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## **2016 Personnel Actions and Complaint Analysis**

### **Evaluation Period: January 1, 2016 – December 31, 2016**

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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, 2016 - December 31, 2016 there were (27) occasions of corrective action taken. Eleven 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 (16) issued disciplines which came from the office of the Operations Manager and these were down from the (25) issued the previous year. These include:

- Notice of Error (6);
- Letter of Reprimand (6);
- Suspension (1);
- Termination (1);
- Resign during investigation (1)
- Unfounded (1)

These disciplines were issued primarily as a result of employee error on the job with (6) issuances for the failure to confirm an address, (3) for tardiness, (3) for failure to perform assigned training, (1) for a human relations violation, (2) for failing to dispatch in a timely manner, (1) for gossip,

### **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 event. Another employee was terminated from employment due to the failure to progress in training and extensive safety related errors.

Each counseling that was conducted during 2016 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 (6) 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 five of the cases this ended in a successful outcome, and the final case in an on-going effort.

Training was used as a form of assisting an employee who erred on (31) 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 2017 as an option to improve performance in lieu of discipline, or in conjunction with discipline where applicable. It is further noted that training was often used 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 60 commendations and recognitions in 2016. 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.

This personnel actions report and analysis for 2014-(2 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 remained at 6 for 2016.

### **Recommendations**

Personnel actions in 2015 did not detect any trends to be addressed in 2016. During 2016 the management staff of the ECC worked hard to hold employee accountable for all actions and to encourage them to recognize their own worth to the Center, their co-workers and the community. During 2016 staffing constraints were to an epidemic level and employees rose the occasion working countless hours of overtime and often working harder to assist newly released employees with little experience. The focus shifted from correcting mistakes to showing employees their own personal value and thus, in most cases, keeping the mistakes from happening. The performance of the HRECC staff during these shortages was unmatched.

Complaints of error or misconduct by an ECC employee decreased from (18) in the previous reporting period to (13) in 2016. The complaints ranged from Supervisory notification of error, employee notification of a breach of policy and outside agency complaints. There was only one public complaint received in 2016 and that dealt with a responder having to force entry into a residence when the caller felt the ECC Communicator should have made a notification about a key location.

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.

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 2016 via the ECC Facebook page.

The ECC website has been enhanced and this now 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 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. 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**

	<b>2014</b>	<b>2015</b>	<b>2016</b>
<b>Reprimand</b>	<b>10</b>	<b>18</b>	<b>6</b>
<b>Warning</b>	<b>51</b>	<b>40</b>	<b>11</b>
<b>Counseling</b>	<b>8</b>	<b>7</b>	<b>6</b>
<b>Suspension</b>	<b>6</b>	<b>0</b>	<b>1</b>
<b>Demotion</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Resign In Lieu of Termination</b>	<b>1</b>	<b>0</b>	<b>0</b>
<b>Termination</b>	<b>1</b>	<b>0</b>	<b>1</b>
<b>Commendations</b>	<b>27</b>	<b>60</b>	<b>60</b>
<b>Total</b>	<b>104</b>	<b>185</b>	<b>86</b>

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