

Leadership for Employee Relations

Employee Relations group

(213) 486-7600

Instructors

Employee Relations Group Phone Number
(213) 486-7600

What Does ERG Do?



What ERG Handles

- ▶ Grievances
- ▶ Downgrades/deselections
- ▶ Arbitrations
- ▶ Administrative Appeals (non-disciplinary)
- ▶ Administrative Transfers
- ▶ Employee Relations Training
- ▶ MOU Issues
- ▶ Meet and Confers
- ▶ Temporary Higher Pay Requests

What Does ERG NOT Do?



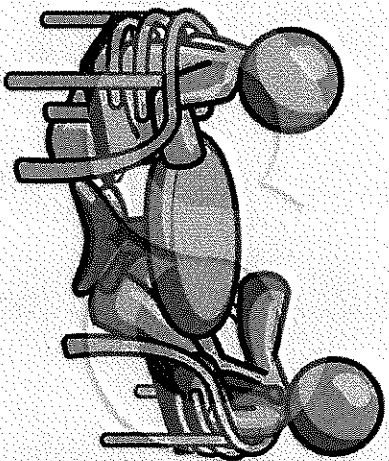
What ERG does NOT do

- ▶ Workplace Conflicts (Ombuds)
- ▶ Mediation (Ombuds)
- ▶ Work Permits (ASB)
- ▶ Bilingual Pay (Personnel Div.)
- ▶ Screendowns/Package Reviews (Personnel Div.)
- ▶ Medical Leaves/IOD Issues (Medical Liaison)
- ▶ Executive Merit Pay (Personnel Div.)
- ▶ Retaliation Complaints (PSB/IAG)
- ▶ Terminations - Tenured/Probation (PSB/IAG)

What will you learn today?

- ▶ The purpose of performance documents
- ▶ Basic concepts for counseling sessions
- ▶ Basic concepts for Comment Cards/NTCD
- ▶ How to complete a Comment Card/NTCD
- ▶ Tools to encourage effective performance
- ▶ Grievance procedures

COUNSELING



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IS IT IMPORTANT? WHY?

1. Greeting

2. The reason we are here is that I observed....

3. What was going through your mind when you decided to....

4. Thank you for your candor

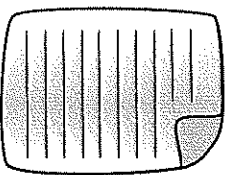
5. What could happen if you.....

6. Values Discussion

7. What will you do differently next time?

8. Closing

Employee Comment Sheets



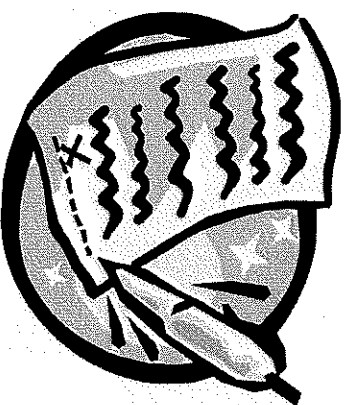
(Comment Cards)

(Form 1.77)

Employee Comment Sheets (Comment Cards)

- ▶ If an employee disagrees with the comment card, they can submit a response on 15.7.
- ▶ The employee has 30 days to submit a response.
- ▶ If the comment card is attached to the employee's Standard Based Assessment, the employee can contest such use through the grievance process.
- ▶ Comment Cards are retained in a separate Comment Card file by the Division for two (2) years

Notice to Correct Deficiencies



(NTCD)
(Form General 78)

Notice to Correct Deficiencies

- ▶ A Notice to Correct Deficiencies should always contain a warning.
- ▶ An employee can contest a NTCD through the grievance process.
- ▶ A NTCD is retained in an employee's Divisional Package for one year. After one year, it is stored in archive at Personnel Division.
- ▶ A NTCD can be attached to an employee's Standards Based Assessment; if it is the employee can contest such use through the grievance process.
- ▶ A NTCD is retained by the Department indefinitely .
- ▶ If a NTCD is attached to a SBA and it is subject to a grievance, the employee can request to have the NTCD temporarily removed during a Civil Service promotional exam.

