POLICY

The Sheriff’s Office advocates the use of progressive discipline. Progressive discipline uses disciplinary tools to correct deviance from policy, operating procedures, rules and/or statutes. Generally, progressive discipline begins with the lesser forms of corrective action such as counseling and, if violations continue, results in more severe disciplinary action up to and including dismissal. However, based upon the severity of the conduct, more severe disciplinary action may be called for even after the first offense. In any case, uncorrected violations undermine morale, decrease confidence in the department, and destroy the effectiveness of the Sheriff’s Office.

DEFINITIONS

DISCIPLINE: For supervisors and employees, positive discipline exists when employees follow the rules of conduct and meet or exceed performance standards or objectives. Discipline includes activities that are components of the management principle of control, which is absolutely critical to maintain a smooth running department. Proper control helps to ensure that high morale and esprit de corps is developed in the group as well as in the individual and results in self-administered discipline and motivation to achieve the department’s mission.

PROGRESSIVE DISCIPLINE: Progressive discipline is a system in which one or more in a series of actions is taken by management to prevent, or to respond to, an employee’s failure to meet work standards or to follow rules of conduct. These actions range from training and discussions up to and including dismissal and are increased in severity and formality if an offense is repeated. The concept of progressions does not always apply. A serious first offense may result in adverse action. The other side of progressive discipline is the progressive clearance of the employee’s record as job performance improves, in accordance with the involved employee’s applicable labor agreement. If a considerable span of time has elapsed after an infraction, this factor is to be considered in the
employee’s favor when assessing the penalty for a new infraction, as long as the infraction is the same.

**PREVENTIVE ACTION:** Preventive actions are those steps taken by a supervisor to eliminate or reduce situations in which corrective action or formal disciplinary action become necessary. Taking preventive action is a supervisor’s ongoing responsibility and is the only phase of progressive discipline that is proactive. Preventive actions include establishing goals and communicating expectations as well as training and coaching.

**CORRECTIVE ACTION:** Corrective action is action short of formal discipline that a supervisor takes with an employee in an attempt to bring the employee’s performance up to standard or to prevent continued misconduct. This may include additional training or instruction at the time of the offense. Corrective actions include informal notice, verbal counseling, supervisor’s comment cards, records of discussion, performance improvement plans, and formal written counselings. The purpose of corrective action is NOT to punish, but to avoid punishment by teaching an individual to behave in a manner acceptable to the Sheriff’s Office. For supervisors and employees, good discipline exists when employees follow the rules of conduct and meet or exceed performance standards or objectives.

**FORMAL DISCIPLINARY ACTION:** Formal discipline is instituted when corrective action has failed or is inappropriate given the nature of the offense. The only types of formal discipline recognized by the merit system rules and labor agreements are letters of reprimand/unfavorable reports, suspensions, demotions, and dismissals.

**PROCEDURE**

A. **SUPERVISORY AND MANAGERIAL RESPONSIBILITY FOR DISCIPLINE**

1. Most employees are competent, conscientious, and efficient. However, some willfully, carelessly, or unwittingly violate the accepted standards of good behavior or deliver unsatisfactory or unacceptable work performance. Employees should expect and prefer uniform adherence to recognized standards of conduct. Prompt and fair corrective disciplinary action is just as essential to effective operations and good employee relations as is positive recognition of a job well done.

2. The Sheriff’s Office is a highly visible agency with a vital, complex, demanding, and sometimes controversial mission. As a result, it is subject to intense public scrutiny. As part of its accountability to its employees and to the citizens that we protect and serve, the Sheriff’s Office must be able to justify its methods and procedures when they are challenged. In fulfilling this accountability, the Sheriff’s Office is committed to recognizing and answering complaints regarding the propriety of personnel actions and operating procedures.
3. While sound supervisory guidance contributes to improved employee performance and voluntary compliance with rules of conduct, a system for identification and treatment of employee misconduct is also necessary. Employees must be certain of timely, uniform, and equitable discipline for misconduct consistent with individual rights to due process.

4. The Sheriff’s Office considers discipline and its attendant processes, such as initial fact-finding, investigation, determination of findings, and leveling of sanctions, as one of its management responsibilities. Therefore, the Sheriff’s Office holds division and unit supervisors and managers accountable for assessing the facts of a case, based on the totality of the situation, in determining findings and recommendations for proper discipline.

