



Employee Relations

Supervision June 2022

Employee Relations



Adam Landers
Employee Relations Manager
858-974-2019 Desk



Maria Quidachay
Sr. DHRO
858-974-2041 Desk

We are here to help coach supervisors.

Agenda



Role & Purpose

Strategies & Insights

Associations & Unions

Key Concepts for New Supervisors

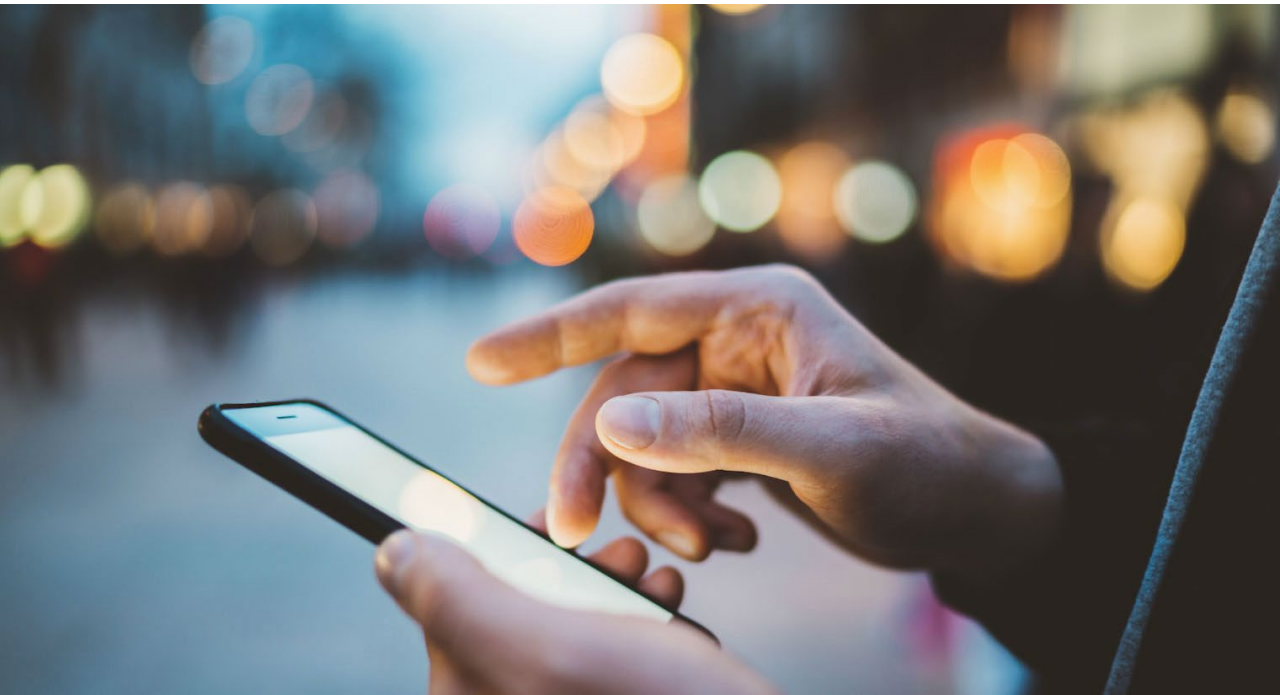
Negotiate & Monitor Compliance Labor Contracts



- Wages & Premiums
- Hours of Work
- Leaves
- Policy Impacts
- Meet and Discuss
- Grievance Procedure
- Unfair Labor Practices
- No Discrimination

I think I might need to do an....

