

**Report on Recruitment and Retention for the
Office of Public Safety Communications**

SAN MATEO COUNTY, CALIFORNIA

FINAL REPORT



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1. INTRODUCTION AND EXECUTIVE SUMMARY

This document is the final report for the Recruitment and Retention Study conducted by the Matrix Consulting Group for San Mateo County's Office of Public Safety Communications. This first chapter provides an introduction and an executive summary. This summary identifies the information and approaches utilized in this study and provides an overview of key findings, conclusions and recommendations to be found in this report.

1. INTRODUCTION.

The County of San Mateo and the American Federation of State, County and Municipal Employees Local 829, AFL-CIO (AFSCME) jointly participated in a sponsorship to conduct a study of the San Mateo County Office of Public Safety Communications¹ (PSC) recruitment and retention practices. The Matrix Consulting Group was retained to perform this study. Recruitment, retention and turnover are common problems in dispatch operations; not only in California, but generally throughout the nation. Exacerbating the problem is that PSC is located within the most expensive areas of the country and thus must deal with additional factors associated with competing for employees in a high-density metropolitan environment, addressing the obvious downsides associated with commute times for employees, etc. Additionally, the County of San Mateo is not positioned well for maintaining a competitive cost of living edge due to high local housing costs. These factors, as well

¹ Also identified as the Public Safety Communications Division or Department as noted on the website.

as the difficulty in attracting and retaining staff, form the backdrop that resulted in this comprehensive recruitment and retention study.

In order to complete the scope of work for this project, the following efforts were undertaken:

- Confidential one-on-one interviews of all staff within PSC to gain insights regarding issues surrounding recruitment and retention.
- Interviews with a select number of staff who voluntarily left the PSC organization in the recent past.
- Submission and analysis of an anonymous survey to all PSC staff to document perceptions regarding recruitment, retention, and organizational issues.
- Completion of a comparative survey identifying salary, benefit, recruitment and retention issues involving nine other regional dispatch agencies.
- Completion of a profile document outlining the project team's understanding of the PSC staffing and organization.
- Completion of a "best management practices" matrix for recruitment and retention efforts in dispatch operations.
- Interface with a Project Steering Committee composed of PSC managers, supervisors and union representatives who commented on interim deliverables such as the surveys, profile, and best management practices.

Information is presented in the following five chapters:

- Introduction and Executive Summary.
- Recruitment and Retention Overview.
- Recruitment and Retention Best Management Practices.
- Internal Factors Impacting Recruitment and Retention.
- External Factors Impacting Recruitment and Retention.

The following section provides a summary of the major findings, conclusions and recommendations of the project team.

2. EXECUTIVE SUMMARY.

In this report the project team evaluated current recruitment methods used by PSC and also existing measures used to enhance retention of employees. The project team evaluated the current methods used in comparison to best management practices for recruitment and retention functions. This report provides PSC with an analysis of the recruitment and retention issues identified during the course of this study as a result of gathering information through a variety of interviews, surveys, and other data collection efforts.

In the broadest sense, PSC's current recruitment and retention issues compare favorably to national standards when evaluating outcomes. Turnover is approximately one-third below the national average for dispatch positions. Furthermore, current vacancies in the PSC are low. Nevertheless, this does not minimize that there are important recruitment and retention issues deserving of attention. Based on interviews and anonymous employee survey responses there are concerns regarding management and supervision, teamwork, the dispatch center facility, and compensatory practices. Comparative surveying of regional dispatch agencies that compete for positions indicates that the PSC compensation is about average although the important retirement benefit is less than competitive (e.g. average of the three highest years compensation vs. the single highest year). Based on a best management practices assessment, there are a number of things San Mateo County and PSC do well regarding recruitment and retention such as incentive pay, supporting employee committees, and others. However, there are significant opportunities to implement additional recruitment and retention strategies in order to remain competitive in the

regional and national marketplace. To that end, the following table summarizes the formal recommendations provided to enhance recruitment and retention that are found in this report.

Chapter / Section	Recommendation
3.5	PSC and the HR Department should develop a formal recruitment and selection Strategic Plan containing various elements including marketing, outreach, branding and candidate profiling goals and objectives.
3.5	San Mateo County should expand the advertising methods for PSC to include the extensive use of web-based mediums, an updated PSC website, and coordination with other County and PSC-served public safety agencies to recruit at job fairs, college campuses, and other similar locales.
3.5	Implement a PSC Recruitment Committee composed of dedicated "PSC Recruiters" to provide oversight and assist PSC and the HR Department in the recruitment program.
3.5	Expand the Employee Referral Program (ERP) to include any recruited candidate with the amount awarded split based first upon successful recruitment and second upon the passing of probation.
3.5	In cooperation with the PSC Recruitment Committee, the County should examine methods for reducing the time taken to select and recruit candidates including a truncated process for lateral hires, performance expectations for privatized background investigators, a re-visitation of the necessity and order for steps in the hiring process, and a re-examination of the guidelines used to qualify/disqualify initial job applications.
3.5	PSC should develop a formal retention plan identifying strategies to retain existing, quality employees.
3.5	Addressing dispatcher equipment issues, such as broken chairs or other apparatus should be a high priority.
3.5	Information on the internet/intranet that is relevant to the dispatching function should be made available to PSC employees. Technologies and internal procedures should be employed to monitor potential abuse of these systems. Employees should sign an Internet/E-mail/Instant Messaging "Usage Contract" stipulating that these technologies are for the use of staff but are subject to monitoring with abuse being subject to disciplinary action.
3.5	Consistently perform annual evaluations that contain a career development plan, measurable performance expectations, and an annual training plan.
3.5	When possible, rotate specialty assignments every 3-4 years (only for those positions in the same classification).

Chapter / Section	Recommendation
4.7	Conduct a facilitated series of meetings between management, supervision and staff to address issues relating to employee training, supervision, responsibility, accountability and engagement in the workplace. The goal of addressing these issues is to increase productivity, morale, and improve the retention of quality employees.
4.7	Line staff should enthusiastically participate in a review and discussion of the key employee engagement drivers and help create momentum by reflecting positive changes in attitude while in the work place.
4.7	Provide a minimum of 12 hours per year of in-service training, and as practical provide a total of 32-40 hours per year on a variety of training topics.
4.7	Provide 40 hours of supervisory/management training for new employees in these positions (and continuing training of 8-12 hours annually); consisting of such topics as conflict resolution, ethics, workplace diversity, performance management, counseling.
4.7	Consider implementation of a 360-degree annual performance review program for PSC supervisors and managers.
4.7	Ensure the current PSC organizational structure is appropriate and if so, formally adopt two additional Operations Manager classifications (upgrade of two existing Supervisor positions), filling those classifications through the County's testing and selection process.
4.8	Conduct a formal risk assessment on a new dispatch center as part of capital improvement program planning. Include this risk assessment, as part of other decision-making variables, to help determine the feasibility of constructing a new dispatch center for PSC.
4.8	Upon performing this CIP risk assessment and decision-making effort, definitively inform PSC staff of the near and long term plans for a new dispatch facility based on formal capital improvement program plans. Identify probabilities associated with constructing the new facility and threats to completion of the facility within a given timeline.
5.12	Given compensatory information for PSC employees, the County should consider re-visiting the compensation package in order to remain regionally competitive and enhance recruitment and retention. This can include such things as retirement benefits, life insurance, longevity pay, and leave enhancements.

2. RECRUITMENT AND RETENTION OVERVIEW

Articles, books and conferences papers have been written on the subject of recruitment, hiring and retention of qualified public safety employees. It is well documented that the recruitment and retention issue is one of the most difficult issues facing public safety agencies today. This is particularly true for the public safety dispatch position, which has an annual turnover rate nationally of 17-18%. Attracting and retaining qualified candidates in this profession remains a challenge, and one that will remain so for the foreseeable future.

To effectively address the issue of recruitment and retention in an agency, the agency must be able to identify the distinguishing characteristics that positively and negatively impact the organization's ability to recruit and retain quality staff. All agencies are different, with varied resource, technical, cultural, and compensatory advantages and disadvantages compared to their counterparts. Ultimately, all agencies strive to differentiate themselves from other agencies to gain a competitive advantage in recruiting and retaining the best possible candidates. For example, smaller agencies can stress the Department "family theme" where the benefits of a small organization are the actual close-knit working conditions. Larger agencies can point to the significant fiscal and technical resources available at the Department, the variety of specialty jobs, or the possibility of relatively quick advancement opportunities. In sum, when considering recruitment and retention strategies, an agency must be able to highlight its strengths and minimize or mitigate its weaknesses in order to remain competitive in the regional marketplace.

The following report provides the project team's perspective on the strengths and opportunities for improvement relative to San Mateo County's Office of Public Safety Communications' (PSC) recruitment and retention efforts. Individual chapters will highlight the following:

- Internal factors, such as the perceptions of existing and departed staff as to the reasons why personnel are attracted to PSC and why staff may stay or leave the organization.
- External factors, such as the competitive dispatch marketplace, and how competing wages, benefits and working conditions can impact PSC recruitment and retention.
- Operating factors, such as the current state of implementing recruitment and retention "best management practices" and how such implementation, or lack thereof, can be impacting recruitment and retention efforts.

Information contained in these chapters will provide a framework of understanding, an identification of issues, and recommendations for improving recruitment and retention efforts specific to the Office of Public Safety Communications.

In order to gain a contextual understanding of the PSC's operating environment, the following section provides an overview of the Office of Public Safety Communications organization.

1. INTRODUCTION TO THE PROFILE OF THE SAN MATEO COUNTY OFFICE OF PUBLIC SAFETY COMMUNICATIONS.

The pages, which follow, provide a descriptive profile for the Office of Public Safety Communications. The purpose is to document the project team's understanding of the Department's plan of organization, allocation of staff by functional area, principal assigned roles and responsibilities of staff, and other organizational information relative to understanding recruitment and retention issues associated with the Department.

Data contained in the profile were developed based on the work conducted by the project team including:

- Interviews with all Department staff as well as County support staff (e.g. Human Resources) to gain an understanding of recruitment and retention issues.
- Collection of various data from Department personnel describing the organization and relevant operational issues.
- Documentation of key operational practices relative to tenure, turnover and other organizational issues.

The profile does not attempt to recapitulate all organizational and operational facets of the Department as this is not an operational study of the PSC. Rather, the profile is intended to provide the project team and reader with a fundamental understanding of the organization and how it operates. Information in the following pages is portrayed as follows:

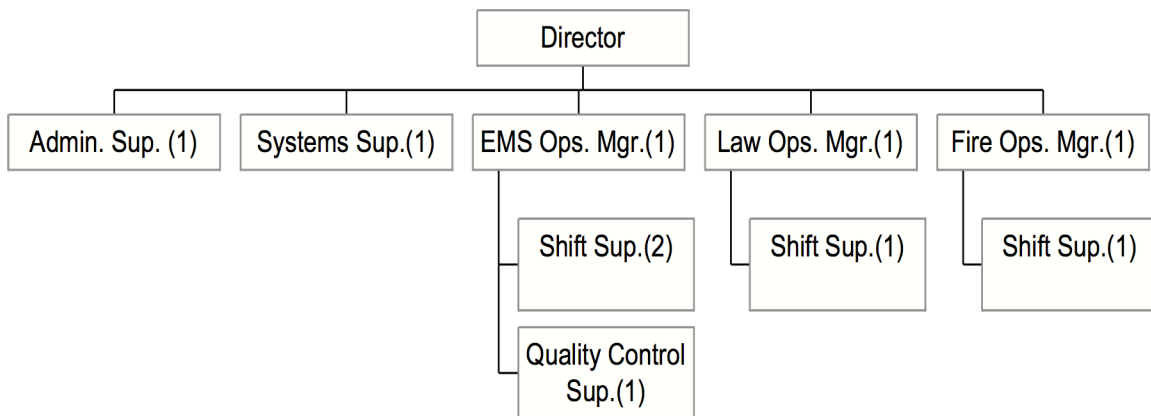
- Organizational information describing current Department characteristics. These data are not all inclusive, but represent many important informational elements.
- Description of staff positions, by classification, and description of appropriate reporting relationships.
- *Brief* summary descriptions of key roles and responsibilities of staff. The responsibility descriptions provided in the Descriptive Profile also summarize the team's understanding of the major programs and service activities to which staff are currently assigned. It should be clearly noted that responsibility descriptions are not intended to be at the "job description" level of detail. Rather, the descriptions are intended to provide the very basic nature of the job.

These data were reviewed by the Project Steering Committee for accuracy and completeness.

2. ORGANIZATIONAL STRUCTURE OF THE OFFICE OF PUBLIC SAFETY COMMUNICATIONS.

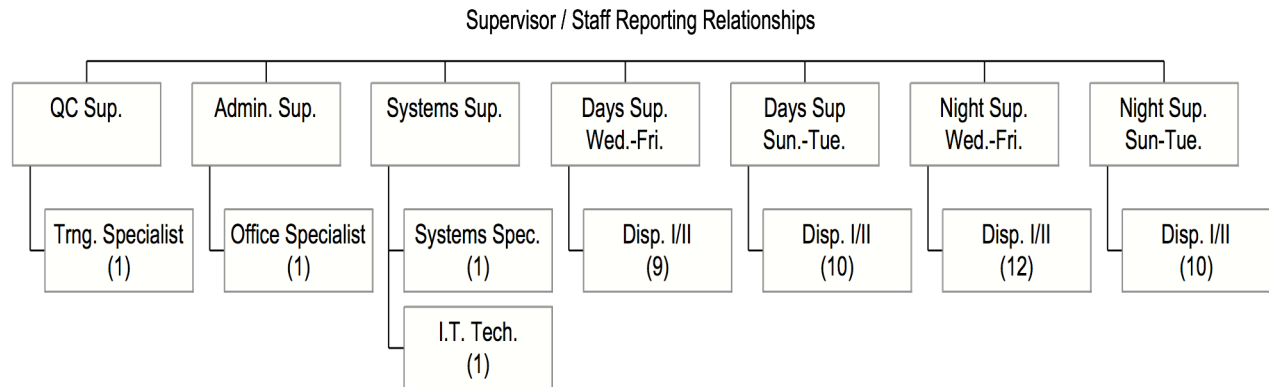
The PSC is a well-regarded organization, and is only one of nine PSAPs in California, and less than 100 nationally, to meet the National Academies of Emergency Dispatch certification standards as an “Accredited Center of Excellence”. The established standards are to ensure quality patient care and efficient resource utilization by communications centers.

The Manager of the Office of Public Safety Communications reports to the Deputy County Manager of Community Services. In 2006, PSC dispatched 270,838 incidents and fielded 401,587 telephone calls. The following two organizational charts display managerial and supervisory reporting relationships, followed by dispatcher “team” and other line staff deployments.



Both the Law Operations and Fire Operations Manager positions are “out of class” supervisor positions with pay equivalent to the EMS Operations Manager classification. There are 11 positions in the Office of Public Safety Communications at the supervisory and managerial ranks.

The following organizational structure shows the staff reporting relationships to supervisory personnel.



The following is noted:

- PSC also employs per diem Dispatchers on each shift. They are scheduled, as available, and report to the appropriate shift supervisor. There are currently four per diem staff used by the Department; three are dispatchers and one is a law enforcement call-taker.
- Two part-time employees work Friday and Saturday during Day shift, and the Sunday-Tuesday Night shift.
- The two Day and Night teams alternate working every other Saturday during the respective shift periods.
- The organizational structure represents actual, as opposed to authorized, staffing at the time of the project team's interviews. Recently, the Quality Supervisor Position was laterally filled by a Supervisor assigned to Day Shift. Three dispatchers are filling the Day Shift Supervisor position on a rotational basis as part of a Mentoring Program. There are currently authorized 41 positions of which 37.5 full-time and two part-time are filled resulting in four position vacancies.

