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Since no single magazine issue could do justice to each of the challenges facing the public safety workforce, this July HR News focuses on turning jails into asylums, ethics and recruiting and retaining younger people to fill difficult, demanding, essential jobs.

Former police officer Jenny Donovan contributes “Coming to Terms With the Mental Health Crisis in Corrections.” Until psychiatric ward beds for individuals with mental illness outnumber jail cells, struggles for sheriff’s offices and risks to civic well-being will continue to mount. Implementing solutions requires funding, but the money will not come until the scope of the problem is fully recognized.

In “Building and Sustaining an Ethical Culture in Public Safety,” ethics and compliance experts Emily Miner and Jim Walton helpfully operationalize the standard advice on best practices that too often reads like platitudes, such as “Begin With Purpose and Value” and “Lead by Example.”

Franklin Holman of NEOGOV, which co-sponsored the research, and longtime HR News columnist Howard Risher, Ph.D., offer two analyses of this year’s Job One: Reimagine Today’s State Government Workforce. Holman breaks down ways to close the growing gap between open positions and job applicants by reshaping recruiting and transforming the employee experience. Risher recommends “public employers … immediately start evaluating capabilities among existing HR staff” to lead transformational projects.

#VBStrong: Remembering Virginia Beach

Everyone on staff at IPMA-HR sends their heartfelt condolences to the friends and family members of the 11 City of Virginia Beach employees and the city public works contractor who died in the still-unexplained workplace shooting on May 31. We thank the police and other first responders for rushing toward danger to help, and we wish full and rapid recoveries for the injured survivors.

Visit https://loveforvb.com and www.wavy.com/virginia-beach-mass-shooting to learn about the people taken too soon and to keep up with the investigation and citywide recovery.

“Millennial Whisperer” Chris Tuff rounds out the feature articles by sharing insights on managing young employees. As Tuff notes, despite the myths, “If you lead your millennials well, they can be humble, hardworking, optimistic and the best thing to happen to your organization.”

This month’s Employee Engagement column from former IPMA-HR president Bob Lavigna, IPMA-SCP, answers the question of why too few organizations measure and work to increase engagement. The CompDoctor™ team explains how career ladders and career development plan differ from and complement each other, and the Labor Relations column summarizes interesting court cases over alleged failures to accommodate disabilities, First Amendment rights violations and abortion discrimination.

Share you own ideas for future articles by emailing me at elamb@ipma-hr.org.

Ed Lamb
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Coming to Terms With the Mental Health Crisis in Corrections

By Jenny Donovan

Writing for the American Journal Psychology on Oct. 1, 2016, Darren L. Lish, the chief of psychiatry for the Colorado Department of Corrections in Colorado Springs, noted, “It is estimated that more than two million arrests in the United States each year involve people with serious mental illness, and on any given day in the United States, there are approximately 550,000 people with serious mental illness in our jails and prisons.”

The situation has only gotten worse. “It’s a crisis beyond crisis,” stated Warden Jeffrey Fewell of the Wyandotte County, Kans., Sheriff’s Office during a webinar hosted by IPMA-HR in late May 2019. “We are the largest mental health provider in the county. We are the psychiatric crisis center.”

And Fewell’s department is not alone. Jails in every state have been grappling for years with how to serve this community while being understaffed, underfunded and unprepared.

How Did This Happen?

Essentially, we have gone backwards. In 1841, Dorothea Dix, a Boston schoolteacher, visited the East Cambridge Jail and witnessed the appalling living conditions for the mentally ill. She spent the rest of her life lobbying for better care, and 110 psychiatric hospitals had been established by 1887.

Unfortunately, Dix’s vision for the care of the mentally ill was not standard. Things began to change in 1963 when, after decades of abuse and barbaric treatments, President John F. Kennedy signed the Community Mental Health Act to provide federal funds for constructing quality preventive care and treatment facilities.

Programs were never adequately funded, and Medicaid, created in 1965, excluded coverage for people in institutions for mental diseases. This gave states incentives to move patients into nursing homes and general hospitals instead. Additionally, involuntary institutionalizations of mentally ill people became much harder with the passage of the Lanterman-Petris-Short Act in California in 1967. By 1968, the number of mentally ill people in the criminal justice system had doubled.

The next critical blow came with when the Omnibus Budget Reconciliation Act of 1981 ended the federal government’s role in providing services to the mentally ill and cut all federal funding to community-based facilities by an additional 30 percent. In 1984, that contribution was cut again by an additional 11 percent, leading to a severe decline in access to mental health care nationwide.

By 2004, there were more than three times as many seriously mentally ill people in jails and prisons than in hospitals. The Great Recession brought about billions more in cuts to public mental health spending. Fast-forward to 2010, and the ratio of psychiatric beds to those in need was the same as in 1850.

The ‘New Asylums’

According to the Treatment Advocacy Center, “mental illness is now so prevalent behind bars that jails and prisons are routinely called the ‘new asylums.’”

In a March 6, 2018, interview with Healthline, Paul Gionfriddo, president and CEO of Mental Health America, said, “As a person who was a state elected official in Connecticut 40 years ago, I...
toured state psychiatric facilities at that time, and I can tell you that they not only look identical to our prisons today, but the prisons are often in the same exact buildings that were once the state mental hospitals.”

So, they look the same, but what about the level of care received?

“We can’t afford best practice standards,” said Warden Fewell. “With that comes training and supervision and professional development. We do not have those resources, so we have to do what we’re funded to do.”

The National Commission on Correctional Health Care, which is charged with accrediting programs in U.S. correctional facilities, states that approximately 70 percent of the jails it inspects outsource medical services. The majority of contracts go to private for-profit companies that, unlike government-run programs, are in business to make money.

Additionally, the private companies that provide health services in correctional facilities are not subject to oversight beyond the court-enforced standard established by Estelle v. Gamble (1976). U.S. Supreme Court justices required only the absence of “deliberate indifference.”

All this being said, the individuals involved—jail staff and private health care providers, alike—agree that mentally ill people, particularly those who are nonviolent, would do best in specialized hospitals or, at least, dedicated psychiatric units in jails. But that would require government funding many facilities do not receive.

“Jails are ‘absolutely the wrong place’ to treat mental illness,” Patrick Cummiskey of Wellpath, the second-largest private provider of prison health care in the United States, told The New Yorker on Feb. 25, 2019. “Yet,” he continued, “they have become the largest mental-health provider in most communities.”

Cummiskey concluded that “poor care for mentally ill prisoners reflects taxpayers’ unwillingness to fund dedicated facilities and programs” rather than his company’s level and quality of service.

What This Means for Staff

But what about the staff tasked with caring for inmates who are mentally ill? These professionals typically have no background or experience in mental health, yet they are being asked to meet the challenges of identifying, referring and managing people who require acute and ongoing treatment.

As Sheriff Howard G. Buffet of Macon County, Ill., wrote in Managing the Mentally Ill in Jails, which was published by the Police Executive Research Forum in 2018,

The inmates who come to us with a severe mental illness are the most dangerous people we see, to themselves and to our deputies and correctional officers. Most officers will tell you that they will take the most hardened criminal all day long over the severely mentally ill individual who is in jail for retail theft. Incarceration is not a cure for mentally ill individuals in our community and they present an ongoing public safety challenge, yet that is the only option we have at the time of arrest. Officers cannot force an inmate to take medication that might improve their mental state. Some of the seriously mentally ill inmates are combative and violent; many cannot maintain daily hygiene and require assistance to shower.

Beyond a Moral Issue

Buffet’s account highlights the public safety issue, which has been recognized for a long time. In 2010, a report co-authored by the Treatment Advocacy Center and the National Sheriff’s Association noted, “Most mentally ill persons leaving jails and prisons receive little, if any, psychiatric aftercare. Consequently, the recidivism rate is thought to be higher than it is for other released prisoners.”