Key Concepts for New Supervisors



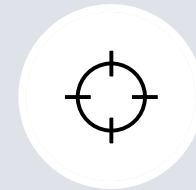
MOD or Sick Leave Order



PIP – Performance
Improvement Plan



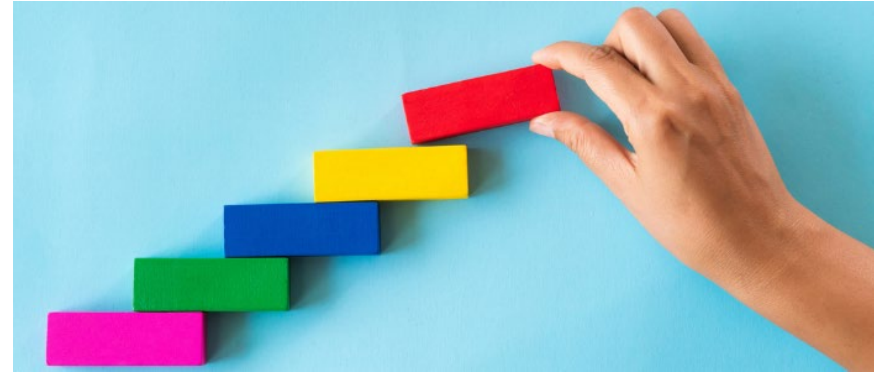
Non-Retention



Schedule change or other
MOA question

Progressive Discipline

Key Concepts for New Supervisors



Employee Relations

Log Event

**Memorandum of Discussion
(MOD)**

**Order
(Sick Leave)**

Internal Affairs

Written Reprimand

Suspension

Demotion

Termination



Who was your Best Supervisor or Coach and Why?

What did they teach you?

What did you observe?

We are the sum of all our coaches – good and bad

Healthy Teams



Know your Teams - KSAs



Ensures
Accountability



Assesses Risk/Reward



Provides Some
Autonomy

Strong Teams



Knows the Department's
Mission



Succession Planning



Scouting Philosophy (Collects
Intel, Make Strategic and
Informed Decisions)



Rolls up Sleeves and
Pitches in



CPER

California Public Employees Relations

Pocket Guide to the Meyers-Milias-Brown Act

Protects Employment Rights:

- Employees
- Supervisors
- Management
- Association & Unions

MMBA Protects

Right to form and participate in
associations or unions

The Department can adopt reasonable
rules and regulations after consultation
in good faith with associations or
unions

PERB has jurisdiction over certain
disputes arising pursuant to the MMBA.

Multiple Bargaining Unit = Multiple MOAs



DSA - Sworn

SM and DS



SEIU – Pro Staff

RN
CL, MM, PS,
MHC



ASDCE – Pro Staff

CR and CM



Non-Represented

DHRO – AA II - UM



Elected Official

Sheriff

Unions & Associations



Unions & Associations

Protected Employment Rights Supervisors might Encounter

Communication



DSA and SEIU can Communicate with Staff

Worksites Visits



Enter the Jails and Stations

Release Time



Release Time to Represent Employees

Attend Labor Mgt Meetings

Elevate Concerns

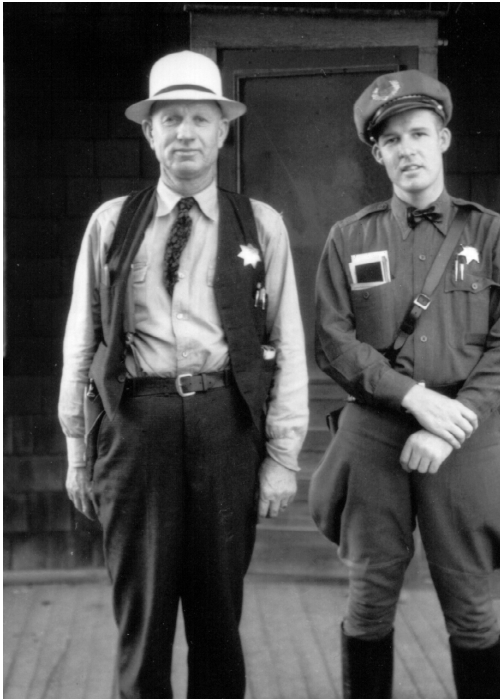


To Command

What are some Challenges Transitioning from Peer to Supervisor?