The next subsection of this profile examines staff roles and responsibilities in greater detail.

3. STAFFING IN THE OFFICE OF PUBLIC SAFETY COMMUNICATIONS.

The following table represents the staff positions, authorized and current, assigned to the Office of Public Safety Communications, with a general overview of duties and responsibilities.

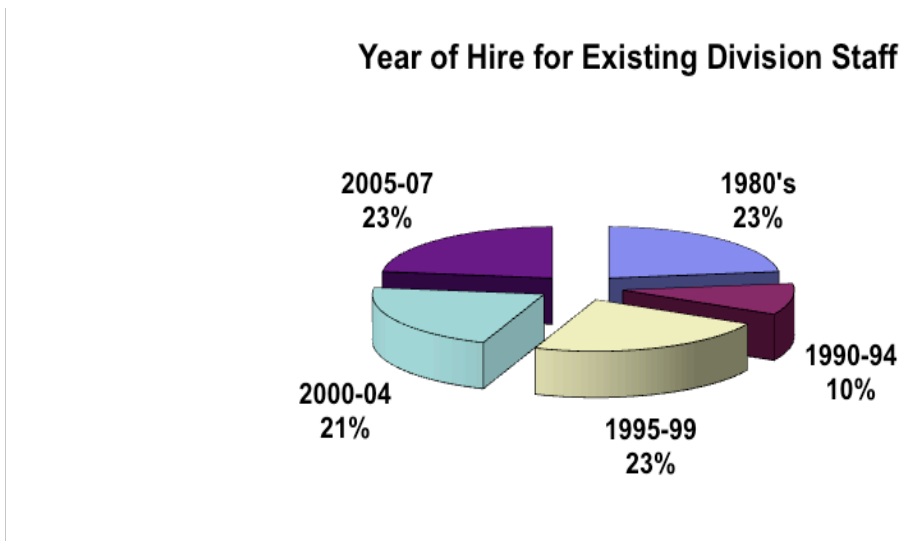
Position	FTE Auth.	FTE Current	General Responsibilities
Communications Center Director	1.0	1.0	The Communications Center Director provides managerial oversight of the San Mateo County Office of Public Safety Communications, providing planning, organizing, staffing, directing, coordinating, reporting, and budgeting services for the Department. As shown in the organization chart, the Director has five direct reports including three managers and two supervisors. The position reports to the Deputy County Manager for Community Services.
Operations (Program) Managers	1.0	3.0	<p>Three (3) Operations Managers, reporting directly to the Director, are each responsible for one of the three primary functions of the Communications Department—Law Enforcement Communications, Fire Communications, and Emergency Medical Service Communications, as follows:</p> <ul style="list-style-type: none"> • The EMS Manager is responsible for functional oversight of all EMS-related operations and issues including interface with medical service providers. The Manager further directly supervises the Quality (Compliance) Supervisor and the two night shift supervisors. • The Law Enforcement Manager is responsible for functional oversight of all law enforcement-related operations and issues, including direct interfacing with clients. The Manager further directly supervises a day shift supervisor. • The Fire Manager is responsible for functional oversight of all Fire-related operations and issues, including direct interfacing with clients. The Manager further directly supervises one day shift supervisor. <p>Two of the Operations Managers are elevated Shift Supervisors, receiving a 10% pay differential, there is only 1.0 Manager position budgeted/authorized.</p>
Administrative Services Supervisor	1.0	1.0	The Administrative Services Supervisor is responsible for various Department functions including payroll, shift/dispatcher scheduling, County-provided training coordination, Dispatcher recruitment coordination, and various administrative tasks.
Office Specialist	1.0	1.0	The Office Specialist provides para-professional/clerical support to the Department including purchasing services, report development, 9-1-1 tape recordings, testifying as to tapes' accuracy, and other relevant support services.

Position	FTE Auth.	FTE Current	General Responsibilities
Quality (Compliance) Supervisor Training Specialist (Dispatch Coordinator)	1.0 1.0	1.0 1.0	<p>The Supervisor spends 50-60% of their time auditing calls handled by dispatchers where Emergency Medical Dispatching was performed by a dispatcher; the position audits at least 125 calls per month and 3-4 calls for every dispatcher to maintain compliance with the Academy of Emergency Medical Dispatching guidelines. Remaining time is spent providing training presentations to the in-house academy, supervision of the Training specialist, CTO program and monitoring the trainees' performance during training.</p> <p>The Training Specialist is a Dispatch Coordinator position and is one of the instructors for the in-house dispatch academy. The position is largely responsible for updates to the academy curriculum. The Training Specialist coordinates and instructs for both the in-house law dispatch academy and the POST 120 hr Basic Dispatch Academy. The position is responsible for development and updates to the academy curriculum.</p>
Systems Supervisor Systems Specialist (Dispatch Coordinator) IT Technician	1.0 1.0 1.0	1.0 1.0 1.0	<p>The Systems Supervisor is responsible for oversight and direct maintenance, repair and upgrade of the various hardware, software, radio and telephone systems and other technical components of the Communications Department.</p> <p>The System Specialist is a lead dispatcher position transferred to the Systems Unit to provide technical support the Systems Supervisor. The Specialists dispatch background augments upgrade specifications, project implementations, and other technology initiatives.</p> <p>The IT Technician is a technological information technology specialist with specific hardware/software upgrade and revision skill sets.</p>
Dispatch Supervisor	6.0	5.0	<p>Four of the Supervisors are assigned to one of the four shifts in the Communications Center. (two on the Day shifts, 0600-1800, and two on the Night shifts, 1800-0600). They supervise day-to-day operations and are the first-line authority for dispatch operations. This includes problem resolution, dispatch relief, reporting, performance management, etc. One position is vacant. The other two positions are working as Operations Managers (Program Manager classification).</p>
Dispatcher I and II	41.0	37.5	<p>The Dispatcher I and II positions are responsible for the suite of dispatch duties and responsibilities associated with these classifications for the full compliment of public safety services including law enforcement, fire, and Emergency Medical Services (EMS). Dispatchers provide emergency and non-emergency call taking and dispatch services for various law enforcement, fire/medical, and support agencies; perform various warrant, identification, vehicular and other local, State and Federal checks per request; call prioritization; response coordination; follow Emergency Medical Dispatch (EMD) protocols; and perform the numerous</p>

Position	FTE Auth.	FTE Current	General Responsibilities										
Dispatcher I and II (con't)			<p>other duties and responsibilities assigned to the positions. Some dispatch staff are assigned to the Incident Dispatching Team and/or trained to accomplish tactical dispatch (e.g. SWAT).</p> <p>Currently there are 41 authorized Dispatcher I/II (flex) positions. Up to two FTE positions may be filled with Part Time (20 hours per week) positions. As of January 2008, 37.5 full-time positions were filled. Dispatchers are capable of performing law enforcement, fire and/or EMS services. Several are specialists and several are cross-trained in law/fire/EMS as noted in the pie chart below:</p> <div data-bbox="1045 602 1747 1036" style="text-align: center;"> <p>Dispatchers by Training Type</p> <table border="1" style="margin-left: auto; margin-right: auto;"> <caption>Dispatchers by Training Type</caption> <thead> <tr> <th>Training Type</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Fire/EMS Specialist</td> <td>30%</td> </tr> <tr> <td>Law Specialist</td> <td>29%</td> </tr> <tr> <td>Call-Takers</td> <td>24%</td> </tr> <tr> <td>Cross-Trained</td> <td>17%</td> </tr> </tbody> </table> </div> <p>Of the law specialist dispatchers, four can provide tactical dispatch services; of the cross-trained dispatchers, three can provide tactical dispatch services. Of the call taker staff, several are presently in training (Dispatcher I).</p>	Training Type	Percentage	Fire/EMS Specialist	30%	Law Specialist	29%	Call-Takers	24%	Cross-Trained	17%
Training Type	Percentage												
Fire/EMS Specialist	30%												
Law Specialist	29%												
Call-Takers	24%												
Cross-Trained	17%												

4. STAFF TENURE.

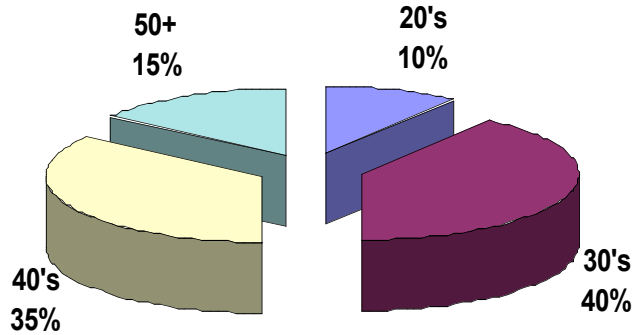
The following chart shows the proportion of Office of Public Safety Communications current staff that were hired in the noted timeframe. The average tenure of employees is based on a mid-point hire date of third-quarter, 1997, resulting in an average experience for all Department staff of approximately 10.25 years. It should be noted that approximately two-thirds of the Department staff have been hired since 1995.



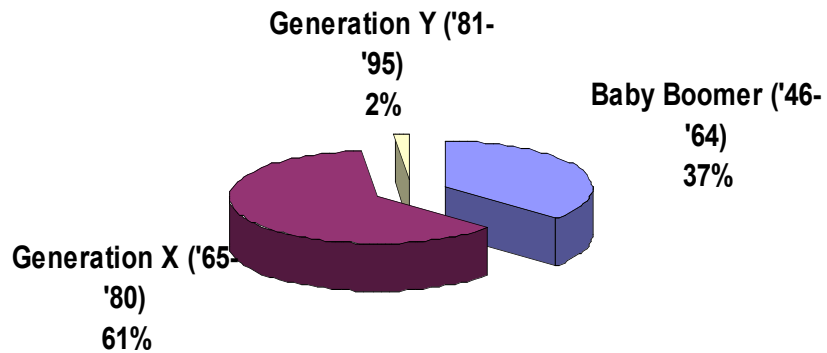
5. STAFF DEMOGRAPHIC INFORMATION.

Based on information provided, the following two pie charts indicate age and generation of existing Department staff. It is generally held that different factors motivate (and thus help recruit and retain) staff from varied generations, and thus this data is provided for informative purposes.

Age of Existing Division Staff



Generation of Existing Division Staff



In addition to the above, approximately 70% of PSC staff are women. With the preceding as a framework, the following chapter discusses internal factors impacting recruitment and retention.

3. RECRUITMENT AND RETENTION BEST MANAGEMENT PRACTICES

Beyond addressing organizationally-specific external and internal factors impacting recruitment and retention at PSC which will be detailed in the following chapters, there are a variety of best management practices that any public safety dispatch agency can implement to enhance recruitment and retention overall. The project team developed a set of measures or “best management practices” against which to evaluate PSC’s recruitment and retention practices. The measures utilized have been derived from the project team's collective experience as well as industry standards or guidelines, and represent the following ways to identify strengths and potential improvement opportunities:

- Statements of "effective practices" based on the study team's experience in evaluating operations in other agencies.
- Ideal “standards” of the profession from nationally and internationally recognized organizations and researchers. Several Best Management Practices contained herein come from a variety of sources including California POST, APCO, CALEA, IACP, the National Center for Women & Policing, and various other sources from the United States, Australia and Canada.
- Identification of whether and how agencies meet the best management practice (BMP) targets, specifically the strengths of PSC relative to the BMP.

The purpose of a best management practices assessment is to develop an overall assessment of PSC’s recruitment and retention practices. It should be noted that agencies may not be able to implement a best practice for a variety of reasons that include:

- Insufficient resources, whether personnel or fiscal.

- Insufficient support from political, executive, or managerial personnel.
- Inadequate buy-in from line staff.
- A belief that the best practice, although successfully implemented in other agencies, would not be successful in the agency (for various cultural, organizational, or local/regional issues), and therefore is not a “best practice” from the particular agency’s perspective. By example, participating in job fairs with the attendant costs would not be feasible for a small, rural dispatch center given the cost/benefit analysis.

Although there are relevant reasons, as noted above, to not implement an identified best practice, the ultimate intent should be to strive for implementing as many practices as is feasible in order to enhance recruitment and retention.

The matrices on the following pages represent our diagnostic assessment related to specific best management practices. Subsequent to these details, overall observations and recommendations relative to the best management practices will be provided.

1. STRATEGIC RECRUITMENT ISSUES.

Performance Target	Organization Strengths	Potential Improvements
<p>PSC has a formal Recruitment (Strategic) Plan containing a clear marketing/outreach plan with measureable outputs and outcomes to determine success.</p>	<p>The County of San Mateo Human Resources has a 2008-10 Strategic Plan that includes recruitment and selection elements, classification and compensation elements, etc.</p>	<p>PSC has not published a companion document to HR or a formal Strategic Plan. Several years ago (just after September 11, 2001) PSC developed and implemented portions of an overall marketing and recruiting plan that were used to advertise and recruit new applicants, but this has not been used for several years. PSC should coordinate with County HR to develop a recruiting plan.</p>
<p>Marketing efforts formalized in a strategic plan or otherwise, focus on key job satisfaction (e.g. community service) and compensatory benefits of becoming a dispatcher versus pursuing other professions.</p>	<p>Marketing is accomplished in various print media and to a limited extent on the internet.</p>	<p>Web-based marketing is minimal; there is no link from PSC’s website directly to employment opportunities. There are no elements that focus on key benefits of being a dispatcher in San Mateo County. The County/Department should increase marketing beyond what is currently being accomplished.</p>
<p>As part of effective marketing, PSC has developed an effective “employer brand” to attract qualified applicants (e.g. best technology in the region).</p>	<p>This identification of unique features of PSC was part of the 2001 effort that was used for recruiting new applicants for several years.</p>	<p>“Employer Branding” has not been updated and is not readily apparent in recruitment efforts. By example the PSC is an Accredited Center of Excellence but this is not publicized. Reviewing this “branding” document and updating it as necessary is a first step to marketing PSC to potential new Dispatcher candidates.</p>
<p>As part of strategic planning, PSC has developed a formal criterion, and profile, for the types of applicants desired, resulting in attracting the “right” candidate types as opposed to weeding out the “wrong” candidates.</p>		<p>This has not been accomplished. Information is not detailed in the posted job advertisement and only includes, “<i>Must successfully complete a pre-employment medical examination and be subject to polygraph testing. No recent drug use; good moral character and psychological suitability as determined by a thorough background investigation, including fingerprints.</i>” This is insufficient detail to foster candidate “self-screening.”</p>

Performance Target	Organization Strengths	Potential Improvements
Recruitment is coordinated with other public safety entities within the larger government agency.		This is not currently being done. Develop working relationships with other public safety Departments that frequently need to recruit and partner with them on recruiting efforts.
PSC offers a competitive compensation package consistent with the region.	Compensation packages were discussed in detail in prior chapters.	The County must philosophically address if existing compensation, based on comparisons, is an effective recruitment and retention strategy given all factors.
The job description is consistent with the expectations and knowledge, skills, and abilities required of the job.	The job description posted on the website does lists the skills needed and other basic requirements for the Dispatcher position.	The advertised job description <i>indicates “no experience required” and “anyone may apply”</i> which does not effectively preclude possible “poor” candidates. There is no minimum education or other selective minimum requirements (e.g. typing speed).
Job classifications are regularly reviewed and updated to ensure changes in job complexity; duties and responsibilities are properly represented and subsequently reflected in job descriptions; this includes response by HR to requests from PSC for review.	Job classifications are periodically reviewed.	

2. METHODS OF RECRUITMENT.

Performance Target	Organization Strengths	Potential Improvements
PSC effectively advertises in various local, regional and national mediums and has a dedicated budget for such advertising.	The County advertises in www.governmentjobs.com and local print media.	With the exception of the aforementioned website, regional/national advertisement is minimal. There is \$1,000 for advertising / public relations that is insufficient. Additional industry publications, targeted advertising, or web-posting (e.g. Monster.com, Craigslist.org) should be explored.
PSC participates in various recruiting methods, including career days, job fairs, other events.	In the past PSC has participated in various job fairs as part of a Sheriff’s Office group.	PSC rarely participates in career days, job fairs, etc. PSC should partner with other San Mateo County agencies doing this, particularly those involved in public safety. The HR Department should have the lead in these efforts.