For example, according to More Mentally Ill Persons Are in Jails and Prisons Than Hospitals: A Survey of the States, in the Los Angeles County Jail, “90 percent of mentally ill inmates are repeat offenders, with 31 percent having been incarcerated ten or more times.”

Then there is this from 2018’s Managing the Mentally Ill in Jails:

Increasingly, sheriffs recognize that managing mental illness in jails affects not only the inmates and the jail staff members who work with them; it also affects the safety of the entire community. Research shows that the reoffending rate for individuals with serious mental illness is higher than the rate among all individuals with criminal histories. However, treatment programs for individuals with serious mental illness can reduce recidivism. In this respect, effectively managing mental illness in jails is a community safety issue.

Until better approaches are implemented, we will continue with the situation Buffet described as “a huge waste of resources [that] does little to help people with mental illness, and shifts a huge amount of liability to law enforcement.” He also warned, “Our personnel do the best they can, but the reality is that something can still very easily go wrong and eventually it will.”

Jenny Donovan is a former police officer and current freelance writer living in Maine. Her articles for HR News focus on the issues facing public safety professionals. You can reach Donovan by email at jenny@writeondcmv.com. — NC
Building and Sustaining an Ethical Culture in Public Safety

By Emily Miner and Jim Walton

Cultivating a healthy speak up culture is essential for any organization. Such a culture can mitigate risks to reputation and results because it encourages the reporting of misconduct or unethical behavior, and it can propel growth through the sharing of ideas.

The consequences of not having a speak up culture—of working in an environment where employees do not feel free to question decisions or raise alarms, where internal and external pressures like deadlines, quotas and costs take precedence over doing the right thing—are well-documented and varied. Upshots have included economic losses, injuries and deaths, environmental degradation, sexual trauma and loss of trust. Think Deepwater Horizon, Wells Fargo, Volkswagen, Harvey Weinstein. These names are familiar to us, and the list is much longer.

For those working in public safety, the stakes for creating and maintaining a speak up culture are particularly high. Survey data from 1,700 nurses and physicians shared in a 2005 report titled Silence Kills revealed that 68 percent of physicians had concerns about a peer’s competence. In addition, 19 percent said that patients had “been harmed by this physician’s actions.” Yet, fewer than 1 percent had spoken up about their concerns.

The problem is not confined to health care. In 2018, according to a September 23 New York Post article, whistleblowers in the New York Police Department alleged public safety was being compromised due to pressure to meet secret ticket quotas.

Do a web search for “how to create a speak up culture,” and you will find ample guidance:

- Give and seek feedback,
- Ensure reporting processes are transparent,
- Make it safe to admit mistakes, and. our favorite,
- Adopt a zero-tolerance policy for retaliation.

The advice is intuitive and well-intentioned but, often, easier said than done.

We argue that these norms, while effective when practiced, are too often merely aspirational. For them to really take root, they must be supported by appropriate organizational culture, leadership and governance systems. So, how do you get there?

Begin With Purpose and Values

People who sign up for careers in public safety are most likely drawn by a desire to protect people from harm or to help people in need. It is a noble calling.

Experts in human behavior such as Viktor Frankl, Adam Grant, Simon Sinek, Daniel Pink and others have demonstrated that
people are intrinsically motivated by a “why,” a sense that they are contributing to something greater than themselves. When organizations articulate and, then, truly live according to a meaningful purpose, they are more likely to unite people around a shared cause that is worth protecting and propelling by speaking out.

Organizational values clarify how the organization and its people should pursue the shared cause. And, critically, organizational values provide a common language for articulating why speaking up is an imperative.

We have conducted focus groups with hundreds of employees across many industries, exploring such topics as values, trust, speaking up and leadership. A common theme among front-line employees is that organizational values provide them with the moral authority to call out or question issues of right and wrong even when they lack the perceived protections of formal authority. Indeed, our research shows that employees in values-based organizations are more than three times as likely to report misconduct as are employees in autocratic organizations.

Lead by Example

Formal leaders—that is, those whose formal titles confer specific leadership and decision-making authority—exert an outsized influence on an organization’s culture. Leaders set the tone, and it is the responsibility of all leaders in an organization—not just those in the HR or ethics and compliance functions—to model the right behaviors and encourage speaking up.

But simply stating that one has an open-door policy is not enough. In our work helping organizations and their leaders foster ethical cultures and in our research, we have found several leadership capacities and practices that are critical to support speaking up. These are

- **Demonstrating humility:** When we conduct statistical analyses of the drivers of speaking up for our clients, we consistently find that a speak up culture is more likely to exist when leaders admit their mistakes and transparently discuss individual and organizational missteps.

- **Following through:** In surveying 200,000 employees across our entire client base, we found that, on average, 40 percent of employees who observed misconduct did not report it. In turn, more than 40 percent of the employees who failed to speak up did not report their observations simply because they did not think their organization would do anything about a report.

- **Taking a stand for what is right:** Research done for LRN’s *The State of Moral Leadership in Business 2018* revealed that leaders who have the courage to stand up for what is right even at the risk of their personal reputation are 20 times more likely to foster an ethical workplace.

Consistent with these insights and as shown in Figure 1, LRN more recently found that organizations with a strong focus on culture and values were much more likely to have senior and middle management that talks the talk and walks the walk when it comes to supporting ethical considerations and modeling principled behavior.

**Reinforce Through Governance**

Public safety organizations are at an advantage when it comes to having the seeds of a speak up culture since they have a purpose that is straightforward to pinpoint and easy to support. But things must go one step further. The values must be brought to life. That happens by creating an inspiring, engaging, readable and usable code of conduct.

The most effective codes of conduct inspire employees to be their best selves at work by tying the code to the organization’s purpose and shared values. The code should guide employees by explaining how putting organizational values into practice is the key to achieving their purpose and the organization’s objectives. Additionally, the code of conduct should enable all employees to identify ethics and compliance risks, understand the controls in place to manage those risks and make employees feel comfortable raising concerns and asking questions. Our research shows that...
Fixing the Public Sector’s Worsening Workforce Challenge

By Franklin Holman

If it has been progressively harder to hire at your organization, you are not alone. There is a widening gap between the number of open jobs and the number of applicants.

According to *Job One: Reimagine Today’s State Government Workforce*, between 2013 and 2017, postings for state government jobs increased 11 percent while the number of applicants fell by 24 percent, resulting in a 35 percent gap (see Figure 1). If the trend continues, which is expected, the public sector staffing problem is likely to get worse.

Figure 1. State Workforces: Gap Between Job Posts and Applicants Widens Significantly

![Graph showing the gap between job posts and applicants widening from 2013 to 2017](source: NEOGOV Copyright © 2019 All Rights Reserved.)

“When you see an increase in job openings, you hope to see a proportionate increase in applicants,” said NEOGOV CEO Shane Evangelist. “But, that’s not what’s happening in government employment.”

According to NEOGOV data, just one field in the public sector has had an increase in applicants: information technology. As Evangelist noted, “In every other government job, including critical ones like law enforcement and firefighting, there’s been a staggering decline.”

Figure 2 shows that what once made working in the public sector attractive is eroding. Government employment perks like generous health benefits, a robust pension and job security are being reduced or phased out entirely.

If these trends continue unchecked, the *Job One* report estimates, the gap between open positions and applicants could widen to 70 percent by 2022. This could lead organizations to hire less-qualified candidates or to leave positions unfilled, two paths that would be detrimental to the communities government organizations serve.

Bob Oglesby, special advisor to NEOGOV’s CEO and a former chief state administrator of Tennessee, suggested, “Agencies can share this report with their governors and legislators to see how they compare, which can propel improvements throughout the system.”

