

Employee Relations



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February 2024

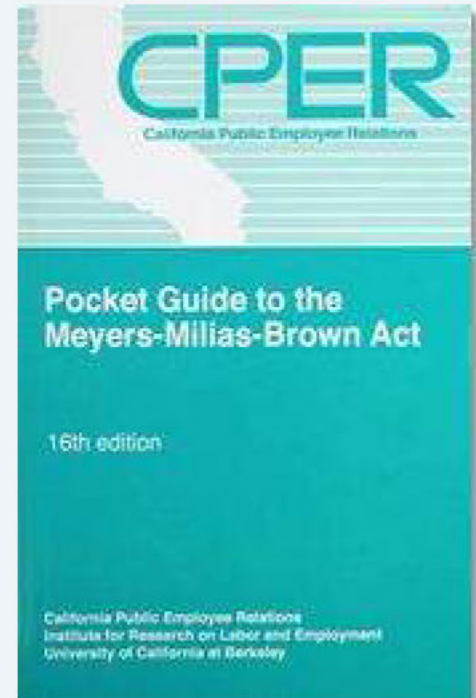
Employee Relation's Advisory Role

- **Protect Employment Rights**

- Employee / Supervisor / Management
- Association / Union

- **Resolve Disputes:
MOA / Comp Ordinance**

- Labor and Management
- Wages / Hours / Working Conditions



MMBA

Governs the Labor-Management
Relations in California local government

Who is Labor & Who is Management?

Labor



Represented by Union
DSA & SEIU
(SM?)



Non-
Represented
by Union



Unclassified
Management



Elected
Officials

Classified: Civil Service Protection

**Unclassified: At Will/Salaried
No Civil Service Protection**



Labor Relations & Collective Bargaining

MMBA REQUIRES

County/Dept + Unions
Meet in **Good Faith**

(WHY?!?!?!?)

- Work Out Our Own Problems
- The Courts do not want to hear Labor Management Complaints

**What if
We Don't
Comply?**

**What's an
Unfair Labor
Practice?**



PERB
California Public Employment
Relations Board

- Associations and Unions can file Unfair Labor Practice (ULP) charges to PERB.
- An Unfair Labor Practice (ULP) is an action by an employer or a union that violates the MOA.
- PERB administers collective bargaining statutes covering California local public agencies.

Stages of Policy Development

Problem to Address?	Policy Analysis	Stakeholder Support	Updates / Revisions
<ul style="list-style-type: none">• New Law• Need for a Policy• Who is Affected?	<ul style="list-style-type: none">• DIS, SOPC, ER, OTS• Purpose, Definitions of Terms• Affects other policies?• Specifics, Responsibilities, Effective Date• Implementation Strategy	<ul style="list-style-type: none">• Executive Supporter• Get it on the Agenda	<ul style="list-style-type: none">• We are Always Updating Policy• Notify Associations and Unions• DSA & SEIU & Teamsters

Example: SB 2188 Discrimination in Employment: Use of Cannabis

Negotiating the New Policy (Good Faith Bargaining)

Policy Change



Impacts?

Hours Wages Working
Conditions

Meet Discuss/Confer



**Send Policy to
DSA/Union**
Issues/Solutions?

Agreement



Implementation
New Policy

NEGOTIATIONS



Wants



Stakeholder



Communicate



Tactics



Collaboration



Contract



Agreement

Status of
Employee Pay

County Culture

Political Climate

Labor/Mgt
Relationships

Economy/Budget

**Real Life Labor
Example:**

Per Diem Deputy

- **Who are your Stakeholders?**
- **What Are Factors to Consider?**
- **What will the DSA Will Ask?**

Breakout Group

Per Diem Deputy

Stakeholders

- OTS, DSA, DHR, SDCERA, BOS, CAO, HRSB/Finance & 960's

Impacts to Consider

- Is it the Right Time? Before/After March
- How will affect our Budget?
- Will Current Employees Leave to go P/T?
- Do you have Support?
- Political Capital – If I Ask for this / Will I Lose Something Else
- How will it affect Retirement?

DSA

- Taking Away Bargaining Work?
- Hire more Full Time Deputies!

Stakeholders



SHERIFF



Nora Vargas
District 1
Chair



Joel Anderson
District 2



Terra
Lawson-Remer
District 3
Vice Chair



Monica
Montgomery
Steppe
District 4



Jim Desmond
District 5

Board of Supervisors



DHR



FINANCE



PSG



CAO



TAXPAYER

County Labor Relations

Unions

DSA

SEIU

Teamsters

Other Groups

FGG

HHSA

LUEG



Share Three Management Practices or Assessments

You perform when taking over ...
Command
Facility
Station
Division, etc...

Taking Command

New Management Assignment



Observe Practices, Culture, Personalities?



What are Executives Expectations?



What is the Teams Communication Style? Or Your Boss'?



When should changes be Immediate or Gradual?



What is the Business Cycle?

- BOS & SOPC
- City Council Meetings,
- Budget / FY Ends



Management Oversight Tools and Metrics

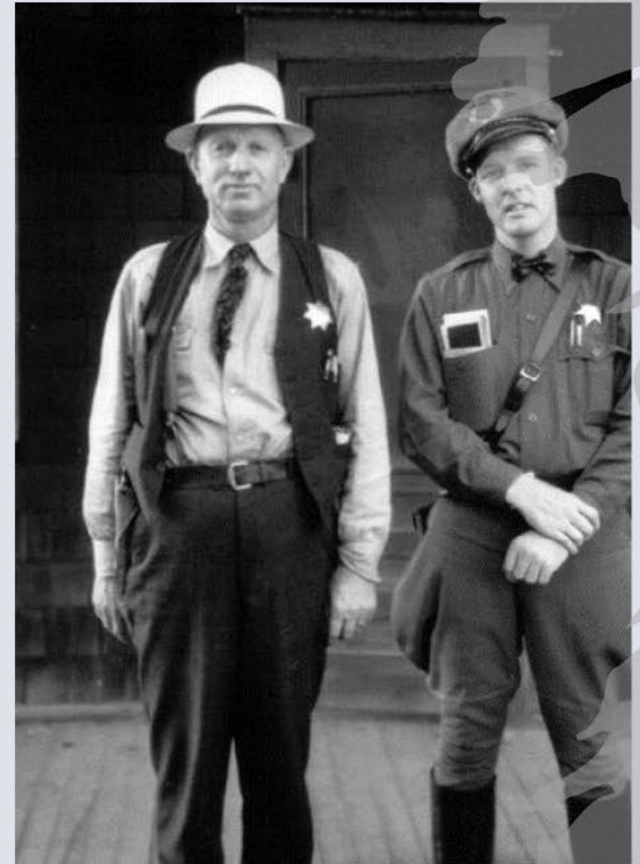


Assess Risk

- Single Point of Failure?
- Has Performance been Managed well?
- What are Hot issues for the Division/Unit.

Taking Command

New Management Assignment



Career Preparation & Planning

Final Thoughts

"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