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2015 Personnel Actions and Complaint Analysis

Evaluation Period: January 1, 2015 – December 31, 2015

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, 2015 - December 31, 2015 there were (65) occasions of corrective action taken. Forty actions 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 sign units on and/or off duty;
- Failure to dispatch proper assignments;
- Failure to dispatch in a timely manner;
- PID error;
- Code of conduct;
- Failure to follow miscellaneous operational guidelines.

There were (25) issued disciplines which came from the office of the Operations Manager. These include:

- Notice of Error (18);
- Letter of Reprimand (7);
- Suspension (0);
- Termination (0);
- Resign in Lieu of Termination (0)

These disciplines were issued primarily as a result of employee error on the job with (6) issuances for the failure to confirm an address, (5) for tardiness, (7) for failure to perform assigned training, (1) for a human relations violation, (3) for failing to dispatch in a timely manner, (1) for gossip, (1) for failing to supervise and (1) for failure to properly re-tone an agency.

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. There was a marked improvement with this proactive approach and there were only two occasions where an employee had to be disciplined a second time for the same type of violation.

It should also be noted that no employee error or action escalated to a level of suspension or termination from employment in 2015. This is the first year that the ECC has not been required to issue a suspension for employee actions.

Each counseling that was conducted during 2015 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 (3) cases, re-training was provided to the employee in addition to this counseling in order to assist the employee in reaching a level of acceptable performance. In two of the cases this ended in a successful outcome, and the third case is still in progress.

Training was used as a form of assisting an employee who erred on (23) 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 2016 as an option to improve performance in lieu of discipline, or in conjunction with discipline where applicable.

Personnel of the ECC were awarded 60 commendations and recognitions in 2015. These include:

- Communicator of the Year
- EMD awards of recognition
- EMD award “saves”
- Recognition for service during high stress incidents
- Recognition of jobs well done
- Recognition for teamwork
- Supervisory promotions
- Senior Communicator promotions
- Excellence in training

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. It is noted that in 2015 the ECC implemented a “Supervisory Recognition” form. This form is used anytime an ECC Shift Supervisor or Master Communicator feels that an employee goes above and beyond what is expected or when they perform to a level of excellence during a specific situation. The implementation of

this form has had a positive effect on the staff and has been well used by the first line supervisors. It will be continued in 2016 as has set a good example that meeting with a Supervisor is not always for poor performances.

This personnel actions report and analysis for 2014-(previous year), detected one area of concern regarding the failure to properly confirm addresses. As a result of that detection last year the ECC put a plan in place to improve in this area. That plan consisted 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.

The results of this plan of action were excellent and address errors, considered errors by Communicators, dropped to (6) for 2015. The ECC continues to check 10% of all calls for service for accuracy and to ensure that personnel are remaining steadfast on address confirmations.

Recommendations

Personnel actions in 2015 did not detect any trends to be addressed in this report. It is noted that ensuring timely dispatch was a source of focus during the last half of 2015 and will continue in the coming year as we work to reach the goal of dispatching all in-progress calls within one minute of reception.

Complaints of error or misconduct by an ECC employee decreased from (28) in the previous reporting period to (18) in 2015. 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 2015.

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 or commendation and it is noted that there were 4 outside of agency commendations received in this analysis period. Those were properly passed on to the ECC employee being commended.

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 2015 via the ECC Facebook page.

Any public complaint or inquiry is forwarded to the Operations 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 continue in the coming year through monthly in-service training sessions and one on one training with the Operations Manager. The City of Harrisonburg Human Resources Director will continue to serve as a primary resource for assistance in personnel actions where necessary.

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

	2014	2015	2016
Reprimand	10	18	
Warning	51	40	
Counseling	8	7	
Suspension	6	0	
Demotion	0	0	
Resign In Lieu of Termination	1	0	
Termination	1	0	
Commendations	27	60	
Total	104	185	

Reprimand = Notice of Error

Warning - Oral Counseling

Counseling - Letter of

Reprimand

Suspension = Suspension without pay