



CIVIL SERVICE COMMISSION

HUMAN RESOURCES DEPARTMENT

MEMORANDUM

TO: Human Resources Committee

FROM: Karen A. Buche, Human Resources Director

DATE: 5/15/17

SUBJECT: Training Update

The County provides a fairly comprehensive training program. Training is provided by Human Resources upon employment for most employees at New Employee Orientation (NEO). During NEO, the employees are provided with an overview of the County as an organization, major segments of the Civil Service Policy Manual are reviewed with employees, the County's EEO and Anti-Harassment Policies are reviewed thoroughly, the County's benefit offerings are discussed and they typically complete enrollment documents at this time as well.

New employees are also to complete additional eLearning courses related to sexual harassment and discrimination during their probationary period. Some departments have their staff complete these courses shortly after or during their "departmental orientation" training. Others usually get these courses completed sometime during the probationary period. However, there are instances where these courses are not completed.

We also provide extensive training for those individuals who are responsible for directing, managing, supervising, and/or leading employees. These courses pertain to necessary skills such as communication, leadership qualities and traits, performance evaluations, conflict resolution, coaching for improved performance, correcting performance problems, etc.

The majority of employees at the management, supervisory, and lead roles have completed these courses. Some departments dedicated the time for their staff to attend these classes. However, we often hear from those in attendance comments such as "my department director/elected official needs to take these classes" or "these are really great ideas, but they will not be supported in my department" or "how am I supposed to find the time to do these things, I understand they're important but I don't have enough time to do my job now".

The County has conducted some required compliance training for supervisors and staff. However, it is clear that there is a need to provide even more training. For instance, labor attorneys advise that all employees attend training on discrimination and sexual harassment annually. Providing this training, limits the liability an organization faces

should a charge or lawsuit be brought forward because it shows clearly that the organization is committed to promoting diversity and inclusion and will address any actions that are not appropriate.

In addition, to this type of training, there is also a need to provide training on both the Family and Medical Leave Act as well as the American's with Disability Act not just to supervisory personnel but to the staff. There is a lot of confusion surrounding what is believed about these laws and regulations.

This is just a brief summary of those deficiencies in training that have been identified by Human Resources. Unfortunately, we are very limited with resources to conduct training. There is only one person at this time dedicated to training and this individual is also responsible for conducting formal investigations into complaints associated with harassment, discrimination, bullying, etc.

We seek an opportunity for further discussion with the HR Committee to determine a plan of action that can be implemented throughout the County. I understand that it may take several years to achieve results. However, we need to begin planning now especially given the number of formal complaints, NEOC/EEOC charges, lawsuits, and settlements that have occurred over the last few years. These actions all result in costs, even if it is just staff resources.