For their own sake, two key strategies government organizations can and should use to reverse the talent gap are reshaping recruiting and transforming the employee experience.

Reshape Recruiting

Recruitment is where it all begins. By modernizing recruitment, organizations can kick off a transformation of the entire employment lifecycle.
“While governments are doing good and interesting work,” said Bill Kilmartin, Accenture’s finance and administration industry lead for North America, “they need to improve their brand and marketing approach to recruiting.”

Position Your Organization as a Great Place to Work
Job postings are one of the first ways people get to know your organization. Yet, government job descriptions often do little to promote the unique value careers in the public sector offer. Switch to job descriptions that go beyond simply listing responsibilities to explain what is appealing about working for your organization.

Expand Your Reach
Posting a compelling jobseeker-focused job description is not enough on its own. To transform recruiting, you will want to refocus your organization’s human resources marketing to reach jobseekers where they are. Today, people have overwhelmingly taken their career search online to job boards like Indeed and GovernmentJobs.com, as well as agency portals.

Improve Your Hiring Speed
With the U.S. unemployment rate standing at 3.6 percent in June 2019, competition for top talent is extreme. The qualified candidates you hope to hire are unlikely to wait months for your decision. Now is the time to analyze the data in your applicant tracking system for clues about where to streamline and speed up hiring. For agencies still relying on paper processes, there has never been a better time to consider an applicant tracking software solution.

Transform the Employee Experience
Once you hire qualified employees, give them the kind of experience that will keep them working at your organization for years to come. Jamie Rogers, deputy director of NASCA, explained, “State governments have an advantage. They can provide employees with many career progression opportunities. They also can give people ways to do meaningful work toward big solutions that have impact.”

Improve Experience Through Automation
According to the Job One report, 43 percent of 18- to 34-year-olds said their willingness to work in government is majorly impacted by the government’s readiness for technology adoption. Software that automates processes can minimize manual, repetitive tasks and free up employees’ time for more of the work that makes a lasting difference in people’s lives.

Develop Your People
As job roles continue to evolve, employees need continual training to build the necessary skills. Government is in a prime position to support professional and personal development, as well as long-term career growth. Providing employees with goal-setting, performance feedback and diverse and challenging training opportunities will keep them engaged and motivated.

Get Serious About Succession Planning
Succession planning is an ongoing strategic effort. It readies the newest generation of public sector employees to step into important roles when other employees leave. With a succession plan, agencies reduce reliance on external applicants and can instead focus on grooming internal candidates for key positions. Thoughtful succession planning is essential for transferring institutional knowledge and for preparing your organization for the future, today.

Franklin Holman is the marketing manager at NEOGOV. He can be reached at fholman@neogov.com. The Job One: Reimagine Today’s State Government Workforce report can be downloaded from neogov.com.
In March, the National Association of State Chief Administrators released *Job One: Reimagine Today’s State Government’s Workforce*. Based on a survey of NASCA members with assistance from the National Association of State Personnel Executives and published in coordination with Accenture and NEOGOV, the report highlights the growing gap between the number of state job openings and the number of applicants on its very first page. Since 2013, the gap has grown to 35 percent, and it is projected to increase to 70 percent over the next five years. Closing the gap will require “bold moves,” starting today.

Articles on the skills shortage started appearing in January 2008, around the same time as layoffs triggered by the Great Recession. Shortages of job applicants with technology skills go back decades earlier. Today, shortages affect every industry and a long list of occupations. Looking to the future, demographics show workforce problems will get progressively worse.

As *Job One* acknowledges, however, “Government is falling too far behind.” The list of staffing challenges is long, starting with difficulty attracting new employees, but no item is surprising. Taken together, the challenges portend operational problems, but, with my italics added, “the really bad news? Across the board, states aren’t yet doing much beyond recognizing these challenges. That’s especially true when compared to their C-suite peers in the private sector.”

The report goes on: “It’s time for significant change and modernization at every phase of the employment lifecycle—from recruitment, hiring and onboarding to training, development and retention.”

For reasons that are not clear, recommendations regarding modernization do not address employee compensation even though the inability to offer competitive salaries is the highest-ranked barrier to attracting talent. The report does walk through examples of other steps states have taken (e.g., the State of Washington “embarked on a plan to … design an enterprise-wide suite of leadership development experiences”), but it becomes clear such steps are more what should be rather than what is.

Significantly, the shortages are only part of the workforce problem. NASCA’s website features a listing for the “2019-2020 Top Priorities for State Chief Administrators.” Addressing seven of the priorities depends on developing new HR practices or improving existing ones (e.g., Retention, Employee Engagement and Succession Planning) or on HR support in the form of training to manage change (e.g., Drives Innovation and Change).

NASCA and its partners are silent on a key point: If the workforce problems are not addressed, agency performance will begin to deteriorate and essential public services could be disrupted.

Which brings me to why I am writing. I want to highlight the thread running through the *Job One* report that traditional HR practices are no longer effective and to suggest a strategy to build support for a modernization that enables public employers to compete for qualified talent. It is essential that HR develop the strategies and capabilities needed to tackle the staffing problems.

To borrow a phrase from the National Academy of Public Administration’s 2018 report *No Time to Wait, Part 2: Building a Public Service for the 21st Century*, human resource management in government has been “reactive, transaction-based, compliance-focused.” The criticism is certainly not new. HR has long been referred to as police focused on enforcing rules and administrivia.

This has been true in the private sector, as well, as documented in the classic 2005 article “Why We Hate HR.” But HR’s role in business has changed dramatically over the past decade.
There are now more than 250 books on the “human resource revolution.”

Modernizing the employment lifecycle represents a significant—some might say “implausible”—time commitment for staff with ongoing, usual HR responsibilities. Further, while things like workforce planning can be done behind closed doors, making many other changes like redefining jobs will require HR specialists to partner with line managers and employees. To quote an understatement in *Job One*, “Clearly, that’s a very tall order and won’t happen overnight.”

All of this leads to my recommendation for public employers to immediately start evaluating capabilities among existing HR staff. There is anecdotal evidence that HR staff members are already experiencing problems in keeping up with their normal workload. Plus, taking the lead on projects requires change management skills that are very different from those required for a typical administrative role.

At least one state—Tennessee—has worked through these challenges successfully. The state’s game plan may not be acceptable in other jurisdictions, but key lessons that should be considered are

- Gov. Bill Haslam promised in his 2011 inauguration speech that “a top-to-bottom review will set priorities and establish measurable goals.” One of his goals was to build a “winning” workforce. The governor’s intent was to improve performance. This was not an HR initiative.

- The deputy governor and the then-HR Commissioner Rebecca Hunter went on a listening tour to hear how to recruit and retain the best employees. That would be an ideal time to discuss views of HR, which is something every HR office should do occasionally.

- Hunter was a member of the cabinet and had the lead role in transforming workforce management. Her office embraced the Baldrige Excellence Framework and its seven factors, including customers, measurement, analysis and knowledge management, and results, which are somewhat new for HR. That led to a commitment to HR’s customers and to continuous improvement.

- An important element of the HR strategy was the goal of creating a learning organization. Tennessee named Dr. Trish Holliday as the first chief learning officer in government. She has been honored with several awards.

The *Job One* report is correct. The transformation will not happen overnight. Few elected officials have extensive experience with workforce management. This makes it incumbent on the HR office to document the problems and develop a convincing case to commit resources to reform. The investment is essential to good government.