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Performance Target	Organization Strengths	Potential Improvements
PSC uses a dedicated and regularly updated website as a cornerstone of cost-effective recruitment marketing.		No information on the PSC website regarding job information; the County website has hiring process information but there is not a clearly identified link. There is no evidence of marketing the PSC. Include job information, or a direct link, on the PSC website and enhance the website as a marketing tool.
The website publishes PSC’s vision, mission, history, job expectations, and prominently displays the minimum qualifications for employment.	PSC’s website has a mission statement and service area section.	PSC’s website does not effectively portray the history/strengths of PSC. It is not linked to Job Recruitment in HR. There are no minimum qualifications prominently displayed in any location.
The website includes a video advertisement of Department dispatch operations in streaming video or similar technology.		There is no video advertisement technology in use.
Recruitment focuses reasonable efforts on professions often dominated by women.		There are no targeted recruitment efforts toward woman or other groups.
“Hot Links” to PSC’s website are hosted on community woman’s organizations websites.		Hotlinks are not hosted. Develop relationships with community organizations that are likely to allow links for PSC jobs.
To expedite self-screening given the technological requirements of a dispatch position, applications are only accepted through the internet.	This is a current best practice used by PSC and County.	
Market surveys are periodically conducted (full comp/class every 6-8 years) by Human Resources to compare salaries and benefits against market competitors.	Salary and benefits surveys are regularly conducted as part of the contract negotiations process, approximately every 4 years.	
PSC has a recruitment committee providing oversight of the recruitment program.		PSC does not have a dedicated committee overseeing recruitment. Such a committee should be formed.
The organization has formal and identified recruiters.	A portion of one supervisor’s time is dedicated to recruitment.	PSC has not identified any staff, above one supervisor, responsible for recruitment.
A thorough process of identifying, selecting, training, and evaluating recruiters has been completed. PSC communicates that effective recruitment is a high priority.		This has not been accomplished. Provide additional time/training for PSC recruiter(s) to lead development of a recruiting and retention plan, and participate in the review/revision of the hiring process.

Performance Target	Organization Strengths	Potential Improvements
Identified recruiters have received formal recruitment training consistent with CALEA or other professional standards.		This has not been accomplished.
The organization encourages word-of-mouth advertising, and rewards employees for identifying qualified applicants who join the organization.	The County provides a \$500 reward as part of an Employee Referral Program for hard-to-fill positions with \$250 upon initial hire and \$250 upon passing probation.	
The process for selection of recruits is thorough in terms of assessing a candidate's qualifications and job suitability.	PSC has a very thorough selection process made up of several elements. PSC has recently broadened involvement of PSC staff in the hiring process by having them sit on the oral interview boards.	
The application/selection process has been streamlined to contain only essential steps necessary to confirm a candidate's probable job success. The process is consistent with other dispatcher selection programs.	The application/selection process is comprehensive. Recently, the County has implemented continuous recruiting.	As inferred above, there may be opportunities to further streamline the process. By example, a thorough review of the guidelines used to disqualify a candidate should be conducted and a determination made as to their reasonableness; the process to disqualify a candidate, and the decision maker(s) involved, should be reviewed and updated.
Lateral candidates undergo a streamlined application/selection process.	Lateral candidates are not required to pass an oral interview, shortening the process by over a month.	
The application process is expedited to limit wait time from the prospective candidate's perspective. By example, Background Investigations take a reasonable amount of time (an average of less than two months from initial application received until the background check is completed).		Based on information provided, the entire recruitment process takes approximately six months, with background investigation taking approximately eight weeks, and medical-related screening approximately one month of this time period.

3. STRATEGIC RETENTION ISSUES.

Performance Target	Organization Strengths	Potential Improvements
PSC has an independent and formalized Retention Plan or similar document as a component of a broader strategic plan. This plan starts by identifying factors that employees like and dislike about the organization, as well as what would encourage employees to stay longer.		PSC does not have an independent, formalized Retention Plan. PSC should identify the reasons why employees stay at PSC, factors that would increase the likelihood to retain employees, and develop a retention plan that reasonably addresses these issues. This includes areas such as promotional opportunities, organizational structure and organizational health.
PSC offers a competitive compensation package consistent with the region.	Preliminary data review suggests PSC offers an average overall compensation package compared to nine other agencies.	The County must philosophically address if mid-point compensation, based on salary, benefits and workload comparisons, is an effective recruitment and retention strategy for the County.
PSC offers cost-of-living salary adjustments.	The MOU established salary adjustments in November 2006, 2007 and 2008 – a 3% salary raise each year.	
PSC offers incentives such as longevity pay, tuition reimbursement, etc., consistent with regional competitors.	Most incentives offered are comparable.	
Compensation practices recognize the achievement of specialized skills (e.g. CTOs) and/or certifications.	Specialized skills are rewarded similar to comparable agencies. By example, a temporary 5.7% extra pay is paid to CTOs.	Some specialized skills are not rewarded and some have only been implemented on a temporary basis.
PSC offers job-sharing, part-time employment and other flexible work options.	Work-at-home for administrative staff, part-time employment, and flexible hours are offered.	
PSC has up-to-date facilities and technologies and ergonomically-designed work stations.	PSC is up-to-date technologically.	PSC’s facility is particularly problematic. Timely repair of broken chairs should routinely be completed. Filtered internet access should be provided for business use.
PSC provides breaks and allows meals to be taken away from work stations.	Providing breaks has improved over the last few months and every attempt is made to facilitate breaks away from the work station.	Meals and breaks are not offered consistently. Breaks are only offered approximately 25% of allowable time. Meals are generally eaten at the dispatch workstation. This is due to staffing levels, not PSC policy.

Performance Target	Organization Strengths	Potential Improvements
Managers take a professional interest in the individual objectives and priorities of employees.	Managers have provided opportunities for staff improvement, e.g. participation in committees, development of new skills, etc.	Employee surveys indicate opportunities for improvement relative to staff/management relations. A more formalized approach to staff development, taking into consideration the unique needs of PSC, should be planned for and implemented.
PSC supports the employees and demonstrates they value employee contributions to ensure long-term employee commitment.	A variety of employee recognition programs have been used over the years.	Based on the anonymous employee survey and some interviews, there are opportunities for improvement as it relates to employee support. By example, it was widely reported that there is a perception the County does not value the PSC employee.
The organization communicates effectively to ensure that employees feel both informed and listened to. The organization follows through on expectations that have been created, thereby ensuring long-term employee commitment.	PSC communicates through various mediums such as various e-mail/messaging, mandatory shift meetings, committee participations, quality feedbacks, post incident reviews, and supervisory one-on-ones.	Based on the anonymous employee survey and some interviews, there are opportunities for improvement in communication (and consistency) of general information, changes in operations.

4. METHODS OF RETENTION.

Performance Target	Organization Strengths	Potential Improvements
PSC has an effective performance management program (annual written evaluations) to award high performance and discourage/remediate low performance.	Accountability for performance is a key supervisory function; a variety of methods (on floor observation, radio tape reviews of EMD calls) are used to evaluate employees.	A performance evaluation program is in place, but not consistently performed on an annual basis. This is a critical process that should be rectified.
The annual performance evaluation includes a career development component including: development of annual training plan, development of annual performance goals, etc.	Employees receive performance reports based on internal standards developed relative to dispatching and communications tasks.	Given the annual performance evaluation is not done consistently, the contents of the evaluation become somewhat irrelevant. An annual performance evaluation program should be revisited to include Specific, Measureable, Achievable, Realistic, Time Based (S.M.A.R.T) performance objectives and a trackable training plan.

Performance Target	Organization Strengths	Potential Improvements
PSC has a process that encourages and includes employee input about decisions that impact the workplace.	By example, memos of interest are posted whenever an opportunity exists for a workplace committee; white board blogs are available in the dispatch center; there is a Quality Advocates forum; and formal feedback is provided by labor representatives.	Based on the anonymous employee survey and some interviews, there are opportunities for improvement in involving employees in decisions; however, for a variety of reasons, some staff are not interested in providing feedback or participating on committees.
There is a formalized and regularly updated training needs assessment process that includes all staff.	A formal written survey of employees is conducted by the Training Coordinator; results are used by the County wide training committee to develop needed/requested training for the year.	
There is a systematic review of the in-service training curriculum to ensure needs are met.	The PSC Operations Managers evaluate internal training needs and delivery of training.	
Training is provided to meet basic in-service update training and required certifications.	PSC has complied with POST in-service standards of 24 hours every two years and NAED standards of 12 hours of continuing education annually. Continued education (CE), and ride-alongs are offered.	Training hours should be tracked internally and readily accessible. Managers and supervisors should continue to receive a variety of in-service training specific to management and supervisory skills.
In-service training hours average at least 40 hours per employee per year.		Best practices relative to training that has a notable impact on skill sets is 40+ hours per annum for all types of training, including County employee development classes. A more formalized approach to career development and identification of employees interested in training opportunities is warranted.
All newly assigned supervisors attend a mandatory supervisory class.	Supervisors attend the POST supervisory and County-sponsored courses.	
Employees are able to participate in task forces, when feasible, in areas of personal interest.	These areas are opened up to Department members as opportunities arise.	
Periodic rotation of individuals assigned to specialized positions (e.g. training, technology support, etc.) is conducted to provide opportunities for all interested employees to participate.		Rotation of personnel in/out of specialized positions should occur, whenever possible, every 3-4 years.
The collective bargaining agreement provides a clear policy for filing grievances.	The MOU clearly describes the steps in the grievance process.	

Performance Target	Organization Strengths	Potential Improvements
Dedicated staff is assigned to the Labor Relations function to provide support, administration, interpretation, and application of the collective bargaining agreement.	There are dedicated staff that provide union leadership within PSC.	
An existing, viable, formal mentoring program for new employees.		This type of program currently does not exist and should be developed by management; however, its viability and success depend on line employee's willingness to participate.
PSC employs a formal career development program to promote professional growth, to inspire personal motivation and to enhance effectiveness.	PSC created a Supervisory Mentoring Program in 2003 in its third iteration.	There is no formalized career development program for all staff. A formal approach should be developed.
Exit interviews are routinely conducted to determine the causes for turnover, and data collected and analyzed to determine possible trends that can be rectified.		Exit interviews are offered to all, but most employees do not request one; a formal process to conduct an interview during the employee's last week of work should be developed by the County, with information relative to that interview retained and evaluated for patterns/trends.

5. MORE EFFECTIVE RECRUITMENT EFFORTS SHOULD BE UNDERTAKEN AT PSC AND THE COUNTY.

As noted by both the comparative survey information discussed in the following chapter, as well as the best management practices matrices, San Mateo County has a number of opportunities to enhance recruitment efforts. These are summarized as follows.

(1) PSC, in Concert with the HR Department, Should Develop a Formal Recruitment and Selection Strategic Plan.

In 2001 PSC developed an approach to marketing PSC to prospective candidates. This effort has not been updated. The County's HR Department have published a 2008-2010 Strategic Plan that includes recruitment and selection elements, classification and compensation elements, etc. However, not surprisingly given a strategic plan is a goal-oriented visioning document, there is no specific marketing plan relative to dispatchers or other hard-to-fill job classifications.

Best management practices suggest that PSC should develop its own internal strategic plan to guide recruitment and selection efforts. The strategic plan should:

- Be a formalized document containing a recruitment plan that entails a marketing and outreach plan with measurable outcomes and outputs to determine success. Questions to ask and answer include: Why would I want to work for PSC? What does PSC have to offer? How does PSC go about seeking the best suited and most qualified candidates? The plan should provide initial direction and resources (personnel and a budget) that will be dedicated to the recruitment and selection process. Specific recruiting tasks should be identified to use as recruiting tools. This should incorporate:
 - An advertising plan designed to use various medium for advertising PSC positions. As noted in the comparative survey there are other web-based and published mediums that are used by other regional agencies and that can be used by San Mateo County to enhance recruitment.
 - Methods for jointly recruiting with other San Mateo County public safety agencies at such locations as job fairs or colleges.

- A “branding” philosophy which describes and ultimately publicizes the professional benefits of being a dispatcher and more importantly, those favorable elements at PSC that distinguish the agency from other regional competitors. By example, the current state of the dispatch center would not be part of the branding effort; however, the fact that PSC is a full-service public safety dispatch center serving numerous regional clients and is an Accredited Center of Excellence could be part of the branding effort.
- Contain a candidate selection component that describes the characteristics the County and PSC are looking for in a dispatcher. These characteristics should be as specific as possible, to potentially include such items as prior experience in a multi-tasking environment, prior and relevant experience with computers, etc. This candidate profile would identify the types of applicants desired in a candidate pool, resulting in marketing to, attracting and screening the right candidate types as opposed to weeding out the wrong candidates.

These elements represent a framework for PSC’s Recruitment and Selection Strategic Plan. As the plan is a guiding document, other components can be added to the plan as PSC and the County see fit. In sum, the intent is to use the plan as a goal-oriented document designed to provide direction on how to consistently and effectively undertake recruitment and selection efforts.

Recommendation: PSC and the HR Department should develop a formal recruitment and selection Strategic Plan containing various elements including marketing, outreach, branding and candidate profiling goals and objectives.

(2) The County Should Expand Its Advertising Methods for PSC Dispatchers.

As shown in the comparative survey, other regional dispatch agencies use a variety of advertising medium to market their agencies. Currently the County advertises on www.governmentjobs.com and other local print media. However, there are several other opportunities to advertise as noted below:

- Additional mediums for advertisement, particular web-based, are becoming more commonplace. These include Craigslist.org as well as the online dispatch magazine at www.911dispatch.com.

- PSC's webpage at <http://www.smc911dispatch.org/> has a link to the County website but no direct link to the job advertisements page. This should be rectified. Furthermore, the project team believes that PSC's webpage deserves updating by a professional web designer. PSC's website does not effectively portray the history/strengths of PSC as the website does not publish PSC's vision, mission, history, or job profile and job expectations. There is no video-streaming technology in use demonstrating the exciting nature of the dispatch profession. Currently the page is not an attractive advertising or recruiting tool.
- As noted previously, the County should attempt to coordinate efforts with other San Mateo County or PSC-serviced agencies to participate in recruitment efforts at job fairs, colleges, and the like.

In sum, there are a variety of other advertising methods, some of which are of comparatively minimal expense, which can be implemented by the County to enhance PSC recruitment efforts.

Recommendation: San Mateo County should expand the advertising methods for PSC to include the extensive use of web-based mediums, an updated PSC website, and coordination with other County and PSC-served public safety agencies to recruit at job fairs, college campuses, and other similar locales.

(3) PSC Should Dedicate Additional Efforts to Assist in Recruitment.

Although it is recognized that the County's HR Department is the lead in recruitment efforts, there are particular steps PSC can take to enhance the recruitment which directly impacts the PSC operation. These efforts include:

- A Recruitment Committee, composed of dedicated PSC staff and an HR Representative, should be formed to provide ideas and general direction on the PSC recruitment efforts that are working and those that need to be improved. Given the importance of effective recruitment to PSC, this should be a standing committee that remains involved in the long-term.
- Effective recruitment is ultimately the responsibility of all dedicated employees in an organization. Although PSC has one supervisor dedicating a portion of time to recruitment efforts, this effort should be expanded. Informally, some staff are participating in recruitment. By example, during the course of interviews one dispatcher indicated that she passed out business cards to people she believed were good multi-taskers such as employees at Starbucks. This is representative of excellent word-of-mouth recruiting. PSC employees showing this kind of interest and dedication should be identified as "PSC recruiters," be provided

some formal recruitment training, should serve on the aforementioned committee, and should participate in such activities as the development of the aforementioned strategic plan and the review and potential revision of the hiring process.

