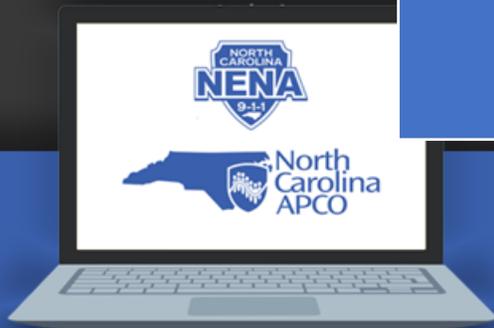
A hand holding a white sign with a yellow sticky note that says "I ❤️ MY JOB". The background is a light blue gradient.

THE CRITICAL ROLE OF EMPLOYEE SATISFACTION

IN EMERGENCY
COMMUNICATIONS
CENTER (ECC)
STAFFING

A Summary of APCO RETAINS Research

<p>2005</p>	<p>Staffing and Retention in Public Safety Communications Centers: A National Study</p>	<p>This summary report of all Project RETAINS research conducted by Denver Research Institute and includes the results from Part I, which surveyed both managers and employees, and Part II which surveyed managers, but not employees, of centers with 76 or more employees. A Technical Report, Effective Practices Guide and Staffing Workbook were also published.</p>
<p>2009</p>	<p>Staffing and Retention in Public Safety Communications Centers: A Follow Up Study</p>	<p>Also known as the Next Generation Study, this report on the second national study sought to extend knowledge of communications center staffing issues not addressed in the first study and to gauge the degree to which Project RETAINS had proved useful.</p>
<p>2009</p>	<p>APCO Project RETAINS Compiled Report</p>	<p>The intent of this report is to synthesize the findings of both reports to assist public safety communications professionals. The main topics covered in this report include the effects of the economy, salary, next generation technology in communications centers, psychological distress, the dispatcher position and consolidation.</p>
<p>2018</p>	<p>Staffing and Retention in Public Safety Answering Points (PSAPs): A Supplemental Study</p>	<p>APCO commissioned a follow-up study with George Mason University Center for Social Science Research that builds on both the 2005 and 2009 reports to observe how these conditions have developed over the past nine years, to reassess the perceived utility and utilization of Project RETAINS, and to add a new section detailing the use and knowledge of new technologies in ECCs.</p>



