administration and management infrastructure and practices are weak or non-existent; or show signs of neglect, stagnation, or deterioration.</p>

FP PA-HR 5.01

Personnel records are updated regularly and contain:

- a. identifying information and emergency contacts;
- b. application for employment, including resume, when available;
- c. hiring documents including job postings, interview notes, past employment verifications, and documentation of completed background checks when available;
- d. job description signed by the employee;
- e. compensation documentation, as appropriate;
- f. pre-service and in-service training records when training hours are documented in the personnel file;
- g. health information or reports for annual physical examinations, appropriate to the job position or when required by law; and
- h. performance reviews and all documentation relating to performance, including disciplinary actions and termination summaries if applicable.

Interpretation: *An agency may maintain records in separate files according to its own record keeping system and as required by law or regulation. For example, EAP records, health benefits enrollment forms, grievances/complaints and response documents, and EEOC-related records must be kept separately from other personnel records. Additionally, as noted in element (f), agencies may use online databases for tracking training hours rather than keeping them in the personnel file.*

<u>Rating Indicators</u>	
<u>Rating</u>	
<u>1</u>	<p><u>Full Implementation, Outstanding Performance</u> <u>A rating of (1) indicates that the agency's practices fully meet the standard and reflect a high level of capacity. –</u></p>
<u>2</u>	<p><u>Substantial Implementation, Good Performance</u> <u>A rating of (2) indicates that an agency's infrastructure and practices are basically sound but there is room for improvement; e.g.,</u></p> <ul style="list-style-type: none"> • <u>Practice generally meets the standard, but a few records for newly hired personnel have not yet been completed; or</u> • <u>Documentation in a few records needs updating.</u>
<u>3</u>	<p><u>Partial Implementation, Concerning Performance</u> <u>A rating of (3) indicates that the agency's observed infrastructure and/or practices require significant improvement; e.g.,</u></p>

<u>Rating Indicators</u>	
<u>Rating</u>	
	<ul style="list-style-type: none"> • <u>Many personnel records were missing relevant information; or</u> • <u>Documents in many records are outdated.</u>
<u>4</u>	<p><u>Unsatisfactory Implementation or Performance</u> <u>A rating of (4) indicates that implementation of the standard is minimal or there is no evidence of implementation at all; e.g.,</u></p> <ul style="list-style-type: none"> • <u>Personnel records are consistently missing required documentation.</u>

PA-HR 5.02

Personnel may review, add, and correct information contained in their records, ~~in accordance with applicable law.~~

<u>Rating Indicators</u>	
<u>Rating</u>	
<u>1</u>	<p><u>Full Implementation, Outstanding Performance</u> <u>A rating of (1) indicates that the agency's practices fully meet the standard and reflect a high level of capacity.</u></p>
<u>2</u>	<p><u>Substantial Implementation, Good Performance</u> <u>A rating of (2) indicates that an agency's infrastructure and practices are basically sound but there is room for improvement; e.g.,</u></p> <ul style="list-style-type: none"> • <u>Personnel report that they are able to make additions or corrections, but procedures need some clarification.</u>
<u>3</u>	<p><u>Partial Implementation, Concerning Performance</u> <u>A rating of (3) indicates that the agency's observed infrastructure and/or practices require significant improvement; e.g.,</u></p> <ul style="list-style-type: none"> • <u>Personnel are uncertain about procedures, and there is no evidence of leadership's effort to clarify the issue.</u>

Rating Indicators

<u>Rating</u>	
<u>4</u>	<p><u>Unsatisfactory Implementation or Performance</u> <u>A rating of (4) indicates that implementation of the standard is minimal or there is no evidence of implementation at all.</u></p>

PA-HR 6: Volunteers, Student Professionals, and Interns

The agency recruits and retains a competent and qualified ~~volunteer~~ pool of direct service volunteers, student professionals, and/or interns.

Interpretation: *COA Accreditation does not include non-direct service, occasional, or casual volunteers, student professionals, and/or interns in evaluating an agency's implementation of PA-HR 6.*

NA *The agency does not use direct service volunteers, student professionals, or interns.*

Table of Evidence		
Standard Code	Evidence Type	Description
PA-HR 6	On-Site Activities	<p>All Agencies</p> <ul style="list-style-type: none"> • Interviews may include: <ol style="list-style-type: none"> 1. Volunteers/<u>student professionals</u>/interns 2. Personnel responsible for recruitment and supervision of volunteers/<u>student professionals</u>/interns 3. Colleges or universities utilizing agency for field placements • Review volunteer/<u>student professional</u>/intern records
PA-HR 6	On-Site Evidence	<p>All Agencies</p>

		<ul style="list-style-type: none"> • <u>Examples of Sample</u> volunteer/<u>student professional</u>/intern assignments from <u>a range of across</u> categories <u>and service delivery locations</u> • Documentation tracking volunteer/<u>student professional</u>/intern completion of required trainings
PA-HR 6	Self-Study	<p>County/Municipality Administered Agency, State Administered Agency (Central Office), or other Public Entity</p> <ul style="list-style-type: none"> • Procedures for developing and reviewing volunteer/intern assignments • Volunteer/<u>student professional</u>/intern supervision procedures <p>State Administered Agency (Regional Office)</p> <ul style="list-style-type: none"> • <i>No Self-Study Evidence</i>