Implementation of these protocols should result in additional dedication of PSC staff to assisting the County HR Department in recruitment efforts, resulting in an overall enhanced recruitment program.

Recommendation: Implement a PSC Recruitment Committee composed of dedicated “PSC Recruiters” to provide oversight and assist PSC and the HR Department in the recruitment program.

Recommendation: Expand the Employee Referral Program (ERP) to include any recruited candidate with the amount awarded split based first upon successful recruitment and second upon the passing of probation.

(4) The County Should Endeavor to Reduce the Total Time Taken to Recruit and Select Candidates.

As shown in the comparative survey, although a number of regional agencies take four to six months from initial application to hire, there are some accomplishing the recruitment and selection process in 60 to 90 days. The following table represents the San Mateo County recruitment and selection steps with estimated time frames for each.

Recruitment and Selection Steps and Approximate Time to Complete

Date (example)	# of Weeks	Task
		Recruitment Open (continuous for about 4 months)
June 1	3 weeks	Applications & POST certificates received by PSC and grouped; letters sent to applicants for Department interview, interviews conducted
June 22	2 weeks	Score interviews, letters to successful candidates, Background Investigation meeting, candidates complete required written information
July 6	8 weeks	Backgrounds/Polygraph/Fingerprinting
Aug 31	2 weeks	Psychological and Medical
Sept 14	1 week	Director’s interview, hiring decision
Sept 21	2 weeks	Hiring notification by HR to applicant
Oct 5		All Applicants have been notified of hiring decision

As shown, the process for selection of recruits is currently thorough, yet from a competitive standpoint with other regional agencies, it may be taking too much time, thereby impacting the effectiveness of recruitment efforts. Although PSC's approximate 4.5 month recruitment process lies within the 4-6 month period of other regional agencies, shortening the process will result in improvement of internal County processes, and a greater number of applicants still available for employment (they haven't been already hired by someone else). The project team has repeatedly come across agencies that have lost qualified candidates to competitors based exclusively on the length of time it takes to recruit. As a consequence, developing a competitive edge through expedited recruitment processes should be explored. Although a comprehensive analysis relative to streamlining the recruitment and application process for the County's HR Department is beyond the scope of this report, the following suggestions are offered for further streamlining:

- Recently the County has implemented continuous recruiting which is an effective streamlining method. Other opportunities to further streamline the process can include a thorough review of the HR guidelines used to disqualify a candidate and a determination made as to their reasonableness. The intent of this is to identify key indicators for qualification or disqualification. This should be consistent with the developed profile in the Strategic Plan outlining the ideal candidate. Secondly, the final steps in the process should be altered. Currently, the PSC Director is at the end of the selection process subsequent to the medical and psychological (which includes drug testing) evaluations.

The recommended process is for the Director to conduct the final interview of the candidate, and make the hiring decision, subsequent to the psychological evaluation, but prior to the medical and drug tests. This is the last opportunity to evaluate the candidates general background, qualifications and "fit" with the organization, prior to a conditional job offer given to a candidate (requiring only that the candidate pass a medical evaluation and drug test).

- The contracted background investigator should be held accountable for meeting the performance expectation of 60 days or less, from receipt of the background packet to completion of the investigation. Although this language is within the

contract documentation, based on available information, it is not consistently enforced.

- Although PSC has implemented a shortened recruitment process for laterals, eliminating the introductory interviews step (approximately five weeks) additional opportunities should be further explored to expedite the lateral hire process. This could include steps such as psychological and polygraph testing. By example, Redwood City only hires laterals after a very truncated process prior to job offer. Something similar should be developed at San Mateo County.

In brief, opportunities should be explored to reduce the time taken to recruit and select candidates, especially those that are classified in the hard-to-fill category.

Minimizing this turnaround time can result in a competitive advantage to San Mateo County and the PSC.

Recommendation: In cooperation with the PSC Recruitment Committee, the County should examine methods for reducing the time taken to select and recruit candidates including a truncated process for lateral hires, performance expectations for contract background investigators, a re-visitation of the necessity and order for steps in the hiring process, and a re-examination of the guidelines used to qualify/disqualify initial job applications.

6. ADDITIONAL RETENTION EFFORTS CAN BE IMPLEMENTED.

Beyond the details related to internal and external factors impacting retention that will be noted in subsequent chapters, the following additional retention efforts can be made on the part of PSC and the County.

(1) A Formalized Retention Plan Should Be Developed as a Companion Document or as an Included Chapter in the Strategic Plan.

In addition to a strategic plan outlining recruitment strategy, a similar document discussing retention strategies is warranted. Fundamentally, this plan starts by further identifying factors that employees like and dislike about the organization, as well as what would encourage employees to stay longer. Although a survey instrument questioning employees as to strengths and opportunities for improvement—such as that

conducted as part of this engagement—is an important first step, it is not the only feedback tool that should be used (PSC already has this information from this study and other reports).

This retention strategy document requires the unbiased participation of several employees, perhaps members of the aforementioned Recruitment Committee, union representation, as well as others, in an effort to identify the reasons why employees stay at PSC and why they leave, and factors that would increase the likelihood to retain employees. The employee survey and this report can serve as a framework for further discussion on retention, and retention strategies memorialized in a retention plan document.

Recommendation: PSC should develop a formal retention plan identifying strategies to retain existing, quality employees.

(2) PSC and the County Should Implement Various Efforts to Improve the Working Environment.

Based on the information collected during the course of this engagement, it is recognized that various efforts can be undertaken to improve the environment in which PSC employees work. Many of these have been noted in prior sections. Items that have minimal cost that may be perceived with significant importance include:

- Maintaining equipment such as chairs and equipment on a priority basis would prove beneficial. There is a perception that resolving these “minor” issues takes too much time. Purchasing such items as Hepa Air Purifiers to be placed near work stations may prove valuable.
- Allowing filtered internet access to all work stations should be considered. Technologies are available to both filter and monitor internet use. Prohibition of all internet use is perceived as overly restrictive. The project team recognizes the potential dangers and time lost by employees visiting non-work related sites. Additionally, it is common to not allow any internet access, but many agencies have implemented policies that allow internet access at CAD workstations. The

project team believes that such available internet tools (Mapquest, Yellow Book, Google Satellite and Terrain, etc.), are useful tools for the dispatching function.

- Allowing, but controlling the use of CAD terminal-to-terminal messages and e-mail should be practiced. During interviews it was noted that instant messaging is useful but can be abused. Furthermore, during these interviews copies of inappropriate e-mail exchanges were shared with the project team. E-mail and messaging are important technologies that should be allowed; however, employees should be advised that such technologies have the capability to be monitored, and inappropriate use can lead to disciplinary action. This may necessarily require a review of existing PSC or County policy.

In sum, there are various relatively inexpensive efforts PSC and the County can implement to enhance morale and ultimately improve retention.

Recommendation: Addressing dispatcher equipment issues, such as broken chairs or other apparatus should be a high priority.

Recommendation: Information on the internet/intranet that is relevant to the dispatching function should be made available to PSC employees. Technologies and internal procedures should be employed to monitor potential abuse of these systems. Employees should sign an Internet/E-mail/Instant Messaging “Usage Contract” stipulating that these technologies are for the use of staff, but are subject to monitoring with abuse being subject to disciplinary action.

(3) Recognizing and Continuously Enhancing Employee Performance Should Be a PSC Objective.

In order to retain employees, performance needs to be recognized, opportunities to improve performance offered, and opportunities to expand skill sets provided, as practical. Recognizing and addressing the importance of employee growth and its impact on both individual and agency performance is a best management practice that should be at the forefront of agencies that excel. The following observations relative to employee performance are noted.

- Annual employee evaluations are part of the tools used by PSC management and supervision to identify employee strengths and opportunities for improvement and set goals and expectations for the future. These annual employee evaluations are not done consistently. By example, one supervisor indicated they had not had an employee evaluation accomplished in the past few

years. Annual evaluations are an important tool whereby employees can have formal feedback and develop a plan for future growth. These should be done on a consistent basis. Ideally, an annual performance evaluation program should include Specific, Measurable, Achievable, Realistic, and Time-based (S.M.A.R.T.) performance objectives that can be accomplished by staff. Further, the evaluation should contain a trackable training plan that will enhance the employee's skill sets for the betterment of both the individual and the agency. Consistently performing a comprehensive employee evaluation demonstrates commitment to the employee and leads to enhanced retention.

- As practical, specialized assignments (within the same classification) should be rotated among staff on a regular basis (i.e. 3-4 years). Some organizations, such as PSC, allow persons to remain in specialty assignments for 5+ years, whereas others provide the training and opportunity for a more frequent rotational assignment. A more frequent rotation provides employees the opportunity to enhance skills, and also provides the organization with a staff more experienced and broader based. The frequency of rotation is an important policy decision, and it is generally recognized among many public safety organizations that the ability to offer specialized assignments to staff typically improves retention.
- A consistent and effective career development program is often lacking in most public safety agencies, and frequently mentioned by employees, including PSC employees, as a significant need in the organization. A formal career development program should be formalized at PSC, but the informal aspect of career development should not be ignored. The annual employee evaluation process could be revised and used, or a separate process document could be used. A career development plan should incorporate both the vision of the organization and the employee as to where the employee would like to go and what steps are necessary to achieve this vision.

In addition to the items noted previously that can be incorporated into a formal career plan, an individual mentoring program (not to be confused with a new employee mentoring program) should be considered for development by PSC management. It could be offered to employees willing to proactively embrace their career vision. Mentoring is a common approach in the private sector that has been used for many years. However, the success of the program lies in the quality of participants and the ability to train mentors to fulfill their responsibilities and take ownership of the program. There are current articles and information available that provide information on the steps in developing a mentoring program². Key components of a successful mentoring program include management support and oversight that results in a long-term commitment to establish and maintain mentoring in the organization. The mentoring concept must be explained to all employees so that everyone is aware

² For Smaller Police Agency Executives: Mentoring for Success, Police Chief magazine, March 2004.

of the intent of the program, who is responsible, and how it is coordinated with in-service and basic training programs. The number of current employees who want to participate and volunteer as mentors will evidence acceptance of the program. In sum, organizations that take a sincere interest in the development of employee careers generally benefit from improved retention.

In conclusion, there are several steps PSC and the County can take to enhance employee performance resulting in benefits to the individual, to the organization, and positively impacting employee retention. These efforts should be undertaken with other retention strategies noted in this report.

Recommendation: Consistently perform annual evaluations that contain a career development plan, measurable performance expectations and identify desired/required annual training.

Recommendation: When possible, rotate specialty assignments every 3-4 years (only for those positions in the same classification).

4. INTERNAL FACTORS IMPACTING RECRUITMENT AND RETENTION

There are numerous internal factors impacting recruitment and retention ranging from the technical and environmental features of the dispatch center to the perceptions of employees regarding organizational culture and morale. The variety of internal factors can play heavily into an organization's ability to recruit and retain quality staff. One important component of the internal factors impacting an organization is the viewpoints of employees regarding wages, benefits and working conditions. These are typically reflected in interviews or focus groups and can be validated through anonymous survey instruments.

1. AN ANONYMOUS SURVEY WAS CIRCULATED TO PUBLIC SAFETY COMMUNICATIONS STAFF.

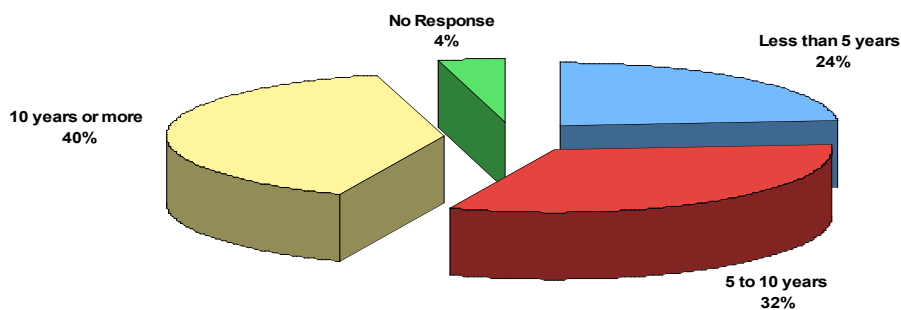
As part of the study for the Office of Public Safety Communications, the project team developed and distributed a survey in January 2008, to obtain staff perspectives regarding a variety of issues. Members of the Project Steering Committee reviewed the survey, and recommended modifications to the survey instrument were included. There were a total of 25 responses out of 50 distributed surveys, equaling a response rate of 50%³. Line staff submitted the majority of the responses. As in any survey, the responses are reflective of organizational concerns at the time the survey was completed, and the answers given represent perceptions that may not necessarily align

³ Concern was expressed by PSC management/supervision regarding a lack of audit controls that ensured multiple ballots were not cast by one individual. This issue was raised as a question several months after the completion of the survey and after reviewing the results of the survey. In the Matrix Consulting Group's experience with over 400 public safety agencies, such concerns are rarely registered or occur. There are no indications that "ballot stuffing" occurred in this study.

with facts. Regardless, perceptions are important facts in managing any organization. Furthermore, from a statistical standpoint, despite a 50% response to the survey, given the small fixed population of fifty staff, responses below reflect a 95% confidence that each response is within +/- 14% of the actual response rate that would be registered by all employees.

While the survey was anonymous, respondents were asked to provide some information regarding their position and years with the department. The following presents the summary of information gathered.

Respondents Based on Years of Service in Department



This distribution approximates the year-of-hire distribution found in the pie chart in the prior chapter and thus is reflective of a balanced response based on years of service. Approximately 76% of the respondents were confirmed full-time employees while the balance were partial time employees or chose not to provide this data item.

The respondents were provided the opportunity to indicate their level of agreement (i.e., strongly disagree to strongly agree) on a variety of statements about the Department, as well as to provide their rating on the primary reasons why personnel voluntarily leave San Mateo's Office of Public Safety Communications. The survey instrument, the number of respondents registering opinions to each of these questions, and the percentages, can be found in Appendix A through C at the end of this report. Narrative responses regarding recruitment and retention improvement opportunities were also requested. These data are reflected in the following sections.