How Things Look with an **Attitude**

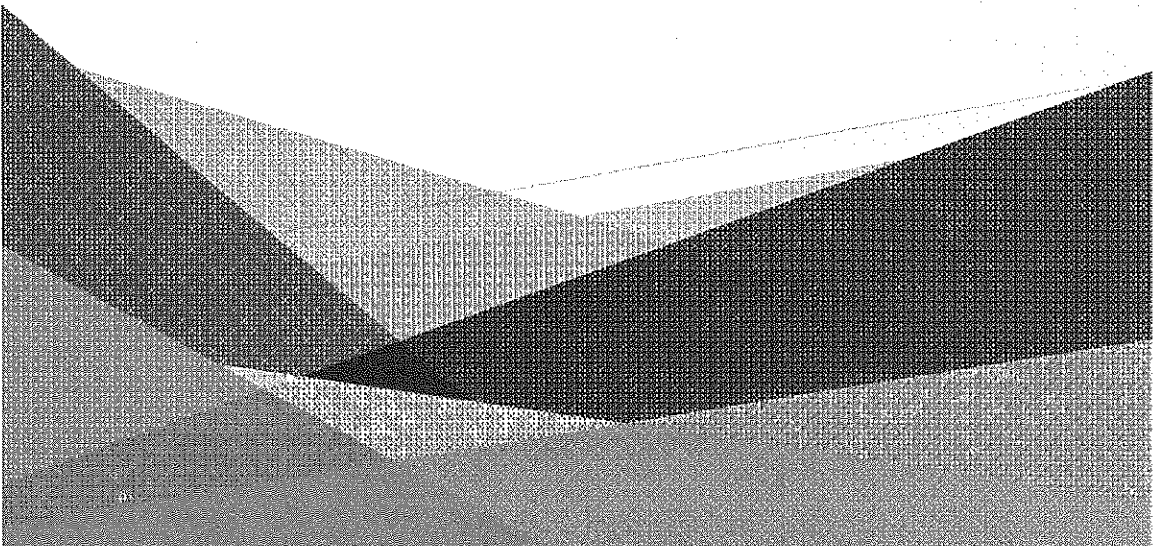
by Robin Slater

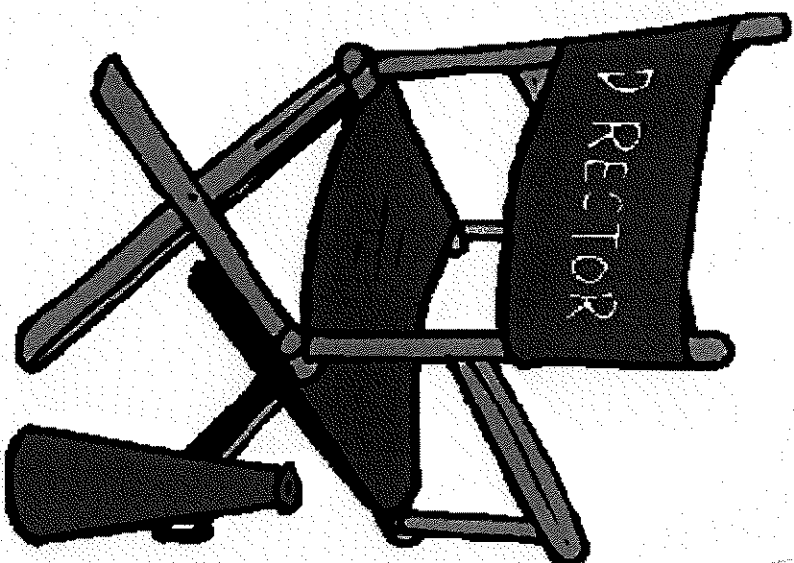
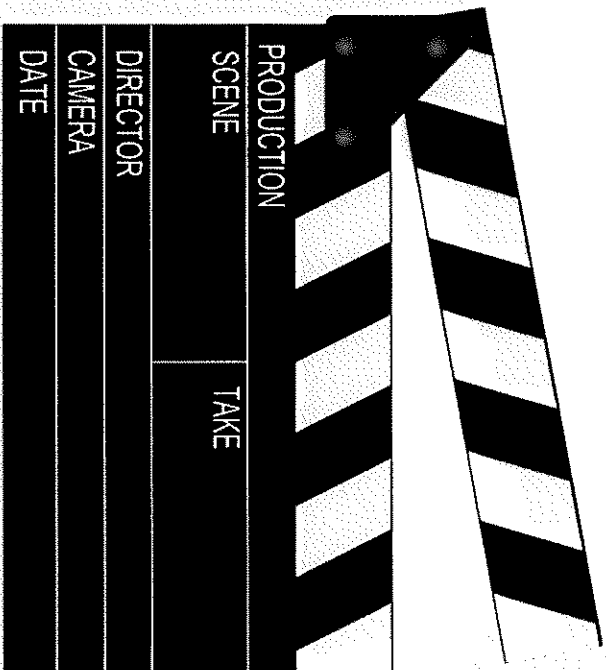


with a **good** attitude

with a **bad** attitude







Writing Exercise



Best Performance Documents

- Truthfulness
- Follow-Up
- Timeliness
- Narrow scope
- Conciseness
- Consistency with the discussion
- Specified expectation

Grievance Procedures

MOU Section 8.0

A grievance is defined as a dispute concerning the interpretation or application of this written MOU or department rules and regulations governing personnel practices or working conditions.