5. Supervisors and Managers are required to be familiar with the following Sheriff’s Office general orders that outline employee performance guidelines and complaint reporting procedures.

B. ROLE OF SUPERVISORS IN EMPLOYEE DISCIPLINE

1. The Sheriff’s Office depends on its supervisors to maintain the highest level of efficiency among its employees. Toward that end, supervisors are responsible for developing and maintaining good working relationships among their subordinates so that, as individuals and as members of a group, employees voluntarily put forth their best efforts.

2. At each level, supervisors are expected to help their employees to become and remain efficient, productive and satisfied workers by ensuring that they understand:

   a. The policies and procedures that govern their work.

   b. The duties they are to perform.

   c. The accepted methods of performing these duties.

   d. How well they are expected to perform these duties, i.e., and the expected standards of performance.

   e. How well they meet these standards of performance.

   f. How they can improve their work and develop their capabilities.

   g. What behavior is considered proper conduct or good discipline in their work group.
C. Disciplinary Process

1. Process for handling observed misconduct:

   a. If a supervisor directly observes a subordinate's misconduct, and if the misconduct is of a serious nature that could result in formal disciplinary action, the supervisor shall:

      1) Take that action required to immediately curtail or prevent the recurrence of the misconduct.

      2) Collect the details of the observed misconduct, to include any possible witnesses, and report the misconduct via employee’s report to the Approving Authority (Division Captain or Unit Manager) through the chain of command.

      Note: Supervisors must exercise caution during this process, ensuring that all procedural rights are followed in accordance with the Public Safety Officer's Procedural Bill of Rights, merit system rules, and applicable labor agreements.

      3) Instruct all involved employees to submit an employee’s report, unless the involved employee is the focus of the investigation and/or may be subject to disciplinary action. Employees who simply witnessed the alleged misconduct by another employee are not normally subject to disciplinary action and may be required to submit written reports.

   b. Upon receipt of a written allegation of misconduct, the Approving Authority shall confer with the Internal Affairs Unit and discuss whether the incident is to be handled as major or minor misconduct.

      1) If it is determined that the violation is minor (one for which the department would normally not seek formal disciplinary action [Letter of Reprimand/Unfavorable Report or greater]), the Approving Authority may return the case to the employee’s supervisor for further action in accordance with the “Internal Affairs Unit”.

      2) If it is determined that the violation is major, a formal investigation conducted by the Internal Affairs Unit shall be conducted.

   c. At the completion of the investigation, whether by the division to which the employee is assigned or by the Internal Affairs Unit, findings (i.e.,
Unfounded, Exonerated, Not Sustained, Sustained, or Closed) are rendered for each allegation.

d. The investigative report is reviewed by the Approving Authority and each of the findings is approved/modified for each allegation.

e. The Approving Authority recommends discipline and, based upon the process as described in the Internal Affairs Unit general order, the report is forwarded via the chain of command for final action.

f. Discipline is administered when approved by the highest level of review. The Support Services Division Captain must ensure that the appropriate disciplinary letter is prepared and confidentially forwarded to the employee.

2. Process for handling reported misconduct that the supervisor did not observe:

   a. The supervisor must evaluate whether the complaint alleges misconduct or whether the complaint is actually regarding a procedural matter.

   b. Once it is determined that the complaint involves possible employee misconduct, the supervisor should then determine if the complaint is of a major or minor nature.

      1) Should the complaint be of such a minor nature that the supervisor can rectify the situation to the mutual satisfaction of both parties, no further action need be taken. The complainant shall be advised of the disposition and informed that they may contact the Internal Affairs Unit directly if they have further concerns.

      2) If the complaint alleges major misconduct:

         a) During normal business hours, the supervisor shall refer the complainant to the Internal Affairs Unit and/or request that an I.A.U. investigator contact the complainant to take a statement.

         b) During other than normal business hours, the supervisor shall refer the complainant to the highest-ranking officer on duty, who shall collect the details of the complaint and proceed according to the procedures as described in the “Internal Affairs Unit” General Order. If there is no higher-ranking officer on duty, the supervisor shall collect the details and forward to the Division Captain or Unit Manager via the chain of command for further action.
3. Procedure for handling employee performance problems:
   
a. There are occasions when an employee’s performance requires intervention but does not constitute misconduct. Examples include: tardiness, mistakes on reports, failure to properly document significant incidents, sloppy dress, poor grooming, non-compliance with Sheriff’s Office policy (when such non-compliance presents no threat to the safety or security of the Sheriff’s Office), abuse of sick leave, etc.

b. In these cases, the supervisor must take the appropriate corrective action as described in this policy.

c. The supervisor may use the documentation to prepare the next Employee Performance Evaluation.

