

TABLE OF CONTENTS

6-18 (s)

SECTION 1

Purpose of This Workbook6

SECTION 2

Types of Liability6

SECTION 3

Step 1 – Follow the Rules8

A. The Consequences of an Agency Failing to Follow Its Rules9

B. Failure to Follow Rules May Be a Plaintiff’s Main Evidence in a Discrimination Lawsuit9

C. Checklist on How to Avoid Violations of an Agency’s Rules9

SECTION 4

Step 2 – Train and Retrain10

SECTION 5

Step 3 – Establish an Effective Hiring and Employee Retention Process12

A. Have Good Reasons for Your Hiring Decisions.....13

B. Avoid the Appearance of Favoritism13

C. Retain Your Good Employees by Mentoring and Rewarding13

SECTION 6

Step 4 – Accountability for All.....13

A. Performance Evaluations Must Be Accurate14

B. The Importance of Documentation and Recordkeeping15

C. Empower Your Human Resources Department15

SECTION 7

Step 5 – Be Honest, Consistent, and Fair16

A. Honesty16

B. Consistency16

C. Fairness17

SECTION 8

Step 6 – Communicate, Communicate, Communicate17

A. Principles of Effective Communication17

B. Dealing with the Public and the Media18

C. Listen to Your Employees19

D. Communicate Through Training and Performance Evaluations19

E. Communicate Expectations19

F. Communication Requires Feedback19

G. Avoid Stray Remarks20

SECTION 9

Step 7 – Pick Your Battles Wisely.....20

A. Be Realistic – Management Will Not Prevail in Every Labor Relations Dispute20

B. Think Broadly and Long Term.....20

C. Successful Labor Negotiations Involve More Than Financial Goals21

D. Realize That Change Is Unsettling and Threatening to Employees21

SECTION 10

Step 8 – Investigate before It’s Too Late.....21

- A. Investigations Should Be Conducted Promptly.....22
- B. Agencies Must Follow Their Own Rules During Investigations.....22
- C. If Investigations Reveal Violations of Rules or Law, Act Promptly to Remedy the Situation and Prevent Recurrences23

SECTION 11

Step 9 – Due Process Matters23

SECTION 12

Step 10 – Everything Is “Discoverable”24

- A. Most Documents Constitute Public Records under the Public Records Act25
- B. Careless Statements in E-Mails Are a Plaintiff’s Best Friend25
- C. The Brown Act26

SECTION 13

Step 11 – Litigate to Win!27

- A. Help Your Attorney Help You!.....27
- B. All Testimony Should Be Taken Seriously27
- C. Checklist for Testifying as a Witness28

SECTION 14

Step 12 – Don’t Take It Personally.....29

ENDNOTES31