

Education Based Discipline

and

LIFE Class (Lieutenants Interactive Forum for Education)

The Mercer Island Police Department is hosting a FREE Education Based Discipline course and a LIFE Class designed and implemented by the Los Angeles County Sheriff's Office. The course dates and registration information are below:

Education Based Discipline

January 29, 2013

4 Hours / 0800-1200

(This is for command level and HR)

LIFE Class

January 30, 2013

8 Hours / 0800-1600

(Intended for all audiences)

To register please contact:

Sgt Keith McDonough

Mercer Island Police Department

9611 SE 36th St

Mercer Island, WA 98040

keith.mcdonough@mercergov.org

206-275-791



LOS ANGELES COUNTY SHERIFF'S DEPARTMENT



Education-Based Discipline (EBD) Unit

"Employees are led to the muddy waters of punitive discipline and made to drink, and then they get sick. Some are sick for the moment, and for some it takes a lifetime to cure."

- Lee Baca, Sheriff

What is EBD?

Education-Based Discipline (EBD) is an innovative alternative to traditional disciplinary suspensions. EBD reduces management-employee conflict and embitterment that results from withholding an employee's pay. Instead, it offers optional behavior-focused education and training, which enhances communication, character, competence and trust.



Who May Participate?

EBD is open to all members of the Sheriff's Department, as well as members of other law enforcement and public service organizations.

Do I Have to Take EBD?

EBD is offered as an alternative to a suspension without pay. When EBD is offered, the decision of taking EBD in lieu of suspension days lies with the employee.

EBD Cannot Be Used For:

- Written Reprimands
- Demotions
- Terminations

Do I Keep My Pay?

Yes.

Employees that decide to take EBD over suspension days get training while on duty.

Education-Based Discipline

What is the LIFE Class?

The Lieutenants' Interactive Forum for Education (LIFE) class is a POST certified decision-making class offered by the Department.

Does a Person Have to be Facing Discipline to Attend the LIFE Class?

No.

Department personnel can be assigned to attend the LIFE class as a regular part of training.

Are Other Agencies Using this Program?

LASD was the first to implement a formalized Education-Based Discipline program. The EBD Unit is assisting other agencies on how to implement a similar program. The EBD Unit can provide training to outside agencies to help devise a plan that will fit their agency needs.

Resources

EBD's primary course listings are posted on the home page of the Regional Community Policing Institute - California (RCPI-CA), which is sponsored by the Los Angeles County Sheriff's Department:

<http://rcpi-ca.org/>

The site has courses and contact information for each of the items below:

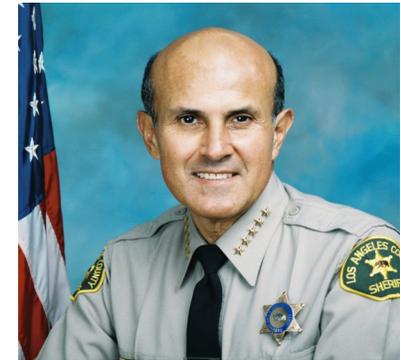
- A: Problem Solving & Self-Management
- B: Skill Enhancement
- C: Boundary Recognition
- D: Substance Misuse/Abuse Awareness
- E: Character Reinforcement
- e: Mitigating and Aggravating Factors



LIFE Class Setting

Mission Statement

To develop an individualized remedial plan, with the involvement of the employee, that emphasizes education, training, and other creative interventions, thereby promoting a more comprehensive and successful outcome.



Contact Information

The EBD Unit can be contacted using the information below. However, it is the preference of the EBD Unit to be contacted via e-mail correspondence.

Education-Based Discipline Unit
Leadership and Training Division
Los Angeles County Sheriff's
Department
S.T.A.R.S. Center
11515 South Colima Road M-106
Whittier, CA 90604
(562) 946-7006
EBD@lasd.org

Article:

<http://www.rcmp-grc.gc.ca/gazette/vol73n3/practice-pratique-eng.htm>

Gazette:

<http://www.rcmp-grc.gc.ca/gazette/vol73n3/vol73n3-eng.pdf>

Gazette - Cure for the 'sick'

BEST PRACTICE

**By Sgt. Albert Cobos, Los Angeles County Sheriff's Department,
Education-Based Discipline Unit**

Cure for the 'sick'

Education-based discipline offers alternative

Conceived in 2008 and introduced to the law enforcement community at Harvard University in 2009 by Sheriff Leroy Baca of Los Angeles County Sheriff's Department (LASD), Education-Based Discipline (EBD) is an innovative concept that offers an alternative to the traditional discipline process used by many law enforcement agencies in the United States.

Under the former discipline model of the LASD, the largest sheriff's department in the world and third largest local policing agency in the U.S., sheriff deputies and civilian staff received discipline in the form of written reprimands, unpaid suspensions, demotions, or terminations.

The desire to offer an alternative to the traditional discipline process of administering unpaid suspensions to employees is rooted in Baca's desire to have employees complete the discipline process and remain viable employees who continue to contribute to the department and its mission.

"Employees are led to the muddy waters of punitive discipline and made to drink, and then they get sick," says Baca, who is responsible for the LASD's 18,000 sworn/civilian employees that serve and protect the approximately four million people. "Some are sick for the moment, and for some it takes a lifetime to cure."

Baca understands that discipline will continue to be a component of any organization. But some disciplined employees become "sick" after the discipline process. These employees remain with the organization and their commitment to the department may be negatively affected by the discipline they have received.

