

A large, faint watermark of the APCO Public Safety logo is centered in the background. The logo is circular with a laurel wreath border. At the top, the word "PUBLIC" is written in a semi-circle. In the center, the letters "APCO" are arranged in a diamond shape. At the bottom, the word "SAFETY" is written in a rectangular banner.

PUBLIC

# ***Rebuilding After Disaster Personnel Issues***

**Staff Safety and Security are Good  
Management Practices!**

**Staff Recruitment and Retention  
Influences ...**

SAFETY

# Presentation Overview

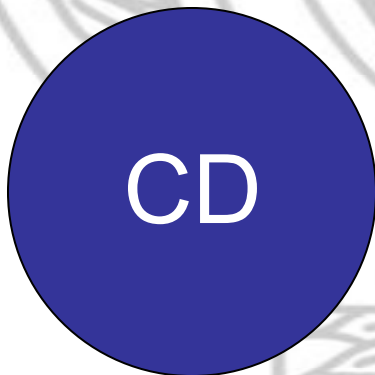
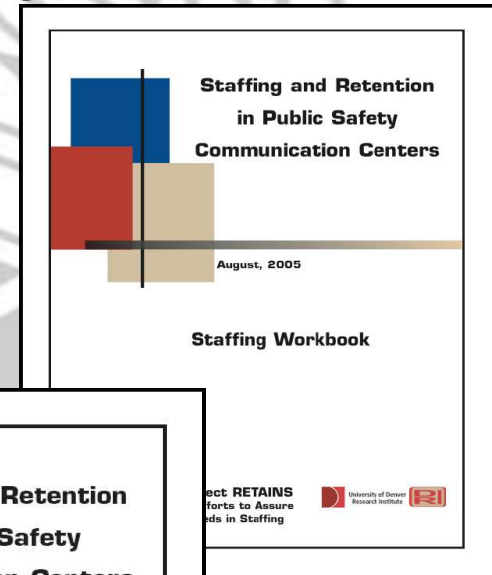
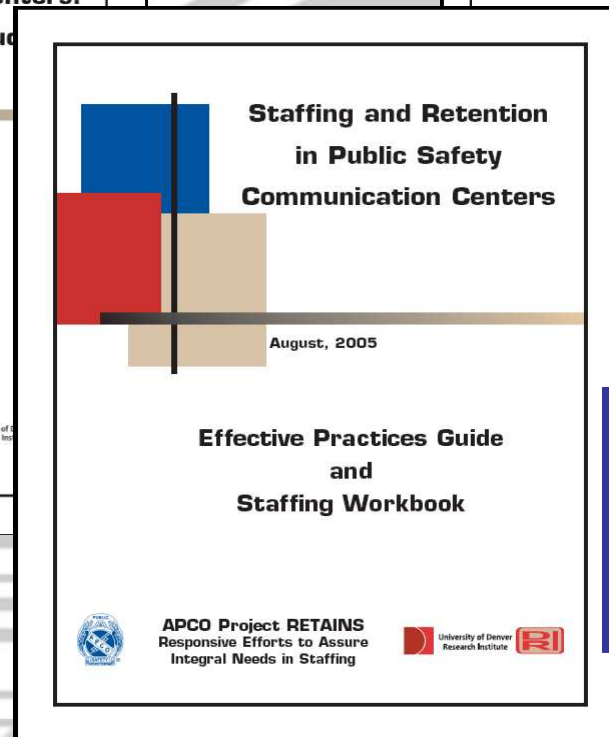
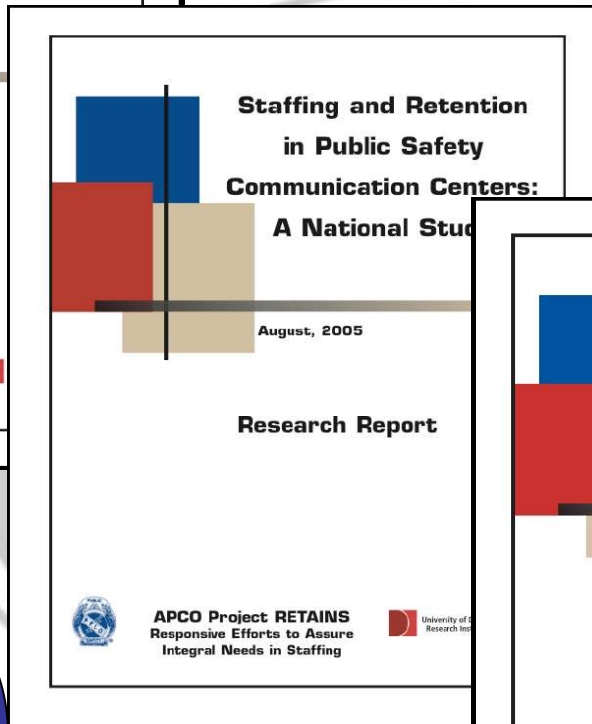
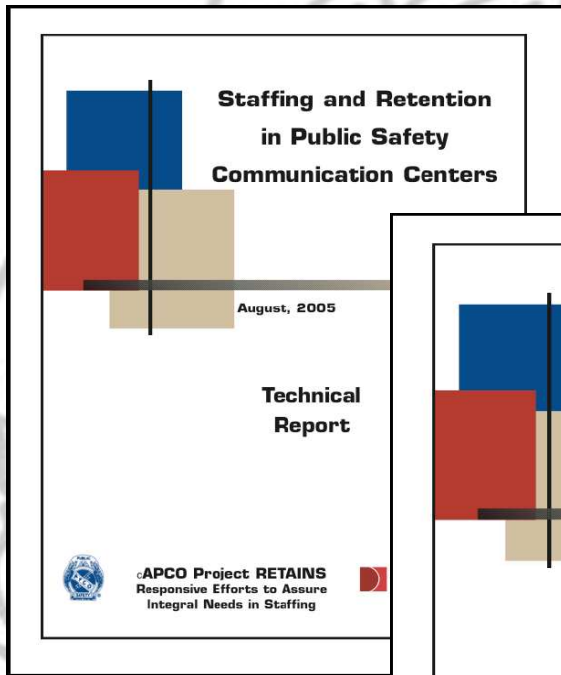
First Definitive Study of Public Safety  
Staffing Issues – 4 years, \$450,000.00

