

PARKING ENFORCEMENT MANAGEMENT ADMINISTRATION



"The Preferred Choice"

Parking Control Branch Training Manual

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Parking Control
Officer
Training
Manual

District of
Columbia
Government
Department of
Public Works

Parking
Enforcement
Management
Administration

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Parking Control Branch
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DCMR

[Chapter 4](#) Motor Vehicle Title and Operation

[Chapter 5](#) Motor Vehicle Dealers

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[Chapter 24](#) Stopping, Standing, Parking, and other Non Moving



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[Chapter 27](#) Special Parking Privileges for Physically Disabled



[Chapter 30](#) Adjudication and Enforcement



[9900](#) General Provisions

PEMA Organizational Orientation

- Towing Control Center (TCC) / Dispatch
- Vehicle Immobilization and Towing & Impoundment Branch
- Abandoned Vehicle Operations Branch
- Operations Support / Office of the Administrator
 - Budget
 - Procurement/Contracts
 - Supply Management
 - Facility Management
 - Fleet Management
 - Quality Control
 - Ethics & Integrity
 - Human Resources
 - Training
 - Payroll Monitoring
 - Special Projects

PARKING ENFORCEMENT MANAGEMENT

Section 1

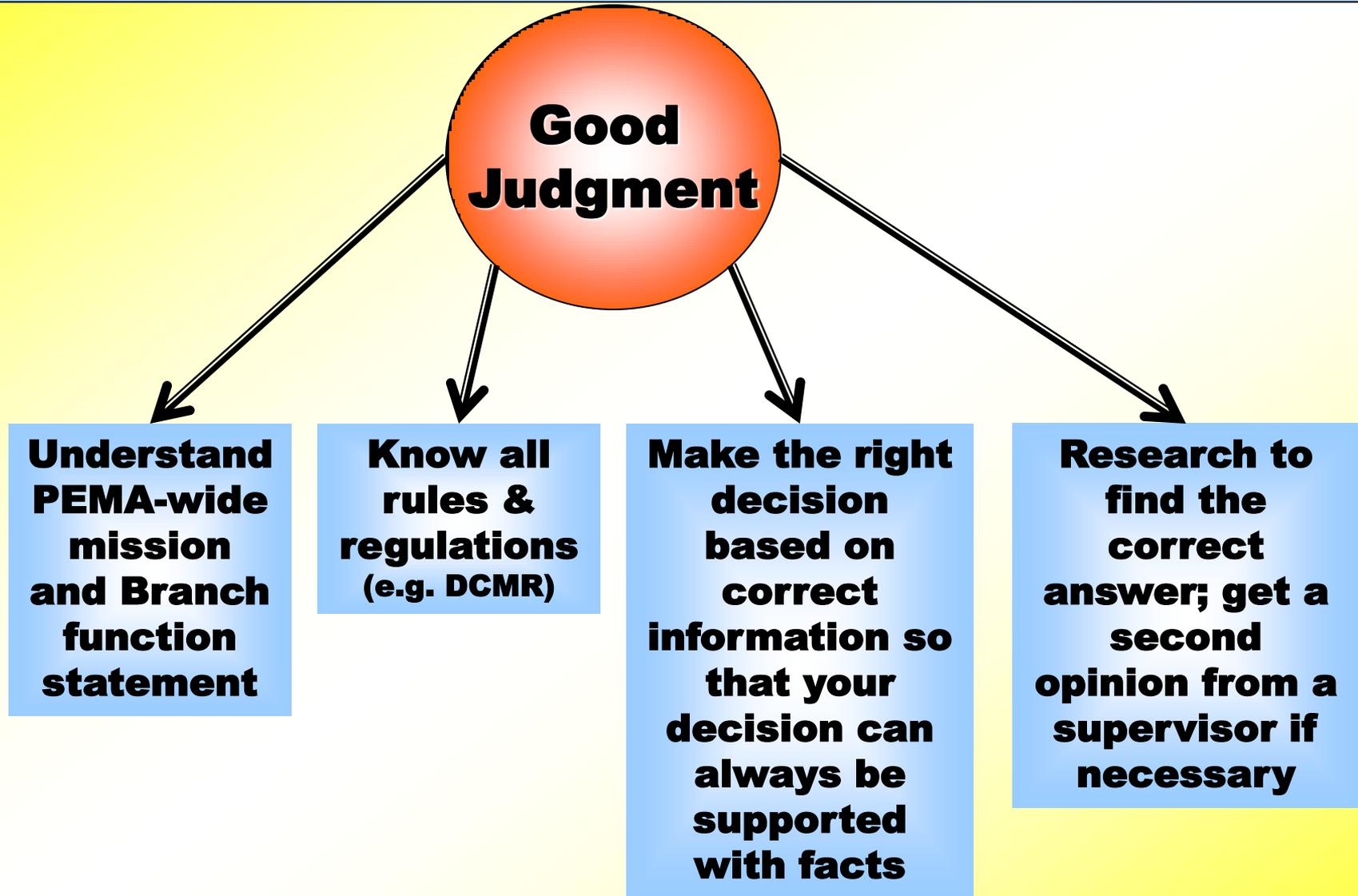
Parking Enforcement Overview

Introduction to Parking Control

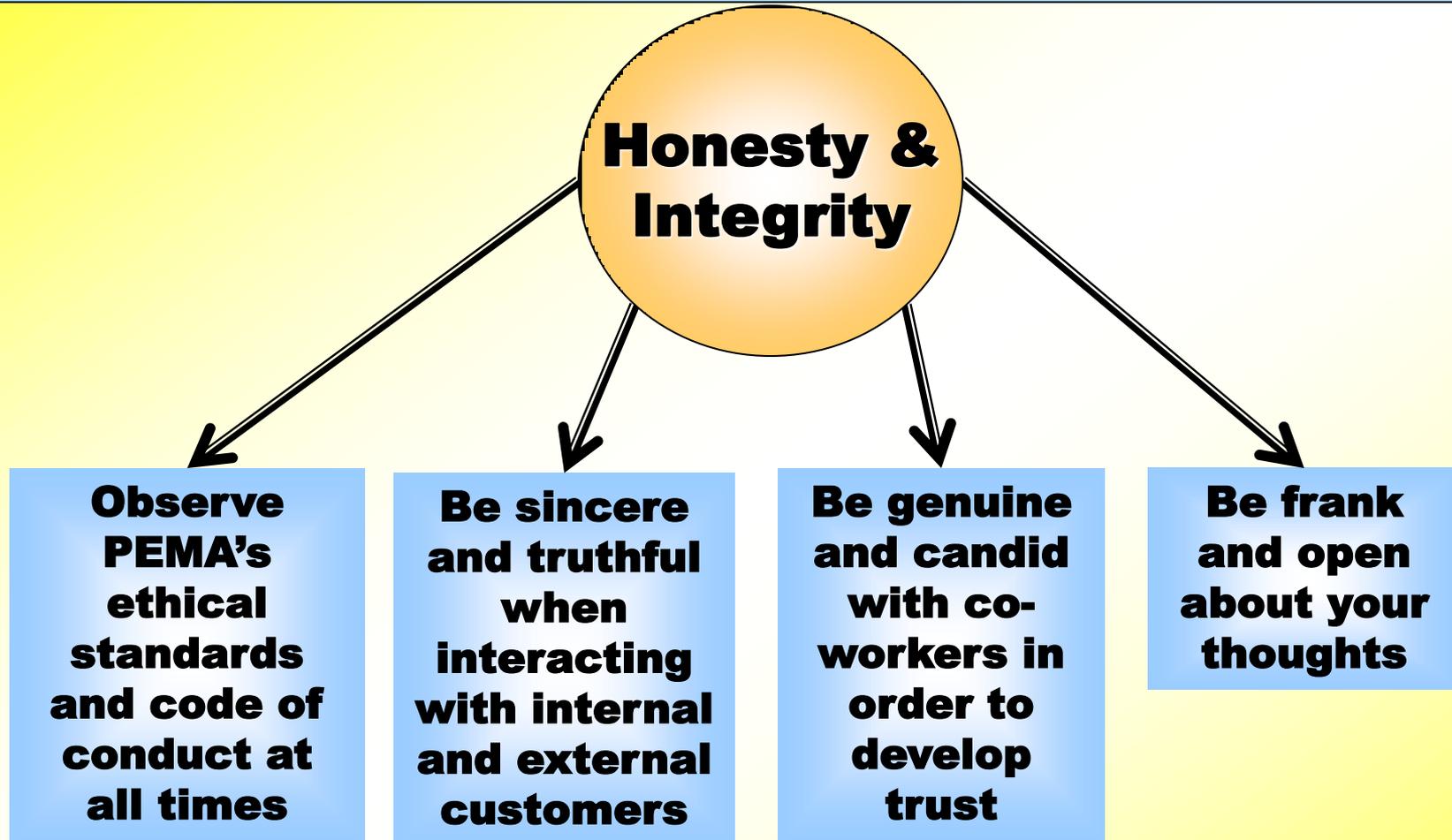
Welcome to Parking Enforcement Management Administration !



Introduction to Parking Control



Introduction to Parking Control



Introduction to Parking Control

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graph TD; A((Courtesy)) --> B[Demonstrate good manners—keep in mind that your behavior tells a lot about you]; A --> C[Maintain a pleasant and polite demeanor, even in difficult circumstances]; A --> D[Be respectful and have regard for others' feelings]; A --> E[Show consideration for others, especially when they may not be in possession of the facts (e.g. regulations, new legislation, recent DDOT changes in enforcement requirements)];
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Courtesy