Training Objectives

01

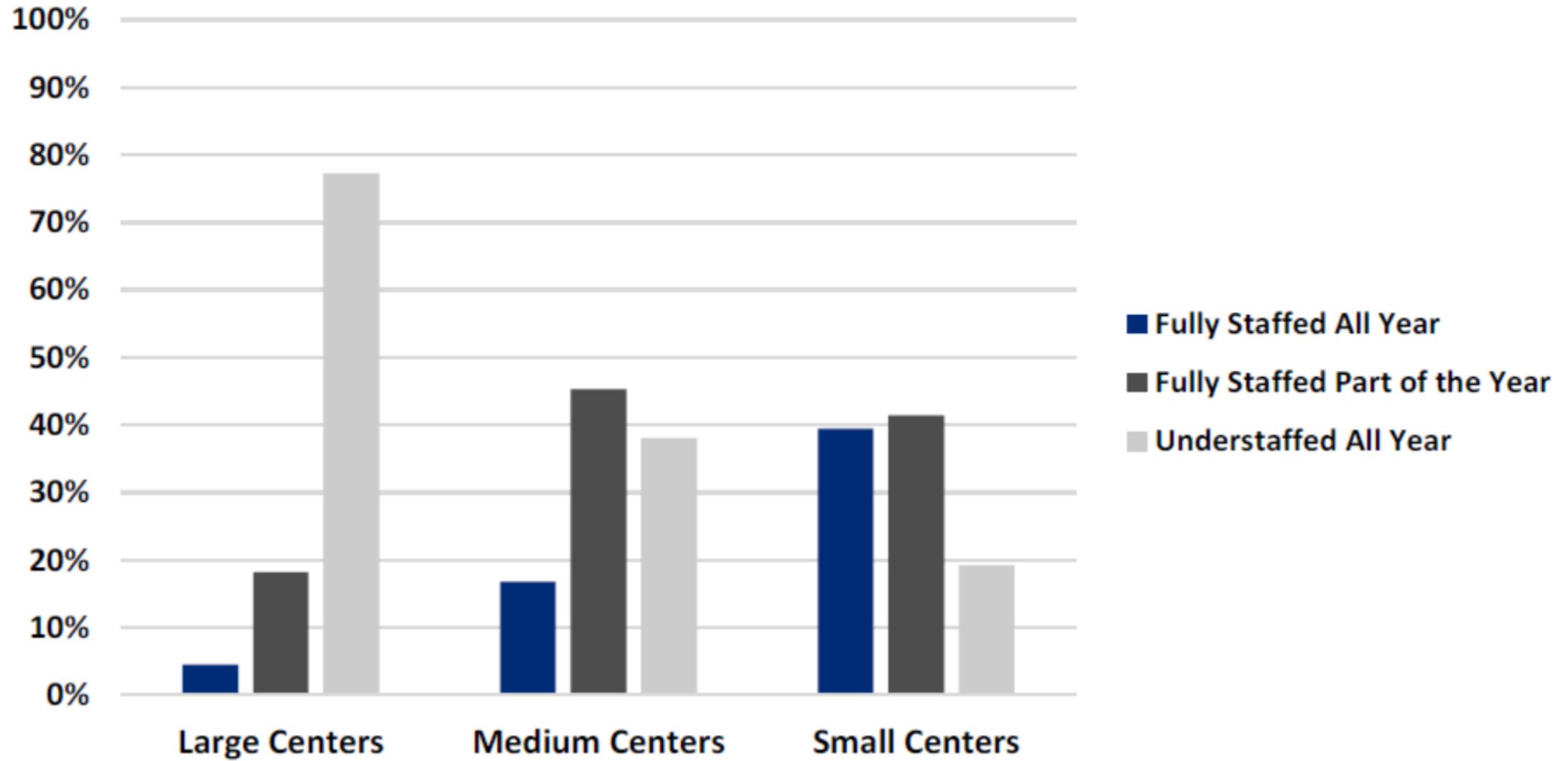
Identify trends found in recent research related to ECC retention and employee satisfaction.

02

Discuss effective practices for employee retention and satisfaction in Emergency Communications.

03

Identify the nine factors that can determine employee commitment to the organization, as reported in “Staffing and Retention in Public Safety Answering Points (PSAPs): A Supplemental Study.”

