City of Roanoke E-911 Center
Memorandum

To: Sonya Roman, Department Manager

CC:

From: Beth Stephens, Operations Administrator

Date: 7 February 2019

Re: Annual Summary of Investigations 2018

Our annual summary of complaint investigations assists in identifying any potential patterns or trends that could help the department in determining the need for additional training, equipment upgrades or policy modifications. The following is a review of our departmental investigations and disciplinary actions for 2018.

Complaints received have been broken down into the following categories in order to protect the confidentiality of the employee(s) involved. Complaints are categorized as Internal or External. External are complaints received from citizens while Internal are received from other employees or City agencies.

Internal Complaints	**External Complaints**
Unprofessionalism	Failure to follow policy
Failure to Follow Policy	Total Time to Process Call for Service
	Unprofessionalism (2)

Internal= 2	**External**= 4
2 were founded	2 were founded
	2 were unfounded

Total Complaints= 6

For Comparison
2018 Complaints total 6 with 4 founded
2017 Complaints total 6 with 4 founded
2016 Complaints total 15 with 7 founded
2015 Complaints total 11 with 6 founded
2014 Complaints total 10 with 5 founded

Disciplinary Action

It is our goal to resolve all issues with the least adversarial methods using such tools as intervention, counseling, coaching and training depending upon the severity; however progressive disciplinary action does occur when those tools are deemed ineffective. Discussed below are counseling and disciplinary actions taken for 2018 (which encompass complaints, performance and operational issues, etc.):

Counseling Statements
We had 35 issues handled by counseling, which were issued to both probationary and non-probationary staff due to the following reasons – unprofessionalism and failure to follow department policy.

Verbal Reprimands
Our agency had 8 verbal reprimands, which were issued to both probationary and non-probationary staff. Issues involved failing to follow policy, attendance and unprofessionalism.

Written Reprimands
We had 5 written reprimands. Reprimands were issued to both probationary and non-probationary staff, for the following: failing to report to work on time after multiple occurrences, failing to follow policy, failing to report to work when on standby and failing to report to work as scheduled.

Suspensions
We had two suspensions which involved unprofessionalism and failure to follow policy.

Terminations
We had one termination of a probationary employee due to underperformance.

Prior to receiving verbal reprimands, written reprimands, suspensions and terminations all employees are provided counseling (which is not considered a formal disciplinary action). Counseling is a means to coach employees in areas where deficiency is noted and to provide them the necessary tools / assistance to improve performance moving forward.

Personnel Early Warning

The department utilizes an early warning policy which allows for proactive intervention of performance issues. Intervention can include developing an employee performance action plan or performance monitoring. In 2018 there were four employees placed on Performance Improvement Plans as a means to address performance related deficiency.

Summary.

Overall, our agency did not see an increase in the total number of complaints registered when compared with the year previous (numbers remained the same as reported in 2017). The department did experience an increase in the total number of counseling and disciplinary related issues compared with the year prior. Employees received various forms of remedial training and coaching to address specifically identified issues with the goal of ensuring such instances do not occur in the future.

We continue to believe quality customer service, frequent training and continued quality control measures will help ensure our agency continues to offer the highest level of service to our responders and our community.