



Pump Up the Volume!



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Overview

- SCCECC Organization & Background
- The Problem: Where We Were
- What We Did: Traditional Reactions
- What Was the “Real” Problem?
- Findings & Solutions
- What Worked & Didn't Work
- Byproducts of Success

The Organization

■ Governance & User Agencies

- Joint Powers Authority (JPA): Agency created by general governments of Capitola, Santa Cruz, Watsonville, and the County.

- 4 member Board of Directors and 19 User Agencies

■ Demographics

- 255,000 population (quadruples in summer months)

- UC Campus

Our Organization

■ Calls for Service

- Law Enforcement, Fire, & EMS
- Approximately 451,000 phone calls; 281,000 calls for service annually

■ Size & Scope

- Manage City Police Records Management (RMS) and Mobile Data Computer (MDC) systems – Santa Cruz Metro Records System (SCMRS)
- 56 Employees and \$5 million annual budget

The Problem: Where We Were

- 1991-1996 (pre-consolidation): 18% annual turnover
- 1996-1999 (post consolidation):
Inherited dispatchers & 20% annual turnover rate
- Assumed new organization, facility and equipment would reduce turnover
 - “If we build it, they will come.”

“If We Build It, They Will Come”



Turnover remained steady at 20%




Traditional Reactions

- Throw money at it
 - Significant salary raises (1999)
 - 18.1% in 2003, 2004, 2005





Traditional Reactions


- Created new positions
 - Dispatcher Assistant positions (1999)
 - Essentially a call taker position
 - Traded unfillable positions
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Traditional Reactions

- Temporary over hire (2000)
 - 28.6% success rate
 - Hired 7 and retained 2 after 1 year
 - Pros
 - Trained personnel step into openings
 - Cons
 - \$\$\$\$\$\$\$\$\$



Traditional Reactions

- End of 2000
 - Regionally, dead in the middle
 - Little progress
 - No change
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Summer 2000

Agency	Working Strength	Positions	FY 99/00 Turnover
Santa Rosa	93%	24	Not known
Sunnyvale	90%	22	20%
San Jose	79%	166	Not known
SCCECC	75%	45	22%
San Francisco	66%	137	Not known
Marin	61%	30	48%
Monterey County	56%	62	Not known
Ventura County	53%	28	48%



October 2000

■ Re-evaluate

- DA program: helped
 - Temporary over hire: limited help
 - Salary increase: no help
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What was the Real Problem

- Exit Interviews
 - Seniority gap
- Why?
 - Too much overtime
 - Lack of shift selection

What was the Real Problem

- Vision 2000: Organization Development Project
 - Improve Users' service delivery
- Needed to solve internal issues
 - #1 Issue: Acceptance of QI feedback
 - Consistency between supervisors

Solutions

■ Negotiated

■ Shift rotation

- No more than 8 months on one, then off 4 months per year
- 15 year employees exempt
- Shifts established by call load demands

■ Larger Shift Differentials

- \$3/hour typically 6p to 6a
- \$5/hour weekends 1a to 6a
- Additional cost of \$5,200 annually

Solutions

■ Negotiated

■ Incentives

- 2 additional step raises for a total of 7
- Call back pay of 3 hours straight pay
- On call pay \$2/hour
- Bilingual, CTO, cross training incentives increased
- Retention incentive 5% at beginning of 8th year

■ Lateral Transfer Policy Changes

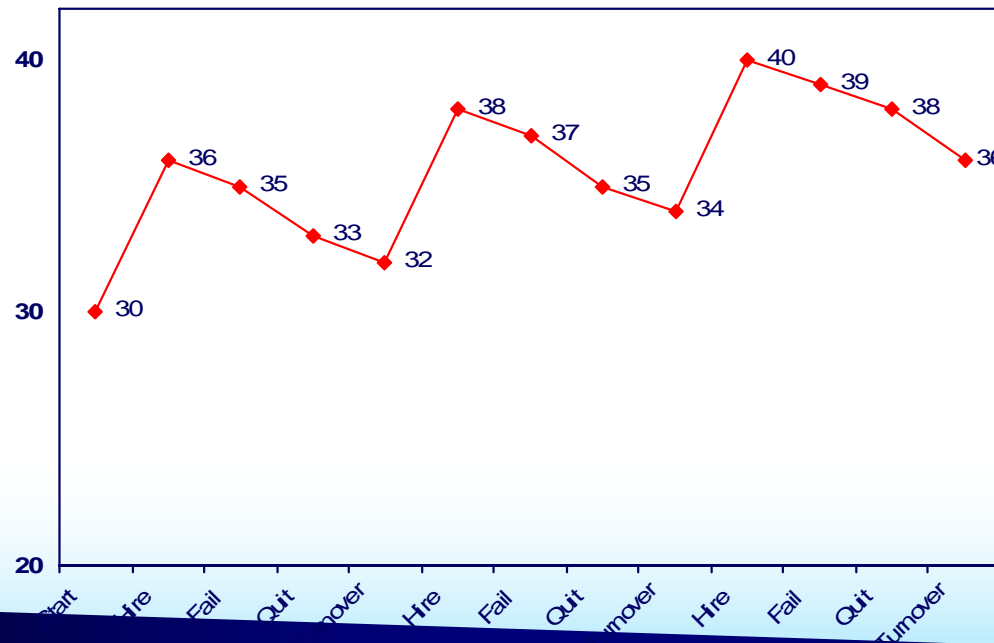
- Placement at any step in the range
- Sick leave advanced up to 160 hours
- Accelerated vacation rate based on service credit with lateral agency