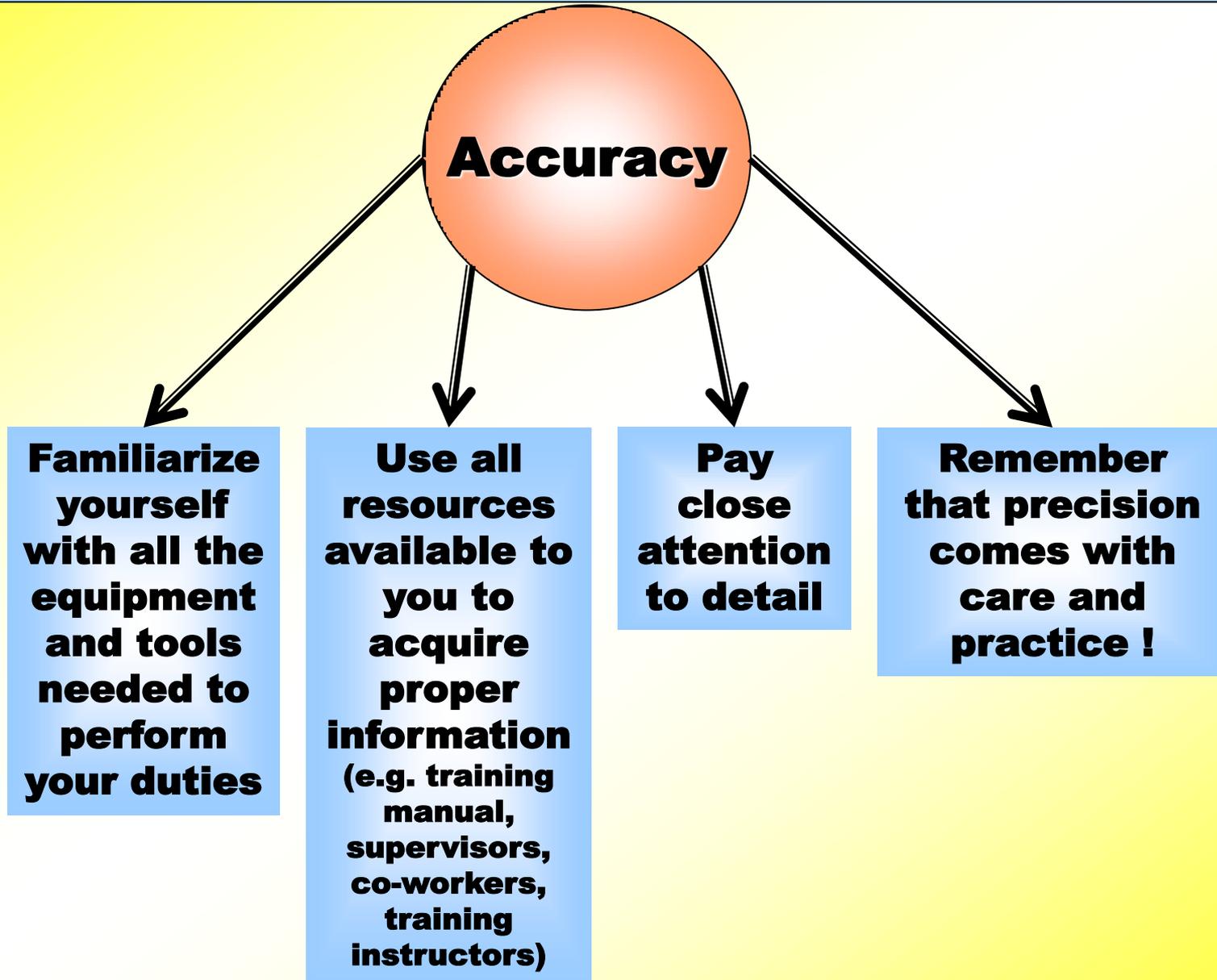
Demonstrate good manners—keep in mind that your behavior tells a lot about you

Maintain a pleasant and polite demeanor, even in difficult circumstances

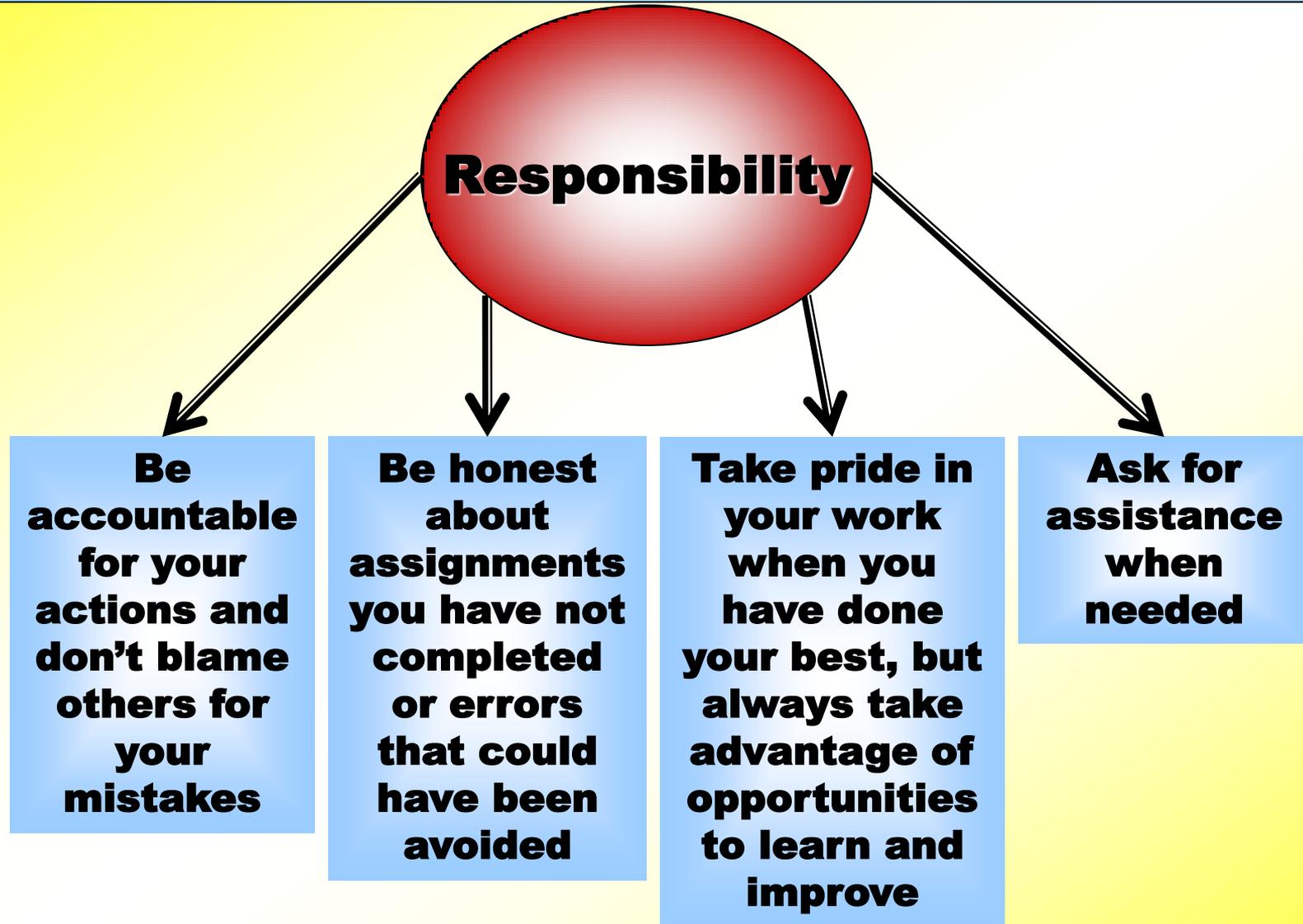
Be respectful and have regard for others' feelings