- Review a few key research results
- Share a few “effective” practices
- Introduction: Use of staffing estimation

Distribute:

- Effective Practices Guide
- Staffing and Retention Tool Kit

# Products: Print - CD - Web



# Employee Retention

## Factors that predicted retention:

### 1. Fully staffed (all authorized positions filled)

- Staffing to authorized level is best single effort to keep staff; reduce need for overtime, minimize down time during training and maintain high quality service.

### 2. Monthly overtime hours

- Regularly scheduled, mandatory overtime is an indication of staffing inadequacy. Minimize need for overtime, make overtime voluntary, offer flexible use of Comp Time, using overtime as substitute for adequate pay does not improve retention.

# Employee Retention

## Factors that predicted retention:

### 3. Job complexity

- Manage the number and variety of required tasks, redistribute tasks as necessary to maintain balance, review aspects of job, duty assignments, provide on-going training, create standard protocols

### 4. Hourly base pay

- An important retention predictor, not necessarily for employee satisfaction however. Review jobs/classifications, keep pay competitive with other similar ones in area. Learn motivators for each employee.

# Employee Retention

## Factors that predicted retention:

### 5. Working conditions

- Distribution of work is fair, assignments are usually manageable, arrangement of work area supports effective performance.
- Stress levels are managed, team members help each other, there is a “positive” work environment; a positive relationship exists between center staff and field units.
- Intervene as needed, hold people accountable, provide communication skills training and conflict management.



# ***Rebuilding After Disaster Personnel Issues***

- **Information Sharing – “Be Ready”**
- **Preparing staff for the event**
- **Family Priorities and Work**
- **Solid Planning is required to continue operations**



# ***Rebuilding After Disaster Personnel Issues***

- **Sustaining Services requires STAFF**
- **Do Not Underestimate the STRESS**
- **Partners work together – sharing common goals with clear objectives**





# ***Rebuilding After Disaster Training Issues***

***As we rebuild, what effect will the  
past events and NIMS have?***

- **New Service Expectations can be expected**
- **Improvements in continuity of service**
- **Common Operating Picture**



# ***Rebuilding After Disaster Training Issues***

- **Enhanced interoperability of both voice and data**
- **Inclusion of new partners and allied services**
- **Transition to alternate service locations**



# ***Rebuilding After Disaster Training Issues***

- **Media Relations & PIO Roles**
- **Multiple Jurisdictional Events**
- **Additional alternatives for public access to emergency services and care**
- **Resource Management Duties**



# ***Rebuilding After Disaster Training Issues***

- **Authority to Act – Decision Making in Times of Crisis**
- **Capability of Back-Up facilities**
- **Operating without CAD/Records**
- **Alternate Technologies for Crisis Use**



# ***Rebuilding After Disaster Training Issues***

- **Understanding the limitations of staff**
- **Accepting the limitations of technology**
- **Effective Risk Management**
- **NIMS Communications Unit Leader**



# ***Rebuilding After Disaster Training Issues***

- **Recruitment, Selection, Training**
- **RE-Train**
- **SOP and Protocols**
- **RE-Train**
- **Exercises**
- **RE-Train**



# ***Rebuilding After Disaster Final Management Duties***

- ***Leadership – Professionalism – Pride***
- ***Obtaining support for the endeavor***
- ***Documenting Risk(s)***
- ***Taking Care of Staff Needs***
- ***Assuring reasonable continuity of operations and access to services***
- ***Recognizing the Expanded Role – Today!***

The background features a large, faint watermark of the APCO International logo. The logo is circular with a laurel wreath border. Inside the circle, the word "PUBLIC" is at the top, "APCO" is in the center, and "SAFETY" is in a banner at the bottom. The text "REBUILDING AFTER DISASTER" is also visible in the background.

***Rebuilding After Disaster  
Thank You For What YOU Do!***

***Public Safety Communications means  
Leadership – Professionalism – Pride***

***William A. Cade Jr., Director***

***Office of 9-1-1 Services and Communication Center Operations***

***APCO International***

***Daytona Beach, Florida***

***[cadeb@apco911.org](mailto:cadeb@apco911.org)***