2. SURVEY OVERVIEW AND QUESTION RESPONSES WITH MIXED RESULTS.

When examining the results to the quantitative responses to forced choice "agree/disagree" questions, it is important to analyze the pattern of responses for the entire group. Common patterns of response are indicative of potential areas where perceived operational strengths are noted, or improvement opportunities may be available. Questions where there is no clear consensus are valuable, yet interpretation of the overall results is more complex as questions indicate no real consistency of opinion. The following twenty-two (22) agree/disagree forced choice questions were asked:

Employee Survey Forced-Choice Questions

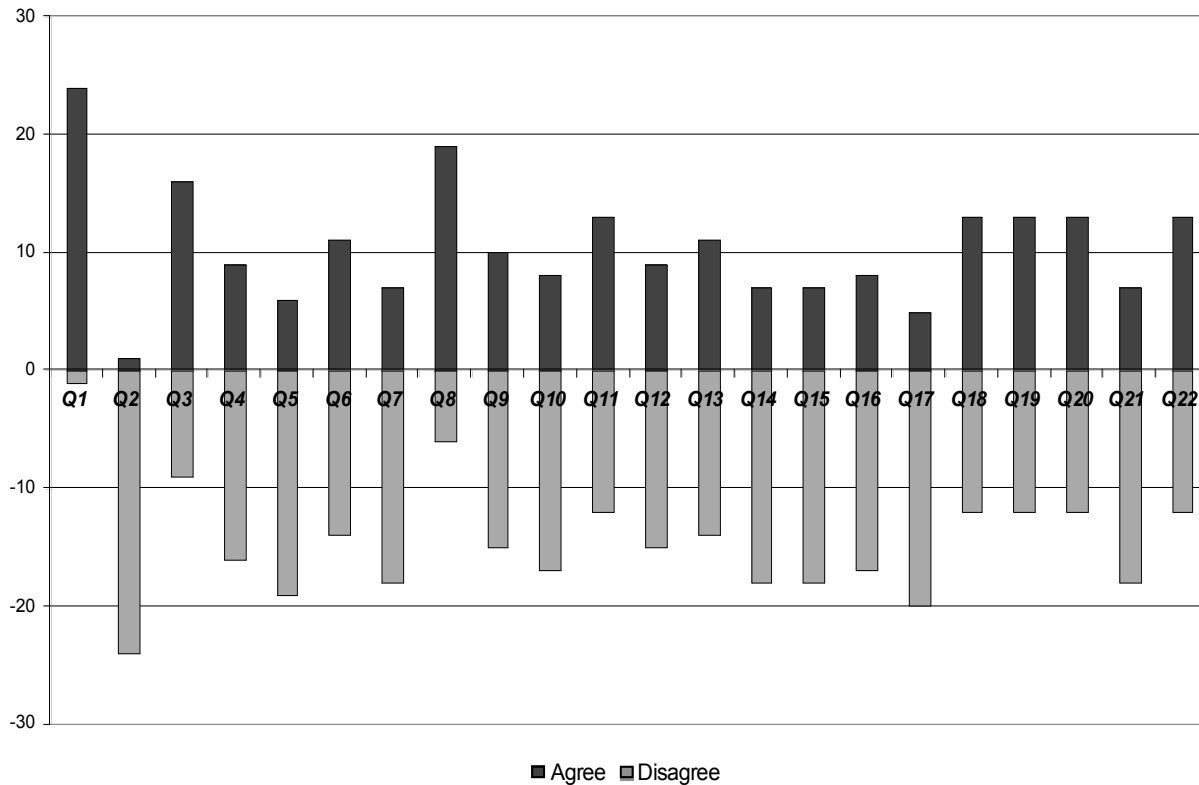
Question #1	The San Mateo County Office of Public Safety Communications (PSC) provides a high level of service to our public safety partners and the community.
Question #2	The County views PSC as a high priority within the County structure.
Question #3	The entry level pay for my position is fair and equitable.
Question #4	The pay for employees with over five years of service is fair and equitable.
Question #5	The method for progressing through the pay range provides motivation to remain at the County.
Question #6	Our overall benefits package is fair and equitable.

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Question #7	Our entire compensation package (salary and benefits) is fair and equitable compared to most dispatch agencies.
Question #8	I'm intending to or will continue to make a career at the San Mateo County Office of Public Safety Communications.
Question #9	Employees are adequately rewarded for good performance.
Question #10	Employees are held accountable for poor performance.
Question #11	My direct supervisor spends sufficient time with me to accurately evaluate my work performance.
Question #12	My direct supervisor provides adequate direction and leadership which motivates me to remain at PSC.
Question #13	I am appropriately recognized for my work and contributions to the organization.
Question #14	Over the last few years, operational changes at the PSC have provided motivation for me to stay within PSC.
Question #15	Over the last few years, supervisory and managerial changes at PSC have provided motivation for me to stay within PSC.
Question #16	The County HR and PSC do a good job recruiting qualified applicants.
Question #17	Public Safety Communications does a good job retaining qualified applicants.
Question #18	We take the appropriate steps to hire the best suited candidates for PSC.
Question #19	PSC provides staff with a strong initial training program so they are prepared to do their jobs.
Question #20	PSC provides adequate continuous training so staff are always prepared to do their jobs.
Question #21	PSC encourages career development that motivates me to stay here.
Question #22	San Mateo County Office of Public Safety Communications is a good place to work when compared to other regional dispatch operations.

The chart, below, summarizes the overall distribution of the 25 employee responses to the above questions asked in the survey.

Agree/Disagree Distribution by Question



As the above chart illustrates, a good portion of the responses can be defined as mixed whereby 10 or more of the respondents (40 %+) resided in both the Agree and Disagree category. Given the potential error rate of +/- 14%, the responses to these questions can be defined as lacking consensus among employees. Specifically, eight of twenty-two (36%) questions can be considered of largely mixed response. These include:

- Our overall benefits package is fair and equitable. This is different from the survey responses regarding the overall compensation (salary and benefits) package discussed further below.
- Employees are adequately awarded for good performance.
- My direct supervisor spends sufficient time with me to accurately evaluate my work performance.

- I am appropriately recognized for my work and contributions to the organization.
- We take appropriate steps to hire the best suited candidates for PSC.
- PSC provides staff with a strong initial training program so they are prepared to do their jobs.
- PSC provides adequate continuous training so staff is always prepared to their jobs.
- San Mateo County Office of Public Safety Communications is a good place to work when compared to other regional dispatch operations.

From an operational perspective, the criticality of the difference of opinion on some of these questions is less urgent when compared to others. By example, although important, when staff have differing opinions regarding work recognition this can be considered less alarming than when staff have a difference of opinion regarding the appropriateness of initial and on-going training. Ideally, strong positive opinions should always be registered relative to areas that have a notable impact on the current operations of the Department and its core business, specifically training and the capabilities of direct supervision. Further, in regard to recruitment and retention, any mixed reaction or negative reaction is a potential area of concern and opportunity for improvement, particularly in regard to those responses that lean heavily toward a disagreement perception.

3. SURVEY QUESTIONS WITH DEFINITIVE FINDINGS.

To gain a more detailed sense of the responses from the statements in the employee survey it is useful to look in greater detail at the responses that drew stronger positive and negative responses. Consensus of opinion helps determine potential strength and opportunities for improvement. To that end, the following information is offered.

(1) Employees Generally Agreed to Three Questions with Positive Sentiment.

The following represents three questions where agreement was largely the consensus. Data is displayed in order of the strongest positive opinion appearing first, with consensus declining thereafter.

- In response to the statement, **“The San Mateo County Office of Public Safety Communications provides a high level of service to our public safety partners and the community,”** 96% of employees selected “agree” or “strongly agree.” Employees overwhelmingly were positive about their service delivery with 84% of the respondents selecting “strongly agree.”
- In response to the statement, **“I’m intending to or will continue to make a career at the San Mateo County Office of Public Safety Communications,”** 76% of employees selected “agree” or “strongly agree.” This shows a general level of commitment among most employees to remaining at the organization; nevertheless, it is interesting to note that only one employee selected “strongly agree.” Conversely, however, despite this relatively high response rate, a 24% disagreement on this question can indicate continuous potential turnover issues. Nevertheless, the distribution of response on this type of career-related question is not uncommon.
- In response to the statement, **“The entry level pay for my position is fair and equitable,”** 64% of employees selected “agree” or “strongly agree.” Correspondingly, 36% disagreed with the statement.

In sum, employees are overwhelming positive about the services offered, generally intend to make San Mateo County PSC a career, and are often positive regarding entry level pay. It is particularly important to note, from a retention standpoint, the large majority of personnel intend to remain at PSC. Conversely, however, given that one-in-four disagreed with making PSC a career, in the unlikely event all these staff left in a single year, the Department would experience a 24% turnover rate – well above the national standard. Ideally, retaining quality existing staff should be an important consideration for the County, and implementing appropriate change to improve staff’s perception of making PSC a career a noteworthy goal.

(2) There Were Nine Questions Employees Generally Disagreed Upon with Some Level of Consistency.

The following represents nine questions where disagreement was generally registered. Data is displayed in declining order whereby greater consensus is shown first and declining consensus noted subsequently.

- With respect to the statement, **“Over the last few years, operational changes at the PSC have provided motivation for me to stay with PSC,”** 72% of respondents selected “disagree” or “strongly disagree.” When contrasted with more positive responses such as the intent of most staff to make PSC a career, it appears that there are other factors involved in this career decision, as recent operational changes are not a motivating factor to remain at San Mateo. Indeed, 44% of the respondents “strongly disagreed” with this statement.
- In response to the statement, **“Supervisory and Managerial changes at PSC have provided motivation for me to stay within PSC,”** precisely the same proportional 72% “disagree” and “strongly disagree” response rate was registered as the prior question. This is potentially indicative of organizational and management/supervisory re-structuring that has not been positively viewed by staff with favor.
- In response to the statement, **“PSC encourages career development that motivates me to stay here,”** 72% of respondents chose “disagree” or “strongly disagree.” Importantly, 28% of the respondents who disagreed held this position strongly. Apparently career development opportunities are generally not motivating employees to stay with PSC.
- When provided the statement, **“Our entire compensation package (salary and benefits) is fair and equitable compared to most dispatch agencies,”** 72% “disagree” or “strongly disagree” whereas 28% agreed with this statement. Nearly one-quarter of the respondents disagreed strongly with this statement. Whereas a good proportion of employees believe entry level pay is equitable, approximately the same percentage of employees do not believe the overall compensation package offered by the County to all dispatch staff is similarly fair. Contrasting these two questions, it appears entry pay may be a positive recruitment tool but compensation does not necessarily lead to enhanced retention. This is different from the mixed responses received regarding just the benefits package as discussed previously.
- In response to the statement, **“The County HR and PSC do a good job of recruiting qualified applicants,”** 68% “disagree” or “strongly disagree” with this statement. One in four of the respondents disagreed strongly with this

statement. There is apparent consensus that the County can do more to recruit qualified applicants.

- In response to the statement, **“Employees are held accountable for poor performance,”** again 68% “disagree” or “strongly disagree” with this statement. One in five of the respondents disagreed strongly with this statement. If employees believe that there is neither a reward nor discipline differential between good performers and poor performers, then organizational morale could suffer and possibly negatively impact retention. Clearly employees are not privy to accurate information in most disciplinary actions; nevertheless, if they see no visible improvements in poor performers, beliefs regarding accountability, as noted herein, are the types of responses typically registered. It must also be noted that sometimes disciplinary matters are beyond the control of management (e.g. arbitration hearing decisions). However, management does have the ability to ensure managers and supervisors are appropriately informed about personnel issues. Accurate information at this level can dispel many, if not most, of the rumors and false information that circulate in organizations.

Managers can also address this perception through quality, daily supervision; and through a consistent annual employee evaluation process.

- When provided the statement, **“The pay for employees with over five years of service is fair and equitable,”** 64% “disagree” or “strongly disagree” with this statement. Employees who responded in such a fashion are generally split as to the intensity of their opinion, with 36% disagreeing and 28% strongly disagreeing.
- In response to the statement, **“Employees are adequately rewarded for good performance,”** 60% “disagree” or “strongly disagree” with this. Responses are generally balanced between disagreeing and disagreeing strongly. When contrasted with the similar opinion that poor performers are not held accountable, an important supervision and management issue is identified; there is a general consensus of opinion that performance is not a significantly important factor for supervision and management.
- In response to the statement, **“My direct supervisor provides adequate direction and leadership which motivates me to remain at PSC,”** again 60% “disagree” or “strongly disagree” with this statement, also balanced between disagreement and strong disagreement. This question, in conjunction with other supervisor-related responses, indicates opportunities for improvement in this important operational area.

Overall, respondents’ perception regarding several operational areas was less than positive. In particular, compensation issues, supervisory issues, and operational areas that could provide motivation for employees to make a career of PSC were

identified as opportunities for improvement. It is interesting to note that despite these challenges noted by staff, a good portion of staff still intend to make a career of PSC. This could be interpreted that staff believes many of these issues are able to be resolved. Given this sentiment, this should encourage the County and Department to make appropriate and relevant changes to enhance recruitment and retention efforts. In summary, survey respondents noted the following important points regarding internal factors that should be addressed:

- Areas regarding organizational issues are perceived with disfavor, and include:
 - Recent operational changes have been less than effective as reflected by the questions regarding supervisory and management changes are not perceived favorably as well as operational changes are not providing motivation to stay at PSC.
 - The expressed concerns were regarding the ability to provide effective work direction and leadership at the supervisory levels. There is concern that poor performers and good performers are not effectively distinguished, appropriately acknowledged, and addressed accordingly.
 - Recruitment practices and career development (retention opportunity) are not perceived favorably.
- Although salary for entry level positions is apparently not an issue, overall compensation packages, including salaries for employees with over five years of service, remains a concern.

As these survey questions appear to indicate, there are several issues with respect to internal operations.

(3) Employees Largely Concurred in Their Disagreement Over Three Important Questions.

The following represents three questions where disagreement was widely the consensus. Data is displayed in order of the strongest negative opinion appearing first, with consensus declining thereafter.

- In response to the statement, **“The County views PSC as a high priority within the County structure,”** fully 96% of employees selected “disagree” or “strongly disagree” with 44% disagreeing strongly. This macro-organizational issue is of critical importance as it lays a foundation of employee cynicism that can be evidenced in many other questions. A perception of a “lack of caring” on the part of the vast majority of employees is an important factor when considering how to improve recruitment and retention efforts.
- Interestingly, in response to the statement, **“Public Safety Communications does a good job retaining qualified applicants,”** 80% of employees selected “disagree” or “strongly disagree.” Given the sentiments regarding the County noted above, as well as other issue areas noted regarding compensation, supervision, and motivational opportunities, it is not surprising that four out of five respondents do not agree with this statement, with nearly one-in-three expressing strong disagreement.
- In response to the statement, **“The method for progressing through the pay range provides motivation to remain at the County,”** 76% of employees selected “disagree” or “strongly disagree.” Of the compensation-related questions, this had the highest negativity registered, indicating potential opportunities, within County and MOU protocols, to re-visit movement through pay grades.

In sum, the questions that received the highest level of disagreement are in three different areas. These issue areas deserve further exploration in regard to improving recruitment and retention efforts.

4. EMPLOYEES WERE ASKED TO RANK THE TOP REASONS WHY PERSONNEL VOLUNTARILY LEAVE THE DEPARTMENT.

The survey provided 18 reasons why employees might leave PSC. Of the eighteen listed reasons why personnel voluntarily leave the PSC, the project team requested employees rank the top five reasons why they might personally leave, as well as make assumptions why other staff depart. There were 229 total responses. Based on the responses, there were four notable areas where a distinction was made.

- Employees indicated, with 80% greater frequency, that others leave because of inadequate salary, compared to why they would personally leave.

- Employees indicated with six-times the frequency that others leave because of a long commute, compared to why they would personally leave.
- Employees indicated with 55% greater frequency that others leave because they get equivalent pay for less responsibility, compared to why they would personally leave.
- Employees indicated with 50% greater frequency that they would leave because of inconsistent support from other County executives/departments, compared to why others would leave.

Beyond the exceptions noted above, responses both personally and for others were generally the same.

(1) Over One-Half of the Opinions of Why People Leave PSC Are Captured in Five Reasons.

Consolidating responses and counting the frequency in which such responses were selected indicate there are several primary reasons employees believe staff voluntarily depart PSC. Responses were specifically worded as shown in the below bullets. These are:

- Thirteen percent (13%) of the total responses indicated people leave because of inadequate or poor facilities⁴.
- Twelve percent (12%) of the total responses indicated people leave because of inconsistent professionalism by PSC management. It should be noted that “management” was self-defined by the respondent and likely represents the supervisors and managers (based on definitions of “management” given by employees during interviews).
- Twelve percent (12%) of the total responses indicated people leave because they can receive competitive compensation elsewhere with comparatively less responsibilities.
- Nine percent (9%) of the total responses indicated people leave because of unprofessional behaviors, such as excessive criticism, among some PSC staff.

⁴ By example, this selection was chosen 29 times out 229 (13%) as reflected by the numeric responses shown in Appendix B.

- Nine percent (9%) of the total responses indicated people leave because of inequitable treatment of employees.

In sum, over 40% of the responses indicated some type of environmental or “internal factor” contributed to people leaving the San Mateo Office of Public Safety Communications. These included personnel-related issues and work facility issues, both of which could be addressed with the dedication of appropriate efforts and resources. Compensation issues, though of importance, were generally not ranked as top categories.