Show consideration for others, especially when they may not be in possession of the facts (e.g. regulations, new legislation, recent DDOT changes in enforcement requirements)

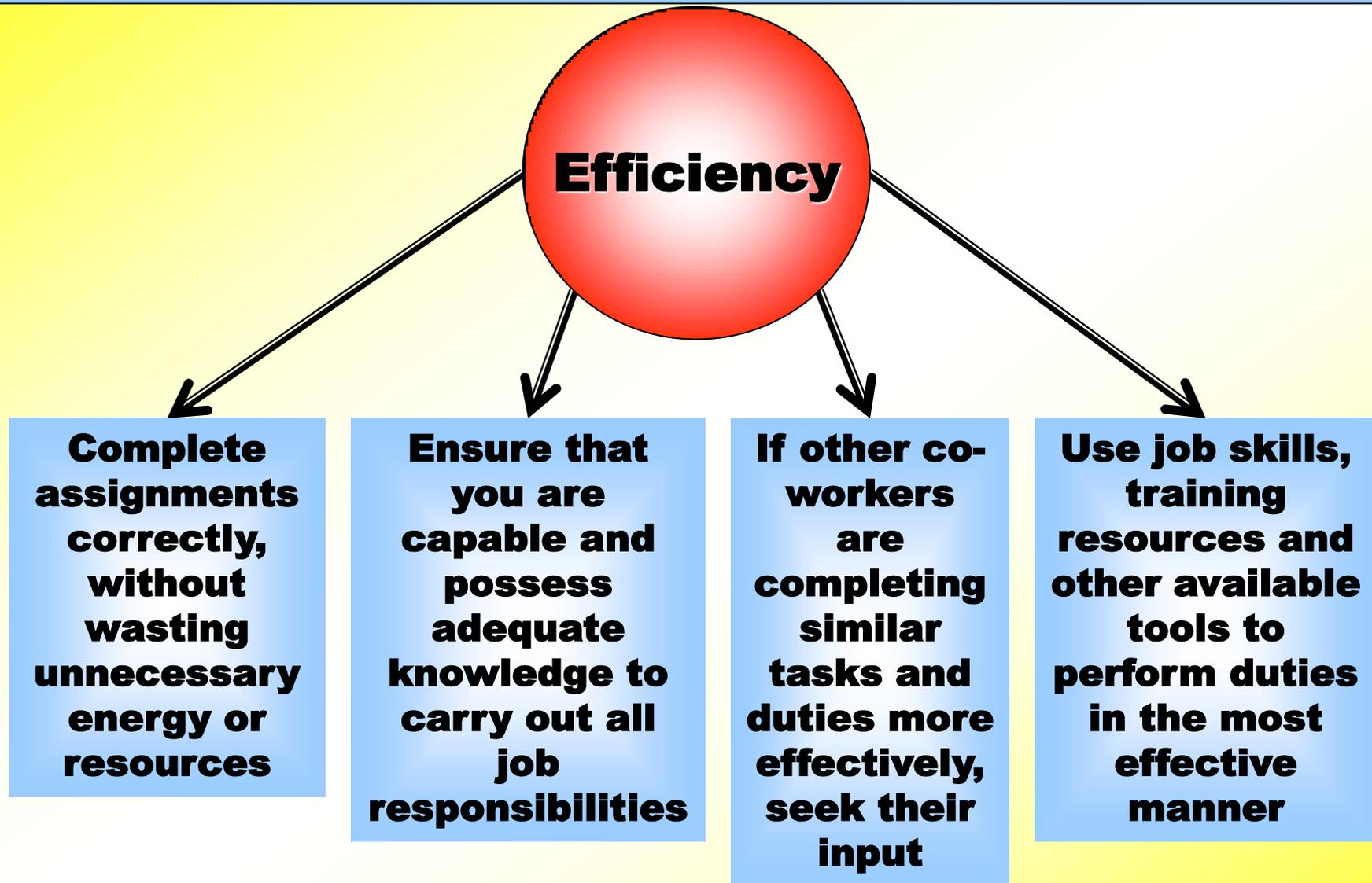
Introduction to Parking Control



Introduction to Parking Control



Introduction to Parking Control



Introduction to Parking Control

Being a Parking Officer is an Important Job... But Not an Easy One !