*Howard Risher, Ph.D., is a private consultant and frequent author on pay and performance issues. He has experience in every sector, including federal, state and local governments. He can be reached by email at h.risher@verizon.net.* —

**Notes:**
Debunking 3 Myths About Millennials That Lead to Mismanagement in the Workplace

By Chris Tuff

Myths about millennials hurt employers much more than younger workers. Quitting the habit of maligning the group that presently forms 35 percent of the U.S. workforce is important to achieving future success—especially since millennials are projected to make up 75 percent of the workforce by 2030.

Myths, in reality, are not true. For instance, while millennials may be the avocado toast-eating, ping-pong-playing, craft beer-drinking, Game of Thrones-watching people of popular description, they are not the lazy, entitled, hard-to-manage pessimistic slackers who are overly reliant on their parents that so many of us think they are. We do not need to put beer kegs and foosball tables in the office and hand out participation trophies to get the best out of them.

If you lead your millennials well, they can be humble, hardworking, optimistic and the best thing to happen to your organization. They are the future, and the innovators and implementers. When you harness the positivity and ingenuity of millennials, you get the most out of a workforce that will go above and beyond to serve customers well.

If millennials are not a powerful force at your organization, it might be because you believe in the three myths I am about to debunk. If you persist in believing the myths, then you are undoubtedly misunderstanding and mismanaging your millennial employees.

Myth 1. All Millennials Are Alike

Millennials were born between 1981 and 1996. With everything that happened in the world during that period, plus all the things that happened since that time, older and younger millennials have had substantially different experiences and developed much different needs and tendencies. In fact, it is almost as if older and younger millennials are from two different generations.

Older Millennials

Until they hit adolescence and puberty, older millennials shared a childhood similar to that of members of Generation X. Just when their hormones started to shift, everything around older millennials started shifting, as well. The World Wide Web became a sensation. They had huge, cumbersome cell phones but could only use the devices to make calls and send plain text messages.

Older millennials did not grow up in the Internet Age. Instead of creating an iTunes playlist with hundreds of songs, they had to make mixtapes and, later, burn CDs. Only in adulthood could they listen to music on portable MP3 players. They also did not stream their favorite shows. They had to stockpile VHS tapes and set the VCR to record.

Older millennials played by the rules, went to school, studied
hard and got degrees. Some even went to grad school. They followed their parents’ advice about getting good, stable jobs.

Then the Great Recession of the late 2000s hit. They got the rug pulled out from under them after spending nearly three decades believing they were on the path to middle class success. They had listened to the Gen Xers and baby boomers only to be left high and dry. Many older millennials lost their jobs just as their student loans became due. As a result, more than a few older millennials grew cynical and distrustful of traditional career trajectories.

**Younger Millennials**

Younger millennials had iPods as kids. By the time they hit adolescence, smartphones had become standard-issue, putting the internet at their fingertips. They enjoyed a degree of connectivity and access to information that redefined their sense of time. They also developed an insatiable desire for instant feedback from their parents, teachers and, now, leaders.

When the Great Recession hit, younger millennials were still in high school or college and watched their parents get laid off from jobs they had worked for decades. Hiring remained slow as the younger millennials finished school, so they learned to forge their own paths in the workforce. Loyalty to corporate America and spending 30-plus years waiting for a gold watch were never things they envisioned as possibilities. Rather, they believe that security comes from what you have and do outside of your job.

**Myth 2. Millennials Are Self-Absorbed**

Millenials are actually incredibly concerned with leaving a mark on society. An organization’s purpose is very important to them, and they are willing to work harder when they see managers and executives care about more than the bottom line. Plenty of bighearted, service-oriented millennial workers will come in early, stay late and work weekends when they believe they are part of a team that is doing great work for the world.

Millenials want to work for organizations that espouse goals and offer incentives that go beyond making more money. They want the organization they work for to be serious about making a positive impact. They long to be a part of a culture that gives back. They want to be part of a movement, and they see themselves as anything but self-absorbed.

The overwhelming majority—87 percent—of respondents to the 2016 Deloitte Millennial Survey agreed with the statement that the “success of a business should be measured in terms of more than just its financial performance.” That same survey found that 65 percent of millennials believed that their companies’ activities benefit society in some way.

**Myth 3. Millennials Are Job Hoppers**

Millenials do job hop, but they only do so if they feel like they do not have an opportunity to grow in their current position or that the work they are doing right now is not meaningful. Remember: Millennials are not self-absorbed. They want to feel like their work has purpose.

According to LinkedIn’s 2016 *Purpose at Work* report, a whopping 74 percent of jobseekers are searching for a job where they feel like their work really matters. Further, those who feel like they are doing a meaningful job are three times more likely to stay.

It also makes sense that millennials are job hoppers. They are understandably nervous about the prospects of spending decades with a single employer after they witnessed what happened to their parents. But organizations can make leaving less attractive by giving millennial employees what they want. They want to work in an environment where they feel that they are contributing to a purpose beyond themselves and where they have opportunities for continued growth.

While doing research for *The Millennial Whisperer*, I found a company that had a team of 86 percent millennials with a 93 percent retention rate. The organization was able to retain so many millennials by identifying what their “retainable” employees had in common and figuring out whether prospective employees shared those qualities. Doing this greatly influenced the hiring process.

Believing common myths about millennials prompts organizations to work against, rather than with, their younger employees. Getting the most out of the bulk of the current workforce and making work more impactful and enjoyable requires understanding who millennials really are, recognizing what they want and giving them the purpose and growth opportunities they desire.

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organizations that incorporate these elements into their codes have the strongest impact on employee behavior (see Figure 2).

Each code of conduct should be unique to the organization that uses it. This ensures that the code reflects and perpetuates the organization’s character and culture; employees will see themselves, their colleagues and their work situations in the code, which will make it resonate with them. Most importantly, the code of conduct should not be something that sits on the shelf or a server. The code should be made available and accessible to employees in multiple formats—print, electronic and mobile. While it is important to ask all employees to read the code each year—and to certify that everyone has done so—education about the code should be available live and online to bring the code to life. Online education content should be engaging, short and to-the-point.

All employees should internalize the concepts outlined in the code and embody the concepts in their day-to-day work activities. Managers and supervisor at all levels should lead by example and refer to the code often so everyone knows to take it seriously. Everyone should be encouraged to speak up when they see someone—regardless of rank or level—who is not living up to the values and behaviors enshrined in the code. Last, the organization must make it clear that there will be absolutely no retaliation against those who speak up in good faith.

Things Are Looking Up, but There’s a Long Way to Go

The vast majority (86 percent) of respondents to LRN’s 2019 ethics and compliance survey said their organizations have increasingly focused on values over rules. Organizations are also increasingly connecting ethical behavior to employees’ compensation. In 2019, three times as many respondents said ethical considerations figured prominently in bonus allocations as did so in 2018. In addition, the number of respondents who said their companies use diagnostics to measure trust, respect transparency and other indicators of ethical culture doubled from 2018 to 2019.

But room for improvement remains. Despite increased emphasis on ethical behavior in performance management, only 46 percent of survey respondents said senior leaders actually support disciplinary action against high-performers who are guilty of misconduct. And the achievement of business goals still trumps how those goals are achieved: Fewer than half of the respondents said senior leaders balance aggressive business goals with the risk of misconduct.

When it comes to public safety, the stakes could not be higher. Lives are on the line. This is why it is so critical for everyone involved to be reminded of their higher purpose and the shared values and behaviors required to achieve the mission. Mistakes will be made, but you will know you did your best to ensure that everyone knows you want them to always do what’s right—even when no one is looking.

Emily Miner leads LRN’s ethics & compliance advisory practice, and Jim Walton, CCEP, is a senior advisor with LRN. You can email Miner at emily.miner@lrn.com or connect with her via LinkedIn. To connect with Walton, email him at jim.walton@lrn.com or find him on LinkedIn.
Career Ladders and Career Development Plans Differ but Complement Each Other

**Question:** Lately, we have heard a lot about career development plans. We use career ladders in our organization. Can you explain the differences between the two? What are the pros and cons of each—if different—and how would we leverage them for the greatest benefit to our organization.