(2) There Are a Few Reasons That Did Not Receive a Response, or Received a Minimal Response, and Therefore Should Not Be Considered Issues of Importance as It Relates to Controlling Retention.

Consolidating responses and counting the frequency in which such responses were selected indicate there are some areas that are of minimal, or no, importance to staff as it relates to why people leave. These include:

- No respondent selected as a top-five category “inconsistent representation by the union.”
- No respondent selected as a top-five category “work does not provide a challenge.”
- Only one response was registered as a top-five category in “minimal job rotation opportunities.”⁵
- Only two responses were registered as a top-five category in “inadequate compensation for specialized skill sets.”

In brief, these responses indicate areas of limited or no concern as it relates to recruitment and retention efforts.

⁵ Note that job rotation opportunities are noted previously as a best management practice independent of employee viewpoints to the contrary. In this instance, the best practice of job rotational opportunities are perceived by respondents as not negatively impacting retention, and are therefore a BMP that may not be applicable, as previously stated, for the PSC organizational culture.

5. WEIGHTED AVERAGING OF VARIOUS RANKED SURVEY RESPONSES REVEALS INTERESTING RESULTS.

In the prior section, data reflect responses where an employee chose the category as one of their five selections; it does include information that represents the employees' ranking of importance. The project team requested that employees rank the top five reasons why departures occurred, from most to least important. Those categories receiving a #1 ranking were defined as the most important, whereas those categories receiving a #5 category were comparatively less important (though higher than all remaining unranked categories).

When weighting the responses based on the ranking priority chosen⁶, another picture emerges regarding employees' perceptions as to why employees might leave PSC. Using this weighting methodology, the following is noted:

- Regarding the top three reasons why the responding employee might leave PSC, the following were chosen from first to third:
 - Inconsistent professionalism regarding PSC management.
 - Inadequate or poor facilities.
 - Unprofessional behaviors, such as excessive criticism, among some staff.
- Regarding the three reasons why the responding employee believes other staff might leave PSC, the following were chosen from first to third:
 - Can receive competitive compensation elsewhere with comparatively less responsibilities.
 - Commute is too long.
 - Inconsistent professionalism regarding PSC management.

⁶ For purposes of this comparison, a linear regression method was chosen with a ranking of #1 given five points, ranking #2 was given four points, declining to ranking #5 which was given one point.

- Based on the frequency of selection in both “why I would leave” and “why others would leave” categories and the respective rankings, in regard to an overall perception of why people leave the following are listed from first to third:
 - Inconsistent professionalism regarding PSC management.
 - Inadequate or poor facilities.
 - Can receive competitive compensation elsewhere with comparatively less responsibilities.

- Finally, to place the importance of some of these internal factors into additional context, the following responses were listed fourth through eighth based on the collective frequency of selection in both “why I would leave” and “why others would leave” categories:
 - Inequitable treatment of employees.
 - Unprofessional behaviors, such as excessive criticism, among some staff.
 - Commute is too long.
 - Inadequate salary.
 - Inconsistent treatment by first line supervisors.

Based on the rankings provided, clear concerns emerge and additional clarity is provided. Only two of the top eight rated responses are related to compensation. This indicates the retention issues noted are linked to important internal factors that can be addressed in both the short and long term. Furthermore, the concern of long commute times should be placed in context. Based on the survey, as well as information collected during interviews, there is a perception that long commute times to PSC impact recruitment and retention and therefore should be addressed in some manner through additional compensatory methods (money, additional flex schedules, etc.). While the project team recognizes there is a perception that commute times are an issue, the quantitative data suggest otherwise. Whereas commute times were selected

as a reason for others to leave, it was rarely ranked in the top five as a reason for the survey respondent to leave PSC; indeed only two persons made a selection in this category. Consequently, although there is a perception of commute time being a potential issue for others, this not a current factor negatively impacting retention of employees. It is not really an issue of concern that currently impacts the actual retention of employees.

6. NARRATIVE SURVEY RESPONSES GENERALLY INDICATE SUPPORT FOR THE QUANTITATIVE DATA.

In addition to the quantitative data captured in the survey's 22 forced choice agree/disagree questions and the question regarding "ranked reasons for leaving," employees were asked to provide narrative response to two questions:

- What other things could be accomplished to improve recruitment and retention?
- What is the single highest priority to address as it relates to retaining the PSC staff?

As it relates to the things that could be accomplished to improve recruitment and retention, a variety of suggestions were offered including better compensation; improved training; dedicating recruitment resources toward job fairs, colleges and schools; more job flexibility (e.g. schedules); and improved recognition through monetary or other rewards. In brief, a number of important suggestions were offered, however there was no clear consensus.

Conversely, in regard to the question of the single highest priority to address to impact retention, a more consistent perception was noted. Nearly three out of four respondents chose as the top priority various supervisory, management and communication issues that require resolution. To ensure continued anonymity,

narrative responses to these issues are not being presented verbatim. Rather, the sentiments expressed, while attempting to preserve the language of the respondent, are summarized below.

- Unprofessional behavior of the command staff.
- Supervisors and managers have a poor reputation.
- Treat employees with respect.
- Change in administration (too top heavy).
- Better interpersonal communication.
- Director should be present full-time not part-time.
- Introduce business and ethics classes for supervisors.
- Reorganization of management.
- Chain of command is not followed.
- Big discrepancy between management and dispatchers.

It should be noted that there were a proportion of positive comments noted in the narrative responses. In the large majority of instances, however, there is a clear linkage between the priorities reflected in the quantitative responses to the survey when juxtaposed against the narrative, or qualitative, responses to the survey instrument: the issues regarding management, supervision and the attendant communications are collectively viewed as the single-highest priority area to be addressed to improve retention efforts.

Finally, as a component of the study, telephone interviews were conducted with staff that willingly departed PSC. Of seven persons contacted, four volunteered anonymous information. The opinion, again, was unanimous, that one of the primary

issues that PSC must face is improving the consistency in the professionalism and fairness of supervisory and management personnel in running PSC. The sentiments expressed, while attempting to preserve the language of the respondent, are summarized below.

- There is a lack of respect for management.
- If there is a complaint, the contract agency is always right; employees don't have a feeling of being supported by PSC supervisors/managers.
- Leadership was expressed as a "do as I say, not as I do" supervision and management style.
- Supervisors allow, or participate in, unprofessional behavior on the Dispatch floor including "shouting matches" across the room and inappropriate discussion of personal matters.
- Too many supervisors are in specialty positions and work-from-home positions, when line dispatchers/supervisors have difficulty getting breaks/meals; and must work a significant amount of overtime.
- Favoritism showed by supervision and management to some people.

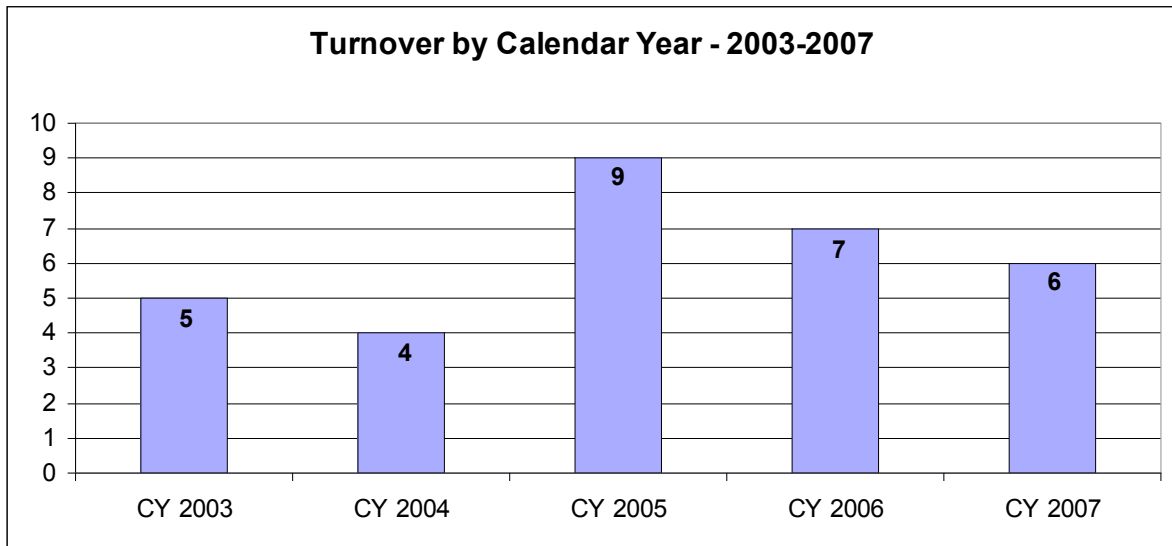
In conclusion, there is strong evidence to suggest important management and supervisory issues at PSC deserve resolution. Some of these resolutions may be relatively simple to implement. By example, it was noted by management, in relation to the "contract agency is always right" comment above, that, "Employees are made aware of customer inquiries that are validated by an investigation. They are, however, rarely if ever made aware of inquiries that are returned to the customer agency as unfounded". Quite simply, this perception could be addressed by notifying dispatchers of the results of all inquiries. Other management and supervisory steps to resolve issues are discussed in the following section.

7. EMPLOYEE'S PERCEPTIONS REGARDING EMPLOYEE RETENTION FACTORS.

The scope of this study was not intended to focus on organizational behaviors within PSC. A comprehensive analysis of the human resource elements operating within the Department is beyond the scope of this report. Nevertheless, it is clear, from a retention standpoint, that management, supervisory and teamwork-related issues are perceived to be at the heart of PSC's retention issues. These perceptions, when also considering the overwhelmingly negative response to the question, "The County views PSC as a high priority within the County structure", are internal factors that must be addressed. These issues, however, must first be placed into context.

(1) Turnover at PSC is Below National Standards and Comparatively Average with Other Dispatch Agencies in the Region.

Data were provided since July of 2002 relative to Department turnover. In sum, 34 staff left the Department, of which 30 (88%) resigned for various reasons. Three individuals retired and one was terminated for cause. Only two of the positions leaving were classifications other than dispatcher. As shown by the following graph, resignation turnover in any given year is irregular compared to a five year trend.



Turnover often occurs in the early stages of a career at PSC, and far less often after five years of service as shown in the table below.

Turnover by Tenure – CY 2003-07

Turnover Period	Number Resigned 2003-2007	% Of Total
Less Than 18 months Tenure	13	44%
18 months to 5 years Tenure	10	33%
More than 5 years Tenure	7	23%

When evaluating the magnitude of turnover, PSC has a 12% per annum turnover rate – below the national average for dispatch positions of 17-18%. Further, when compared to other agencies in the region (as discussed in a later chapter), those agencies reporting turnover ranged from a low of 4% per year to 18% per year with the “average agency” experiencing 11% annual turnover.

In regard to retention efforts, the outcome of less or more turnover is the ultimate objective. Clearly, PSC is not suffering from excessive turnover as evidenced by the multi-year data. This is not to undervalue the importance of addressing any retention

issues; rather, it is intended to demonstrate that current PSC retention issues are not leading to comparatively exorbitant turnover.

(2) Employees' Perception of Management Issues Negatively Impacting an Organization is Commonplace, But It Is Also Perceived as Important to Resolve.

According to an extensive survey performed by the Hay Group – an international consulting firm dedicated to organizational re-structuring – 2,800 members of various technology, communications, health, financial services and manufacturing were questioned regarding the gap between what employees felt was the ideal working climate compared to what was actually being experienced by the employee. The following results are noted:

- As much as one-third of an organization's performance was dependent upon the creation of a positive working environment.
- Six out of ten leaders failed to create a positive working climate.
- More than four out of ten leaders actually created a de-motivating climate for staff. One out of six was able to create a "neutral" working environment.
- Less than one-quarter of the leaders were able to create a "high-performance" environment.

These results are in addition to other important research on employees performed by Towers Perrin of 85,000 people working in 16 countries. This research suggested:

- The vast majority of employees surveyed are only moderately engaged in their workplace with fully 25% actively disengaged.
- A common theme of the survey was that staff wishes to contribute more but their leaders and supervisors "unintentionally put obstacles in their paths."
- As it relates specifically to respondents in the United States, the study indicated, "Employees are frustrated and skeptical about both their senior leadership and their employment deal. They don't think they've seen enough in terms of pay

raises, incentives or other rewards for their contributions – despite hearing lots of talk about 'pay for performance.' What's more, this perception is also creating retention risks. Fifty-five percent (55%) of U.S. respondents are called 'passive job seekers' open and vulnerable to other job offers.”

Based on these data, employee concerns with management, and the negative impacts related to such concerns are an international problem. Clearly such concerns have an impact on the effectiveness of an organization and job retention. Although the issues identified by PSC staff are not unique, they are very important and require resolution to ensure the highest-performing PSC organization dedicated to improving retention and minimizing turnover.

(3) The County and PSC Should Understand Eight Important Factors Regarding Employees Remaining Engaged in the Workplace.

Reiterating, PSC employees identify management and supervision as the highest priority issue to address to improve retention. Additionally, employees almost universally believe that the “parent organization” – San Mateo County – does not view PSC as a high priority in the overall County structure. This is a critical retention backdrop that deserves focused attention. From 2002 to 2006 twelve major studies had been completed internationally on effectively engaging employees in the workplace and addressing their concerns. The intent, of course, is to improve productivity, morale, and retain quality staff. Referred to as “employee engagement,” this term is summarized as follows: “A heightened emotional connection that an employee feels for his or her organization, that influences him or her to exert greater discretionary effort to his or her work.” This definition is further characterized by eight “engagement drivers” that ultimately reflect what is desired to ensure employee engagement. These eight drivers have been supported by The Conference Board, the pre-eminent business

membership and research organization, best known for the Consumer Confidence Index and the Leading Economic Indicators. The eight employee engagement drivers are:

- **The presence of trust and integrity** – how well managers communicate and 'walk the talk'?
- **The nature of the job** – Is it mentally stimulating day-to-day?
- **The relationship with one's manager** – Does the employee value his or her relationship with his or her manager/supervisor?
- **The line of sight between employee performance and organization performance** – Does the employee understand how their work contributes to the organization's performance?
- **The relationship between coworkers and/or team members** significantly influences one's level of engagement.
- **The pride about the organization** – How much self-esteem does the employee feel by being associated with their agency?
- **The career growth opportunities** – Are there future opportunities for growth?
- **Employee development** – Is the organization making an effort to develop the employee's skills?

As a component of the various studies discussing employee engagement, key findings included the fact that larger companies are more challenged to engage employees than are smaller companies. Furthermore, employees under age 44⁷ rank "challenging environment/career growth opportunities" much higher than do older employees, who value "recognition and reward for their contributions." Interestingly and of critical import, all studies, all locations and all ages agreed that ***the direct relationship with one's manager is the strongest of all drivers***. As noted, many of these key drivers for employee engagement are ultimately areas of concern for PSC

⁷ Which represent approximately eight out of ten PSC staff.

staff. Beyond the management and supervision issues noted, the observation that “unprofessional behaviors, such as excessive criticism among staff” was regarded as problematic is in direct contrast with the employee engagement driver: “the relationship between co-workers and team-members.”

In sum, the PSC has internal factors related to management, supervision and work environment that are perceived as impacting retention. These observations are in direct contrast with many employee engagement drivers which, if perceived positively, result in additional productivity, higher morale and improved retention. Therefore, it is contingent upon PSC and the County to create an environment that effectively addresses these employee drivers. Again, elaborating upon human resource and organizational environment solutions is beyond the scope of this recruitment and retention study. Yet practically speaking, it is a core issue that must be addressed.

Given the project team’s analysis, we recommend that a facilitated effort be engaged by the County and PSC to address, between management, supervision and staff, the eight key drivers noted in this report. Objectively and candidly addressing these drivers, with the objective to ensure a positive perception regarding these drivers is in place with as many of PSC’s employees as possible, should be defined as a critical goal for the organization to improve productivity, morale, and retention.