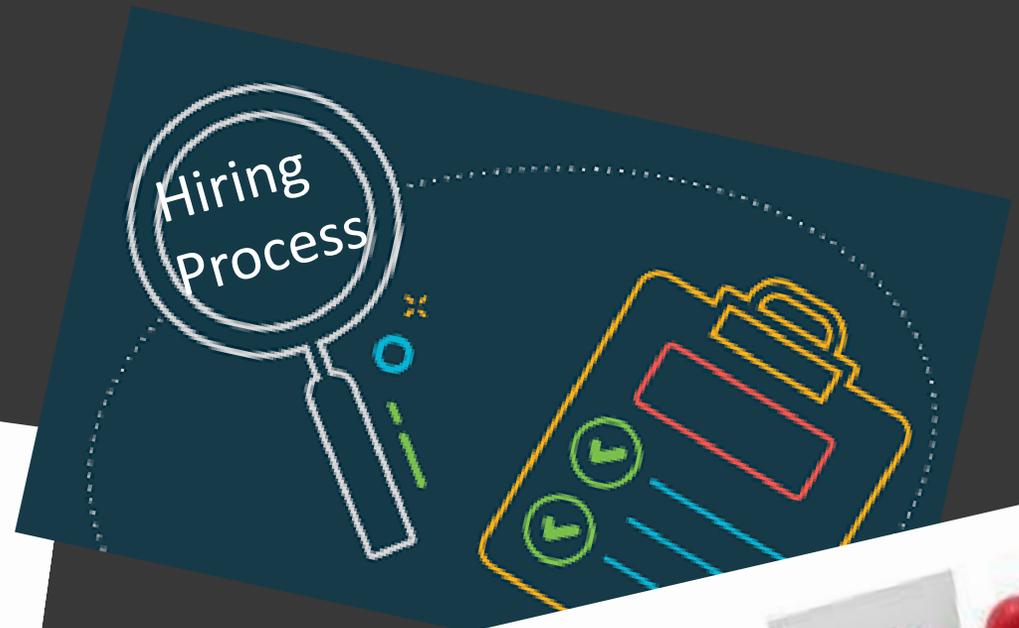


NOW HIRING

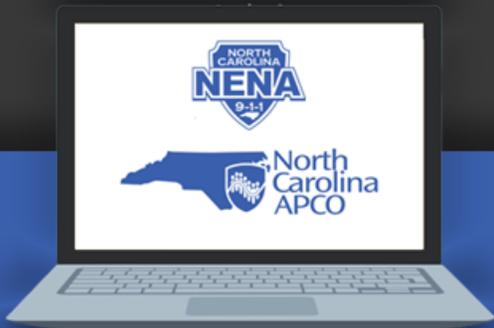


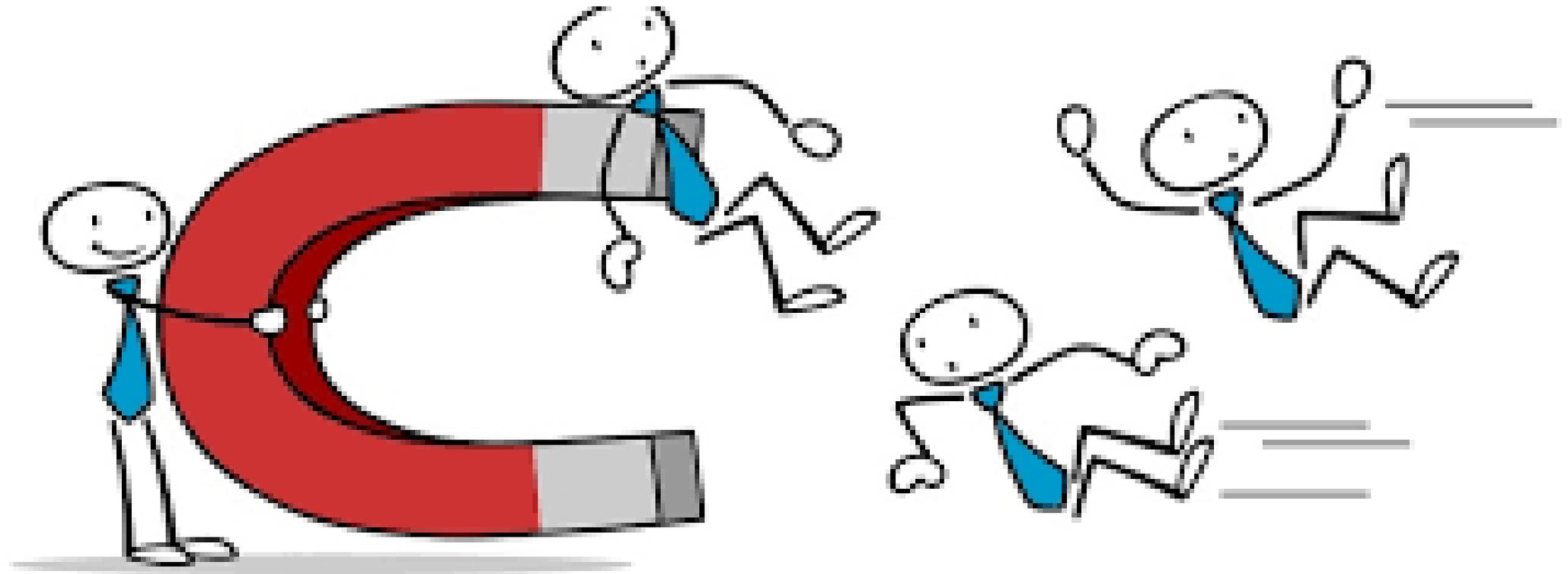
Attracting the
right candidates

Hiring
Process



Initial Training

