MOTIVATING TENURED EMPLOYEES

STEPHEN MARTINI, ENP
DIRECTOR – WILLIAMSON COUNTY DOEC

Monday, August 6
How Does Your Agency Provide Feedback?
17 PSAP Professionals, Tasked with Leading Personnel,

… Fall 2017…
“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.”
“Counseling sessions are only done "officially" when someone has made an error or something to bring a formal written misconduct charge upon them.”
"Employees **never know the good things** that they have done."
“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.”
Typically, blanket emails are sent out as opposed to these one on one sessions... it's terrible, actually. Hope to change this.
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?

11 PSAPs = 😞 64%

3 PSAPs = 😞 18%

3 PSAPs = 😊 18%
GALLUP POLL DATA – EMPLOYEE ENGAGEMENT

33% are “Actively Engaged”

51% are “Not Engaged”

16% are “Actively Disengaged”

*Gallup Q12 State of the American Workforce Report
MONEY DOESN'T MOTIVATE!

Why Incentive Plans Cannot Work

by Alfie Kohn

FROM THE SEPTEMBER-OCTOBER 1993 ISSUE
EMPLOYEES VALUE ..... 

- Engagement
- Involvement
- A Voice Making a Difference
- Work that Matters
“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
Committee Work

- NCIC
- Training
- Tactical Incident Dispatch / TERT
- Policy Review
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
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
That’s Another Session for Another Day!
WHAT DOES IT BENEFIT?

Convincing my 24-year-old self to stay....
WHAT DOES IT BENEFIT?

Questions?

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