Recommendation: Conduct a facilitated series of meetings between management, supervision and staff to address issues relating to employee training, supervision, responsibility, accountability and engagement in the workplace. The goal of addressing these issues is to increase productivity, morale, and improve the retention of quality employees.

(4) Employees Must Take Accountability for Being a Major Participant in Workplace Issues and Strive to Enhance the Environment Through Team-based Efforts.

No organization operates in a management and supervisory vacuum. The inter-relationship between all staff, not only supervisor/manager to line personnel but colleague to colleague as well, is a critical contributor to an agency's environment and a strategically important variable in the success of any recruitment and retention programs. As noted in the above drivers, "the relationship between co-workers/team members" is very important to ensure employees remained engaged in the organization to have a positive impact on morale. Dissension in the employee ranks, and a perpetuated environment of criticism and complaint, is not a strong foundation upon which to build future change. Consequently, all agency personnel, line staff and above, should strive to adjust attitudes with the intent of creating positive change for the future. If general consensus can be obtained as it relates to moving in a positive direction, and attitudes can reflect this, then the work environment will improve just as a result of changes in behaviors. As line employees always represent the bulk of an organization, the importance of their participation in creating a positive environment cannot be understated. Therefore, employees must take accountability for assisting with the successful implementation of the key drivers, noted above.

Recommendation: Line staff should enthusiastically participate in a review and discussion of the key employee engagement drivers and help create momentum by reflecting positive changes in attitude while in the work place.

(5) Regular In-Service Training is an Important Component of Employee Retention and Providing for Professional Development.

The in-house training academy and subsequent "on the floor" training provided for new employees is consistent and effective. Additionally, employees are provided

additional training when moving from a law assignment to a fire/EMS dispatching position. PSC also has an established goal of 3 hours of in-service training per month, rotating between law, fire, and EMS (3 hours law training one month, 3 hours fire training the following month, then 3 hours of EMS training the third month). A dispatcher who is only trained in law dispatching would only go to law in-service training for 3 hours every quarter, or 12 hours per year. A cross trained dispatcher would typically attend training every month. A dispatcher attending all training sessions in a year would receive 36 hours, a good amount of in-service training (an average line dispatcher may only get 18 hours per year, which is still more than many public safety dispatching agencies provide). However, PSC has not regularly been providing the monthly in-service training due to staffing shortages. The training records for employees, showing the amount of in-service training received, were not available.

Dispatchers trained as Emergency Medical Dispatchers need to receive 24 hours of in-service training every two years to maintain their certification. PSC is accredited by the National Academy of Emergency Medical Dispatch and is committed to providing this in-service education to maintain their certification. In addition to this 24 hour mandate, dispatchers at PSC should also receive in-service training in general fire and law dispatching topics. PSC Dispatchers who are not EMD trained should receive a reasonable amount of training, at least 12 hours per year, to maintain and improve their job skills.

In-service training should also be used to for other relevant and related training topics, including regular supervision and leadership classes. San Mateo County

recently revitalized their internal training program, and the training classes are available to PSC employees.

The staffing shortages that led to reduced in-service training is a valid reason to postpone training, but only for a short period of time. The project team acknowledges that requiring employees to work additional OT hours to allow other employees to attend training is problematic. The scope of work for this project does not include a staffing component; however, in-service training is a critical component of maintaining and developing a professional staff and organization; and to accomplish this objective sufficient staff must be available to allow dispatchers time to attend training.

Recommendation: Provide in-service training so that employees receive a minimum of 12 hours per year, and as practical provide a total of 32-40 hours per year of training on a variety of topics.

(6) Provide Basic and Annual Supervisory/Management Training.

In many industrial, technical and blue-collar fields, the vast majority of supervisors and managers have been promoted largely as a result of demonstrated technical expertise, commitment to the agency, work ethic, etc. For these staff, relevant and sufficient supervisory and managerial training to augment their professional skill sets is often lacking. In essence, many types of organizations have failed to adequately prepare their supervisors and managers to effectively transition from a staff position to a professional supervisory/managerial role. Data suggest that PSC is no different, with limited year-to-year training being provided of sufficient length, depth and breadth to strongly influence supervisor and manager's skill sets. The project team believes that given perceptions in PSC, there will be significant benefits derived by providing PSC

supervisors and managers with on-going professional training to bolster their knowledge, skills and abilities.

Recommendation: Provide 40 hours of supervisory/management training for new employees in these positions (and continuing training of 8-12 hours annually); consisting of such topics as conflict resolution, ethics, workplace diversity, performance management, counseling.

(7) Consider Implementing Annual 360-degree Reviews of All Management and Supervisory Staff.

Over the last several years the notoriety of performing annual 360-degree performance reviews of personnel throughout various professions has increased. In brief, a 360-degree review is conducted not only by a supervisors/managers direct report, but also subordinate staff. Although a 360-degree review can be deemed controversial, literature typically suggests that such a review, if performed with appropriate controls and diplomatic candor, can positively impact leaders' professional growth, career, and ultimately the organization's success. A 360-degree review is designed to obtain feedback from various key perspectives – both direct reports and subordinates – on a supervisor/managers' competencies in various areas such as communication, relationships, leadership, and development of others. Ultimately, through these measures, development plans are assembled to enhance skills and lead to progress in professional growth.

Given the perceptions noted in this report, the project team believes that a closely monitored 360-degree annual performance review program would ultimately be beneficial in helping to address various PSC organizational issues. Clearly this program would have to be developed, supported and monitored by the County's Human Resources Department. The ultimate intent of the 360-degree program is to improve

the professional development of supervisors and managers, leading to increased organizational effectiveness and ideally improved retention.

Recommendation: Consider implementation of a 360-degree annual performance review program for PSC supervisors and managers.

(8) Re-visit the Current PSC Organizational Structure and Methods for Promotion.

Currently PSC has three Operations Manager positions of which only one manager actually holds this classification. Two of the positions are elevated Shift Supervisor classifications receiving a 10% pay differential. Although a review of the PSC organizational structure is beyond the scope of this report, the outcome of the current organizational structure and the method by which it was developed has led to some significant levels of employee questioning. During the course of the engagement the perception was noted that the current organizational structure and the supervisors and managers presently in positions were, in part, a product of favoritism. It was further indicated that this can be partially demonstrated by the fact that some shift supervisors have been promoted to Operations Manager classifications that do not exist. Further, it was suggested these promotions were not done in an effective competitive process.

Although the project team did not independently validate PSC promotion processes and the related decision-making, there is a perception, noted repeatedly, that the promotion process and organizational structure has been tarnished, further exacerbating some of the management and supervisory issues noted previously. The project team assumes that the current organizational structure has been developed based on operational need, and therefore recommends the County take the necessary steps to formally approve two additional Operations Manager classifications, and that

those classifications be filled based on the County's Human Resource Department selection and promotion protocols.

Recommendation: Ensure the current PSC organizational structure is appropriate; and if so, formally adopt two additional Operations Manager classifications (upgrade of two existing Supervisor positions), filling those classifications through the County's testing and selection process.

8. IMPROVING EMPLOYEE RECRUITMENT AND RETENTION BY ADDRESSING FACILITY SHORTCOMINGS.

Through observation, the interview process and the feedback obtained in the employee survey, the issue of PSC's facility is an important factor impacting both retention and recruitment. Members of the project team toured the facility and spent considerable time there. In our personal experience nationwide, having visited hundreds of dispatch centers, the quality of the facility is important. Concerns regarding temperature, odor, sharing of bathrooms with the general public (e.g., jury members), lack of a formal break room, etc., were repeatedly noted by PSC staff. Yet, unlike management, supervision and teamwork issues that are time consuming to address but generally does not have a significant fiscal impacts, resolving the facility issue has significant financial consequences for the County.

The cost of building a new facility or remodeling a current County-owned building to house an emergency service provider, such as Office of Public Safety Communications or the Sheriff's Office, is significantly more expensive than office space for other County non-emergency functions. This is due to the California building code requirements for buildings that house essential services such as a communications center, police station, fire station, or emergency operations center. The California legislature passed a bill called the "Essential Services Buildings Seismic Safety Act of

1986” enacting Sections 16000-16023 of the Health and Safety Code. The stated intent of the legislature said that “essential services buildings, which shall be capable of providing essential services to the public after a disaster, shall be designed and constructed to minimize fire hazards and to resist, insofar as practical, the forces generated by earthquakes, gravity, and winds.” The law further states that an essential services building is “any building a portion of which is used or designed to be used, as a fire station, police station, emergency operations center, California Highway Patrol office, sheriff’s office, or emergency communication dispatch center.” This also applies to the nonstructural components of these buildings.

As a result of this legislation, stricter building location, design and structural standards must be met for all essential services buildings. For San Mateo County, the buildings that are required to meet these standards include the Public Safety Communications Center, the Sheriff’s Office, and the Emergency Operations Center. The requirements of this law apply to new construction as well as improvements to any existing structures should one of these essential services choose to occupy an existing facility. In essence, should any essential services organization re-locate, by law, it must move to a facility meeting the necessary prerequisites. It is extremely likely that PSC’s current dispatch facility does not meet these guidelines.

The cost of essential services new construction is approximately \$550 per square foot for construction costs, as of March 2008. This does not include land costs, design/engineering costs, project management and inspection costs for the facility.

Given the multi-million dollar costs of an essential services facility, constructing a new dispatch center for the sole purpose of improving recruitment and retention would

not be practical or pass the muster of a cost/benefit analysis as estimated costs near \$4.5 million for the facility alone⁸. Recruitment and retention benefits should be considered a secondary bonus to other reasons for constructing a new facility. Despite this, the project team believes there is important evidence for the County to strongly consider a new dispatch facility.

A space needs assessment, capital improvement project and asset management review is well beyond the scope of this study. However, the County should have a formal risk assessment included during project planning identifying the priority of the project based on this risk assessment. Briefly, one (of many) tools used is a Risk Assessment Matrix with probability and consequence of failure on each axis. This is shown in the following table:

Risk Assessment Matrix

Failure Rate & Consequence	Very Low Probability	Low Probability	Moderate Probability	High Probability	Extreme Probability
Very Low Consequence	1	2	3	4	5
Low Consequence	2	4	6	8	10
Moderate Consequence	3	6	9	12	15
High Consequence	4	8	12	16	20
Extreme Consequence	5	10	15	20	25

This matrix reflects an attempt to weight the probability of asset failure with the consequence of asset failure. These risk assessment figures can then be juxtaposed against other variables, such as costs of the project, to determine a relative rank-order

⁸ Current facilities and offices across the street represent 5,431 square feet. Assuming a 50% increase for restrooms, break room, growth, etc., an estimated 8,100 square foot facility is needed. At \$550 per square foot, a realistic cost of a new dispatch facility that meets the public safety “essential services” construction standards, the construction cost is an estimated \$4.45 million.

of what projects should proceed before others based upon important factors that ultimately impact service delivery to the County.

While the probability of failure due to earthquake or other natural disaster is relatively low, the consequence of failure is extreme. The following Countywide public safety organizations rely on PSC for emergency dispatch communications and coordination.

Agencies Served by Public Safety Communications

San Mateo County Sheriff's Office	East Palo Alto Police Department
Half Moon Bay Police Department	Millbrae Police Department
Broadmoor Police District	AMR / San Mateo (aka Baystar Medical Services) 911 Paramedic Ambulances
Woodside Fire Protection District	Half Moon Bay Fire / Point Montara Protection District
Redwood City Fire Department	Belmont San Carlos Fire Department
Menlo Park Fire District	CDF / County Fire
Brisbane Fire Department	Burlingame Fire Department
Daly City Fire Department	Colma Fire Department
Foster City Fire Department	Hillsborough Fire Department
Millbrae Fire Department	Pacifica Fire Department
San Bruno Fire Department	San Mateo Fire Department
Peninsula Humane Society	South San Francisco Fire Department

Given the number of service recipients PSC provides service for, service outage as a result of natural or other disaster at the PSC facility can result in a Countywide public safety communications emergency of potentially catastrophic consequence. And although there are contingencies for the main dispatch center's failure, these contingencies cannot mitigate the outcome of an unserviceable dispatch facility. As a result, beyond the issues associated with the facility environment, recruitment and retention concerns noted, based on advanced asset management risk assessment strategies the County should rank a new dispatch facility as a high capital improvement priority.

Recommendation: Conduct a formal risk assessment on a new dispatch center as part of capital improvement program planning. Include this risk assessment, as part of other decision-making variables, to help determine the feasibility of constructing a new dispatch center for PSC.

Recommendation: Upon performing this CIP risk assessment and decision-making effort, definitively inform PSC staff of the near and long term plans for a new dispatch facility based on formal capital improvement program plans. Identify probabilities associated with constructing the new facility and threats to completion of the facility within a given timeline.

5. EXTERNAL FACTORS IMPACTING RECRUITMENT AND RETENTION

External factors impacting recruitment and retention are largely those related to the competitive marketplace – the availability of potential quality employees and the ability of PSC to effectively compete for new and existing staff with other regional dispatch agencies. An ability to compete is an important component in any organization’s recruitment and retention efforts, particularly in professions that are hard to fill.

As part of the recruitment and retention needs study for San Mateo County, the Matrix Consulting Group conducted a comparative survey. The survey focused on several characteristics of recruitment, staffing and fringe benefits. The following nine communities were picked for the comparison purpose:

- Contra Costa County
- Marin County
- Monterey County
- Santa Clara County
- Santa Cruz County
- City of Palo Alto
- City of Redwood City
- San Jose Fire/EMS and San Jose Police
- City of Sunnyvale

These organizations were selected for their comparative characteristics, regional location, and was done in consultation with the Steering Committee. The sections, which follow, provide an analysis of the survey results.

1. STAFFING LEVELS.

The project team gathered information about the staffing levels for the surveyed communications centers. The following table presents the total number of communications personnel, line dispatchers, supervisors, and managers. The surveyed communities were also asked if their supervisors were ‘working supervisors’. The following table presents a summary of information gathered.

Comparative Staffing Characteristics

Agency	Total Staff	Line Dispatchers	Line Supervisors	Supv. to Dispatcher Ratio	Are the Supv. ‘Working’ Supervisors?	Operations Supv., Mgr., Etc.	Mgrs.
San Mateo PSC	56	41	4	10.3	Yes, 4 shift; 2 office Admin. positions	3	1
Marin County	46	35	6	5.8	Yes	3	1
Monterey County	78	45	10	4.5	Yes	4	1
Santa Clara County	120	72	15	4.8	Yes	5	1
Santa Cruz County	58	42	3	14.0	No	2	1
Contra Costa County	56	48	7	6.9	Yes		1
Palo Alto	22	16	4	4.0	Yes		1
Redwood City	12	10	1	10.0	Yes		1
San Jose Fire / EMS	43	28	7	4.0	No (Control Supervisors)	3	1
San Jose Police	164	138	13	10.6	No	8	1
Sunnyvale	21	14	4	3.5	Yes, 4 shift; 2 office Admin. positions	0	1

Highlights from an analysis of the data include the following:

- The number of communication personnel ranges from a low of 12 in Redwood City to a high of 164 at the San Jose Police Dispatch Center. The average number of communication personnel is estimated at 62.
- The number of line dispatchers ranges from a low of 10 in Palo Alto to a high of 138 at the San Jose Police Center. The average number is estimated at 45.
- The project team developed a ratio of the number of dispatchers per line (floor) supervisor. The ratio ranges from a low of 3.5 in Sunnyvale to a high of 14.0 in Santa Cruz County. The high ratio of dispatchers per supervisor in Santa Cruz County can be associated with the fact that their supervisors are not working supervisors.

The majority of the respondents reported having one manager. Due to the different sizes of the comparable agencies, the number of dispatch personnel differs significantly.