**CompDoctor™:** This question illustrates the ongoing evolution from the traditional public sector career path with levels I, II, III or more toward a more-flexible career path that recognizes roles, projects and experience that enhance employees’ professional development and the organization’s well-being. Such change offers organizations a crucial opportunity to design work to meet both their needs and the needs of the emerging workforce.

One of the questions our team hears most frequently is “How do we attract and retain talent, especially those employees who are newer in their career?” Designing career development plans and establishing career ladders are great first steps. Many surveys over the past decade have shown that enabling employees to grow in their roles by attaining knowledge and developing skills is key to attracting and retaining younger employees.

So, what are the differences between career development plans and career ladders?

**Employees’ Goals and Aspirations Drive Career Development Plans**

A career development plan can exist for any employee in the organization. Simply defined, such a plan consists of steps for achieving short- and long-term goals. Each plan also spells out the ways in which the organization can help the employee achieve his or her goals.

For example, putting together a career development plan answers the question of how an accountant can reach her goal of becoming a human resources manager. Hey, don’t laugh! It happens. The resulting career development plan would specify the skills the accountant must obtain, such as a professional HR certification. Further, the plan identifies project teams in which the accountant could participate even though the teams’ work may currently fall outside her functional area.

**The Organization’s Needs Drive the Career Development Ladder**

A career ladder associated with a job family or defined functional area lays out how an employee progresses upward through a defined series of jobs, usually from entry level to management. A traditional job family might include HR assistant, HR generalist (journey-level experience), senior HR generalist (advanced journey-level experience), HR manager and, finally, HR director.

Advancing to each level requires attaining greater technical skill and knowledge to perform tasks that are essential to the new role. Employees looking to progress up the career ladder may need to acquire additional education, training and certifications.

Organizations often encounter two main challenges to creating realistic career ladders:

- Building ladders that reflect actual work in the organization and
- Navigating employees through the levels.

**Establishing Career Ladders**

Two things that are critical to establishing career ladders are defining the differences between each level and making sure those differences represent the nature of the work performed while addressing organizational needs. Ensuring the structure is sound requires gathering input from employees and management because those individuals know what makes the roles unique and can
identify the keys to succeeding in the roles. There are numerous ways to gather input at this stage. Understand, too, that the degree to which employees at a variety of levels are involved will do much to determine the degree of acceptance of the structure.

Third and fourth, but equally important, factors in establishing successful career ladders are ensuring that metrics, or differentiators, for the career levels are measurable and that each metric is tied to the organization’s objectives. Defining key metrics allows managers and employees to assess progress toward goals.

Again, involving employees and management is vital to the success and sustainability of the structure. Please also remember to allow for adaptations within the structure as the needs of the organization change.

Now, you may realize that establishing career ladders and developing career development plans are significant undertakings. You no doubt also recognize that doing both can strengthen your organization and improve employees’ well-being. By providing a clear path for employees to grow and learn based on their individual goals and aspirations, as well as organizational needs and metrics, you provide knowledge and insight to your employees. In this way, career development plans and career paths work in tandem to support recruiting to attract new talent and to encourage top contributors to stay with the organization.

There is one caution we would offer, however. Career development plans and career ladders should not be viewed as belonging to HR in a vacuum. Managers must take active roles in talking with their employees and working with them to set realistic goals. Managers must also work with HR to define how the goals can be achieved.

If your organization is able to effectively do all the things described here, it will undoubtedly gain a competitive advantage in recruiting young talent and see less turnover of top contributors.

The Comp Doctor™ is the team of Ronnie Charles, who is the national managing director for public & higher education sectors at Gallagher, and Jim Fox and Bruce Lawson, who are managing directors in the human resources and compensation consulting practice of Gallagher. They specialize in helping governments and organizations fix their compensation and classification systems. Fox and Lawson are also the authors of How to Decide What People Get Paid: Secrets From the CompDoctor™ (IPMA-HR). If you have a question you would like to see answered by the CompDoctor™, please contact ronnie_charles@ajg.com.

I recently came across The State of Employee Engagement in 2018 on HR.com. The report summarizes a survey of HR practitioners that revealed that only 53 percent of the respondents’ organizations measure employee engagement.

Of that group, 77 percent said they use formal employee surveys to measure engagement. Other approaches included conducting exit interviews (52 percent), conducting one-on-one interviews (45 percent) and reviewing retention rates (also 45 percent).

Based on the HR.com survey results, it seems clear that more organizations need to do something to measure engagement since almost half of the survey respondents reported that they are not even bothering.

**Measuring Engagement**

As the HR.com report shows, there are several ways to measure engagement. Each of these metrics can provide useful information and help the organization make some inferences about the level of engagement. Exit interviews, for example, can provide anecdotal data on why employees are leaving and help draw some conclusions about engagement.

But employees who leave are often reluctant to provide candid comments. Plus, exit interviews are, perhaps, the ultimate lagging indicator—these employees are at or out the door.

Then there are one-on-one interviews, including stay interviews, to understand what keeps employees with the organization (i.e., what motivates them to stay). Turnover is another potentially useful indicator, as high turnover can suggest an engagement problem. However, turnover can also suggest something else like a large number of baby-boomer retirements or a pay problem.

For these reasons, it is important to understand not just how many employees are leaving, but who is leaving and why they are leaving. Are baby boomers retiring, or are new hires leaving because we haven’t met their expectations? Are good performers leaving, or are not-so-good performers leaving? In short, we need to drill down on the numbers to truly understand turnover and whether the numbers suggest any engagement issues.

After all, we can’t manage or improve an important driver of performance like engagement unless we can validly and reliability measure it. Which reminds me of a conversation I had with a county government employee who was that organization’s employee engagement coordinator. I was (and still am) excited that the organization created such a position. More public sector organizations need to make this investment.

But here’s the rub: When I asked him how he knows if engagement in the county is improving, he said that the county had distributed T-shirts to employees and he was excited that many employees were wearing them. It was nice of the county to provide the shirts, and I’m also glad folks were wearing them. But I’m not buying this as a good way to measure engagement. As I wrote in my book *Engaging Government Employees*, “Free pizza and Coke on a Friday afternoon is not an engagement strategy”—even if it’s free wine and beer on a Friday night.

Organizing social events and handing out free T-shirts are nice gestures, but they do not constitute an engagement strategy. And whether employees participate in social activities or wear the shirts is not a good way to measure engagement.

Instead, as most research suggests, the best way to measure engagement is through a well-designed, valid and regularly conducted employee survey.

**Why Isn’t Measuring and Improving Engagement a Priority?**

The HR.com report and other research by organizations such as the Center for State and Local Government Excellence (SLGE) show that not enough organizations, including in government, are paying attention to measuring and improving engagement. For example, an SLGE survey showed that while 81 percent of respondents from state and local governments identified employee morale as a key issue, only 30 percent...
Leaders Don’t Understand Why Engagement Matters

When I speak to HR leaders and professionals about the need to measure and improve employee engagement, many say they are on board. Too often, however, they say they can’t convince top leadership in their organizations to commit time and resources to focusing on engagement.

Here’s just one example. A local government HR director recently told me he wants to conduct an employee engagement survey but went on to say, “Sadly, our budget does not have room at this time.” Sad indeed. Maybe next year. Or maybe not.

If we are convinced that measuring and improving engagement matters, how do we overcome this barrier?

I’ve long argued that the answer is to clearly articulate why engagement matters. That is, to make the business case for engagement, including in government.