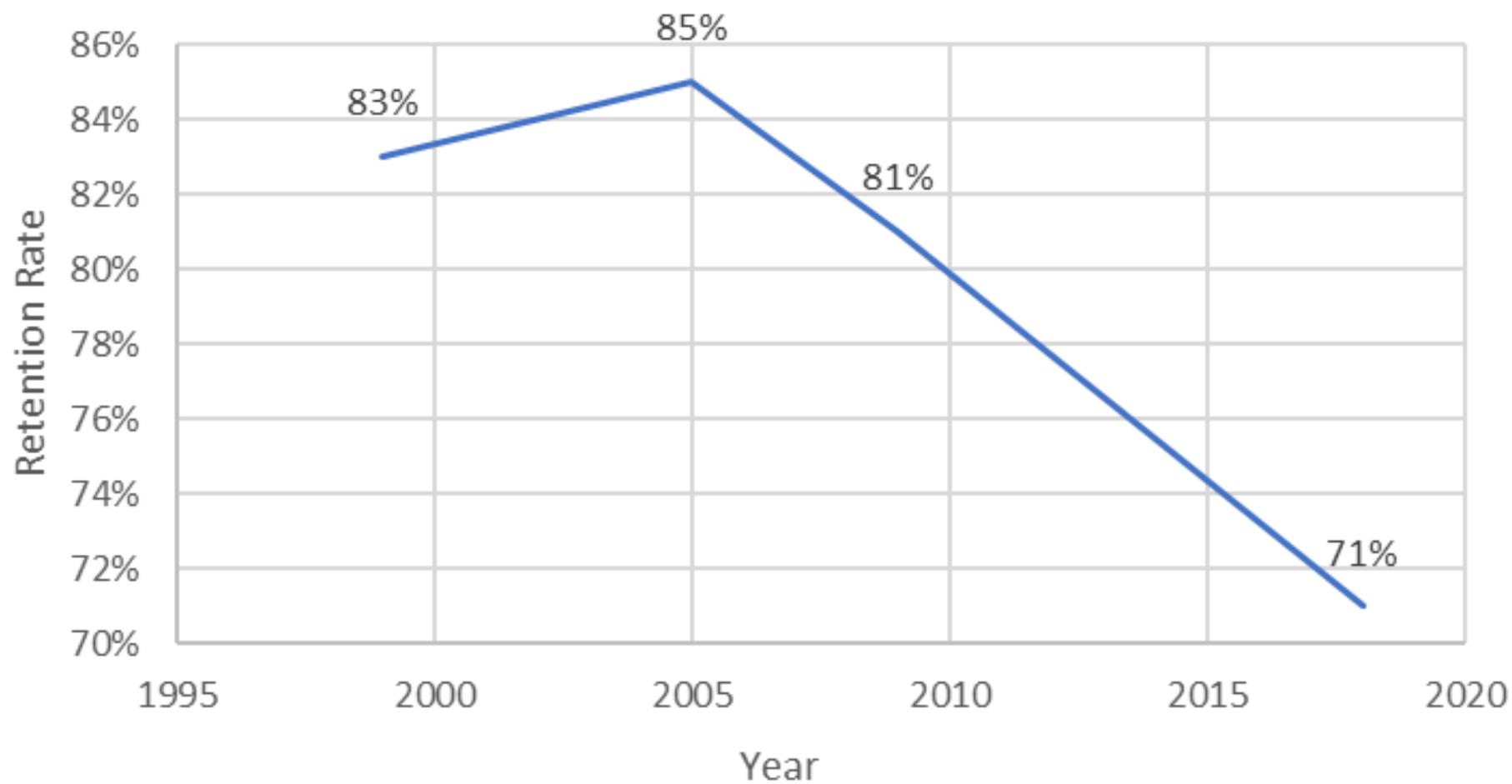




Retention

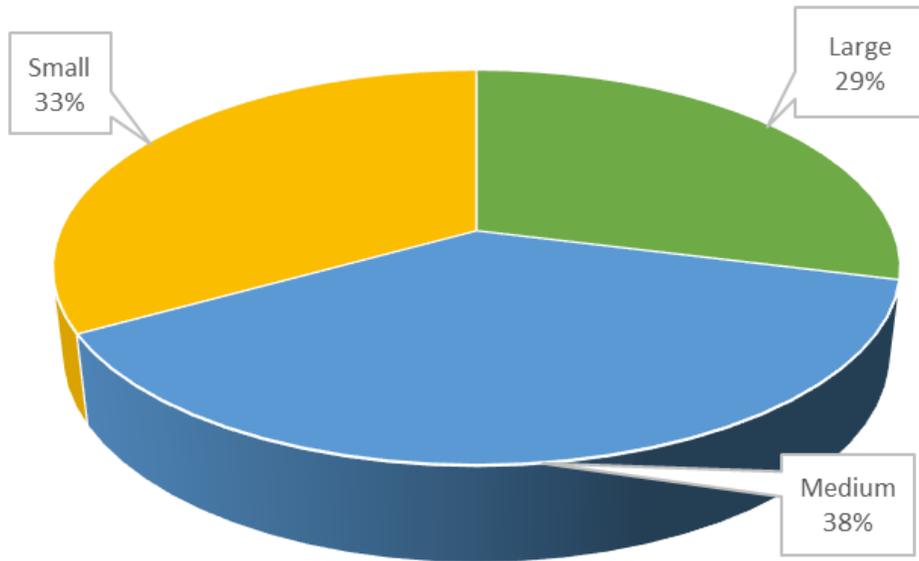
"Retention of productive employees is a major concern of HR professionals and business executives. It is more efficient to retain a quality