Most law enforcement officers, particularly supervisors, have experienced some negative attitudes that disciplined employees bring to shift briefings, training sessions and the work environment.

These negative attitudes not only influence the individual officer that has been disciplined, but it also affects those with whom they interact on a daily basis. EBD is a program that proactively addresses these negative attitudes by offering behaviour focused training that is related to the incident resulting in discipline.

Implementation

The LASD implemented EBD over a 16-month period between January 2008 and April 2009 to offer an optional alternative to employees who were facing an unpaid suspension as a result of a disciplinary investigation.

For the LASD, there were a variety of stakeholders that had an interest in the implementation of EBD. The process had to be presented to executive staff members, the Office of Independent Review, Internal Affairs, Employee Relations/Affairs and the three unions that represent the majority of people employed by the LASD. And since EBD was a new program that had not been used by any other policing agency in the United States, effectively communicating the basic tenets of EBD was important. But because EBD was being presented in a relatively transparent manner and was proposed as an additional option for employees facing an unpaid suspension — ensuring employee protections remained intact — the EBD Unit, which consists of one lieutenant, one sergeant and two clerks, had to overcome very few obstacles to successfully implement the new process.

EBD in practice

The EBD process is relatively simple. Any employee who is facing an unpaid suspension resulting from a disciplinary investigation is offered the option of EBD. The offer of EBD to the employee usually occurs at the point where the employee is being formally notified of the department's intent to suspend them for a specific number of days.

It is at this point of the discipline process where the employee will be offered an EBD proposal that details what classes and/or independent study options the employee will be required to complete in lieu of receiving an unpaid suspension.

When the EBD proposal is offered, the employee has three options to consider. With the first option, an employee can reject the EBD proposal and accept the suspension. The second option occurs when the employee files a grievance regarding the discipline being imposed; again, all employee protections remain intact. The third option is the voluntary acceptance of the EBD proposal where the employee agrees to fulfill the requirements of the proposal.

Once an employee agrees to EBD in lieu of an unpaid suspension, the employee has a 12-month period to satisfy the requirements of the agreement. The EBD settlement agreement states that the employee waives future grievances regarding this particular discipline process in addition to agreeing to satisfy all of its requirements. Additionally, if

an employee fails to satisfy the requirements of the EBD settlement agreement, the entire unpaid suspension originally proposed to the employee will be imposed. The EBD settlement agreement states that the majority of the classes and/or independent study requirements are to be conducted while on duty. There are exceptions for alcohol and domestic violence offenses where an employee would be required to attend counseling sessions.

Due to the nature of counseling sessions being offered at a variety of hours during the day, it would be difficult have the employee attend them in an on-duty capacity. But for all other class requirements, the employee attends them while on duty.

The formula used by the LASD to offset suspension days with EBD requirements is a simple one. For every four hours of training that an employee receives in an EBD course/class, the employee will receive one EBD credit that will offset one day of an unpaid suspension. For example, an employee that receives a 10-day suspension will need to attend five eight-hour classes to offset the unpaid suspension.

Additionally, an employee may be given more training hours than is needed to offset the number of unpaid suspension days imposed. Having an employee attend more classes than needed to offset unpaid suspension days is acceptable since the employee is voluntarily entering the EBD settlement agreement.

Selecting classes and/or independent study options for an EBD settlement agreement is an easy process. The unit commander of the disciplined employee has a menu of options that relates to the specific offense or policy violation for which the employee is involved.

Developed by a police psychologist with more than 20 years experience in the field, these options, which apply to every policy violation in which an employee may be involved, are described by the following behavior characteristics:

- problem solving and self-management;
- skill enhancement;
- boundary recognition;
- substance misuse/abuse awareness;
- character reinforcement; and
- external factors

Each of the behavior characteristics has several recommended classes or training options available.

LIFE class

One requirement for all EBD settlement agreements mandates that an employee must attend a Lieutenants' Interactive Forum for Education (LIFE) class, which focuses on decision-making. Through interactive group activities, participants are exposed to the notion that decision-making is a process that is influenced by their needs, values and responsibilities.

As the foundational class for any EBD settlement agreement, the class has proven to be a very successful component of the program.

According to a sampling of a survey of approximately 300 employees, a majority agreed that they would make better decisions as a result of the class and that they would recommend it and EBD to others considering it as an option.

Expansion

There are approximately 35 agencies using EBD throughout the U.S., while several others have implemented portions of the program or are seriously considering it. And as the interest in EBD continues to grow, the LASD is committed to assisting agencies interested in implementing the program.

Any public service agency is welcome to contact the EBD Unit, which offers a variety of information on the program.

For more information, contact EBD@lasd.org

EBD cross country

Agencies within the U.S. that have implemented portions of the EBD program or are seriously considering implementing include:

- California Highway Patrol
- Border Patrol, Department of Homeland Security
- Sacramento Police Department, California
- Canton Police Department, Ohio
- Los Angeles Airport Police, California
- Las Vegas Metropolitan Police Department, Nevada
- Los Angeles County District Attorney's Office, California
- Johnson County Sheriff Department, Colorado
- Los Angeles City Fire Department, California
- Newport News Police Department, Virginia
- Clay County Sheriff's Office, Florida
- Muskogee Police Department, Oklahoma
- Kennebec County Sheriff's Office, Maine
- Seattle Police Department, Washington
- Dallas Police Department, Texas
- Cass County Sheriff's Office, North Dakota