Transitioning Peer to Supervisor



Key Concepts for New Supervisors



Separate Personal Relationships From Professional



Let Staff Know You Take Your New Responsibilities Seriously



Treat All Employees Equally



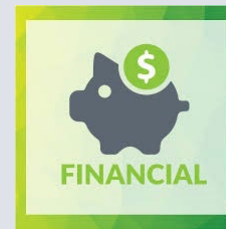
Ask For Advice or Strategy from 2nd Level Manager or Mentor

Wellness

Key Concepts for New Supervisors



Emotional Health: Suicide Prevention, Substance Abuse, Stress, Trauma Mgt



Financial Health – Retirement Planning, Managing Debt, Gambling Addiction



Physical Health – Exercise, Sleep, Disease Management



Veterans and Military – How can we Support?

Key Concepts for New Supervisors



Can't Ignore It!!



Family Medical Leave Act



**American's
w/Disability Act**

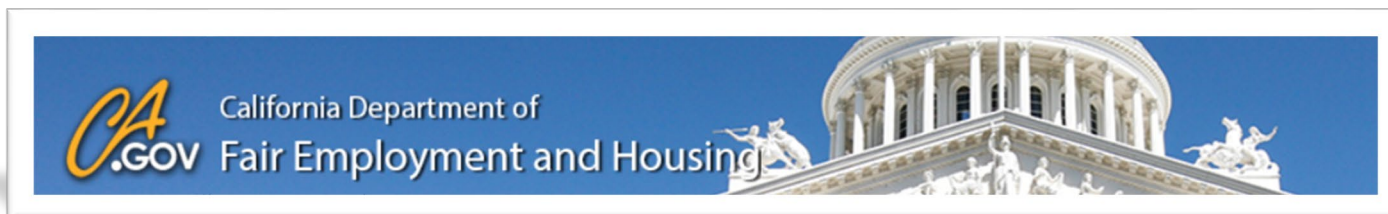
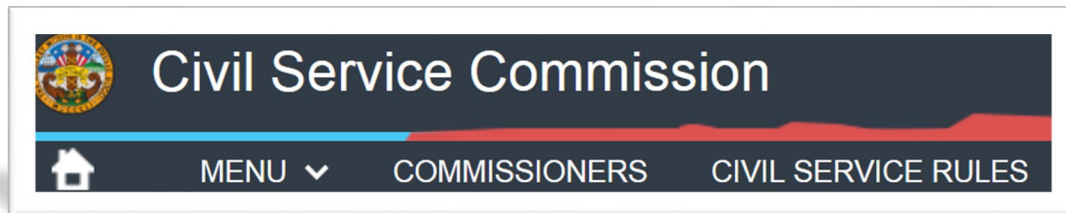


**Hostile Work
Environment**



Employment Discrimination

Governing Bodies



Provides Oversight

Requests the Department to Investigate Complaints

Reviews Department's Response

Key Concepts for New Supervisors

Retaliation

It is illegal for an employer to retaliate against any employee who is engaged in protected activity.

You cannot discharge, demote, suspend or discipline in any manner an employee who engages in this protected activity.



Components of Retaliation

- **Employee engaged in a Protected Activity**
 - Union Participation – Union Rights
 - Making a Complaint - Whistleblower
 - Filing for FMLA - ADA
- **Adverse Action by the Employer/Manager against the employee.**
 - Termination, Demotion, Loss of Wages, Loss of Benefits, Non-Selection, etc...
- **Connection existed between the two.**

Reasonable Person Standard

- The situation must be viewed from the perspective of a reasonable, third party
- Would a reasonable person, facing the same situation, find the behavior hostile, offensive, intimidating, or retaliatory

Key Concepts

Know Your
People!

Progressive
Discipline

Non-Retention /
Failure of
Probation

Nothing should
Surprise an EE

Accommodate
Accommodate
Accommodate

Different
Bargaining Units
– Different Rules





SAN DIEGO COUNTY SHERIFF

Thank You

- 👤 Adam Landers
- 📞 +1 858 974 2019
- ✉️ Adam.Landers@sdsheriff.org

Group Discussion: You Decide

- **There is a Deputy vacancy for a position everybody wants on the team.**
- **David is one of the best candidates and he is planning to take Paternity Leave next month.**
- **You tell David he can take a few weeks off. But if he wants the position, he can't take too much time off.**

Is there a Protected Activity?

Is there an Adverse Action?

Is there a Connection?