D. PROGRESSIVE DISCIPLINE

1. Preventive Actions: It is important for supervisors to create and maintain proper discipline within their organizational unit. Preventive actions are those steps taken by supervisors to eliminate or reduce the situations in which corrective or formal disciplinary action becomes necessary. If steps can be taken to reduce the need for corrective or formal disciplinary actions, then the supervisor and the employee will spend less time in an adversarial relationship and more effort will be expended toward accomplishing unit goals. Taking preventive action is an ongoing responsibility of each supervisor. It is the only phase that is proactive; that is, it is not based on the supervisor’s reaction to something the employee is doing wrong, but rather is an action initiated by the supervisor. Types of preventive actions include:

a. Letting employees know what is expected of them. It is important that all of the Sheriff’s Office’s policies, procedures, and performance standards be clearly expressed in written and verbal directives. Supervisors must ensure that their employees understand and comply with these policies and standards by:

   1) Establishing open communications.

   2) Orienting new employees.

   3) Orienting all employees to new rules and standards.

   4) Encouraging employees.
5) Monitoring employee performance.

6) Training employees.

b. Setting reasonable work objectives for your employees. Supervisors should establish objectives that assist their unit with contributing to the Sheriff’s Office’s mission. Then, with the employee performance appraisal system, supervisors establish performance standards to meet the objectives, consistent with the requirements of the position and the abilities and interests of each individual employee.

c. Creating a favorable work atmosphere. A safe and comfortable working environment is important. However, good supervision is also required to create a favorable working atmosphere. Supervisors should be approachable and listen to their employees’ ideas and grievances, and be open-minded and fair in handling problems.

d. Setting a good example. Supervisors are held to an even higher level of accountability for their behavior than are their subordinates. With few exceptions, employees will comply with acceptable standards of performance and conduct to the extent that their supervisors comply.

e. Trying to find and eliminate causes for misconduct. When initially dealing with an employee’s misconduct, supervisors should attempt to determine if there is a specific cause for the employee’s misbehavior by interviewing the employee and encouraging an exchange of ideas and concerns. By identifying and removing or alleviating a cause, supervisors can sometimes prevent a recurrence of the unacceptable behavior.

f. Maintaining firm, impartial control. Firm and impartial supervisory control creates respect and lessens problems. Supervisors should objectively and fairly document both good and poor performance and behavior, and should present the employee with a copy of the performance documentation. The supervisor should make it clear to subordinates that infractions will not be allowed to go uncorrected and that they may expect corrective action to progress to more severe sanctions if infractions are repeated.

2. Corrective Actions - When preventive action fails to produce standard or above standard performance or compliance with rules of conduct, it becomes necessary for the supervisor to take corrective action. Corrective action is that action, short of formal discipline, which a supervisor initiates to attempt to bring the employee’s performance up to standard or to prevent continued misconduct. This may include additional training or instruction at the time of the offense. In general, supervisors should take corrective action before initiating formal discipline. However, in
situations involving the most serious offenses, the supervisor should initiate formal discipline by reporting the misconduct through the chain of command.

a. Analyze the problem and form a plan. The supervisor’s analysis of the problem will determine which corrective action to take. After analyzing the problem, the supervisor should develop a plan of corrective action.

b. Take the appropriate corrective action.

Note: The following progression should be used. However, based upon the nature of the misconduct, steps in the corrective action continuum may be skipped. For SEIU, 521 employees, informal verbal or written counseling shall be provided by the employee’s lead or first-line supervisor only.

1) Informal Notice (Undocumented): Telephone conversation, casual acknowledgement of infraction.

2) Noted Verbal Counseling (Documented): Face to face conversation with the employee. This may be noted on Supervisor’s Comment Card (Sworn personnel only).

3) Record of Discussion (Sworn personnel only): Documented informal memo describing the topic of discussion, supervisor's comments and employee’s comments.

4) Performance Improvement Plan (Sworn personnel only): Documented understanding between supervisor and employee, outlining expectations for improved performance.

