



APCO 2018

August 5-8 | Las Vegas, NV

MOTIVATING TENURED EMPLOYEES

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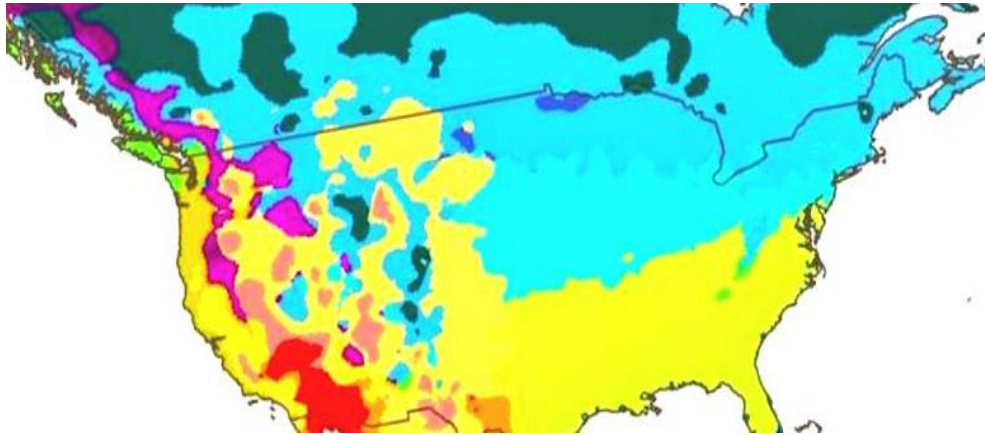
Monday, August 6



How Does Your Agency Provide Feedback?

OVER OUR NEIGHBORS' FENCE...

- 17 PSAP Professionals, Tasked with Leading Personnel,
- ... Fall 2017...



“HOW DO YOUR EMPLOYEE’S RECEIVE FEEDBACK?”

“When something is missed at the center I work at, just a broad email is sent to everyone to stop making the mistake. No one knows who this is directed towards and it starts a lot of gossip. I think if more counseling was done, these blanket emails would no longer be required.”



“HOW DO YOUR EMPLOYEE’S RECEIVE FEEDBACK?”

“Counseling sessions are only done "officially" when someone has made an error or something to bring a formal written misconduct charge upon them.”



“HOW DO YOUR EMPLOYEE’S RECEIVE FEEDBACK?”



“Employees never know the good things that they have done.”



“HOW DO YOUR EMPLOYEE’S RECEIVE FEEDBACK?”

“Counseling in our agency is more of a non-formal discipline that does not go into the employees’ permanent file.

It’s usually done just between the employee and supervisor.”



“HOW DO YOUR EMPLOYEE’S RECEIVE FEEDBACK?”

*“Typically, blanket emails are sent out as opposed to these one on one sessions...
it's terrible, actually.*

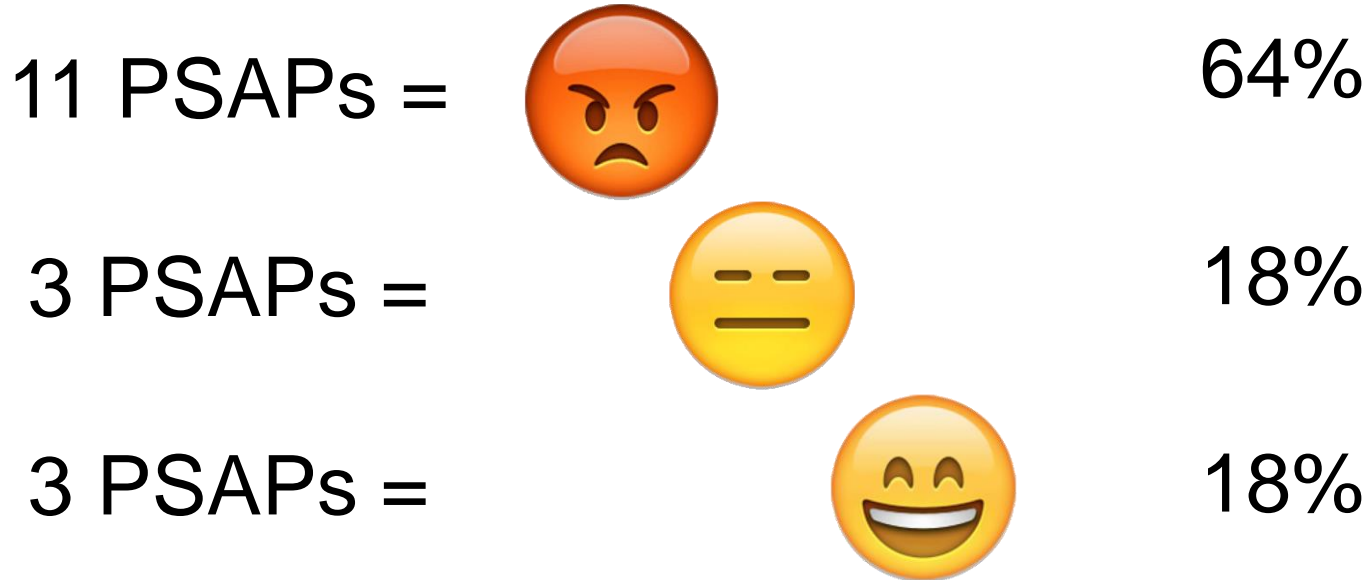
Hope to change this.”

