

Employee Relations

Management Update October 2022



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Agenda



Role & Purpose

Strategies & Insights

Associations & Unions

Key Concepts for New Supervisors

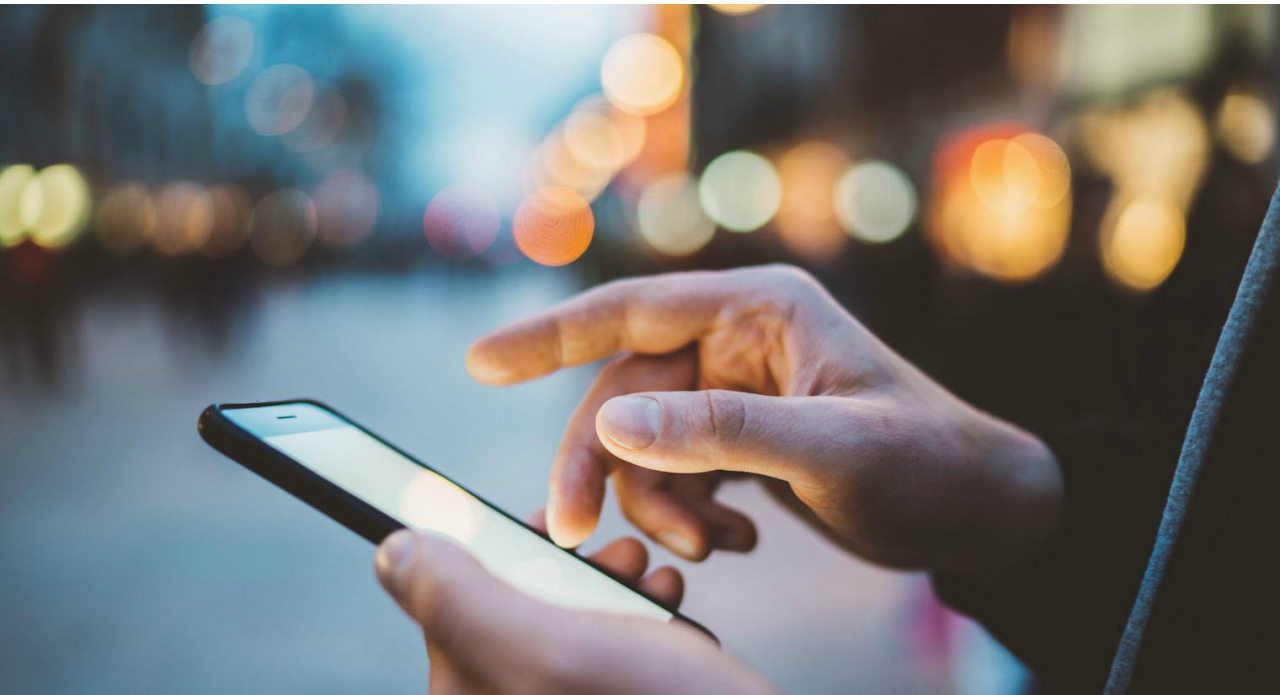
Negotiate & Monitor Compliance Labor Contracts