Physical demands require walking up to 10 miles per day to issue tickets

Parking tickets must be issued during all types of weather, including extreme heat, extreme cold, rain and snow

POs are highly visible and will interact with the public on a consistent basis

Parking Officers must :

- (1) control emotions when encountering negative reactions from the public**
- (2) recognize the signs of an escalating conflict and**
- (3) diffuse hostile situations**

Branch Function Statement

To improve public safety, quality of life and economic competitiveness by enforcing parking regulations and vehicular safety, providing smooth traffic flow and increased access to short-term parking at meters and residential streets

Objectives of Parking Control

1

Increased parking availability so small businesses and residents are not overwhelmed by congestion from business districts that overburden parking

2

Smooth traffic flow and increased public and traffic safety so that :

- **Intersections are clearly identified**
- **Fire hydrants, alleys and bus stops are accessible**
- **Bus travel times remain on-schedule**
- **Crosswalks remain clear**
- **Curbsides and/or moving lanes remain clear of delivery vehicles that impede traffic flow and endanger public safety**
- **Air pollution caused by traffic congestion is minimized**

3

Enhanced Economic Activity

- **Promote reasonable parking turnover so businesses are able to attract customers**
- **Avoid deterring prospective customers because of commuter-dominated parking**

PARKING ENFORCEMENT MANAGEMENT



Section 2

Customer Service

WINNING AT CUSTOMER SERVICE

The difference between winning and failing at customer service is a matter of sensitivity, sincerity, attitude and human relations skills—all of which can be learned. It isn't enough to simply perform the duties of your job. You must also have the right approach !

SERVICE WINNERS

- ✓ Those with a positive attitude and a cheerful outlook
- ✓ Those who genuinely enjoy working with and for other people
- ✓ Those with the ability to put the customer on “center stage” rather than themselves
- ✓ Those with a high energy level and who enjoy a fast pace
- ✓ Those who view their job primarily as a human relations profession
- ✓ Those who are flexible and enjoy new demands and experiences

WINNING AT CUSTOMER SERVICE

SERVICE FAILURES

- ✘ Those who seem depressed or angry
- ✘ Those who would rather work alone or with “things”
- ✘ Those who need to be the center of attention
- ✘ Those who work at their own relaxed pace
- ✘ Those who consider technical aspects of the job more important than customer satisfaction
- ✘ Those who must have things happen in an orderly and predictable way
- ✘ Those who need others to know that they are right

BODY LANGUAGE

Did you know that body language can account for more than half of the messages you communicate? Here is a body language checklist. See if you answer yes to any of these questions...

yes	no	Body Language Checklist
		Do you hold your head high and steady?
		Do your arms move in a natural, unaffected manner?
		Are your facial muscles relaxed and under control?
		Do you find it easy to maintain a natural smile?
		Is your body movement controlled, neither anxious nor too casual?
		Do you find it easy to maintain eye contact with people you are talking to?

BODY LANGUAGE

Body Language Exercise. Body language is an important way that we communicate nonverbal messages. Can you describe the possible messages these forms of body language send to customers?

POSITIVE MESSAGES	NEGATIVE MESSAGES
Face is relaxed & under control	Face is anxious & uptight
Smile is natural & comfortable	Smile is missing or forced
Eye contact is maintained when talking and listening to others	Eye contact is avoided when talking & listening to others
Body movement is relaxed, yet deliberate & controlled	Body movement is agitated and rushed

DPW Customer Service Guidelines

**Our objective is to provide our customers
with
high quality service delivery**

- ✓ Always treat customers with empathy, courtesy and respect.
- ✓ Answer customer's questions with accurate, objective information that appropriately manages customer expectations.
- ✓ Put customers in touch with the organizational unit that can solve their problem with the fewest number of calls, using a "no run-around" approach to customer service.
- ✓ Provide educational information to customers about the resources we manage, they use, and the laws and regulations governing their use.
- ✓ Be flexible in educational materials and conversation to effectively accommodate our diverse customer base, specifically using language that our customers can easily understand.

DPW Customer Service Guidelines

**Our objective is to provide our customers
with
high quality service delivery**

- ✓ Ask for and consider customers and employee's ideas about agency plans, programs, and services. Encourage them to provide feedback.
- ✓ Promptly respond to our customers concerns and complaints, and follow-up on their suggestions. These activities should be performed on an equitable basis, regardless of customers geographic location and position/standing, internally or externally.
- ✓ Give workers reasonable freedom to exercise good judgment to make decisions that minimize the impact of “gray areas” on the customer. Workers should be allowed to investigate customers concern and respond accordingly. It’s acceptable to say “I don’t know; I will look into it and get back to you, “ thus alleviating the pressure of immediately providing and accurate response..

DEALING WITH CONFLICT

Conflicts occur everyday—with constituents, co-workers, supervisors, and even loved ones. We can't escape them, but we can learn how to handle them better.

Become aware of our reactions in conflict situations

Practice *and* patience are required to deal with irate customers

CUSTOMER

Remember that customers are also under pressure. Resolving conflict can lead to resolving problems

Learning to be comfortable with our ability to manage conflict can reduce our stress level during difficult situations

DEALING WITH CONFLICT

GETTING DIFFICULT CUSTOMERS ON YOUR SIDE

- ✓ Don't take it personally.
- ✓ Remain calm. Listen carefully—give customers the opportunity to vent.
- ✓ Focus on the problem not the person.
- ✓ Respect the customer as a person.
- ✓ Make firm positive statements when explaining any situation.
- ✓ When all else fails, ask for help.