Matters NOT Grievable

- ▶ Transfers
- ▶ Assignments
- ▶ Promotions
- ▶ Promotional Exams
- ▶ Probationary termination of entry-level or tenured employees
- ▶ Discipline
- ▶ Employee Comment Sheets
- ▶ Fitness of an employee to CCW
- ▶ Salary step of probationary employee based on education/prior law enforcement experience
- ▶ Denial of CTO

What this means to you

Items that you may
deal with

- ▶ Standard Based Assessments
- ▶ Notices to Correct Deficiencies

Your role

- ▶ You will handle the first step in the grievance process
- ▶ The informal discussion

BE THE

LEADER

YOU WOULD

FOLLOW

Put on your game face



EMPLOYEE EVALUATIONS

An Ongoing Process

Tips for Completing Evaluations

Employee Relations Group

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Types of Evaluation Reports

- ▶ **PDAS-28S - Supervisory Evaluation Report**
- ▶ **PDAS-28E - Employee Evaluation Report**
- ▶ **LAPD Manual, Vol. 3, Sec 760.70**
 - Service Rating reports for Civilian Employees.

An Important Ongoing Process

- ▶ Rating an employee's performance
- ▶ One of the supervisor's most important activities
- ▶ Appraisal happens each time when...

Ratings should be an accurate reflection of duty performance;

- ▶ **Reflective**
- ▶ **Retrospective**
- ▶ **Relevant**
- ▶ **Timely**

Purpose of Evaluation Reports

- ▶ **Informational**
- ▶ **Motivational**
- ▶ **Developmental**

Supervisor's responsibilities prior to completing an employee evaluation

- ▶ Clearly articulate to the employee your expectations
- ▶ Ongoing monitoring
- ▶ Prompt notification

Observing employee performance

▶ Timely

- Include sustained personnel complaint

▶ Accurate

Documentation

- ▶ Documentation is important
- ▶ Absence of documentation
- ▶ The value of documentation

Types of Documentation

- ▶ Attendance Records
- ▶ Comment Cards
- ▶ Notice to Correct Deficiencies
- ▶ Employee Commendations/Letters of Appreciation
- ▶ Other means used monitoring employee performance

Attendance

- ▶ Must document all unscheduled absences
- ▶ Consider these questions:
 - Consistently meet established requirements
 - Consistently give acceptable explanations
 - Days lost due to unscheduled absences

Attendance (continued)

- ▶ Separate unscheduled absences
- ▶ Pattern - Fridays, Mondays or before/after holidays
- ✓ use of reasonable attendance standards
- ✓ Reasonable attendance standard - communicated to all employees

Problems to Avoid

- ▶ Inconsistent criteria
- ▶ Check boxes not consistent with the narrative
- ▶ No supporting documents

Problems to Avoid (continued)

- ▶ Performance/behavior not observed by rater
- ▶ Information not confined to rating period
- ▶ Evaluations not completed timely
- ▶ Inappropriate remarks in the narrative

When you prepare the rating report, REMEMBER TO:

- ▶ Deal only with the facts
- ▶ Support ratings with specific comments
- ▶ Comment on specific, positive aspects of performance
- ▶ If an unfavorable rating is called for, give it
- ▶ “Comments Section”

When you prepare the rating report, DON'T:

- ▶ Comment on personality traits
- ▶ “all”, “never”, “constantly” etc.
- ▶ Generalize

Fairness

- ▶ Fairness is paramount
- ▶ Not a SURPRISE to the employee

Preparing for the evaluation conference

- ▶ Employee - a list of any awards
- ▶ Arrange time/place for the discussion
- ▶ Have the rating report prepared

Conducting the evaluation conference

- ▶ Praise employees
- ▶ Discuss weaknesses in an objective manner
- ▶ How they can improve
- ▶ Use tasks and standards - job requirements.
- ▶ Suggest what employees can do
- ▶ Use open-ended questions

Conducting the evaluation conference (continued)

- ▶ Summarize overall performance
- ▶ Provide encouragement
- ▶ Discuss training needs and development
- ▶ Conclude - correct any weaknesses
- ▶ Have the employee sign the report
- ▶ The employee still refuses to sign

QUESTIONS?

EMPLOYEE RELATIONS GROUP

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(ERG's [webpage](#) is also on LAN under Divisions-Sections-Units)