Solutions

- Permanent Over Hire
 - 4 unfunded positions based on the risk of success
- QI Process Changes
 - Delivery of feedback
 - Meaningful rewards
- Phased Training
 - 5 week entry-level academy
 - Release to CTO w/focus on call taking 2-4 months
 - 2 week radio academy if recommended by CTO
 - Back to CTO for completion of program
 - Viable employee within 6 months

July 2001

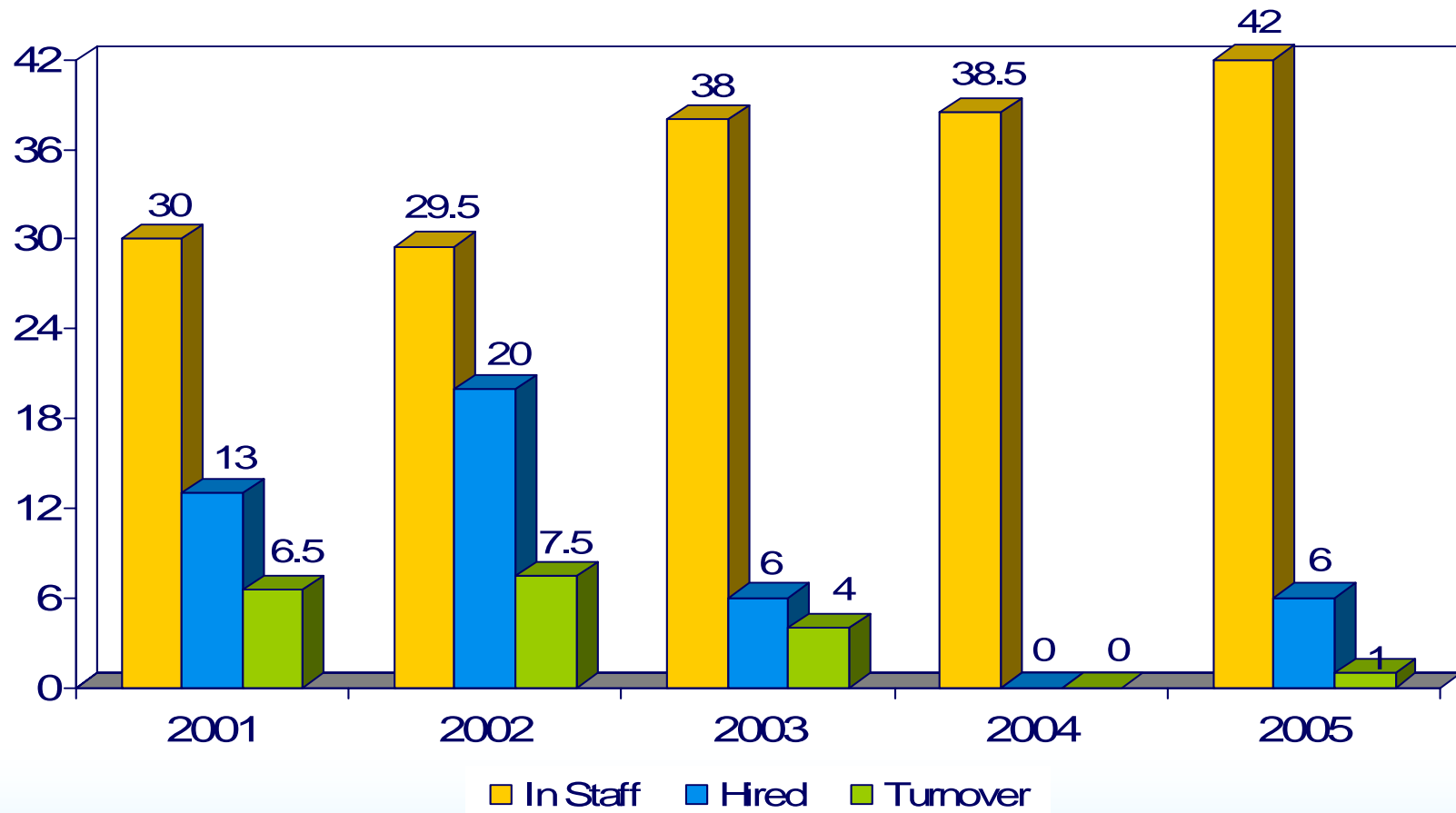
- Implemented 3-year Plan
 - Continuous hiring
 - 3 Academies per year
 - Improved selection process