Improving engagement isn’t just another touchy-feely HR project (no offense intended). Nor is it about trying to make sure employees are happy all the time. Instead, improving engagement is about organizational performance and service delivery. Decades of research have revealed that improving engagement enables government to:

- Achieve strategic goals,
- Provide responsive customer service,
- Retain talented employees,
- Develop innovative solutions,
- Foster teamwork and collaboration,
- Boost attendance, and
- Ensure on-the-job safety.

HR leaders and professionals should be employee engagement champions, making the business case to senior leaders to convince them that focusing on engagement is a must-do, not a nice-to-do.

For example, after a presentation I recently gave on the business case for engagement, a county administrator told me that he had heard a lot about engagement but didn’t realize, in his words, “that there is science of engagement.”

There is. Maybe not a science like chemistry or biology, but a science in the sense that there is a growing body of empirical evidence that high-engagement organizations outperform low-engagement organizations. Which, in other words, is the business case that HR needs to make to the organization.

We Guess About How to Improve Engagement

Managers and supervisors may intuitively understand that creating the environment for high engagement (i.e., morale) is important, but they don’t know how to go about it.

So they guess.

This can result in well-intentioned but possibly misdirected actions like creating a newsletter, organizing social activities or distributing T-shirts. All are nice gestures, but do they really improve engagement? Sure, the book 180 Ways to Build Employee Engagement has great suggestions, but good luck figuring out what will work in your organization without collecting data to understand the level of engagement and what influences it.

Measuring Engagement Is Considered Too Risky

Given the transparency of what we do in government, especially compared to the private sector, it’s understandable that some leaders are afraid to measure the level of engagement in their workforces. I don’t mean this unkindly. After all, who wants the media to report that employees who serve the public are not engaged?

I get it. I’ve worked in or with government for more than 45 years, so I’m not naïve about the politics of government and how those political winds affect HR. When I was in state government, a colleague from another state told me that their governor’s instructions to HR, especially during election season, was, “Make no waves.”

I acknowledge that it takes some courage to survey employees without knowing what the results will reveal. This is especially true if the results will be made publicly available through open records, freedom of information or sunshine laws.

In one city, the local newspaper obtained engagement survey results and, even though the overall results were very positive, reported almost exclusively on the lowest-scoring survey questions. But this was a one-day story that didn’t generate much political heat. The city weathered that small storm and is now working on the issues employees identified—to boost engagement even higher.

In another example, a police chief was reluctant to survey his employees. After all, think about the implications if results showed that police officers were not highly engaged.

But the chief took the risk, participated in the employee survey and found that police officers and staff had a high level of engagement. Plus, the survey results revealed the areas to focus on to drive engagement even higher.

The lesson is “no risk, no reward.” As HR professionals, we need to convince senior leaders that measuring and improving engagement is worth the risk. And when it comes to the workforce—the single most important asset government has—the public sector must understand how engaged employees are, and then take action to move the needle of engagement in the right direction.

The people government serve deserve nothing less.

Bob Lavigna, IPMA-SCP, is director of the Institute for Public Sector Employee Engagement with CPS HR Consulting, an independent and self-supporting public agency. The Institute provides employee engagement services to IPMA-HR members. Lavigna has more than 30 years of experience leading public-sector HR organizations. You can reach him at rlavigna@cpshr.us.
A sergeant in the police force for the Washington, D.C. Metro system will not be allowed to proceed with disability discrimination and retaliation claims brought under the Rehabilitation Act of 1973. McIntyre v. Washington Metropolitan Area Transit Authority (No. 17-2007) was decided by the U.S. District Court for the District of Columbia on May 15, 2019.

According to the factual summary prepared by the court, Natasha McIntyre was working for the Washington Metropolitan Transit Authority (WMATA) in its Metro Transit Police Department when, in February 2016, she tested positive for using amphetamines. WMATA placed McIntyre in a mandatory 15-day employee assistance program, and she requested accommodations for her attention-deficit/hyperactivity disorder (ADHD).

McIntyre, who continues working for WMATA, explained that she tested positive for amphetamines because she takes Adderall to control ADHD symptoms. She obtained a letter from her doctor, who recommended allowing McIntyre to move her shift start time, which was then 6 am, to 8 am or 9 am because the Adderall sometimes interrupted her sleep schedule. The doctor also recommended that McIntyre be allowed switch which days she was scheduled to work from Friday through Tuesday to Monday through Friday.

WMATA met with McIntyre to discuss accommodations but denied her request to change her start time and work schedule. The transit agency said that the requests were unreasonable. McIntyre then sued WMATA for its failure to accommodate her disability and further alleged that her supervisor retaliated against her by criticizing her for her tardiness and allowing others to treat her negatively.

After analyzing McIntyre’s claims, the court agreed with WMATA and denied McIntyre’s disability discrimination claim. The court explained that it believed McIntyre’s accommodation requests were unreasonable and that granting them would impose an undue hardship on her employer. The court accepted WMATA’s reasoning that accommodating McIntyre would cause it to violate its seniority system, which permits only the longest-tenured employees to choose which days they want to work. McIntyre only had eight years of service in 2016.

The court additionally held that changing start times would be unreasonable because WMATA’s standard operating procedures require sergeants to begin their shifts at 6 am in order to complete required and necessary tasks before junior officers begin their shifts at 7 am. The sergeants’ tasks include debriefing and updating officers on important safety information. McIntyre’s arrival after the debriefing session, the court noted, would not allow her to carry out an essential function of her job.

Last, the court held that McIntyre’s retaliation claim failed because none of her co-workers’ comments and personal interactions with her after she requested an accommodation constituted adverse employment actions. Instead, the alleged comments and treatment were “at most fleeting and minor annoyances, not materially adverse actions that might have dissuaded a reasonable worker from making or supporting a charge of discrimination.”
Déjà Vu argued that Ducharme’s pregnancy discrimination claim should be dismissed because Title VII does not recognize abortion as a protected characteristic, as abortion is not “pregnancy, childbirth, or a medical condition related to pregnancy.” The court disagreed and held that an abortion “is something that can only be undergone during pregnancy” and, therefore, qualifies as pregnancy-related even though it differs from lactation and gestational diabetes, which courts recognize as falling under Title VII’s protections. The court explained that abortion is used to treat a pregnancy-related medical condition, and Ducharme said she needed to terminate her pregnancy because she suffered from anemia. The court held that this was enough to plead a claim under Title VII and Louisiana law.

However, the court held that Ducharme failed to establish a prima facie case of discrimination because she did not have evidence of her manager’s alleged anti-abortion animus. In addition, Salzer had given Ducharme a ride to the abortion clinic for her initial appointment, and the court found that it was hard to imagine that, given her actions, Salzer would develop some anti-abortion animus for the procedure itself.

Finally, according the court, Ducharme’s claim that she was treated less favorably than other bartenders who were drinking on the job was weakened by the fact that her boyfriend was terminated for that same reason.

v. Gibson (18-14057, May 14, 2019). The plaintiff had alleged that Facebook posts he made while running for sheriff of Osceola County, Fla., during 2016 were protected by the First Amendment and that his demotion from sergeant to deputy was in retaliation for protected speech rather than violations of Sheriff’s Office policies. The retaliation claims were filed under 42 U.S.C. § 1983.

Marcos Lopez was hired by the Osceola County Sheriff’s Office in 2003 and promoted to sergeant in June 2016. Shortly thereafter, Lopez announced his candidacy for sheriff on his “community cop” Facebook page. One of his campaign opponents was Russell Gibson, a retired Sheriff’s Office employee who would go on to win the election.