PARKING ENFORCEMENT MANAGEMENT



Section 3

Personnel Policies

Employee Leave Policies & Procedures

- Supervisors continually review employee leave records to monitor the use of leave.
- In cases of suspected abuse or excessive use of leave, employees will be counseled in accordance with the DPM and the Collective Bargaining Agreement between the Department of Public Works and the American Federation of Government Employees (AFGE) Local 1975. Failure to improve after counseling may result in further disciplinary action.
- The minimum charge for leave (i.e. Annual, Sick, LWOP, AWOL), is one hour. Additional leave is charged in multiples of one hour.
- Absences on separate days are not combined if, for example, an employee is absent a half hour on two separate days, the minimum charge is two hours.
- If an employee is unavoidably or necessarily absent for less than one hour or tardy, s/he may be excused without charge to leave, pending supervisor's discretion. When an employee is charged with leave s/he is not required to perform work for any part of that leave period.

Employee Leave

ANNUAL LEAVE

- Annual Leave permits an employee to be absent from duty without losing pay for the following purposes:
 - ✓ To allow every employee an annual vacation period of extended leave for rest and recreation
 - ✓ To provide periods of time off for personal emergency.
- Requests for Annual Leave must be submitted to the employee's immediate supervisor, (or designee) on a completed "Application for Leave" (DSCF-71) form at least 24 hours in advance.
- The supervisor (or designee) will review the request, based on the reason and workload, and will forward the leave form to the Shift Coordinator with a recommendation for approval or disapproval.

Employee Leave

SICK LEAVE REQUESTS

- Sick Leave for medical, dental, or optical appointments should be requested as soon as the appointment has been confirmed. Employees should submit an “Application for Leave” form to the immediate supervisor.
- In all other situations, an employee must call his/her supervisor (or designee) before the tour of duty begins. If this is not possible, employees should call no later than two hours after the tour of duty begins on the first day of absence.
- At this time, the employee should inform the supervisor of the expected length of his/her confinement.
- Only the employee’s immediate supervisor (or designee) has the authority to approve sick leave. Any deviation may result in a charge to Annual Leave or Absence Without Leave.
- Absences that last longer than three working days must be supported by a medical certificate (the reverse of the leave form or other similar statement).

Employee Leave

SICK LEAVE ABUSE

- When an employee uses sick leave at frequent intervals, the employee may be requested to visit his/her physician for a physical examination and to submit a statement from the physician as to the employee's physical condition.
- Where there is reason to believe that sick leave is being abused, the supervisor will notify the employee in writing that a medical certificate will be required for any future absence that is to be charged to sick leave, regardless of the duration.
- When it is determined that an absence is not properly chargeable to sick leave or annual leave, absence without leave (AWOL) will be charged. Unapproved absences may also be a basis for disciplinary action.

Employee Leave

PERSONAL EMERGENCY (EMERGENCY ANNUAL LEAVE)

- When possible, an employee must call his/her immediate supervisor before the beginning of his/her tour of duty to request emergency annual leave.
- Only the employee's immediate supervisor (or designee) has the authority to approve emergency annual leave (unless otherwise notified).
- The request for emergency annual leave may be made in the following order:
 - 1) Shift Coordinator
 - 2) Assistant Branch Manager
 - 3) Branch Manager

Employee Leave

VACATION SCHEDULING

- Your supervisor will develop a tentative leave schedule for the use of Annual Leave early in the leave year.
- The leave schedule accommodates vacations on a staggered basis throughout the year.
- On the basis of mutual agreement between the employees and their supervisor, a vacation period should be scheduled in a way that provides the least amount of interruption to the operation.
- These schedules may, of course, be revised from time to time.

Employee Leave

LEAVE WITHOUT PAY (LWOP)

- Leave Without Pay is an approved absence from duty in a non-pay status.
- LWOP is granted upon the employee's request and may be authorized whether or not the employee has annual or sick leave and regardless of the type of appointment held by the employee (i.e., permanent, temporary, etc.).
- The authorization of leave without pay is a matter of administrative discretion.
- Other than the exceptions listed below, employees cannot demand that they be granted LWOP as a matter of right. The exceptions are:
 - Disabled veterans needing medical treatment
 - Reservists and National Guardsmen/women needing Leave Without Pay for military training duties.

Employee Leave

LEAVE WITHOUT PAY (LWOP) cont'd

- An employee is required to be in a LWOP status when receiving disability compensation from the office of Workers' Compensation Program. Other situations in which an employee may be granted LWOP include:
 - When an employee lacks sufficient annual or sick leave to cover a portion or a period of approved leave
 - When an employee has suffered a job-related injury and is pursuing a compensation claim
 - When an employee furthers his/her education, providing that the successful completion of the course will contribute to the work of the agency

Employee Leave

ABSENCE WITHOUT OFFICIAL LEAVE (AWOL)

- Absence Without Official Leave is any absence from duty that has not been granted or approved.
- In these cases, pay is denied for the entire period of absence.
- This unauthorized absence may lead to disciplinary action, particularly after an employee has been previously cautioned. The following actions may result in a charge of AWOL:
 - ✓ Failure to report for work as scheduled
 - ✓ Failure to call before the tour of duty to explain reason for absence and request approval of leave
 - ✓ Failure to request sick leave within the first two hours of the tour of duty on the first day of absence or failure to call for a request of sick leave when the absence is longer than expected
 - ✓ Failure to produce appropriate documentation to support absence when requested by superior
 - ✓ Walking off the job (or absence from work site)
 - ✓ Excessive tardiness
 - ✓ Failure to provide proof for emergency leave when requested by a supervisor

Employee Leave

ABSENCE WITHOUT OFFICIAL LEAVE (AWOL) cont'd

- An employee will be given detailed information regarding the AWOL charge in order to be made aware of the reasons for the charge.
- A supervisor will notify the employee of the AWOL charge, in writing, indicating the date(s) and time involved, the total number of hours for each date and the reason(s) for the charge to AWOL.
- Employees charged with AWOL are subject to disciplinary action, which could lead to corrective/ adverse action.