5) Formal Written Counseling: More formal documentation of performance problem, to include what will happen if the employee fails to correct the problem.

c. Initiate Formal Discipline: If the misconduct is of a serious nature or if corrective action has failed, supervisors should take no further action other than that required to immediately curtail or prevent the recurrence of the misconduct. He or she should then report the misconduct to the proper authority through his or her chain of command. Formal discipline is initiated by an Employee’s Report written by the supervisor entitled: “MISCONDUCT (or ALLEGATIONS OF MISCONDUCT) BY EMPLOYEE.”

3. Formal Disciplinary Action
a. When preventive or corrective actions fail or when the first time offense is very serious, it becomes necessary to initiate formal discipline. Formal discipline is the final phase of progressive discipline in which action is taken that will have a negative impact on the employee’s job status. Even though the actions taken here have an adverse effect, the goal still includes correction or elimination of the problem. Therefore, a corrective plan of action must still be attempted.

b. Based upon the nature of the misconduct, the following formal disciplinary actions may be instituted:

1) Letter of Reprimand (sworn and C.E.M.A. personnel) or Unfavorable Report (SEIU, Local 521)

2) Suspension without pay

3) Demotion to lower class

4) Dismissal from service

c. Determination Of Findings And Disciplinary Sanctions For Formal Disciplinary Actions

1) Disciplinary action is required for each allegation of misconduct that is sustained. The Approving Authority shall recommend an appropriate sanction after evaluating the nature of the offense and any mitigating or aggravating circumstances. Approving Authorities may consult with Labor Relations and/or County Counsel at any time for assistance in determining the appropriate level of discipline.

2) When considering formal discipline, Approving Authorities should accomplish the following.

   a) Review the investigative reports, being sure to carefully weigh all of the facts, including the employee’s input.

   b) Consider all the circumstances surrounding the case.

   c) Consider the seriousness of the employee’s conduct in relation to his or her particular job and his or her employment history with the Sheriff’s Office.

   d) Consider what the department has done to help prevent this type of behavior (e.g., provided training, etc.).
e) Consider any contemplated disciplinary action in light of its training value rather than strictly as punishment or reprisal for the offense.

f) Consider the employee’s previous conduct record in the department.

g) Consider what disciplinary action will most likely eliminate the cause and prevent a recurrence.

h) Consider the likely reason for the employee’s behavior.

i) Consider the employee’s possible reaction to the disciplinary action.

j) Consider the possible reactions of the other employees to the disciplinary action taken. The action must not violate the group's sense of fair play if it is to be accepted.

k) And above all else, be fair and impartial in arriving at the appropriate disciplinary action. Nothing will do more to undermine employee morale and confidence than the perception that discipline is arbitrary, unfair, or partial.

3) **Mitigating Circumstances** - Approving Authorities should consider the following circumstances when determining the type of disciplinary action to recommend:

a) Admission of complicity.

b) Remorse on the part of the offending employee.

c) A commitment to appropriate subsequent behavior.

d) A commendable work history with the Sheriff’s Office.

e) Continued personal development of the employee.

f) Unusual circumstances which may have precipitated the misconduct.

g) The results of the misconduct, particularly if the net result was a positive effect.
4) **Aggravating Circumstances** - Approving Authorities should consider the following circumstances when determining the type of disciplinary action to recommend:

a) The negative results of the employee’s misconduct.

b) A repeated violation.

c) Conviction of a felony related to the performance of duty or a misdemeanor involving moral turpitude.

d) Refusal to commit to change.

e) Damage to the Sheriff’s Office’s image.

d. **Disciplinary Letters**

1) The Support Services Bureau administrator must ensure that the appropriate disciplinary letter is prepared, reviewed by Labor Relations, and hand delivered to the employee or confidentially forwarded to the employee’s home address in a sealed envelope via registered mail. The letter shall be included in the employee’s personnel file and a copy sent to the involved employee’s union.

2) The Support Services Bureau administrator shall also ensure that the disciplinary letter includes:

a) The employee’s job title, job functions, and duties and responsibilities as they relate to the cause(s) of disciplinary action.

b) Statement of the nature of the disciplinary action.

c) Effective date of the action.

d) Statement of the cause thereof.

e) Statement in ordinary and concise language of the act or omissions upon which the causes are based.

f) Statement advising the employee of his or her right to appeal to an arbitrator or the Personnel Board from such action, in
accordance with the involved employee’s labor agreement, and their right to Association representation.