“HOW DO YOUR EMPLOYEE’S RECEIVE FEEDBACK?”



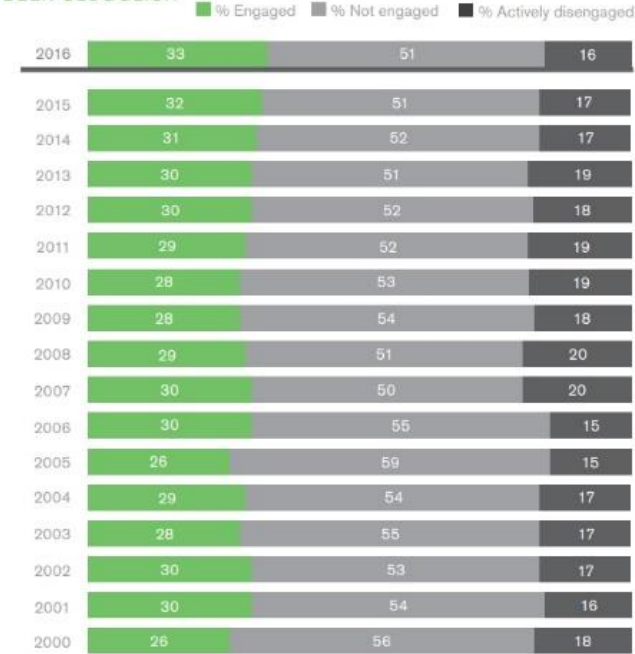
“At this time, our center does not have a formal counseling or yearly evaluation set up for the dispatchers.”

WHAT DO WE SEE OVER THE FENCE?



GALLUP POLL DATA – EMPLOYEE ENGAGEMENT

IMPROVEMENTS IN EMPLOYEE ENGAGEMENT HAVE BEEN SLUGGLISH



Note: 2016 data are for U.S. employees through September 2016.

*Gallup Q12 State of the American Workforce Report

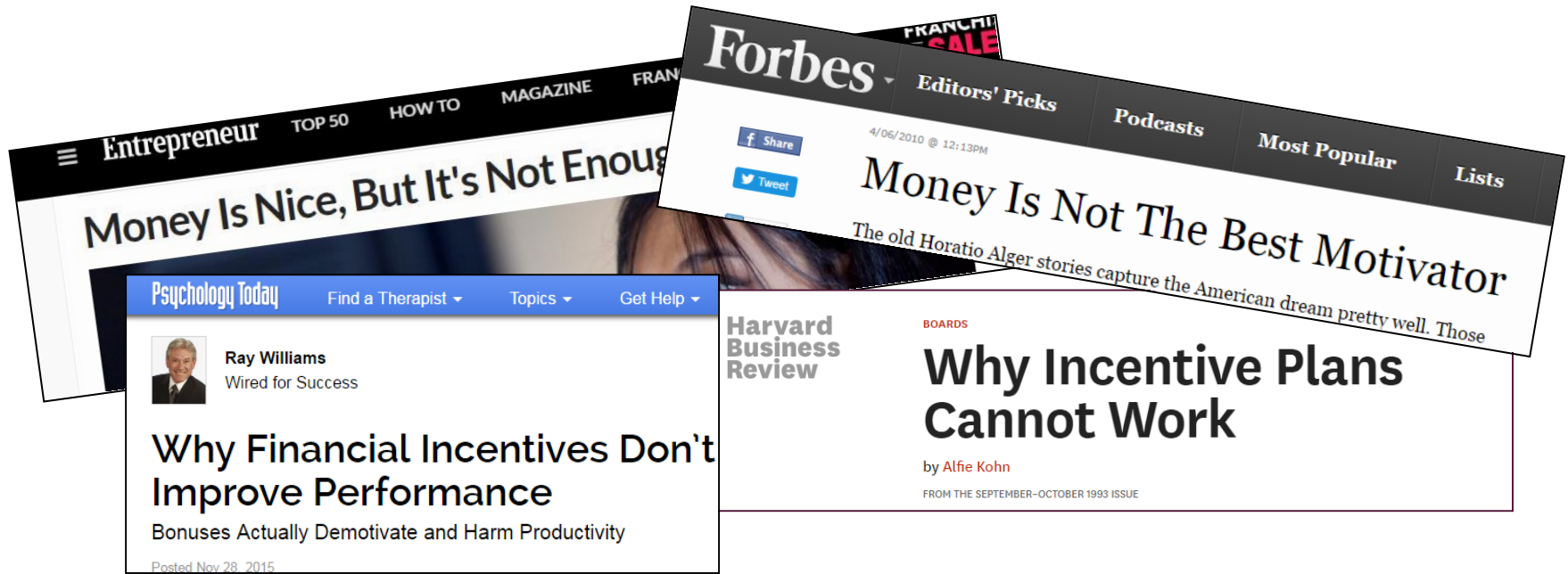
GALLUP POLL DATA – EMPLOYEE ENGAGEMENT

33% are “Actively Engaged”

51% are “Not Engaged”

16% are “Actively Disengaged”

MONEY DOESN'T MOTIVATE!