Employee Leave

COURT LEAVE

- Court Leave is the authorized absence, without loss of pay, leave, or credit for time of services, when an employee is summoned by a court or other authority to serve as a juror or as a witness.
- A summons is an official request, invitation, or call, in writing, from the court or other judicial authority.
- Only a summons to serve as a juror or as a witness will qualify an employee for court leave.
- A voluntary appearance does not entitle an employee to court leave.
- An employee who is a witness for a private party is not entitled to court leave.
- Employees excused for less than one full day should not be expected to return to work unless they are able to work at least two hours of their regular work shift.
- An employee is required to return to the District any compensation received for jury duty while on court leave.

Ethics

PEMA CODE OF ETHICS

- ✓ **Accountability**
 - Assume responsibility for a specific set of duties
 - Always be prepared to answer questions related to your job function
- ✓ **Fairness**
 - Conduct operations without displaying favoritism
 - Treat all employees equally, with dignity and respect
- ✓ **Integrity**
 - Uphold ethical and moral standards in the workplace
 - Conduct operations in a professional manner at all times and maintain honesty in decision making
- ✓ **Teamwork**
 - Work together to achieve a common purpose or goal
 - Actively participate and share ideas & responsibilities in order to foster a positive work environment
- ✓ **Trust**
 - Be reliable, truthful and sincere in order to build confidence among co-workers
 - Depend on one another to carry out assignments accurately and on-time

Ethics - General Conduct

- Employees of the Parking Control Division shall maintain a high level of ethical conduct at all times concerning the performance of official duties.
- Employees shall never share information pertaining to their job that has not been officially given to the general public.

Ethics - General Conduct

- District employees shall avoid actions that might result in or create the appearance of the following :
 - Using employment or position for private gain
 - Giving preferential or selective treatment to any person
 - Impeding government efficiency or economy
 - Losing complete independence or impartiality
 - Making a government decision outside official channels or
 - Negatively affecting the confidence of the public in the integrity of government
- An employee shall directly report any misconduct concerning criminal or corrupt activity on the part of another District employee to his or her agency head and to the Office of the Inspector General (IG).
 - No coercion, harassment or retaliatory action shall be taken against an employee acting in good faith to report misconduct



DEPARTMENT OF PUBLIC WORKS
OFFICE OF THE DIRECTOR

MEMORANDUM

TO: ALL DPW Employees

FROM: William O. Howland, Jr. *wohj*
Director

SUBJECT: Employee Conduct on the Job – Amended to Include Additional Acts

DATE: August 29, 2013

This memorandum is reissuance as a reminder to all Department of Public Works (DPW) employees, union and non-union, supervisors and staff that you are to abide by District of Columbia Personnel Regulations as well as Departmental policies.

In particular, these acts are unacceptable and will result in immediate disciplinary action:

1. Fighting, threatening or inflicting bodily harm on another on the job (workplace violence).
2. Sexual harassment in the work place.
3. Use of, selling or distributing illegal drugs and alcohol on the job; drunkenness or being impaired on duty.
4. Misuse, mutilation, theft or destruction of public and private property.
5. Discourteous treatment of the public, a supervisor, or other employees.
6. Gambling during duty hours or on government premises (including "office pools").
7. Accepting gifts or money from citizens or customers (it appears as a bribe).
8. Engaging in business activities for any other business enterprise (public, private or personal) while on duty and/or District government premises or vehicles.
9. Misuse of computers, phones, copiers, blackberries, smart phones, and tablets.
10. Permitting unauthorized personnel on the work site or to ride in District government vehicles, etc.

11. Employees are prohibited from carrying, using, or transporting weapons in or on government property or while performing services for DPW in any location or in any District government vehicle. The term "weapon" includes, but is not limited to, firearms of all types and sizes, BB-guns, pellet guns; knives, swords, switchblades, razors (except for small pocket knives) and utility knives with blades of less than three inches in length; incendiary or explosive devices, clubs, bludgeons or bats; and any other item carried with the intent to threaten, intimidate, or harm a person.

Please note that the above is not an all-inclusive list. There may be other conduct deemed inappropriate by the agency, in its discretion, that is not reference above. Failure to report infractions also will result in disciplinary action against supervisors who see this behavior as an acceptable part of the culture—it is not!

Section 1800.1 of Chapter 18 of the D.C. personnel regulations states that "Employees of the District government shall maintain a high level of ethical conduct in connection with the performance of official duties, and shall refrain from taking, ordering, or participating in any official action which would adversely affect the confidence of the public in the integrity of the District government."

Rules of conduct for employees are intended to promote the orderly and efficient operation of the agency. Employees shall not dishonor the agency or the employee. It is the expectation of the agency that our employees will conduct themselves in a responsible, professional and ethical manner when providing services to the citizens of the District of Columbia.

If you have any questions, you can contact the DPW Human Capital Administration (HCA) at (202)-671-2400.