Rating Indicators	
Rating	
1	<p>Full Implementation, Outstanding Performance</p> <p>A rating of (1) indicates that the agency's practices fully meet the standard and reflect a high level of capacity, <u>as indicated by full implementation of the PA-HR 6 Practice standards.</u> All elements or requirements outlined in the standard are evident in practice, with rare or no exceptions: exceptions do not impact service quality or agency performance.</p>
2	<p>Substantial Implementation, Good Performance</p> <p>A rating of (2) indicates that an agency's infrastructure and practices are basically sound but there is room for improvement, <u>as noted in the ratings for the PA-HR 6 Practice standards.</u> The majority of the standards requirements have been met and the basic framework required by the standard has been implemented.</p> <ul style="list-style-type: none"> • Minor inconsistencies and not yet fully developed practices are noted; however, these do not significantly impact service quality or agency performance.
3	<p>Partial Implementation, Concerning Performance</p> <p>A rating of (3) indicates that the agency's observed infrastructure and/or practices</p>

Rating Indicators	
Rating	
	<p>require significant improvement, <u>as noted in the ratings for the PA-HR 6 Practice standards.</u> – The agency has not implemented the basic framework of the standard but instead has in place only part of this framework.–</p> <ul style="list-style-type: none"> • Omissions or exceptions to the practices outlined in the standard occur regularly, or practices are implemented in a cursory or haphazard manner.– • Service quality or agency functioning may be compromised.– • Capacity is at a basic level.
4	<p>Unsatisfactory Implementation or Performance</p> <p>A rating of (4) indicates that implementation of the standard is minimal or there is no evidence of implementation at all, <u>as noted in the ratings for the PA-HR 6 Practice standards.</u> – The agency's observed administration and management infrastructure and practices are weak or non-existent; or show signs of neglect, stagnation, or deterioration.–</p>

PA-HR 6.01

A written assignment is developed, and periodically reviewed, for each direct service volunteer, student professional, or intern position that includes:

- a. duties;
- b. time commitment;
- c. responsibilities and prohibited activities;
- d. required skill sets, credentials, or trainings; and
- e. lines of supervision and the process for providing ongoing feedback.

Examples: Agencies can support appropriate assignments ~~for prospective volunteers~~ by using an interview and assignment process that:

- a. identifies the individual's skills, interests, abilities, relevant experience, and availability; and
- b. matches those with an available ~~volunteer~~ position or opportunity at the organization/agency.

Rating Indicators	
Rating	
1	<p><u>Full Implementation, Outstanding Performance</u> <u>A rating of (1) indicates that the agency's practices fully meet the standard and reflect a high level of capacity.–</u></p>
2	<p><u>Substantial Implementation, Good Performance</u> <u>A rating of (2) indicates that an agency's infrastructure and practices are basically sound but there is room for improvement; e.g.,</u></p> <ul style="list-style-type: none"> • <u>Written assignments for volunteers, student professionals, and/or interns require greater clarity; or</u> • <u>One of the standard's elements is not fully implemented,</u>
3	<p><u>Partial Implementation, Concerning Performance</u> <u>A rating of (3) indicates that the agency's observed infrastructure and/or practices require significant improvement; e.g.,–</u></p> <ul style="list-style-type: none"> • <u>For some volunteer, student professional, and/or intern assignments, roles and responsibilities are only communicated verbally; or</u> • <u>There is no evidence that assignments have been periodically reviewed; or</u> • <u>Two of the standard's elements are not fully implemented; or</u> • <u>One of the standard's elements is not addressed at all.</u>
4	<p><u>Unsatisfactory Implementation or Performance</u> <u>A rating of (4) indicates that implementation of the standard is minimal or there is no evidence of implementation at all.</u></p>

PA-HR 6.02

Direct service volunteers, student professionals, and interns are:

- a. directly supervised by licensed or otherwise accountable professionals;–
- b. appropriately trained to fulfill their role; and
- c. participate in regular discussions and receive feedback regarding their performance.

Examples: *When determining methods and timelines for providing regular feedback, the agency may consider the qualifications and experiences of the **volunteer individual**, educational requirements for students, and the complexity and intensity of the assignment.*

Rating Indicators

<u>Rating</u>	
<u>1</u>	<p><u>Full Implementation, Outstanding Performance</u> <u>A rating of (1) indicates that the agency's practices fully meet the standard and reflect a high level of capacity.</u></p>
<u>2</u>	<p><u>Substantial Implementation, Good Performance</u> <u>A rating of (2) indicates that an agency's infrastructure and practices are basically sound but there is room for improvement; e.g.,</u></p> <ul style="list-style-type: none"><u>• With few exceptions, volunteers, student professionals, and/or interns are supervised and trained as required by the standard.</u>
<u>3</u>	<p><u>Partial Implementation, Concerning Performance</u> <u>A rating of (3) indicates that the agency's observed infrastructure and/or practices require significant improvement; e.g.,</u></p> <ul style="list-style-type: none"><u>• A significant number of volunteers, student professionals, and/or interns are not appropriately supervised or trained; or</u><u>• Documentation of supervision or training is poorly maintained or nonexistent.</u>
<u>4</u>	<p><u>Unsatisfactory Implementation or Performance</u> <u>A rating of (4) indicates that implementation of the standard is minimal or there is no evidence of implementation at all.</u></p>