employee than to recruit, train and orient a replacement employee of the same quality."

ECC Retention 1999-2018

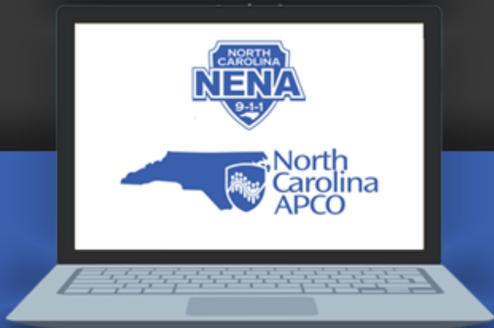
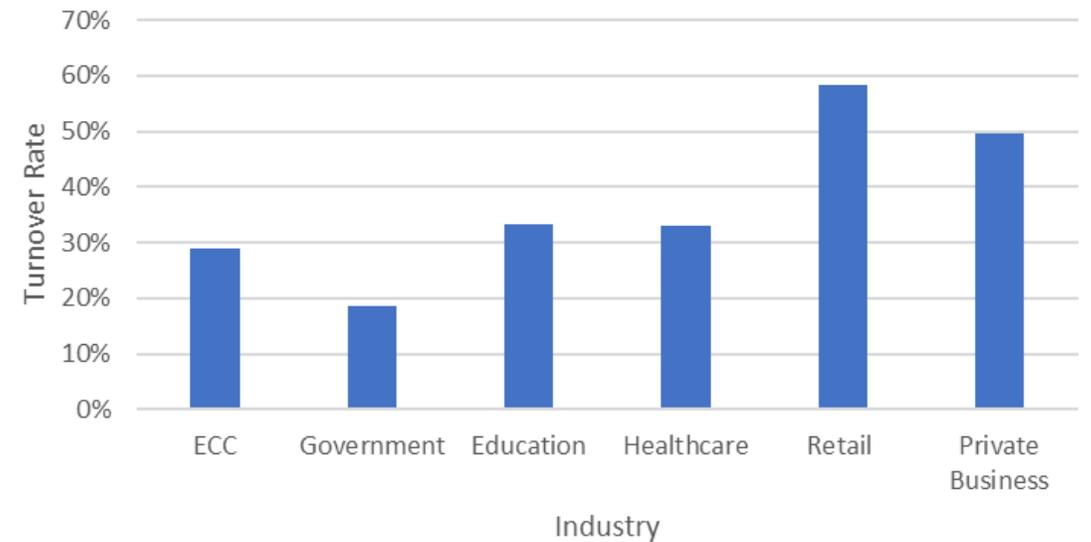


How do we compare....