3) In administering a suspension, demotion or dismissal, the Support Services Bureau Captain should ensure that all pertinent factors relating to the discipline are contained in the letter of intent. The letter must list the incident(s) that gave rise to the discipline. Each allegation should be able to stand alone as cause for discipline. If prior disciplinary actions were considered as a reason for more severe action, the prior discipline must be listed in the letter.

4) If the discipline imposed is appealed to the Personnel Board or to an arbitrator, the discipline letter is the charging document and the first document the Hearing Officer will read. The letter must be factual, accurate, and persuasive.

e. Appeals

1) Administrative Hearings

a) Whenever the recommended formal disciplinary action is a letter of reprimand, suspension, demotion, or termination, the employee has a right to an administrative hearing, commonly referred to as “Skelly Hearing.”

Note: Probationary employees receive a similar, albeit less structured hearing referred to as a “Lubey Hearing.” Letters of Reprimand are afforded a simple administrative hearing only and do not afford the employee the right to any further appeal.

b) These hearings are not automatic and must be requested by the employee within the time frame and per the instructions included in the disciplinary letter of intent.

c) Unless a request for an administrative hearing is received within the time limit as described in the letter of intent, the employee shall be deemed to have waived their right to said hearing and the recommended disciplinary action shall become final.

2) Appeals to the County Personnel Board - Should the employee be dissatisfied with the final action as a result of their administrative hearing or should the employee waive their response to the administrative hearing and the recommended action becomes final, the employee may file an appeal under the Santa Clara County
Charter, Section 708(c). The employee shall have ten working days from receipt of such written notice within which to file an answer to the statement of charges should the employee desire to do so, and the filing of such an answer shall be deemed to be an automatic request for a hearing unless such employee otherwise indicates. The answer to such charges shall be filed with the Personnel Board.

Note: Personnel Board appeals are not available to newly hired probationary employees on original probation. Said employees are entitled to an administrative hearing only.

3) Arbitration In Lieu of Personnel Board (sworn personnel only) - Disciplinary actions may also be appealed by the filing of a grievance in writing to the Appointing Authority, with a copy sent to Labor Relations, provided that the employee voluntarily waives his or her right to appeal such disciplinary actions to the County Personnel Board. Grievances must be filed within fifteen working days of receipt of the written notice of disciplinary action.

E. EMPLOYEE RIGHTS

1. It is the policy of this department to afford its public safety officers all of the rights as described in the Public Safety Officer’s Procedural Bill of Rights (commonly referred to as A.B. 301) and as they appear in California Government Code Title 1, Sections 3300-3311, to include, but not limited to the following:

a. Sworn Personnel—Right to Representation:

1) Upon the filing of a formal written statement of charges, or whenever an interrogation focuses on matters that could lead to punitive action (i.e., letter of reprimand, suspension, demotion, or termination) against any public safety officer, that officer, at his or her request, shall have the right to be represented by a representative of his or her choice who may be present at all times during the interrogation (Reference POBAR, Section 3303).

   a) The selected representative cannot be a person subject to the same investigation.

   b) The selected representative shall not be required to disclose, nor be subject to any punitive action for refusing to disclose information received from the officer under investigation for non-criminal matters.
2) Generally, employees are NOT entitled to representation for any corrective action conducted in the normal course of duty. However, if it becomes apparent during the course of the discussion that the employee may be subject to formal disciplinary action, the discussion should cease and the employee advised of his or her right to representation in accordance with the employee’s applicable labor agreement. Corrective actions include:

   a) Informal notices or admonishments.
   b) Verbal Counselings.
   c) Records of Discussions.
   d) Performance Improvement Plans.
   e) Formal Written Counseling.
   f) Other routine contact with a Supervisor.

b. Non-sworn Personnel-Right to Representation: It is the policy of this department to afford the same rights of representation to its non-sworn civilian personnel as is affords its public safety officers. Managers and supervisors are encouraged to research the various bargaining units’ labor agreement (e.g., SEIU, Local 521) for any specific rights that may be afforded by contract.

2. Right to Read, Sign, and Respond to Adverse Comments

a. No employee shall have any comments adverse to his or her interest entered in his or her personnel file, or any other file used for any personnel purposes by this department, without the employee having first read and signed the instrument containing the adverse comments indicating he or she is aware of such comments, except that such entry may be made if after reading such instrument the employee refuses to sign it. Should the employee refuse to sign, that fact shall be noted on that document, and must be signed or initialed by such employee.

b. All employees shall have thirty days within which to file a written response to any adverse comments entered in his/her personnel file. Such written response shall be attached to, and shall accompany, the adverse comment.

