



Employee Relations

Management Update October 2022



Employee Relations Purpose, Management & Labor Insights



Agenda

Employee Relations Purpose – *Advisory Role*

Protect Employment Rights

- Employees / Supervisors / Managers
- Associations / Unions

Resolve Disputes - MOA / Comp Ordinance

- Wages / Hours / Working Conditions

Breakout Group



Who was your Best Manager or Coach and Why?

**What did they teach you?
What did you observe?**

Healthy Teams



Know your Teams –
KSA = Knowledge Skills and
Abilities



Ensures Accountability
Knows Department's Mission



Assesses Risk/Reward



Provides Some Autonomy /
Knows when to Jump & Help Out



Labor Relations & Collective Bargaining

The County/Dept and
Unions are Required

Meet in Good Faith:

- **Wages**
- **Hours**
- **Working
Conditions**

Good Faith Bargaining Process



Policy Change

Does it effect – HOURS WAGES
WORKING CONDITIONS???

YES - Notify the
Association/Union



DSA/SEIU/ASDCE

Determines Impact

Meet & Discuss – Dept
Meet & Confer - COSD



Dept Considers Feedback

Decides To Implement



DSA/SEIU/ASDCE

Unfair Labor Practice?

Breakout Group

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Labor Issue #1 Night Shift Premium

Who are your Stakeholders?

How do you get Consensus?

What are Indirect Costs?

What will the DSA will ask?

Premium Implementation



Stakeholders

BOS, CAO, Dir DHR, PSG DCAO, OTS,
LR, HRSB A/S



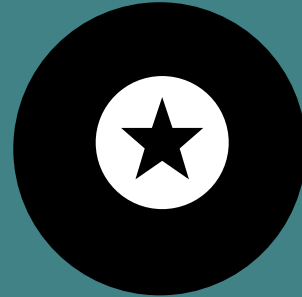
Can You Get Consensus?

CoSD - CONTRACT IS SIGNED!!
PSG - IT COSTS TOO MUCH!
DSA – BIG DEAL!!!



Indirect Cost

Sheriff's Political Capital
Can Never Go Back



What Will the DSA Say?

No SM!!?!?!?
Compaction with Lts & Cmdrs!

Labor Issue #2:

MOT Directive

- Who are your Stakeholders?
- Effects on Hours, Wages, Working Conditions?
- What will the DSA will ask?



Labor Issue #2:

MOT Directive

Stakeholder Buy In?

OTS, AS, Bureau, DSA, SEIU, ASDCE, County LRO, & PSG

Hours, Wages, Working Conditions?

- Effects All 3
- How will it effect your new Night Premium?
Can your Bureau Pay?
- How Will you determine who goes First?
Seniority
- How will you notify Staff?



Labor Issue #2:

MOT Directive

DSA – Think of it as a Policy

- Does your policy answer all the DSA Questions/Scenarios?
- What's your message? Do you have good reason?
- Does the Sheriff or County have the Authority?
- Staff Buy In? Does it hold Water

Number one question?

When will it end?





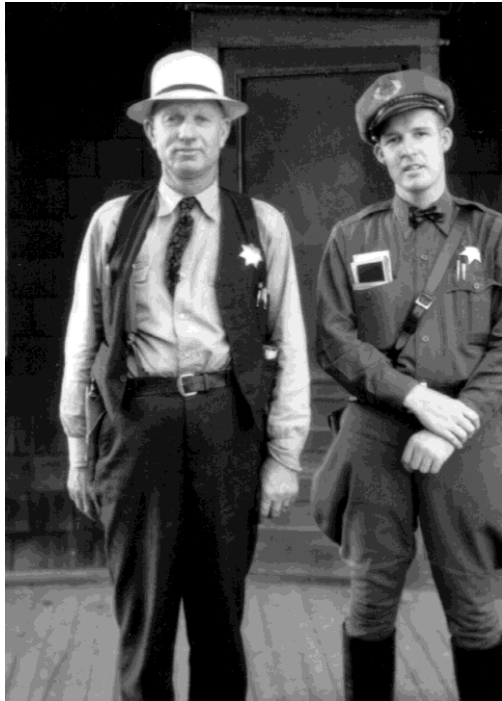
Share **Three** Management Practices or Assessments

You perform when taking
over a:

**Command
Facility
Station
Division, etc...**

Taking Command

New Management Assignment



Observe Practices, Culture,
Personalities?



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



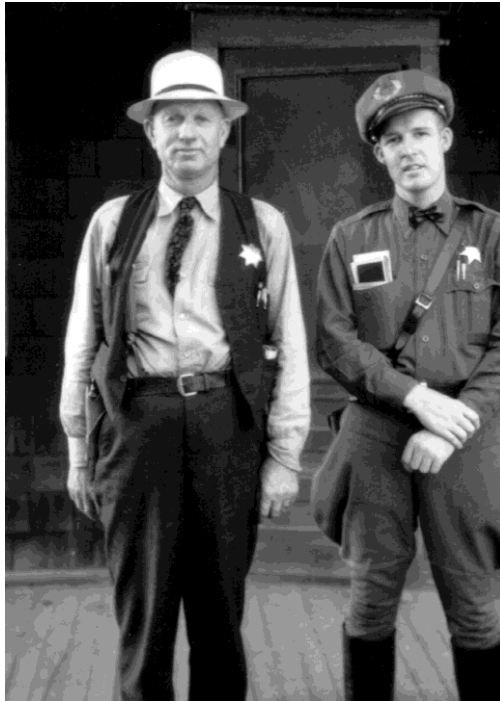
What are Executives
Expectations?



When should changes be
Immediate or Gradual?

Taking Command

New Management Assignment



What is the Business Cycle?

BOS & SOPC

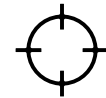
City Council Meetings,

Budget / FY Ends

Position Management Deadline



Management Oversight Tools and Metrics?



Assess Risk – Single Points of Failure

Has Performance been
Managed well?

What are Hot issues for the
Division/Unit.

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