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2018 Personnel Actions and Complaint Analysis

Evaluation Period: January 1, 2018 – December 31, 2018

The HRECC takes a proactive approach to correcting employee behaviors that are not conducive to a professional and productive work environment. Employees who err are held accountable for their actions and may be issued discipline when errors are made and/or behavior is unacceptable for the workplace. Training may additionally be offered as a means of correcting performances that do not meet the standards of the ECC. The ECC administration also is proactive in investigating complaints that are made by members of the ECC, outside agency personnel or the public. The Operations Manager is charged with investigating each complaint, recommending action as needed, and following up with the complainant regarding the investigation.

Timeframe of Analysis

During the timeframe of January 1, 2018 - December 31, 2018 there were (27) occasions of corrective action taken. (20) Were oral counseling/coaching sessions completed by Shift Supervisors or the Training Coordinator. These situations were recognized as minor errors or areas where counseling was needed to improve performance. In most cases, these documented counseling sessions (Oral Counseling), were the only action taken and were appropriately issued in a manner as to conform the employee to the standards of the HRECC. These situations included:

- EMD errors;
- Failures to perform assigned training;
- Fire/Rescue toning errors;
- Failure to dispatch proper assignments;
- Failure to dispatch in a timely manner;
- Failure to follow miscellaneous operational guidelines.

There were (7) issued disciplines which came from the office of the Operations Manager and/or Director these were down from the (14) issued the previous year. These include:

- Notice of Error (3);
- Letter of Reprimand (3);
- Suspension (1);
- Termination (0);
- Resign during investigation (0)

These disciplines were issued primarily as a result of employee error on the job with (2) Letter of Reprimand issuances for the failure to confirm an address and (1) for employee Harassment/Violation of personal use of ECC Computer Network, HR Policy Violation. Notice of Errors were issued as a result of: (1) Fire & Rescue Toning error, (2) Tardy, (1) Failure to fulfill Standby obligation.

Analysis

During each issuance of discipline the ECC focused on corrective action and working to assist the employee in changing the behavior that was problematic. This was a focus of the management team during this year and last year and has seemed to work well given the drop in overall issued discipline and significant errors. Employees are being urged to take ownership of their own shortcoming and are asked to be proactive in the approach toward improvement for the future. This method seems to hold the employee more accountable and makes them a part of the solution and not the problem.

There was one employee action that merited a suspension without pay due to the severity of the policy violation.

Each counseling that was conducted during 2018 was done so in a manner to ensure that the employee knew that they were held accountable for their actions and to ensure that there was no deficit in training in that specific area. In variety cases, re-training was provided to the employee in addition to this counseling in order to assist the employee is reaching a level of acceptable performance. This included those who had been disciplined as well as situations where an employee may have been deficient and was recognized that training would assist in continued development of that skill set. This was overall successful and very well received by the staff.

The training and coaching approach will continue in 2018 as an option to improve performance in lieu of discipline, or in conjunction with discipline where applicable. In 2018 we continued to use these training situations not only for the specific employee but for the entire staff when it was found that there may be an area where employee performance could be enhanced across the board. This included the “throne of knowledge”, training bulletins, shift training, hands on training with the Training Coordinator and more.

Personnel of the ECC were awarded 61 commendations and recognitions in 2018. These include:

- Communicator of the Year
- EMD awards of recognition to include EMD Saves
- Recognition for service during high stress incidents
- Recognition from Citizen
- Recognition from Outside Agency
- Recognition from Peer
- Recognition from Supervisor
- Recognition for Leadership and/or Special Assignment

ECC personnel are held accountable for their actions and held to a high standard of expectation. While every work day makes a difference in the lives of others, the ECC management team still strives to recognize those who perform above what is expected as normal operation.

This personnel actions report and analysis for 2014-(4 years previous), detected one area of concern regarding the failure to properly confirm addresses. As a result of that detection the ECC has been extremely proactive in assuring that this does not become problematic again in the future. Areas of concentration for this detected failure include:

- Training with each shift on address confirmation;
- Quality control checks by Supervisors and Master Communicators;
- Quality control checks by the Training Coordinator and Operations Manager;
- Issued discipline for violations where applicable;
- Retraining for personnel if necessary;
- 100% of EMD calls will continue to be reviewed.

The number of address discrepancies which were the fault of a Communicator 2018 totaled (7). This was 1 less from the previous year.

Recommendations

Personnel actions in 2018 continued to show a problematic performance area related to address errors. This area was already a point of focus in previous years and will continue to be a focus in 2019. A continued emphasis on address confirmation from Shift Supervision and the Operations Teams Managers will be necessary. A new concept titled “Service First” will be implemented in 2019 by the Operations Team Managers. This will be an operations focus on ensuring there is continued discussion, training and quality assurance on the basics related to each specialty within the HRECC. This emphasis will cover the problem related to address confirmation.

The ECC continues to advertise methods for filing a complaint or commendation through public education events, the ECC website and through social media. Social media has served as a wonderful resource in reaching the public about HRECC operation and countless comments of “thanks” and “gratitude” were received in 2018 via the ECC Facebook page.

The ECC website remains operational and offers an even easier way to commend or file a concern about the ECC or an employee.

Any public complaint or inquiry is forwarded to the Operations Team Manager for review and a follow up is made with each complainant if it so merits. During the coming year the ECC will continue to take an active role in investigating complaints and replying to each inquiry as needed.

Conclusion

It is concluded that the ECC’s system of personnel actions and complaints is one that is fair and equitable for the employee while keeping the mission of the ECC at the forefront of each decision and action.

Management team training as it pertains to employee counseling, investigation, corrective action and motivation will be a necessity in the coming year due to new supervisory promotions. This will be coordinated by the officer of the Operations Team Manager and dually executed with the assistance of the Training Manager. The City of Harrisonburg Human Resources Director will continue to serve as a primary resource for assistance in personnel actions as necessary. New

management team members will continue to be afforded City classroom training, outside training and ECC training on how to manage personnel and handle personnel matters.

The management staff is well versed on the types of complaints that are handled by operations supervision and that which must escalate to the Operations Manager.

The HRECC will continue to seek to develop new and better ways to provide a better workplace and service to our employees and citizens.

PERSONNEL ACTIONS	2017	2018	2019	2020
Reprimand	9	3		
Warning	54	20		
Counseling	8	3		
Suspension	2	1		
Demotion	0	0		
Resign In Lieu of Termination	0	0		
Termination	2	0		
Commendation	860	61		
Total	935	88		

Reprimand = Notice of Error
 Warning - Oral Counseling
 Counseling - Letter of
 Reprimand