Improved Selection Process

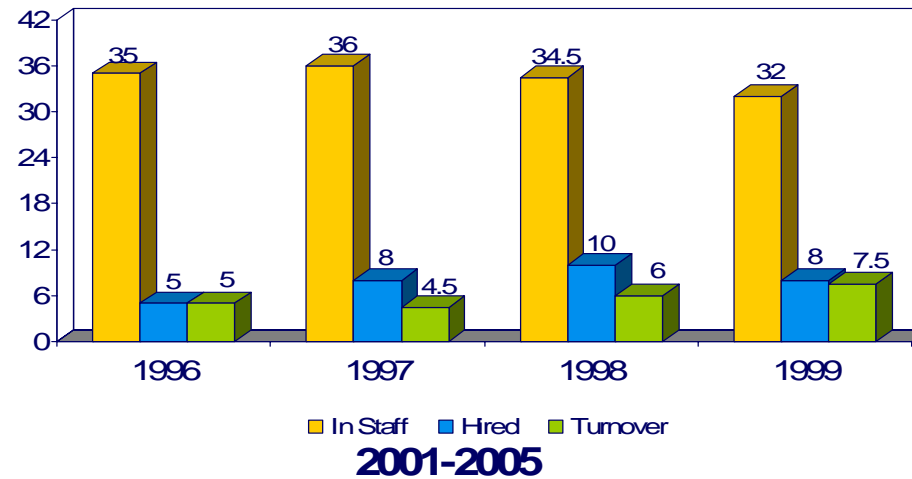
- Recruitment Team of Dispatchers
 - Actively participating in community events
- Citizen's Academy for 9-1-1
 - 233 graduates since 1998
- Testing
 - Revisited test score cut offs
- Moved up background screening
- Peer review
 - Informal
 - Recommendations to General Manager

2001-2005

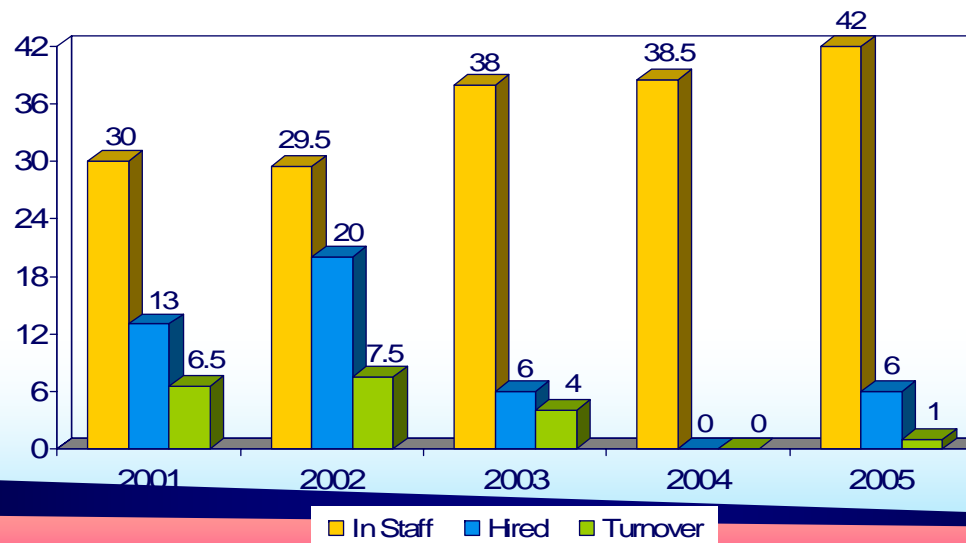


Before and After

1996-1999



2001-2005



Things That Worked

- Programmatic
 - Selection Process Changes
 - QI Process Changes
 - Phased Training
- Organizational
 - Defining the Problem
 - OD Process
 - Permanent Over Hire
 - Shift Rotation
 - DA Positions (temporary solution)

