



Appendix 6A

2017 Personnel
Actions and
Complaint
Analysis



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2017 Personnel Actions and Complaint Analysis

Evaluation Period: January 1, 2017 – December 31, 2017

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, 2017 - December 31, 2017 there were (75) occasions of corrective action taken. Oral counseling/coaching sessions made up for (54) of these actions which were completed by the Shift Supervisors, Master Communicator, Training Coordinator or 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;
- Fire/Rescue toning errors;
- Failure to dispatch proper assignments;
- Failure to dispatch in a timely manner;
- Failure to follow miscellaneous operational guidelines;
- Tardiness

There were (21) issued disciplines which came from the office of the Operations Manager. These include:

- Notice of Error (9);
- Letter of Reprimand (8);
- Suspension (2);
- Termination (2);
- Resign during investigation (0)
- Unfounded (0)

These disciplines were issued primarily as a result of employee error on the job with (8) issuances for the failure to confirm an address, (2) for a conduct unbecoming or code of ethics violations, (1) for insubordination, (3) for failing to dispatch in a timely manner, (5) for tardiness, and (2) for failing to progress in training.

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 has been a focus of the management team and has seemed to work well in getting the employee to comply and/or change the problematic behavior. 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 were (2) employee suspensions without pay during this evaluation. Both circumstances were considered severe infractions which merited this type of action.

The ECC terminated (2) employees during 2017 for not responding to the new employee training program.

Each counseling conducted during 2017 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 (2) cases re-training was provided to the employees and both were successful in them reaching an acceptable area of performance.

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 2018 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 ðthrone of knowledgeö, training bulletins, shift training, hands on training with the Training Coordinator and more.

Personnel of the ECC were awarded 860 commendations and recognitions in 2017. Not all commendations were formally written and include ðjobs well doneö on shift as well as more formal letters and awards. Commendations include:

- Communicator of the Year
- EMD awards of recognition;
- EMD award ðsavesö;
- Recognition for service during high stress incidents;
- Recognition of jobs well done;
- Recognition for teamwork;
- Specialty team promotions;
- Trainer promotions;

- Senior Communicator promotions;
- Intermediate compensations;
- 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. Our employees are our number one asset and our highest priority and recognizing them for their work and dedication is a high priority for HRECC management personnel.

This personnel actions report and analysis for 2014-(3 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 rose to (8) for 2017 and that is (2) higher than the previous year. The ECC continues to strive to prevent these errors from occurring with continual training, and quality assurance. When problems are detected the employee is counseled, trained and disciplined.

Time delays were an area of focus for 2017 and there were (3) disciplinary actions taken as a result of dispatching delays. Call processing continues to be an area of focus for the coming year. It should be noted that call processing times decreased by (59) seconds in 2017 which is a remarkable improvement from the previous year.

Recommendations

Personnel actions in 2017 continued to show a small trend related to address errors and call processing times. Both of these area were already a point of focus in previous years and will continue to be a focus in 2018. Several changes have already been put in place including the creation of daily call processing reports by the Technology Coordinator and emailed to the Supervisor each shift. Shift training on radio triage as it relates to call processing times has been conducted and is on-going.

During 2017 the management staff of the ECC worked hard to hold employees accountable for all actions and to encourage them to recognize their own worth to the Center, their co-workers and the community. Management personnel focused on developing each individual employee and making them stronger individually which equates to a stronger team. Issued counseling and discipline was designed to help the employee grow and be better in all areas.

There were (15) complaints of error or misconduct by an ECC employee during 2017. The complaints ranged from Supervisory notification of error, employee notification of a breach of policy and outside agency complaints. There were no public/citizen complaints in 2017.

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 the ECC website has a page dedicated to this topic.

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 2017 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. 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 | | | |
| Warning | 54 | | | |
| Counseling | 8 | | | |
| Suspension | 2 | | | |
| Demotion | 0 | | | |
| Resign In Lieu of Termination | 0 | | | |
| Termination | 2 | | | |
| Commendations | 860 | | | |
| Total | 935 | | | |

Reprimand = Notice of Error

Warning - Oral Counseling

Counseling - Letter of

Reprimand