Turnover Rates by ECC Size



Turnover Rate Comparison



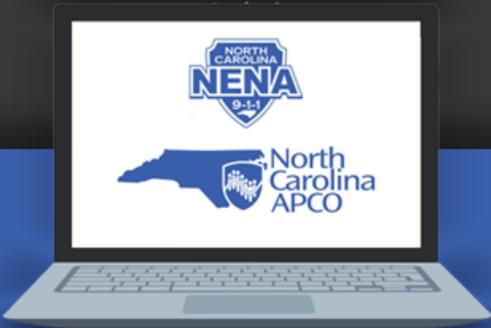
HORIZON
CONSOLES
PART OF SBF GROUP



MOTOROLA
SOLUTIONS



Why Employees Stay



Would you
turn down a
job with
better pay to
stay with
your current
organization?



Most respondents in the 2018 Study indicated they would turn down a job with better pay to stay with their current organization



Predicting Employee Satisfaction

Supportive
Supervision

Co-Worker
Support

Perceived
Recognition

Job
Complexity

Promotional
Opportunity

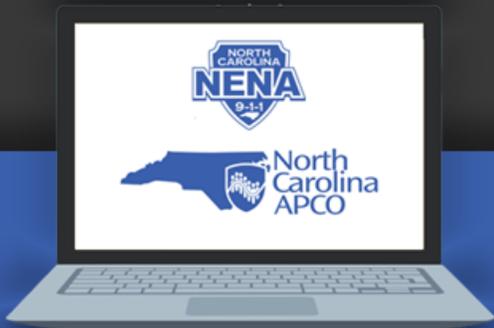
Emotional
Strain / Stress

Coping
Resources

Flexible Work
Arrangements

Closeness of
Supervision

Effective Retention Practices



Know Your Numbers



- How many recruits leave during the probationary period?
 - Recruiting
 - Screening
 - Selection
 - Training
- How many employees leave after probation and why?
 - Pay / Benefits
 - Schedules
 - Workplace Issues

Consider Turnover When
Calculating Staffing Needs

Key Performance Indicators

Is inadequate staffing resulting in:

- Decreased levels of service
- Increased mistakes
- Increased overtime
- Denial of vacation
- Increased sick leave

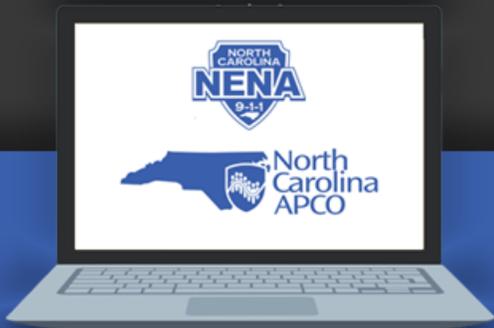


**“We cant stop
employees from
leaving unless we have
a plan to make
them stay!”**

Keep the Staff you Have

- Effective Direction and Support
- Competitive Salaries
- Training
- Advancement Opportunities

“I think that a little overtime is good because it’s extra money. I think too much overtime burns people out. And I think it has an inverse effect because then when you are burnt out, you get sick and then you call in sick and then cause more overtime.”



Retention Plan

- Assess, Evaluate and Improve overall Job Satisfaction
- Motivate
- Recognition
- Growth and Advancement Opportunities
- Positive Relationships with co-workers and managers
- Evaluate Results and make changes

Conduct “Stay” Interviews

- What is going well?
- What is not?
- What is exciting about coming to work?
- What part(s) of the job are most / least enjoyable?
- Career Goals?

