

REVIEW RESEARCH RESOLVE

# ERG

EMPLOYEE RELATIONS GROUP

# HAVE YOU GOT A MINUTE?

A Newsletter From ERG | November 10, 2015

## NOTICE TO CORRECT DEFICIENCIES (NTCD):

### WHEN TO USE, HOW TO WRITE, HOW TO SERVE

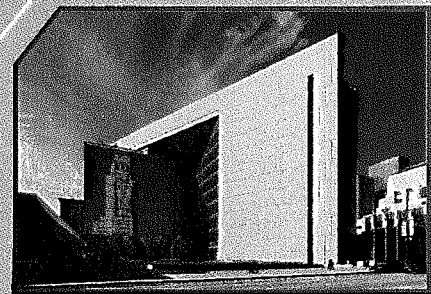
You have just become aware that one of your people has done something notably below our performance standards. You need to address the matter and think it may require a Notice To Correct Deficiencies (NTCD). What now? What do you as a supervisor need to do? How do you write an NTCD?

A Notice To Correct Deficiencies (NTCD) should be used to document deficient performance or an incident where an employee deviated from policy or procedure and you want to;

- 1) Tell the employee how to do it right,
- 2) Help the employee remember it, and,
- 3) Warn the employee that there will be specific adverse consequences if it occurs again.

Walking the employee through the process of identifying their actions, the Department standard, and steps they can take to meet that standard is important to do prior to actually writing the NTCD.

**Let's do this step-by-step:**



### NOTE FROM THE EDITOR:

Welcome to the first edition of the Employee Relations Group Newsletter "Have You Got a Minute?" This newsletter is designed to provide information about various employment rules, MOU interpretations, leadership engagement, and other matters to help employees and supervisors be more effective. Topics will vary and we are always open to suggestions for newsletter topics. Send your comments and suggestions to [ERG@LAPD.lacity.org](mailto:ERG@LAPD.lacity.org). Thanks for taking a moment with ERG.

Editor

LOS ANGELES POLICE DEPARTMENT

# NOTICE TO CORRECT DEFICIENCIES

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## PRIOR TO WRITING A NTCD:

- Gather facts about the action or incident; don't base it solely on what you think happened.
- MEET with the employee – this is the most important step in the process. Have an open mind, ask open-ended questions, and listen to what the employee has to say – be open to alternative measures to a NTCD to take corrective action (Comment Sheet, training, counseling, etc.) depending on the employee's explanation/response.
- Ask the employee to explain; 1) Why he or she did what they did, 2) What the Department standard is, and, 3) Why the standard needs to be met. Asking the employee to explain the Department's values is more meaningful and memorable than simply explaining what they did wrong.
- Tell the employee you are going to complete a NTCD – no one likes surprises.

## WRITING THE NTCD:

- Write a descriptive narrative that explains the facts, actions, or behavior.
- Write the employee's response when asked about the standard/rule/desired behavior, and their response to why it is important.
- Important elements of a NTCD:
  - Truthfulness
  - Timeliness (delaying the NTCD negatively affects the purpose of writing it)
  - Keep it simple
  - Consistency with Discussion
  - Specified Expectation
  - Warn of the consequences if the action or behavior occurs again
  - Call ERG and request to have the NTCD reviewed by ERG staff (213) 486-7600.

## SERVING THE NTCD:

- Allow the employee to read the NTCD.
- Ask if there is anything in the document that is "factually incorrect."
- Ask if there is anything that the employee does not understand.
- Be willing and prepared to negotiate. If the person receiving the NTCD requests alternate wording, ask what wording that person would use. You can't negotiate standards or facts, but you can negotiate style and wording.



## KEY FACTS

- **HAVE AN OPEN MIND, ASK OPEN-ENDED QUESTIONS**
- **CONSISTENCY WITH DISCUSSION**
- **YOU CAN'T NEGOTIATE STANDARDS OR FACTS**