Acknowledgement of Receipt

I, _____, hereby acknowledge receipt of this Individual Notification of Employee Conduct on the Job – Amended to include Additional Acts.

Employee Signature

Date

Cc: Employee

Agency Personnel Folder

Ethics - Policy on Gifts

- **An employee should never solicit or accept any gifts**—whether in the form of money, a loan, promise or any other form where it could be reasonably perceived that the gift was intended to influence the employee in the performance of official duties.
- District government employees may not accept gifts or party/event invitations from people who:
 - Have, or are seeking contractual or other business or financial relations with the D.C. government;
 - Conduct operations or activities that are subject to regulation by the D.C. government; or
 - Have an interest that may be favorably affected by the performance or non-performance of an employee's official responsibilities
- Any gift received from someone in the above categories should be returned or donated to a neighborhood charity. If the gift is perishable, (such as baked goods, fruit, or flowers) and is thus difficult or impractical to return or donate, it may be placed in a public location and shared with others in the office.

Ethics - Policy on Gifts

GIFTS cont'd

- Employees are not allowed to ask for contributions from other employees for a gift to official superiors, make donations to an official superior, or accept gifts from other employees who receive less pay. The exception to this rule is voluntary gifts (of a small value) given on special infrequent occasions such as marriage, illness, or retirement.
 - Gifts for a holiday, such as Christmas, do not fall under this "special occasion" exception. Therefore, this rule prohibits an employee from accepting a holiday gift from his or her subordinate or from an employee that receives less pay.
- Some restrictions also apply to gifts given by officials, agents and employees of foreign governments to District government employees, their spouses or dependents. If you receive a gift, you should notify your supervisor and request that s/he contact your Administrator.

Essential Employee Designation

- **Essential Employee Designation** means that you may be required to do the following in a situation determined to be a public emergency, critical condition, or a hazardous sanitation condition:
 - Remain at your duty station when a condition is declared that results in an early dismissal for other employees;
 - Report to your duty station on time and as scheduled when a condition and/or emergency develops during non-work hours which results in the closing of District offices
- You must provide your supervisor with appropriate contact information so you can be reached if one of these events takes place.
- If such an emergency situation occurs (for example a snow storm) and you cannot be reached at the number you gave to your supervisor, you are required to contact your supervisor and report to work if asked to do so.
- Failure to report for duty in these emergencies is considered being “Absent Without Official Leave (AWOL),” which could result in a reprimand and/or suspension.

PEMA Workplace Conduct Policy

The following Workplace Conduct Statements reflect our ongoing commitment to improve our work environment and raise the level of professionalism at Parking Enforcement:

Sexual Harassment

No PEMA employee shall engage in behavior that constitutes sexual harassment. This includes, but is not limited to: unwelcome sexual advances, requests for sexual favors and other verbal or physical conduct of a sexual nature.

Use of Profanity

No PEMA employee shall be insubordinate, impudent to superiors or engage in the use of profanity, obscenity, or abusive language with co-workers or the public.

Workplace Violence

No PEMA employee shall strike or threaten to strike any other person with the intent to cause bodily harm and/or injury, except in self defense *to prevent an assault or attack*.

Use of Illegal Drugs or Alcohol

No PEMA employee shall use or consume alcoholic beverages or illegal drugs while on duty at the Parking Enforcement Management Administration or anywhere within the DC Government. The District of Columbia Government is a drug and alcohol free workplace.

Infractions of any of the above policies constitute grounds for severe disciplinary action, including immediate termination.

PARKING ENFORCEMENT MANAGEMENT

Section 4

Standard Operating Procedures

PARKING ENFORCEMENT MANAGEMENT

Section 5

General Information

Nextel/Cellular Information



GENERAL INSTRUCTIONS

- When the Nextel telephone is first issued, make sure the battery is fresh and well-charged.
- Turn on the volume switch and adjust it to a comfortable hearing level.
- Contact the Dispatcher and perform a Nextel telephone check (if your transmission is weak, get a battery or another Nextel telephone before leaving Headquarters).
- When transmitting, hold the radio upright with the antenna in a vertical position and the speaker approximately two inches from your mouth. Push the *transmit* button, and pause for two seconds before speaking in a clear and normal tone.
- Keep messages short and to the point.
- Use the 10-code and alpha-numeric system when sending messages.
- Requests that are dispatched in your assigned area must be completed quickly.
- You should be listening to your Nextel telephone at all times.
- *note: whenever using a Nextel telephone inside any vehicle or building, your transmitting and receiving range may cause poor reception and transmission.

Nextel/Cellular Information



CARE OF CELLULAR RADIOS

- Parking Officers are required to carry their radio in the approved carrying case that is either attached to the uniform belt or equipped with a shoulder strap.
- Remember, your radio is extremely important — not only for reporting vehicles to be towed and maintaining contact between supervisors and POs—but also in terms of personal safety and monetary worth.
- It is Department policy that each Parking Officer is solely responsible for the radio's security and s/he will be held accountable for loss of or damage to the radio.
 - Cellular radio loss or damage is thoroughly investigated and evaluated on case-by-case basis.
 - If negligence is demonstrated, the user may be required to reimburse the Department for the loss or damage and appropriate disciplinary action will be recommended.
- In order to protect this valuable Department property, POs shall always retain personal possession of their radios, unless relieved of responsibility by their supervisor.
- Radios shall not be left out of sight or unattended even within the Parking Control Branch Office or in Department vehicles.

Nextel/Cellular Information