After receiving several reports of Lopez making inappropriate comments and posts on Facebook, the Sheriff’s Office launched an internal investigation. Investigators found that Lopez criticized the Sheriff’s Office numerous times and implied that the Osceola County community did not or should not trust the Sheriff’s Office. Lopez also appeared in uniform in campaign-related social media posts, disobeying a directive from the outgoing sheriff not to do so.

Investigators further noted that Lopez violated the Sheriff’s Office’s standards of conduct by ridiculing the promotional process and jeopardizing the trust and community relationship between the citizens of Osceola County and the Sheriff’s Office. A report concluded that Lopez’s open criticisms were "made with reckless disregard for truth or falsity."

On Nov. 28, 2017, the outgoing sheriff informed Lopez of the intent to discipline him for the policy violations by suspending him without pay for 40 hours and demoting him to deputy. Lopez appealed, but the Sheriff’s Office’s Disciplinary Appeals Board upheld the demotion and suspension without pay. A final appeal to the Career Service Appeals Board (CSAB) resulted in the suspension being lifted. The demotion went through, with newly elected Sheriff Gibson signing off. Lopez remains employed by the Sheriff’s Office as a deputy in road patrol.

Lopez sued Gibson in his official capacity, alleging that Gibson retaliated against him in violation of his First Amendment rights. A federal district court dismissed the case, holding that Gibson was not liable for retaliation because he did not make the final decision to demote Lopez. Rather, Gibson was bound by the appeals board’s decision. The appellate court concurred.

The higher court further explained that Lopez’s demotion was subject to meaningful administrative review by the CSAB, which heard witnesses, deliberated and issued its own fact findings and decision. In fact, under procedures prescribed by Florida law, Lopez picked two of the five CSAB panelists, personally testified, introduced evidence, examined witnesses, provided arguments at a two-and-a-half-hour final hearing that was open to the public and, ultimately, succeeded in overturning part of the discipline, specifically his 40-hour suspension without pay.

**Worker Can Proceed With ADA and FMLA Claims Despite Company’s Accusation of a Fake Doctor’s Note**

The defendant in Piazza v. Associated Wholesale Grocers (No. 17-10289), which is being heard in the U.S. District Court for the Eastern District of Louisiana, accused the plaintiff of giving it a fake doctor’s note stating he could only work light duty. The court held on May 13, 2019, that AWG’s belief that the worker may have falsified the doctor’s note or lied about his medical condition was not enough to dismiss the suit.
In his lawsuit, Michael Piazza is alleging that he contracted a fungal infection in his lungs during 2015 and, subsequently, had difficulty breathing. He states that he informed AWG and was never offered information about the existence or availability of Family and Medical Leave Act (FMLA) leave. He also claims that he took several short-term disability leaves and was absent from work from Aug. 15, 2016, to Oct. 3, 2016, as a result of his lung condition.

Piazza claims that he sought the assistance of a pulmonologist named Dr. Mark Knower after being hospitalized with pneumonia in August 2016 and that Knower placed him on light duty. When Piazza tried to return to work on Oct. 3, 2016, he gave AWG a note indicating that he could perform light duty. The note is allegedly from Knower, and AWG disputes its authorship. Alleging forgery, AWG refused to allow Piazza to return to work and required him to provide a letter from a treating physician. Piazza says AWG then terminated him because of absenteeism.

After his termination, Piazza sued AWG for violating his rights under the FMLA and the Americans with Disabilities Act. AWG filed a motion for sanctions based on Piazza’s alleged perjury. The company also sought to have the case dismissed and to have Piazza ordered to pay its attorneys’ fees and costs. In court filings, AWG argued that the ADA claim should be dismissed because the light duty slip constituted fraud and that Piazza’s testimony related to the authenticity of the slip constituted perjury.

Knower gave a deposition in which he testified that he released Piazza without restrictions and that he had not seen Piazza since Aug. 29, 2016. Despite this, the court held that evidence submitted by AWG did not clearly establish that Piazza lied about being placed on work restrictions or that Piazza committed perjury.

The court stated that the record reflected doubt and there were questions of credibility and recollection between Piazza and the medical personnel. As a result, the court held that there was no clear perjury because Piazza’s medical records included a form indicating a lifting of work restriction that was dated Oct. 7, 2016.

The court further held that even if the evidence were clearer and Piazza’s deposition testimony was clearly false, AWG did not rely upon the form from Knower’s office when it did not allow Piazza to return to work. Thus, the form itself was not material to whether AWG failed to accommodate Piazza. As a result, Piazza is being allowed to continue with his claims.

Contact David B. Ritter at david.ritter@btlaw.com or (312) 214-4862. Contact Kelsey Schmidt at kelsey.schmidt@btlaw.com or (312) 214-4589. You can learn more about labor law cases by visiting www.btlaw.com and following our blogs at www.btcurrentsemployment.com and www.btlaborrelations.com.

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The site simplifies the process of updating your profile and logging your CE credits. It also offers tips for finding professional development opportunities and walks you through the process of reinstating a lapsed certification.


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**HR News Anywhere**

Members can access the full text of every issue of the magazine back to 2005 at on.ipma-hr.org/hmew3e91e.
Having 87 percent of respondents to IPMA-HR’s most-recent annual survey of members tell us they are satisfied or very satisfied was great. But the positive results just make us want to get the other 13 percent on board.

Still, we are happy to know that 87 percent of current members feel likely or very likely to renew their memberships, and we are very glad to know that 85 percent of members would recommend joining IPMA-HR to a colleague. That the recommendation rate increased 4 percent from 2018 indicates that our efforts to achieve our goal of providing an excellent experience for all members are paying off.

And it definitely pleases us to read a member’s comment like, “The IPMA-HR organization has been very valuable during my 21 years as a local government HR Manager.”

The 2019 Member Satisfaction Survey ran from the end of March through the beginning of April and was completed by 428 members. Key findings appear in the accompanying chart. Generally, this year’s feedback matches that from earlier surveys.

Looking at opinions of our departments of Communications, HR Resources, Certifications, Government Affairs and Professional Development, more than 96 percent of members who were familiar with the work that each one does indicated that the department met or exceeded their expectations.

Room for improvement does remain regarding our products, with 83 percent of members indicating they are satisfied with product availability (up a point from 2018), 85 percent satisfied with product quality and 85 percent satisfied with product value (up 2 points from 2018). Hundreds across the board is the goal.

Our greatest step forward has come in customer service, where 88 percent of members currently say they are satisfied with staff availability. During 2018, just 81 percent of members said this. Gains also occurred in perceptions of staff expertise (90 percent in 2019 vs. 85 percent in 2018) and of staff’s willingness to help (again, up to 90 percent from 85 percent). One member commented that it is “always a pleasant experience when calling in for information or guidance.”

The top reasons why members gave for joining and renewing with IPMA-HR remain access to education and professional development (84 percent); HR resources, policies and best practices (59 percent); and networking opportunities (49 percent).
Member News

Galen Linville, IPMA-SCP, is now an HR branch manager for the Kentucky Office of the Attorney General. He moves up from his previous position as a performance consultant with the Kentucky Personnel Cabinet.

Becky Salter, IPMA-SCP, has retired as HR director for Johnson County, Kans. A past president of the Greater Kansas City Chapter, Salter will continue serving as the Central Region’s representative on the IPMA-HR Executive Council.

The Association was saddened to learn of the death of Capri Stanley-Smith, IPMA-SCP. At the time of her death, Stanley-Smith was HR director for the Virginia Retirement System. Before that, she served as HR director for the City of Norfolk, Va.