Project Retains

■ Served as our Benchmarks

- National turnover rate = 17%
- Employee satisfaction & retention higher when employees earned more.
- Employee satisfaction & retention higher when staffed to handle work comfortably.
- Employee satisfaction & retention higher when there is less overtime and OT is voluntary, not mandatory.
- Satisfaction with shift selection process is predictive of employee satisfaction.
- Job complexity and hourly base pay are predictive factors for employee retention.
- Employee satisfaction & retention higher when employees feel work is appreciated.
- Managers can increase retention and satisfaction by managing job training for success.
- Employee satisfaction & retention higher when employees are satisfied with the screening process.
- A center that is fully staffed (all authorized positions filled) is predictive of high employee retention.
- Managers can increase retention and satisfaction by recruiting constantly and screening carefully to minimize turnover of new employees.
- Employee satisfaction & retention higher when employees rate overall performance of agency high

Things That Didn't Work

- “New Stuff” fixes problems
- Temporary over hire
- Working faster & harder, not smarter
 - Just recruiting, hiring and training more
- Laterals
 - Came with baggage
 - Low retention



Byproducts of Success

- Organizational
 - Model for Other Organizations
 - Employee Satisfaction
 - Stability of Workforce
 - Rotating Assignments (Admin. Seniors)
 - Labor/Management Relations
 - Cost Savings/Lower Overtime
 - Time off/ETO

Byproducts of Success

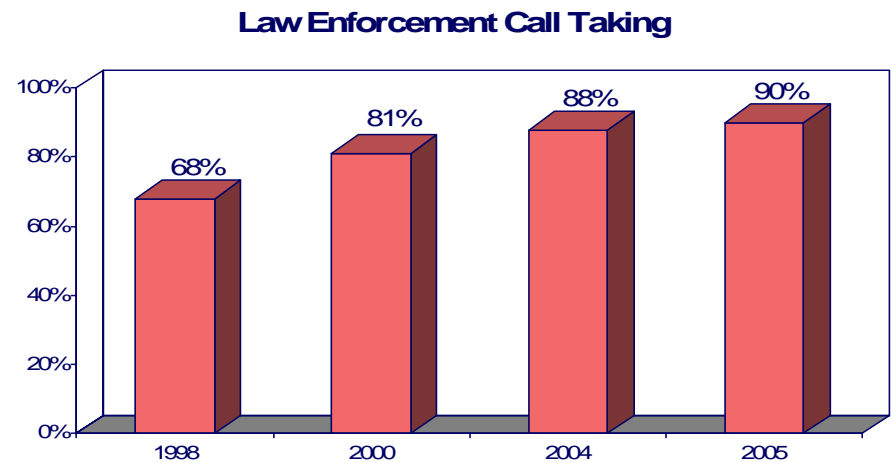
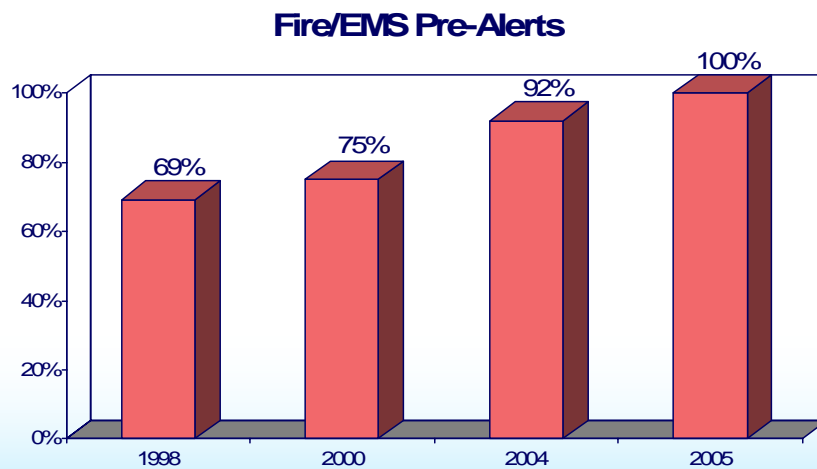
■ Programmatic

- Lower training success = keeping the best
- CALEA accreditation (30% involvement)
 - 13 employees directly participated
 - 11 participated in panel review; presenting 68 standards

Byproducts of Success


■ Programmatic

- Higher operational performance levels
- Benchmarking performance





Will It Stay That Way?

- Almost 7 years of very low turnover
 - Nothing is forever
 - Change is inevitable
 - Constantly evaluate and change as needed
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9-1-1

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