



City of Roanoke E-911 Center Memorandum



To: Sonya Roman, Department Manager
CC:
From: Ashley Shepherd, Operations Specialist
Date: June 4, 2020
Re: Annual Summary of Investigations 2019

Our annual summary of complaint investigations assist 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 2019.

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 complaints are received from citizens while Internal complaints are received from other employees or City agencies.

Internal Complaints

Unprofessionalism (3)
Inappropriate call handling

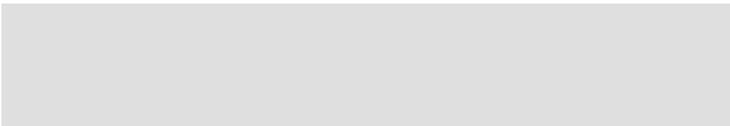
Internal = 4
4 were founded

External Complaints

Unprofessionalism (5)
Call answer time
Failure to relay information

External = 7
2 were founded
5 were unfounded

Total Complaints = 11



For Comparison:

2019 Complaints total 6 with 5 founded
2018 Complaints total 6 with 5 founded
2017 Complaints total 6 with 4 founded
2016 Complaints total 15 with 7 founded
2015 Complaints total 11 with 6 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 up on the severity. However, progressive disciplinary action does occur when those tools are deemed ineffective. Discussed below are counseling and disciplinary actions taken for 2019 (which encompasses complaints, performance and operational issues, etc.):

Counseling Statements

We had 21 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 4 verbal reprimands, which were issued to both probationary and non-probationary staff. Issues involved failing to follow department policy and unprofessionalism.

Written Reprimands

We had one employee receive a written reprimand. This was issued to a non-probationary employee for failing to report to work on time as scheduled after multiple occurrences.

Suspensions

We had three suspensions, which involved failure to report to work on time after multiple occurrences.

Terminations

We had one termination as the result of the findings from an internal investigation.

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 with the necessary tools and 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 2019 there were five employees placed on Performance Improvement Plans as a means to address performance related deficiency.

Summary

Overall, our agency saw an increase in the total number of complaints registered when compared with the previous three years. However, the department did see a decrease in the number of counseling statements and disciplinary actions taken compared with the year prior. Employees have received various forms of remedial training and coaching to address specifically identified issues with the goal of ensuring such instances do not occur again 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.