

REVIEW RESEARCH RESOLVE

ERG

EMPLOYEE RELATIONS GROUP

HAVE YOU GOT A MINUTE?

A Newsletter From ERG | January 18, 2017 (Revised)

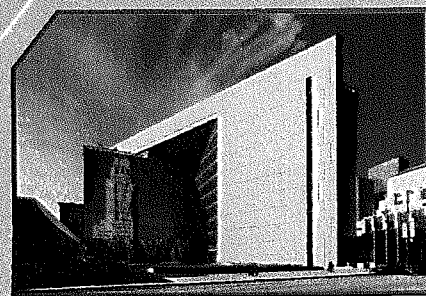
EMPLOYEE COMMENT SHEETS (CARDS)

The purpose of a comment sheet is to encourage effective performance. Some uses for the comment sheet include, but are not limited to; affirm effective performance, adjust ineffective performance, record agreed on performance goals with a timeline, or give feedback on progress toward an agreed-on goal/timeline. Comment sheets are for individual use. Please do not use them for a group. A comment sheet is NOT to state that repeating the conduct will result in future disciplinary action. A comment sheet is merely to record a counseling session. Remember, the comment sheet serves as the narrative for our employee's Standards Based Assessment. Therefore, they should be done on a regular basis; preferably once a deployment period for every employee. The composition of the comment sheet should be timely, relative to the date of the incident. Finally, performance documents such as the comment sheet are only as good as the performance management system it operates within.

There are significant differences between the use of comment sheets for sworn and civilian employees. In this newsletter, we look at the guidelines associated with sworn officers. For civilian comment sheets we recommend calling Employee Relations Group and discussing your situations with our civilian staff. They can provide insight into the different rules associated with civilian employees.

Prior to writing a Comment Sheet:

- 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.



NOTE FROM THE EDITOR:

Welcome to the third 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.online**. Thanks for taking a moment with ERG.

Editor

LOS ANGELES POLICE DEPARTMENT

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- 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 comment sheet - no one likes surprises.

Writing the comment sheet:

- 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 comment sheet:
 - ✓ Factual
 - ✓ Timeliness (delaying the comment sheet dilutes the impact of the document)
 - ✓ Keep it simple
 - ✓ Consistency with Discussion
 - ✓ Specified Expectation
- Call ERG and request to have the comment sheet reviewed by ERG staff (213) 486-7600.

Serving the comment sheet:

- Allow the employee to read the comment sheet.
- 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 comment sheet requests alternate wording, ask what wording that person would use. You can't negotiate standards or facts, but you can negotiate style and wording.

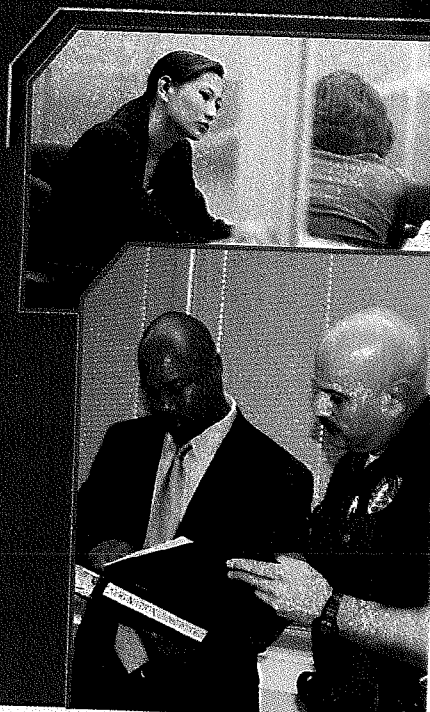
When the employee does, in fact, change his/her behavior after receiving an adjusting comment sheet, be sure to follow up with an affirming comment sheet to let that employee know he/she got it right. This not only positively reinforces the correct behavior, it could improve morale and lead to better acceptance by your subordinates of adjusting comment sheets.

EMPLOYEE COMMENT SHEET				
Employee _____		Serial # _____		Division _____
Period Covered: From _____		To _____		
NOTE: Employees may provide a written response to any comment within 30 days after reviewing the comment.				
Incident Date	Comment	Spvr Commenting	Emp Init	Review Spvr & Date



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