

Employee Relations



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Agenda

ER's Role & Purpose

Strategies & Insights

Associations & Unions

Key Concepts for New Supervisors





Discuss

- **Think about what you have done to get here.**
- **Many of you are Technical Experts.**

What are some traps moving from a Technical Expert to Supervisor?

Technical Expert to Supervisor



Avoid being
the Superhero



Avoid being the SME for everything,
let the true SMEs provide insights
and input



Work Through your Team or
Supervisors – They should
share ownership of decisions
(Positive or Negative)



Give Credit & Let Others Shine

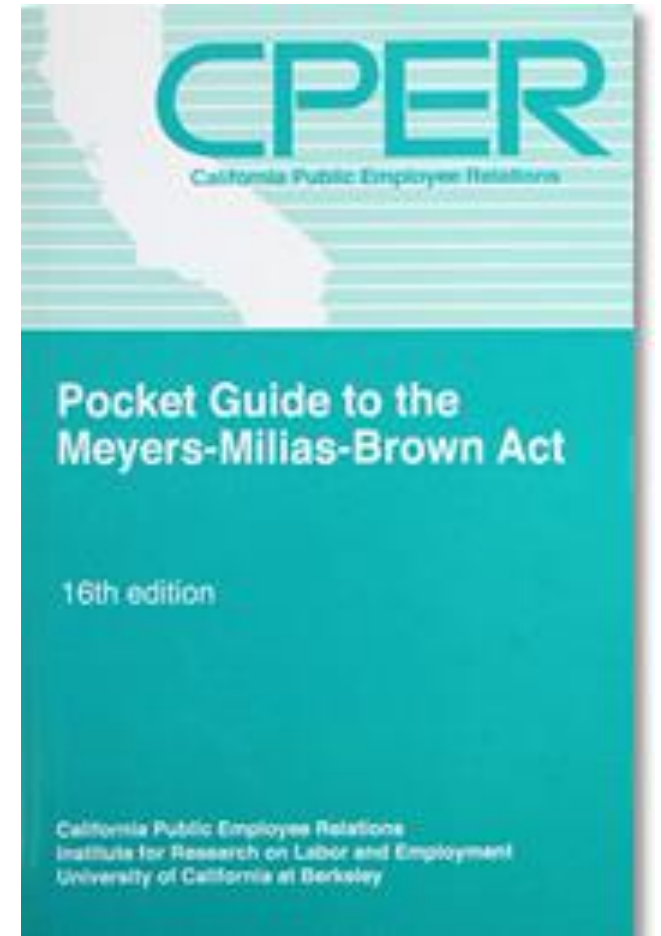
Technical Expert to a New Supervisor



- **May Need to Rethink Relationships**
 - You beat your competition to get the job but now they are your team
 - Separate personal relationships from professional
- **Ask for advice or strategy from 2nd Level Manager or Mentor**
- **Treat all employees equally**

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**

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

Unions & Associations



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

Multiple Bargaining Unit = Multiple MOAs

* Key concepts for new supervisor – Understanding MOAs

Supervisors Responsibilities



MOD or Sick Leave Order



Non-Retention

(Needs Monthlies & MODs)



PIP—Performance Improvement Plan

(No PIPs for Probation EEs)



Schedule Change/MOA questions

Progressive Discipline

Coaching/Supervision

Employee

Log Events

Memorandum of Discussion (MODs)

Sick Leave Order

Formal Discipline

Internal Affairs

Written Reprimand

Suspension

Demotion

Termination

Understanding Your Teams Wellness

**Poor Performance
maybe Connected to
Something Else**



Emotional Health: suicide prevention, substance abuse, stress, trauma mgt



Financial Health: retirement planning, debt mgt, gambling addiction



Physical Health: exercise, sleep, disease mgt



Veterans and Military: supporting deployments/military leave & understanding their experiences

Discuss

**What can you do
when you take
over an
Assignment
where you have
Little Knowledge?**



**It's ok if you know that you don't know but...
It's not ok to think you know and you don't know.**



**Research
Your HR and Finance
Issues**



Open-Door
Create environment where
employees feel comfortable
talking to you
Learn the Past Practice



