

Employee Relations

Supervisor's Academy - June 2023



Adam Landers

Employee Relations Mgr.
858-974-2019 - Desk



Matt Rankin

Sr. DHRO
858-974-2041 - Desk



Maria-Elena Davidson

DHRO
858-974-2448 - Desk

Agenda



Role & Purpose

Strategies & Insights

Associations & Unions

Key Concepts for New Supervisors

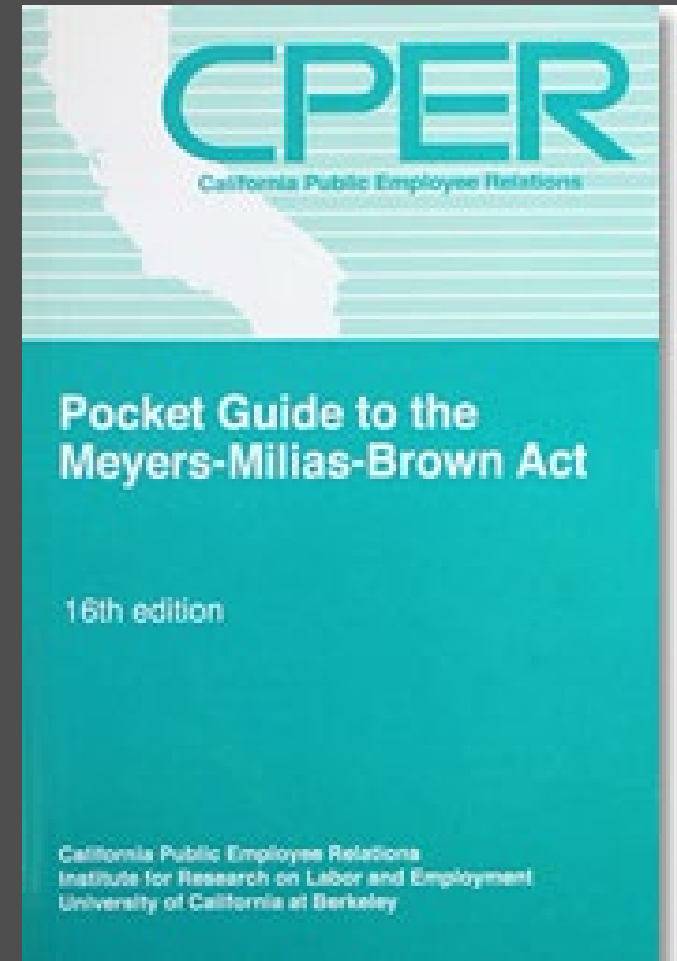
Employee Relations Purpose – *Advisory Role*

Protect Employment Rights

- Employees / Supervisors / Managers
- Associations / Unions

Resolve Disputes - MOA / Comp Ordinance

- Wages / Hours / Working Conditions



Negotiate & Monitor Compliance Labor Contracts



- Wages & Premiums
- Working Conditions
- Hours of Work
- Policy Impacts
- Meet and Discuss
- Grievance Procedure
- Unfair Labor Practices

