

## Employee Relations



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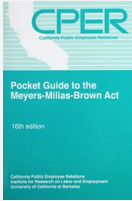
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### Employee Relation's Advisory Role

- **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

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### Who is Labor & Who is Management?

<div style="border: 1px solid black; padding: 5px; margin-bottom: 5px;"> <p style="background-color: #0070C0; color: white; padding: 2px; font-weight: bold;">Labor</p>  <p style="font-size: small;">Represented by Union DSA &amp; SEIU (SM?)</p> </div> <p style="font-size: small;">Non-Represented by Union</p>	 <div style="display: flex; justify-content: space-around; font-size: small;"> <div style="text-align: center;">Unclassified Management</div> <div style="text-align: center;">Elected Officials</div> </div>
Classified: Civil Service Protection	Unclassified: <del>At Will</del> No Civil Service Protection

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**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

**Labor Relations & Collective Bargaining**

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

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



- 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.

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**Stages of Policy Development**

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

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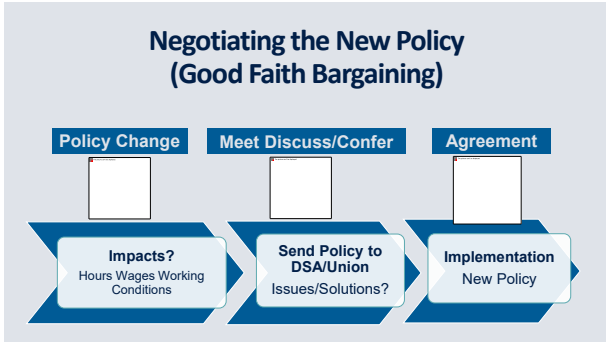
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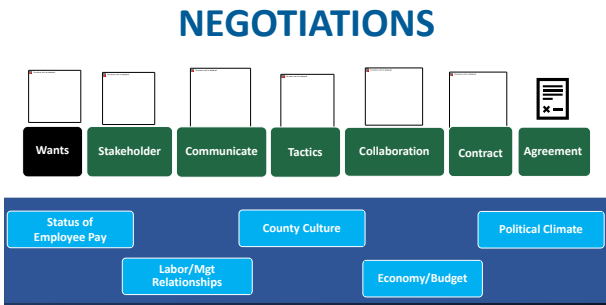
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#### Board of Supervisors Policy C-2

- It is County policy to support the resolution of problems at the lowest possible level.
- If issues cannot be resolved at that level, employees may pursue matters formally through the appropriate grievance procedure.

#### Grievance Definition

A grievance is defined as an allegation by a classified, unrepresented employee, or a group of such employees, that the County has failed to provide a condition of employment which is established by an officially adopted written rule or regulation which comes under the control of the department head.

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# Grievances

## What will NOT apply to the procedure?

- Matters which are reviewable under another Admin Procedure and/or over which the Civil Service Commission has Jurisdiction;
- Letters of warning;
- Matters concerning transfers or assignments;
- Matters concerning Performance Reports etc. (See BOS Policy C-2)

## Grievance Steps

- Informal Discussion w/ Employee's Supervisor  
*\* If not resolved at this level*
- Formal written grievance to employees Supervisor  
*\* 7 Days to respond*
- Grievance to Middle Management  
*\* 7 Days to respond*
- Grievance to Department Head  
*\* 10 Days to respond*

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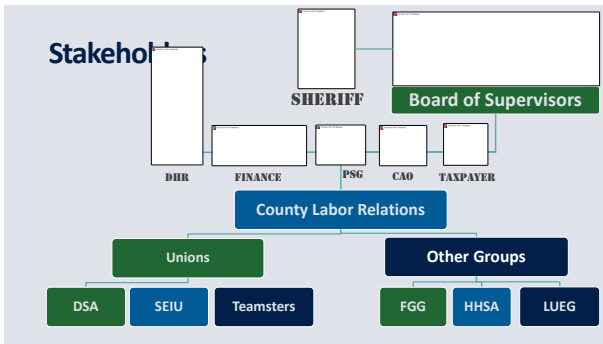
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**Share Three Management Practices or Assessments**

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

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## 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?

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### 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

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## 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

### Career Preparation & Planning

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**Thank You**

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