

Good afternoon, Chair Grayber, Vice-Chairs Elmer and Muñoz, and Members of the Committee.

For the record, my name is Jean McCormick, and I'm the HR Director at Shangri-La. Our organization has spent over 60 years creating a workplace that is safe, equitable, and supportive—one that prioritizes employee well-being, work-life balance, and professional growth while fostering a strong sense of community.

Our approach works. We have lower turnover than the industry average, and many employees have been with us for decades. We listen to our team through annual engagement surveys, an open-door policy, and regular opportunities for honest two-way communication. We believe in balancing the needs of our employees with those of the individuals we serve. The notion that a board would care about our employees more than their coworkers and leadership teams is ridiculous.

I've worked in HR at a unionized organization, where I saw firsthand how the "company vs. us" mentality created barriers to collaboration and slowed problem-solving. Despite efforts to work together, the divide remained, making it harder to address concerns directly and effectively. A union having such a strong presence on the board causes me concerns as adversarial relationships between the company and union are implied.

I recently reviewed a nonprofit supporting adults with IDD under SEIU503 representation and was struck by how SEIU's proposed policies fall short of what Shangri-La already provides. A few examples are listed below:

- **Safety & Training:** Our safety committee is represented by direct support professionals and administrative employees. Because of our proactive safety measures, our Workers' Comp rates are 30% lower than the industry average. New hires receive two full weeks of training covering First Aid, CPR, OSHA, abuse reporting, trauma-informed care, 911 training, OIS, Driver Safety, Core Competencies and more.
- **Career Growth:** We post all job openings internally to ensure every employee has opportunities to advance, work in a different location, department or shift. All internal applicants tour programs to ensure the placement is successful for both employees and the individuals they'll support.
- **Employee Well-Being:** Our Wellness Committee encourages preventive care and provides employees with access to comprehensive benefits and resources to support their health and well-being.

Direct Support Professionals dedicate themselves to caring for others, often at the expense of their own well-being. As an employer, we take responsibility for ensuring they get the support, wages, training, benefits & time off they need. They are at the core of the work we do, providing essential care, dignity and independence to those they care for. I will never be comfortable having an outside board determine the needs of our employees without taking our Mission, Vision and Values, their voice and our individuals served into consideration.

House Bill 3838 is misleading. It makes broad, inaccurate assumptions about providers while completely ignoring the rights of the individuals we serve. The idea that nonprofit human services organizations need more regulation to protect employees is not only misguided, but also dismissive of the meaningful work we do every day and have done for over 60 years.

I urge you to recognize the realities of this field and oppose this bill.

Thank you.