Leaders who don't listen will eventually be surrounded by people who have nothing to say.

hire
BILL CARNEY.com
Teaching with a purpose

Supportive Environment

- Clear Organizational Values
- Collaboration
- Communication
- Inclusive and Diverse





Career Ladder

- Levels within the ECC
- PST 1, PST 2, PST 3
- Training Officer
- Shift Leader
- Supervisor
- Quality Assurance

Recognition Programs

Good Work

Extra Effort

Team Players

Service Awards

Employee of the Month

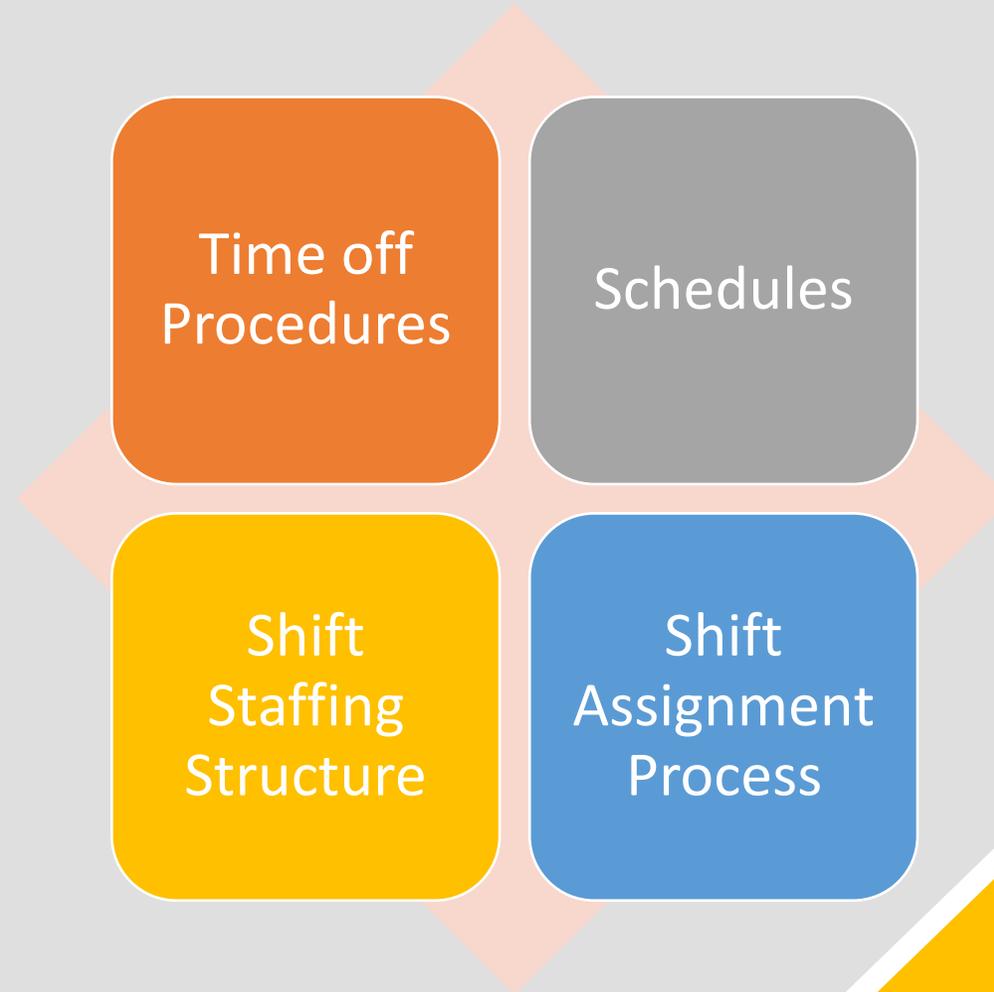
Peer Awards

Resources

- Employee Assistance Programs
- Critical Incident Stress Management / Debriefing
- Peer Support



Flexibility



Self-reflection is only useful when followed by thoughtful action.

Self -
Reflection

APCO) PROJECT
RETAINS.®

<https://www.apcointl.org/resources/staffing-retention/project-retains/>



APCO Standards

<https://www.apcointl.org/standards/standards-to-download/>

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