EMPLOYEES VALUE

- ❖ Engagement
- ❖ Involvement
- ❖ A Voice Making a Difference
- ❖ Work that Matters

EMPLOYEES VALUE

“Dispatchers had input to put together a department mission statement which gives us the feeling of importance to the department and community. Managers keep open lines of communication with their staff and show concern for their employees who are sitting behind the desk countless hours, in a position that is rarely recognized for their achievements. Good managers ward off potential problems before they become catastrophes, yet keeping their dispatch center employees in the loop with the progress of the solution to these problems. It’s all in communication and the delivery of a message to potential problems.

I like to seek solutions, not problems.”

Sandra Herrmann

13-year Telecommunicator; Oak Creek, WI

EMPLOYEES VALUE

Committee Work

✓ NCIC

✓ Training

✓ Tactical Incident Dispatch / TERT

✓ Policy Review



EMPLOYEES VALUE

Committee Work

- ✓ Appreciation
- ✓ Database Management
- ✓ Information Technology



EMPLOYEES VALUE

Committee Work

- ✓ Quality Assurance
- ✓ Public Education
- ✓ Disaster Preparedness

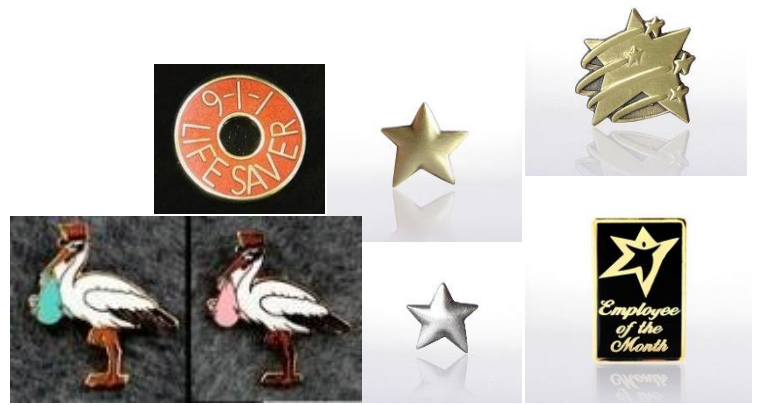


EMPLOYEES VALUE

Regular Feedback

✓ Trimester / Annual Performance Evaluations

✓ Employee Recognition Programs



EMPLOYEES VALUE

Employee Development / Succession Planning

- ✓ Mentoring
- ✓ Leadership Development
- ✓ Use NFPA 1061 as a Guide



EMPLOYEES VALUE

Work that Matters

- ✓ Set a Clear and Relevant Mission Statement
- ✓ Hold Every Member of Your Team Accountable



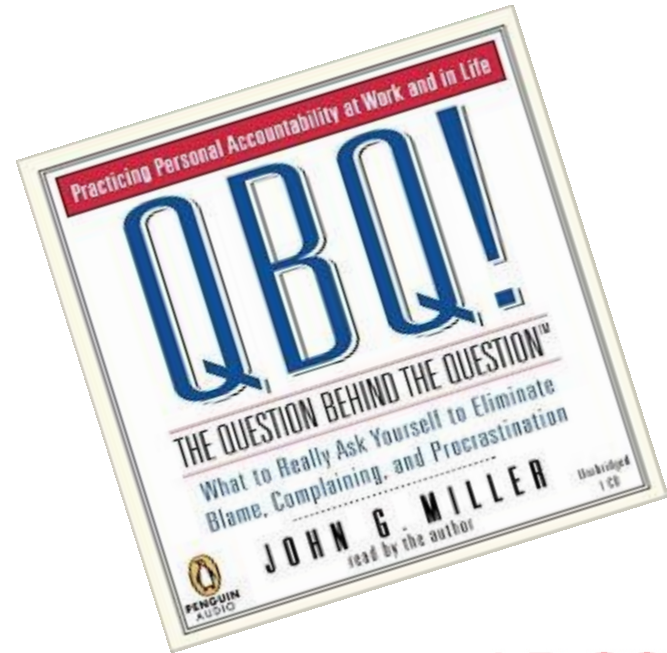
INSPECT WHAT YOU EXPECT

- ❖ Personnel Performance Tracking
 - ✓ Quarter / Trimester
 - ✓ Annual



WHAT EMPLOYEES CAN DO....

That's
Another Session
for
Another Day!



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WHAT DOES IT BENEFIT?

Convincing my
24-year-old self
to stay....



WHAT DOES IT BENEFIT?

Questions?

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THANK YOU!

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