F. SUPERVISORY FILES
1. Each supervisor shall maintain a supervisory file for each employee under his or her supervision. This file may contain all pertinent information for each employee including, but not limited to:

   a. Past attendance records.
   
   b. Copies of previous employee evaluations.
   
   c. Copies of CPR, First Aid, and Range certificates.
   
   d. Copies of any letters of commendation or written documentation of positive employee performance.
   
   e. Copies of any documented corrective actions.
   
   f. Copies of any Supervisor’s Comment Cards.

2. Upon any transfer or change of shift assignment, the previous supervisor shall ensure that the employee’s supervisory file is transferred to the new supervisor for review and continued maintenance.

G. RETENTION PERIODS FOR WRITTEN DISCIPLINARY DOCUMENTATION

1. All corrective action documents shall be removed at the request of the affected employee after the time frame indicated below: Sworn Personnel

   a. Supervisor’s Comment Cards- after the employee’s next annual performance appraisal.
   
   b. Records of Discussion- 6 months without repeated offenses.
   
   c. Performance Improvement Plans- 12 months without repeated offenses.
   
   d. Formal Written Counseling- 24 months without repeated offenses.

2. Upon written request of the employee, all materials relating to disciplinary actions recommended and taken shall be removed from the Personnel and Training file three (3) years after any disciplinary action has been imposed, provided no additional action has been taken during the intervening period, except disciplinary actions involving unnecessary or excessive use of force, fraternizing with inmates, use of drugs or narcotics, acceptance of gifts in exchange for favors or “influence,” immoral conduct, criminal act/behavior, harassment and/or discrimination, or
conviction of a misdemeanor or felony. Sworn Personnel

3. For non-sworn personnel, managers and supervisors should refer to the applicable labor agreements for disciplinary document retention guidelines.

H. NON-DISCIPLINARY FORMS OF ACTION

1. In addition to the punitive forms of action available, (e.g., reprimand, suspension, demotion, and dismissal), managers and supervisors should consider using various other non-disciplinary corrective actions which may remedy or alleviate the problem. Managers and supervisors are encouraged to research the various bargaining units’ applicable labor agreements, as not all of the following actions are allowed.

   a. Employee Appraisals (Sworn Personnel Only): The Employee Appraisal system was designed as a tool for supervisor-subordinate communication. It is most useful in identifying problems with an employee’s performance of assigned duties. Better documentation and perhaps interim evaluations may isolate and resolve a problem without the need for corrective discipline. However, when corrective discipline is required due to inefficiency or incompetence, the Employee Appraisal will usually be referred to during the fact-finding process and when determining findings and recommending sanctions.

   b. Transfers: A sworn employee cannot be transferred for punitive purposes. However, unsatisfactory performance adequately documented through performance appraisals or disciplinary documentation may result in removal from a specialized division, unit, or assignment at any time. An employee subject to removal from any assignment that receives premium pay may request an administrative hearing with rights of appeal.

   c. Medical/Mental Health Evaluations (Fitness for Duty Examinations): In situations where an employee’s conduct is erratic or unusual, and a medical/mental health condition or drug or alcohol use are suspected, the department may require the employee to submit to a medical/mental health evaluation. The evaluation can then be used to determine if the employee is fit for duty or needs further treatment.

   d. Leave Approval: Any time that there is a question regarding use of sick leave by an employee, the sick leave should not be approved until the supervisor is fully satisfied with medical verification.

   e. Resignations: An employee should submit his/her resignation, giving notice of at least ten working days or two calendar weeks, in writing, to be eligible
for reinstatement. If the employee resigns orally, the Approving Authority should immediately confirm the resignation in writing. Resignation in lieu of dismissal may be accepted for pending dismissals. If an employee wishes to resign as a result of a pending disciplinary action, the Approving Authority should contact Labor Relations and County Counsel before acting on the employee’s request to resign.

f. Voluntary Demotions: For various reasons, which may include an employee’s own knowledge that he or she is not performing at an acceptable level in his or her current position (or preference of a different shift, location, etc.), an employee may voluntarily request a demotion. Accepting such a request is not considered to be a disciplinary action by the Sheriff’s Office.

Laurie Smith
Sheriff