Multiple Bargaining Unit = Multiple MOAs



DSA - Sworn

SM and DS



SEIU – Pro Staff

RN
CL, MM, PS,
MHC



Teamsters – Pro Staff

CR and CM



Non-Represented

DHRO – AA II - UM



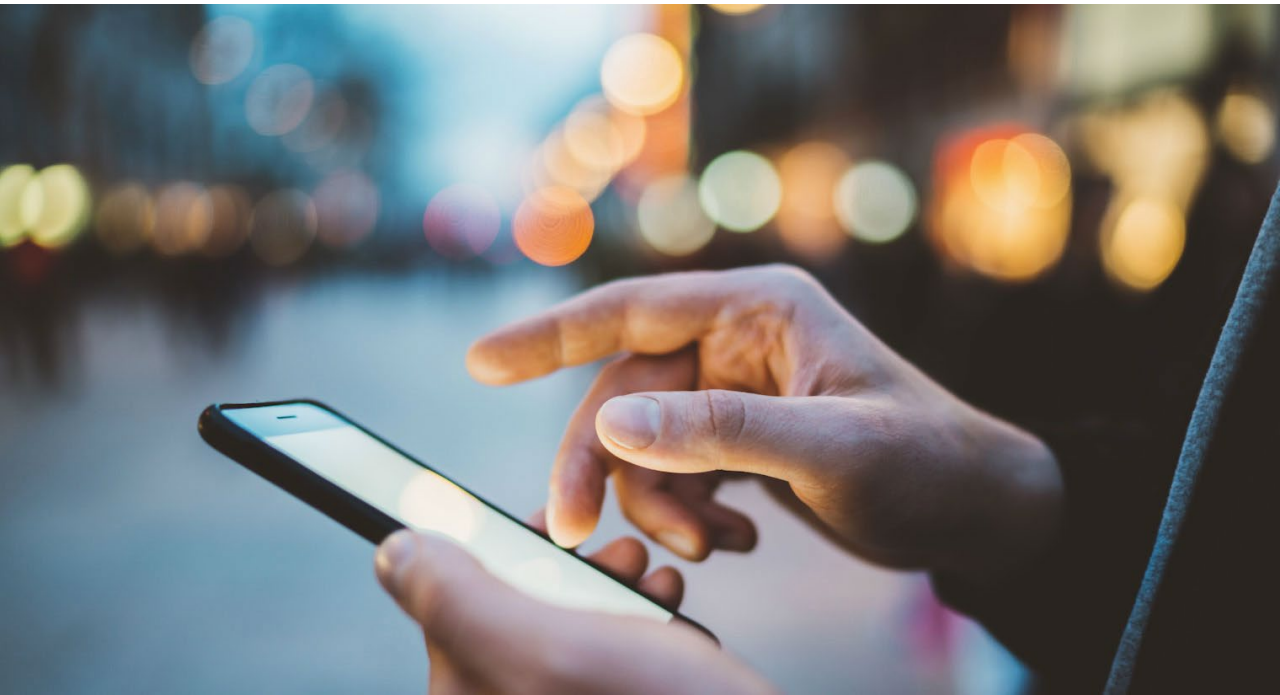
Elected Official

Sheriff

Unions & Associations

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

Key Concepts for New Supervisors



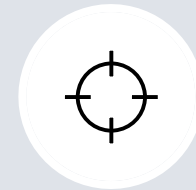
MOD or Sick Leave Order



PIP – Performance
Improvement Plan



Non-Retention



Schedule change or other
MOA question

Progressive Discipline

Coaching / Supervision

Employee Relations

Log Events

**Memorandum of Discussion
(MODs)**

**Order
(Sick Leave)**

Formal Discipline

Internal Affairs

Written Reprimand

Suspension

Demotion

Termination

Key Concepts for New Supervisors



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

Key Concepts for New Supervisors



Can't Ignore It!!



Family Medical Leave Act



**American's
w/Disability Act**



**Hostile Work
Environment**



Common Sexual Harassment Scenarios



**Blatant Sexual Harassment
Creepers**



Relationships Gone Bad



Legitimate Discipline
+ False SH Claim
= **Discipline Defense**



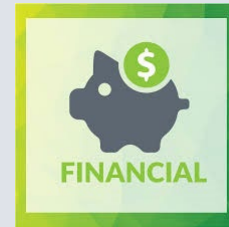
**Communication
Issues**

Understanding Your Teams Wellness

**Key Concept 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

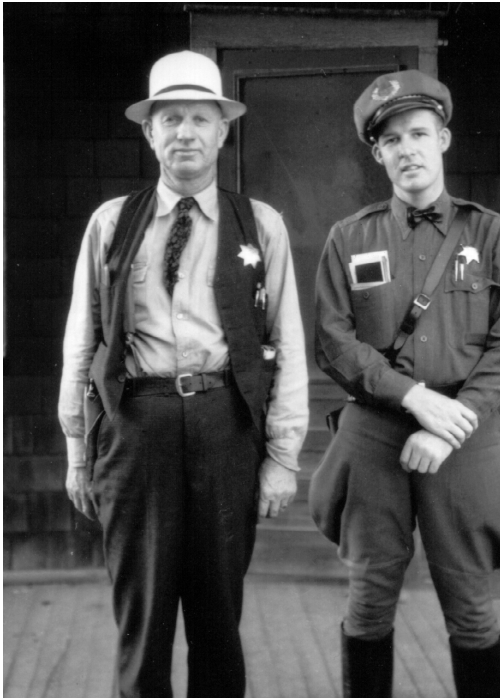


Veterans and Military – Supporting Deployments or Military Leave and listening to and trying to understanding their experience.

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

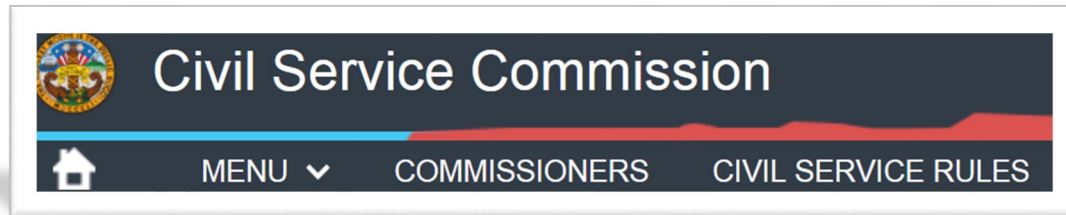
Employment Discrimination

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 **Terminate, Demote, Suspend or Discipline, Loss of Wages or Benefits** an employee who engages in a protected activity.



Three Components of Retaliation

1. Protected Activity (**Examples Below**)

- **Making a Discrimination Complaint to their Sup/Mgr** - Whistleblower
- **Union Participation** – Union Rights
- **Requesting an Accommodation** - Filing for FMLA, Disability Retirement, wanting a WC Injury Accommodation

2. Adverse Action by the Employer/Manager against the employee.

- Termination, Demotion, Loss of Wages, Loss of Benefits, Non-Selection, etc...

3. 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

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



What Challenges Exist for Sups Managing Sexual Harassment in the Workplace ?