Congratulations to these Eastern Region award winners who were recognized at the region’s 2019 conference in Plymouth, Mass.:

- Frank H. Densler Award—Karen Bass, IPMA-SCP, Health Insurance Manager, Montgomery County, Md.
- Most Outstanding Chapter—Connecticut Chapter
- Human Resources Specialist of the Year—Teresa Way-Pezzuti, IPMA-SCP, HR Generalist, College Park, Md.
- Outstanding Chapter Member—Tara Way, IPMA-CP, Benefits Assistant, Town of Barnstable, Mass. —

IPMA-HR Welcomes Its New Members

The Association looks forward to serving and connecting these organizations and individuals who joined during May 2019.

New Agency Members

City of North Las Vegas
North Las Vegas, Nev.

City of Suisun City
Suisun City, Calif.

City of Toledo
Toledo, Ohio

Kings County
Hanford, Calif.

Port of California Harbor Department
San Pedro, Calif.

New Individual Members

Anne Lamen Aban
San Diego, Calif.

John Bailey
Charleston, W. Va.

Will Blakeney
Washington, D.C.

Peter Cahill
Buffalo Grove, Ill.

Sarajane Adriano David
New York, N.Y.

Karen Farrel
Sacramento, Calif.

Kristin Hadley
Oakland, Calif.

Jeffrey Walter Hissen, Jr.
Warner Robins, Ga.

Daniel Hornickel
Sayreville, N.J.

Darcy Hughes
Walland, Tenn.

Erica Rita May Inacio
Modesto, Calif.

Brian Michael Kelly
Greenwich, Conn.

Chanelle Manus
Detroit, Mich.

Heidi McComb
Oklahoma City, Okla.

Sandra Ontiveros
Salinas, Calif.

Tina N. Peters
Largo, Md.

Jasvir Kaur Sidhu
Livermore, Calif.

Roxanne Slater
Waldorf, Md.

Anne Swan
Arvada, Colo.

Auburn Taylor
Haines City, Fla.

Shauna Whittingham
Palm Beach Gardens, Fla.

Christina Windover
Kingsburg, Calif.

In Memoriam

Maggie Whelan, IPMA-SCP

The Association was very saddened to learn of the death of Maggie Whelan, IPMA-SCP, on June 6, 2019. She worked for the City of Los Angeles for 47 years, spending the past 14 years as director of the city’s Personnel Department.

A former IPMA-HR president and Executive Council member, Whelan also chaired and served on several of our committees and taskforces.

Reflecting on the loss, IPMA-HR Executive Director Neil Reichenberg said, “Maggie was a warm, compassionate, genuine individual, and I was fortunate to have known her and benefited from her wisdom, guidance and friendship. She will be greatly missed.”

Reichenberg also noted that when he told other IPMA-HR members about Whelan’s passing, words they used to describe her included “kind and good person,” “lovely,” “vibrant,” “special,” “greatly admired,” “special person,” “great contributor” and “a wealth of HR knowledge.” —
Certification Corner
Congratulations to these newly certified individuals!

Rena Bigby, IPMA-SCP
Director of Classification & Compensation
Oklahoma Department of Human Services Management Division
Oklahoma City, Okla.

Gabriella Bommer, IPMA-SCP
Compensation and Benefits Manager
City of Arvada
Arvada, Colo.

Sandra Coutts, IPMA-SCP
Director of People & Culture
Jefferson County Public Library
Lakewood, Colo.

Stacey Foster, IPMA-SCP
Assessment Specialist
Office of Management and Enterprise Services Human Capital Management Division
Oklahoma City, Okla.

Nicklas Garner, IPMA-SCP
Classification and Compensation Analyst
Office of Management and Enterprise Services Human Capital Management Division
Oklahoma City, Okla.

Matthew Goss, IPMA-SCP
Deputy County/Judge Executive
Harlan County Fiscal Court
Harlan, Ky.

Kathryn Holderread, IPMA-SCP
Human Resources Coordinator
Office of Management and Enterprise Services Human Capital Management Division
Oklahoma City, Okla.

Christian Jackson, IPMA-SCP
HR Coordinator
Office of Management and Enterprise Services
Oklahoma City, Okla.

Katy Jantz, IPMA-SCP
HR Director
Commissioners of the Land Office
Oklahoma City, Okla.

Joselyn Jones-Settles, IPMA-SCP
HR Manager
Tennessee Department of Human Services
Nashville, Tenn.

Andrea Karcher, IPMA-SCP
Senior Personnel Analyst
City of Los Angeles
Torrance, Calif.

Jennifer Leal, IPMA-SCP
Human Resources Manager
City of Los Altos
Los Altos, Calif.

Jocelyn Maez, IPMA-SCP
Human Resources Analyst
City of Tucson
Tucson, Ariz.

Heidi McComb, IPMA-SCP
HR Coordinator
Office of Management and Enterprise Services
Oklahoma City, Okla.

Beverly Moultrie, IPMA-SCP
Chief Human Resources Officer
City of Chattanooga Human Resources
Chattanooga, Tenn.

Angle Mozziott, IPMA-CP
HR Generalist/Office Manager
Ryan & Ryan, LLC
Fort Lauderdale, Fla.

Leslie Myers, IPMA-SCP
Senior Human Resources Business Partner
Arapahoe County Government
Littleton, Colo.

Colleen Pickens, IPMA-SCP
Administrative Analyst III
City of Long Beach Airport
Long Beach, Calif.

Jamarr Rayne, IPMA-SCP
HR Compliance Officer
City of Baltimore
Baltimore, Md.

Anne Swan, IPMA-SCP
Employment Specialist
City of Arvada
Arvada, Colo.

Jennifer Temple, IPMA-CP
HR Analyst 1
Georgia Department of Corrections
Forsyth, Ga.

Gabriel Zakkak, IPMA-SCP
Administrative Services Manager
Fairfax, Va.

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<th>Date</th>
<th>Event</th>
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<tr>
<td>Aug. 19-Dec. 25</td>
<td>Fall Public Sector HR Essentials Program</td>
<td>To register, on.ipma-hr.org/026dd</td>
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<tr>
<td>Aug. 29-Dec. 5</td>
<td>Fall Developing Competencies for HR Success</td>
<td>To register, on.ipma-hr.org/mpe</td>
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<tr>
<td>Sept. 2-Oct. 7</td>
<td>Fall Workforce and Succession Planning Course</td>
<td>To register, on.ipma-hr.org/default-calendar-5eb79</td>
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<td>Sept. 21-22</td>
<td>Workforce and Succession Planning Preconference Workshop</td>
<td>Miami, Fla.</td>
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<td>To learn more and register, on.ipma-hr.org/f</td>
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<td>Sept. 22</td>
<td>Conducting a Job Analysis Preconference Workshop</td>
<td>Miami, Fla.</td>
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<td>To learn more and register, on.ipma-hr.org/f</td>
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<tr>
<td>Sept. 22</td>
<td>Leveraging the Power of Employee Engagement Preconference Workshop</td>
<td>Miami, Fla.</td>
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<td>To learn more and register, on.ipma-hr.org/f</td>
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<td>Sept. 22-25</td>
<td>IPMA-HR International Training Conference &amp; Expo</td>
<td>Miami, Fla.</td>
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<td>For more information, on.ipma-hr.org/itc2019</td>
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<tr>
<td>Sept. 12-17, 2020</td>
<td>IPMA-HR International Training Conference &amp; Expo</td>
<td>Baltimore, Md.</td>
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Introducing IPMA-HR’s new Passpoint Guide

Setting a valid, fair and appropriate passpoint is often the most challenging activity associated with the test development and administration process. Agencies have a responsibility to use great care and consideration when setting a passpoint, particularly when hiring decisions are based, even in part, on exam results.

Efficient and effective, IPMA-HR’s Passpoint Guide provides you with step-by-step instructions and Excel spreadsheets on how to determine a threshold of acceptable performance on the score continuum. In other words: who should pass the test.

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