- 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



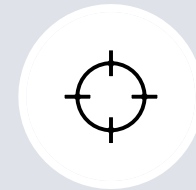
MOD or Sick Leave Order



PIP – Performance Improvement Plan



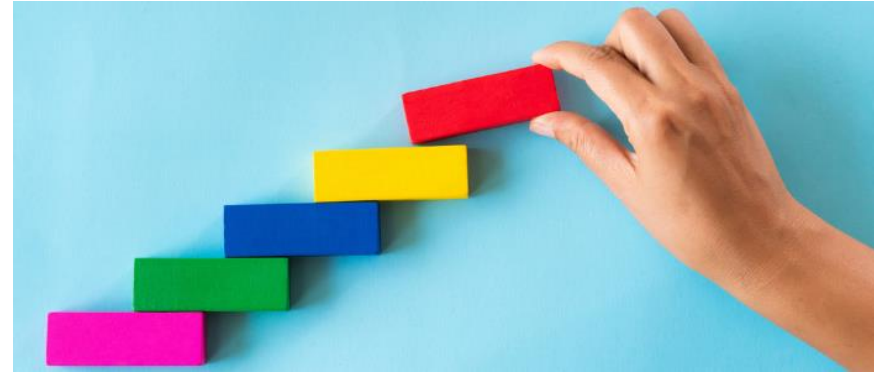
Non-Retention



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

Strategies & Insights



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

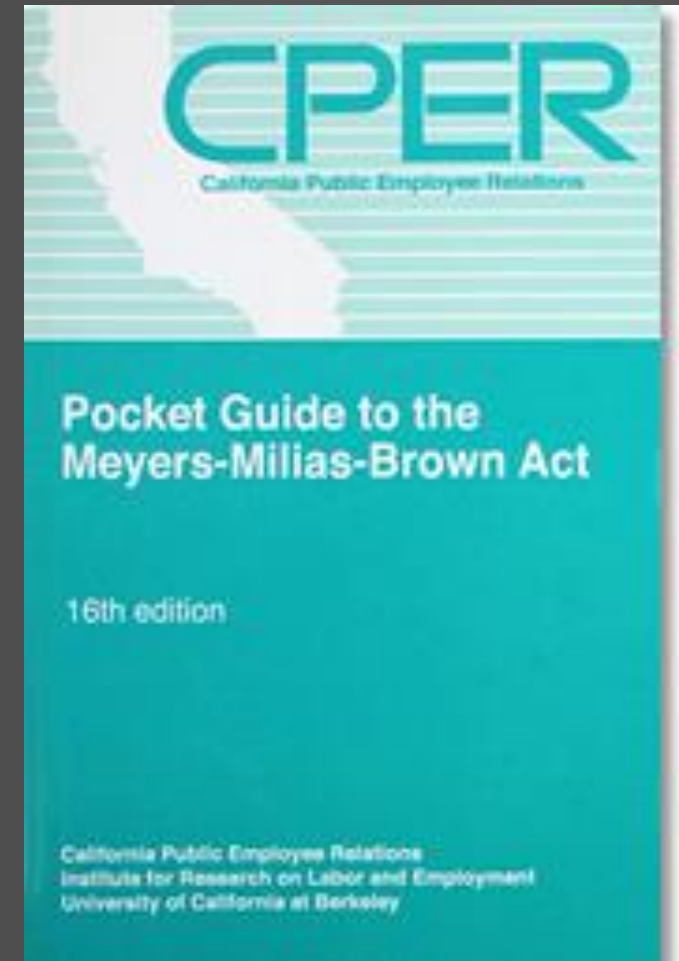
Employee Relations Purpose – *Advisory Role*

Protect Employment Rights

- Employees / Supervisors / Managers
- Associations / Unions

Resolve Disputes - MOA / Comp Ordinance

- Wages / Hours / Working Conditions



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

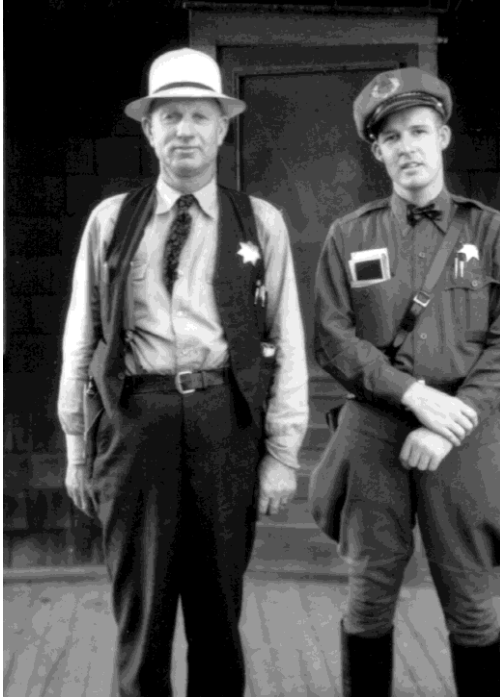


To Command

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**

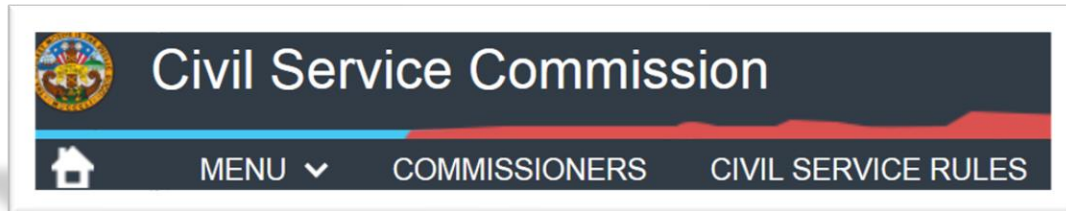


**Hostile Work
Environment**



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, loss of wages, loss of benefits an employee who engages in a 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**



Final Thought



Career Preparation and Planning

"The person who starts the race is not the same person who finishes the race".

-Marathon Spectator Sign

"No marathon gets easier later. The halfway point only marks the end of the beginning."

-Joe Henderson



SAN DIEGO COUNTY SHERIFF

Thank You

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