**Immerse Yourself in
your New Assignment**



**Synthesize your Research
(SME, Past Practice & Team
Insights)**

Key Concepts for New Supervisors



Can't ignore it,
it's illegal



Family Medical
Leave Act



American's
w/Disability



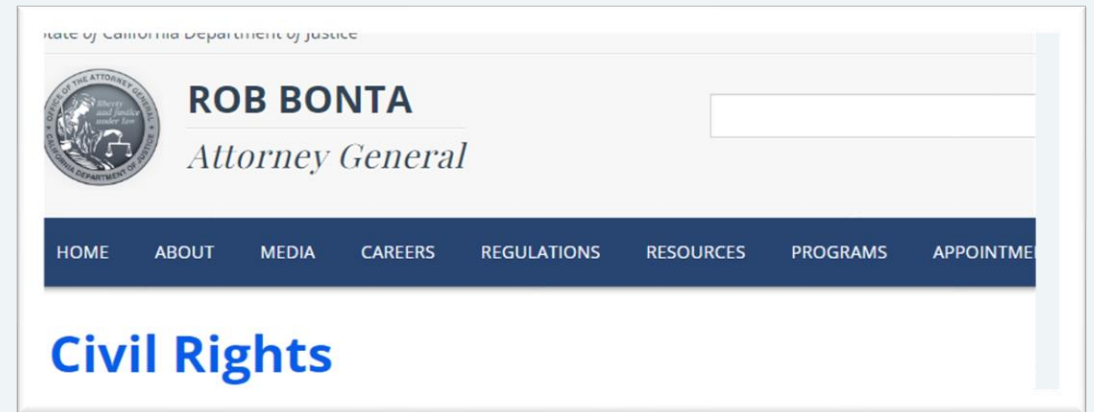
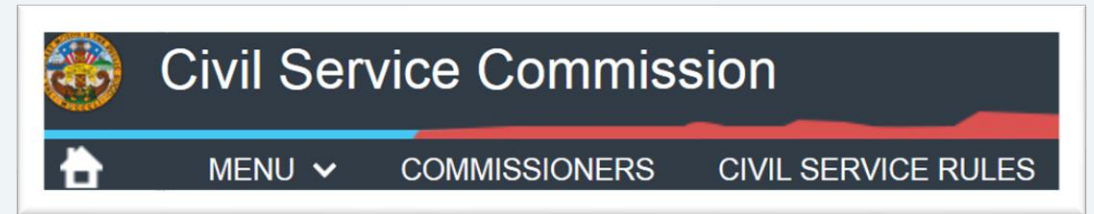
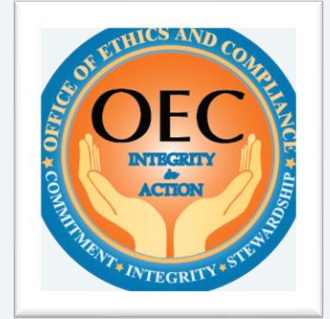
Hostile Work
Environment



Where Employees can make Employment Complaints: Discrimination, Harassment & Retaliation

- Provides oversight
- Requests the department to investigate complaints
- Reviews department's responses

*Key concepts for new supervisors



Discrimination

It is illegal to discriminate against employees because of a protected category.

Protected Activities:

- Race & National Origin
- Religion
- Age (40 and over)
- Disability or Medical Condition
- Sex or Gender



Hiring, Transferring, Terminating, Compensation & Working Conditions

Retaliation

It's illegal for an employer to retaliate against any employee who is engaged in protected activities.

Protected Activity

- Making a Discrimination Complaint
- Union Participation
- Requesting an Accommodation

Adverse Action:

- Reduce Wages
- Discipline

Protected Activity + Adverse Action + Connection between the two

Key Concepts

Know your employees

Progressive discipline

Non-retention/
failure of
probation

Nothing should
surprise an EE

Continue your
Professional
Growth

Different
bargaining units/
different rules



Thank You

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SAN DIEGO COUNTY SHERIFF