



Voice: (540) 434-4436

101 North Main Street
Harrisonburg, VA 22802

fax: (540) 434-2512

2014 Personnel Actions and Complaint Analysis

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.

There were (77) occasions of corrective action taken during 2014. There were (51) actions of counseling/coaching sessions completed by Shift Supervisors, Training Coordinator or the Operations Manager. 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;
- ire/Rescue dispatching errors;
- Failure to provide proper safety checks;
- Failure to sign units on and/or off duty;
- Failure to dispatch proper assignments;
- Failure to follow call taking procedures (SOP);
- Failure to follow online reporting procedures;
- Failure to utilize proper method of contact for an outside agency;
- Failure to follow miscellaneous operational guidelines.

There were (24) issued disciplines which came from the office of the Operations Manager or from the ECC Director. These include:

- Notice of Error (10);
- Letter of Reprimand (8);
- Suspension (6);
- Termination (1);
- Resign in Lieu of Termination (1)

These disciplines were issued primarily as a result of employee error on the job. This is a change from 2013 when most disciplines were issued as a result of employee behavior and unbecoming conduct. This is a measure of the work by the ECC management team

to eliminate this unbecoming conduct, gossiping, and general unacceptable behavior by employees.

There were (3) suspensions that were issued as a result of behavior which was unacceptable for an ECC employee. These issues were immediately corrected and have not resurfaced as a problem with these employees. The remaining 3 suspensions were issued as results of serious violations of operational guidelines or as a result of progressive discipline for errors. There was no pattern of detection in these errors that would point to a deficiency in training or a need for change in guidelines.

(8) Letters of Reprimand were issued for operational related mistakes. (6) of these disciplines were related to the failure of the employee to properly confirm addresses. This is a concern since it has been a point of clear training, reinforcement and need for each employee to follow this vitally important procedure. This will be a point of focus in the coming months and employees will be held accountable for actions that do not conform to ECC guidelines in this area.

The remaining (2) Letters of Reprimand were related to gossip and tardiness, both of which have been corrected by the employees noted.

There were (12) documented Notice of Errors issued by the Operations Manager and these included:

- Tardiness;
- Failure to properly follow dispatching assignments;
- EMD violations
 - Note that 100% of EMD calls are reviewed by the HRECC EMD Manager and errors are reported to the Operations Manager.
- Failure to complete or attend training and/or assignments.

These counseling sessions were held to make the employee accountable for their actions and to ensure that there was no deficit in training in that specific area. In (3) 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. In all 3 cases this ended in a successful outcome.

Training was used as a form of assisting an employee who erred on (37) occasions. 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 successful in each occasion and very well received by the staff. This will continue in 2015 as an option to improve performance in lieu of discipline, or in conjunction with discipline where applicable.

Personnel of the ECC were awarded 27 commendations in 2014. These include:

- Communicator of the Year
- EMD awards of recognition
- Recognition for service during high stress incidents
- Recognition of jobs well done

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, administrators of the ECC still strive to recognize those who perform above what is expected as normal operation.

This personnel actions report and analysis for 2014 has detected one area of concern regarding the failure to properly confirm addresses. This is recognized and a plan of action consists of:

- Training with each shift on address confirmation;
- Additional quality control checks by Supervisors and Master Communicators for a term of 6 weeks;
- An increase in quality control checks by the Operations Manager for a term of 6 weeks;
- Issued discipline for violations where applicable.
- 100% of EMD calls will continue to be reviewed.

It should be noted that complaints decreased in 2014 from (47) in the previous year to (28) in 2014. The complaints ranged from Supervisory notification of error, employee notification of a breach of policy and outside agency complaints. There were no public complaints received in 2014.

A review of the public complaint policy was conducted and it was found that there is ample information available for the public to know how to register a complaint of commendation and it is noted that there were 2 outside of agency commendations received in this analysis period. Those were properly passed on to the ECC employee being commended.

There were (2) complaints received via email from outside the agency. Those complaints were made through the ECC website but it was quickly found that the citizens were attempting to gain information about other City of Harrisonburg agencies and that information was passed along properly after a reply was made to the citizen by the Operations Manager. While this correspondence was not meant for the ECC it does show that our access is readily available on the website and is perhaps, more available than other departments given this situation.

The HRECC will continue this method of personnel action management in 2015.

Personnel Actions

	2014	2015	2016
Reprimand	10		
Warning	51		
Counseling	8		
Suspension	6		
Demotion	0		
Resign In Lieu of Termination	1		
Termination	1		
Commendations	27		
Total	104	0	0

Reprimand = Notice of Error

Warning - Oral Counseling

Counseling - Letter of Reprimand

Suspension = Suspension without pay

Other = N/A