2. SPECIALIZATION/WORK SCHEDULES.

The project team requested various data regarding specialization and work schedule. The table below provides details for the responding Agencies.

Comparative Specialization and Work Schedules

Agency	Cross-trained?	Work Schedule
San Mateo PSC	Specialize, optional to cross-train	12 hour shift
Marin County	Cross-trained	12 hour shift
Monterey County	Specialize, 4 dispatchers are cross-trained	12 hour and 8 hour shifts (2+2)
Santa Clara County	Specialized in Fire/EMS and 11 cross-trained	10 hour shift
Santa Cruz County	Cross-trained	10 hour and 12 hours shifts (picked by seniority)
Contra Costa County	Law Only	8,10 and 12 hour shift
Palo Alto	Cross-trained	11 hour shift (4-11)
Redwood City	Specialize, law only	12 hour shift
San Jose Fire / EMS	Specialize in Fire	9 shifts in 2 weeks (a 9/80 plan)
San Jose Police	Specialize in Law	11 hour shift
Sunnyvale	Cross-trained	11 hour shift

Highlights from an analysis of the data include the following:

- Among the surveyed communities, four agencies are fully cross-trained (Marin County, Santa Cruz County, Palo Alto and Sunnyvale). On the other hand Monterey County has 4 and Santa Clara has 11 dispatchers that are cross-trained.
- Redwood City, Marin County, Contra Costa County and Santa Cruz County offer 12-hour shift schedules. Monterey County provides two 12-hour shifts and two 8-hour shifts per week. Contra Costa County provides the most variety by offering 8-, 10- and 12-hour shifts. The 11-hour shifts are being utilized in Palo Alto, San Jose Police and Sunnyvale.

The majority of the surveyed agencies are specialized in either law or fire, and not cross-trained.

3. RECRUITMENT.

The project team asked the surveyed agencies where and how they recruit for new Dispatchers. The following table summarizes the responses.

Comparative Recruiting Practices

Agency	Recruiting (Where and How?)
San Mateo PSC	Online, magazines, newspapers
Marin County	Online, college campuses, POST academy
Monterey County	Online (helpwanted.com, local job, fairs, newsletters, magazines)
Santa Clara County	Done by HR, local ads, magazine
Santa Cruz County	Locally, monster.com, santacruz.com
Contra Costa County	Newspapers, Craigslist, online sources, County's website
Palo Alto	Online, City's website
Redwood City	Online, City's website
San Jose Fire / EMS Dispatch	Online sources, magazines
San Jose Police	City and PD website, POST, Craigslist
Sunnyvale	Newspaper, online, job fairs

The most utilized source of recruitment is online posting on either the County or City's website. Many of the responding agencies also reported using newspapers and publications. Several of them expanded their recruitment efforts to include Craigslist, other websites, job fairs, and the like. In comparison to other agencies, PSC is not

taking full advantage of the various recruitment tools available. This will be discussed further in the best practices chapter.

4. STEPS IN THE HIRING PROCESS.

The agencies were asked to provide data regarding the steps and length of the hiring process. The following table presents a summary of the information gathered.

Comparative Hiring Process

Agency	What are various steps in the hiring process?	How long does the hiring process take?
San Mateo PSC	1.Apply, 2.POST test, 3.Interview with dispatch supervisory panel, 4.Interview with dispatch peer-to-peer group, 5.Background, polygraph, 6.Psych. test & interview, 7.Medical, 8.Director Interview, 9.Job Offer.	4-6 months, continuous recruitment
Marin County	1.Apply, 2.POST test, 3. Background Investigation, 4. Interviews, 5. Psych. and Medical, 7. Job Offer.	6 months
Monterey County	1.Apply, 2.POST test, 3.Orals, 4.Department Interview, 5. Mandatory Sit-Along, 6.Conditional Job Offer, 7.Background Investigation, 8.Pre-Psych Test, 9.Psych. Evaluation, 10.Medical, 11.Job Offer.	3 months
Santa Clara County	1.Apply, 2.Typing Test, 3.POST test, 4.Interviews, 5.Background Investigation, 6.Psych. and medical, 7.Job Offer.	6 months
Santa Cruz County	1.Apply, 2.Performance Test, 3.Personal History Statement, 4.Background Investigation, 5.Sit-Along, 6.Peer/Supervisor Review, 6.General Manager Interview, 7.Job Offer.	4-5 months
Contra Costa County	1.Apply, 2.POST test, 3.Oral Board, 4.Ranking List (top 85% are chosen), 5.Background investigation, 6.Psych. Evaluation, 7.Medical, 8.Job Offer.	2-3 months
Palo Alto	1.Apply, 2.POST test, 3.Oral Board, 4.Interview, 5.Background, 6.Medical and Physical, 7.Job Offer.	3 months
Redwood City	Hire laterals only. 1.Post online ad, 2.Panel interview, 3. Background Investigation, 4.Job Offer	4-6 months
San Jose Fire / EMS	1.Apply, 2. Written Test, Personality Test, 3. Computer Practical Exam, 4. Oral Board, 5. Background, 6. Psych. and medical, 7.Hiring board interview, 8.Job offer.	6 months
San Jose Police	1.Apply, 2.H/R department review, 3.POST test, 4.Optional orientation, 5.Oral interviews (put in band), 6.Background, 7.Psych. & medical, 8.Interview with hiring board, 9.Job offer.	6 months
Sunnyvale	1.Apply, 2.Written test, 3.Oral Interview, 4. Background Investigation, 5.Psych. & medical, 6.Job Offer.	4-6 months

The hiring process is similar in all agencies with two exceptions: Redwood City only hires laterals and as a consequence has a minimal recruitment process. Secondly, San Mateo County is the only agency performing a polygraph test. The majority of the surveyed dispatch centers reported that their hiring process takes anywhere from 4-6 months. On the other hand Contra Costa County, Monterey County and Palo Alto reported that their hiring process is 2-3 months long. Consequently, there is potential opportunity to accelerate the hiring process.

5. FORMALIZED DISPATCH TRAINING PROGRAM.

The survey asked respondents if they utilize any kind of formalized dispatch training program. The comparative responses are provided in the table below. All agencies have a formalized training program and send their personnel to the required three weeks POST Dispatcher Academy.

Comparative Dispatcher/Call-Taker Training

Agency	How Long is Training?
San Mateo PSC	9 week in-house academy, 3 months on floor for call taker & law; additional months for fire & EMS
Marin County	14-16 weeks for call taker, start dispatching after 10 months
Monterey County	3 weeks in house, 3 weeks in academy and 12 weeks of call taking
Santa Clara County	In house 6 week academy, then working with trainer, overall about 9 months
Santa Cruz County	3 weeks academy, 6 months on the floor
Contra Costa County	3 weeks academy, 9-10 months training
Palo Alto	8-10 months training on the floor
Redwood City	2-3 months training on the floor (only take laterals)
San Jose Fire / EMS	9-11 weeks classroom, followed by call-taking, and sitting along with trainer, approximately 10-12 months overall
San Jose Police	10-13 weeks classroom, about 11 months overall
Sunnyvale	7 months on the floor

All dispatch agencies reported to have some form of formalized dispatch training program. The average length of the training program is somewhere between 8-11 months. Redwood City has a truncated training program since they only hire laterals. In

sum, all comparable dispatch agencies offer relevant training that should not impact recruitment and retention efforts in any of these organizations.

6. LATERALS.

The communication centers were asked if they have been able to attract lateral dispatchers from other agencies. They were also requested to list the reasons why they were able to attract them. The following table presents a summary of the information gathered.

Comparative Successful Recruitment of Laterals

Agency	Have you Been Able to Attract Lateral Dispatchers from Other Agencies? If Yes, Which?	Reasons for Attracting Laterals
San Mateo PSC	Some, Roseville, Union City, Brisbane	Salary, job challenge
Marin County	Only a few in the last 10 years	N/A
Monterey County	No	N/A
Santa Clara County	A few (Colorado, no locals)	Salary
Santa Cruz County	No	N/A
Contra Costa County	In the past, not recently	N/A
Palo Alto	Yes, neighboring agencies	Benefits and Schedule
Redwood City	Yes, only take laterals	Salary
San Jose Fire / EMS	Yes, local area	Fire/EMS only, which attracts some dispatchers
San Jose Police	No	N/A
Sunnyvale	Yes, San Carlos, Redwood City, Mountain View, San Jose, Santa Clara Co.	Salary

Among the surveyed communities, in addition to PSC, Palo Alto, Redwood City, San Jose Fire/EMS and Sunnyvale reported that they have recently attracted lateral dispatchers from other agencies. The main reason for attracting laterals is higher salary.

7. WORK ENVIRONMENT/ COMMUTE.

The project team asked questions about facility and commute time being an advantage or disadvantage. The table below summarizes the responses received.

Comparative Impact of Facility and Commuting

Agency	Work Facility, a Benefit or Disadvantage?	Commute Time, a Benefit or Disadvantage?
San Mateo PSC	Disadvantage	Yes, an issue
Marin County	Advantage	Not an issue
Monterey County	Advantage	Not an issue
Santa Clara County	Advantage, great facility and great location	Not an issue
Santa Cruz County	Great new facility, but still not an advantage	Not an issue
Contra Costa County	Advantage	Not an issue
Palo Alto	Advantage, brand new facility	Not an issue, even though they have several commuters
Redwood City	Advantage	Not an issue
San Jose Fire / EMS	Advantage, up-to date furniture and equipment	Not an issue
San Jose Police	Advantage, nice break room	Not an issue, even though they have quite a few with 1.5 hour commute time
Sunnyvale	Advantage, great facility	Not an issue, approximately 40% commute for more than 1 hour

The majority of the responding communities have up-to date facilities that may present an advantage in their recruitment and retention process, particularly when compared to PSC’s dispatch center. Oddly however, Santa Cruz County reported having a “great new facility” and perfect location, but these factors were not perceived by those interviewed as beneficially contributing to the recruitment and retention process (a study was done before new facility was constructed and it showed that it should be an advantage, but after five years results indicate it does not make any difference). With the exception of the perceptions noted by PSC staff, all comparative agencies also noted that commute time was not an issue.

8. REASONS FOR LEAVING

The agencies were asked to list main reasons why veteran dispatchers voluntarily leave the organization. The table below summarizes these results.

Comparative Reasons Why Staff Leave the Organization

Agency	Reasons Dispatchers Leave Organization
San Mateo PSC	Retirement, commute, working environment, salary
Marin County	Retirement, other non-field-related jobs
Monterey County	Retirement, moving to a different city or state
Santa Clara County	Retirement, career change
Santa Cruz County	Retirement, moving
Contra Costa County	Promotion to a supervisory position
Palo Alto	Supervisory or management position
Redwood City	Retirement
San Jose Fire / EMS	Retirement
San Jose Police	Supervisory position
Sunnyvale	Move out of the area

Retirement was listed as the number one reason why veteran dispatchers leave the organization. Some personnel left because they moved to a new area or they got a better position (supervisory or management) at some other agency. PSC indicated there were other reasons for staff departures that were not consistent with the comparative agencies.

9. TURNOVER RATES.

The communication centers were asked to report their turnover rates for the last four year. The table below summarizes the turnover rates for 2004, 2005, 2006, 2007 and its average value. The following table is noted:

Comparative Turnover

Agency	2004	2005	2006	2007	Average	Average %
San Mateo PSC	4	9	7	6	6.5	11.6
Santa Cruz County	8	9	6	5	7	12.1
Palo Alto	Approx. 2	Approx. 2	Approx. 2	Approx. 2	Approx. 2	9.1
San Jose Fire / EMS	2	3	1	1	1.8	4.1
Sunnyvale	1	0	1	4	1.5	7.1

Note that these numbers include personnel who left the agency and later returned. The agencies were very limited in their responses to the turnover rates and thus some are missing from the table. The San Jose Fire/EMS Dispatch Center reported having an average turnover rate of 1.8 staff per year and Sunnyvale reported average of 1.5. Palo Alto offered only an approximate turnover value. As noted previously, from a comparative standpoint, PSC is average compared to these regional agencies and below the national standard.

In summary, as it relates to various non-monetary factors, the following points of interest are noted as it relates to how PSC compares to other regional dispatch agencies. Some of these can have an impact on PSC's recruitment and retention efforts.

- San Mateo County is not significantly different than other agencies in various methods of operating, including supervision and management levels, work schedules, dispatcher training, recruiting of lateral transfers and the turnover rate.
- San Mateo County does have some difference relative to many agencies in the following categories.
 - San Mateo County is the only agency in the comparison requiring a polygraph for public safety dispatchers. A polygraph or voice-stress analysis is not a POST-required minimum selection standard and is one of the components an agency may voluntarily include as part of their recruitment process. Anecdotally, in the online dispatcher monthly magazine at <http://www.911dispatch.com>, in over 120 job listings only ten

noted a polygraph as a requirement.⁹ Despite these data, POST will be requiring some form of “truth detection” technology next year and as a result maintaining the polygraph test is appropriate.

- PSC has the only facility rated as a disadvantage when compared to the agencies in the survey as it relates to recruitment and retention. As noted in the prior chapter, this point of view is consistent with other PSC facility observations.
- The reasons for leaving PSC are noted to be generally different than personnel leaving the comparative agencies. Pay and work environment were cited as reasons in PSC whereas other reasons, such as opportunity for advancement, were noted at other agencies.

In conclusion, as it relates to non-monetary factors impacting recruitment and retention, the County, as previously stipulated, should address the dispatch center facility issue in a more global capital improvement context.

10. COMPARABLE COMPENSATORY FACTORS EXCLUDING SALARY.

The following data represents information collected from the comparative agencies as it relates to compensatory benefits excluding salary.

(1) Monetary Allowance.

The respondents were asked if their employees receive monetary allowance for various work-related practices. The following table presents a summary of the information gathered.

Comparative Monetary Allowance		
Agency	Monetary Allowance	Explanation
San Mateo PSC	No	N/A
Marin County	No	N/A
Monterey County	No	N/A
Santa Clara County	No	N/A
Santa Cruz County	No	N/A
Contra Costa County	Yes	\$76/month for uniforms
Palo Alto	No	N/A

⁹ Some job descriptions were brief, and had embedded hotlinks to more thorough job descriptions. Nevertheless, the small ratio of postings listing “polygraph required” is noteworthy.

Agency	Monetary Allowance	Explanation
Redwood City	No	N/A
San Jose Fire / EMS	Yes	\$500 for uniforms
San Jose Police	Yes	\$500 for uniforms
Sunnyvale	No	N/A

The Contra Costa County and San Jose Fire/Police both receive a uniform allowance as part of a special monetary allowance fund. Conversely, seven other agencies that include PSC do not offer a monetary allowance. It should be noted that PSC does not require the wearing of formal uniforms in the dispatch center. From a competitive standpoint, given the dollar values noted, this benefit does not offer any significant advantage from a recruitment or retention standpoint.

(2) Employee Assistance Program.

The agencies were asked if they provide an Employee Assistance Program. The responses are summarized in the table below.

Comparative Employee Assistance Programs

Agency	EAP Benefits
San Mateo PSC	Yes, employee and dependent
Marin County	Yes (managed health network)
Monterey County	Yes
Santa Clara County	5 counseling sessions/year for employee and dependant
Santa Cruz County	Yes, legal, personal problems
Contra Costa County	Yes
Palo Alto	Yes
Redwood City	Yes, 3 sessions/incident per year for employees and dependant
San Jose Fire / EMS	Yes
San Jose Police	Yes
Sunnyvale	Yes, legal, personal problems

As seen from the table above, all of the surveyed agencies provide an Employee Assistance Program. Consequently, the EAP is not a competitive advantage or disadvantage for PSC.

(3) Scheduled and Unscheduled Leaves of Absence.

The project team asked respondents to describe various scheduled and unscheduled leaves of absence offered by their organization. The following table presents a summary of the information gathered.

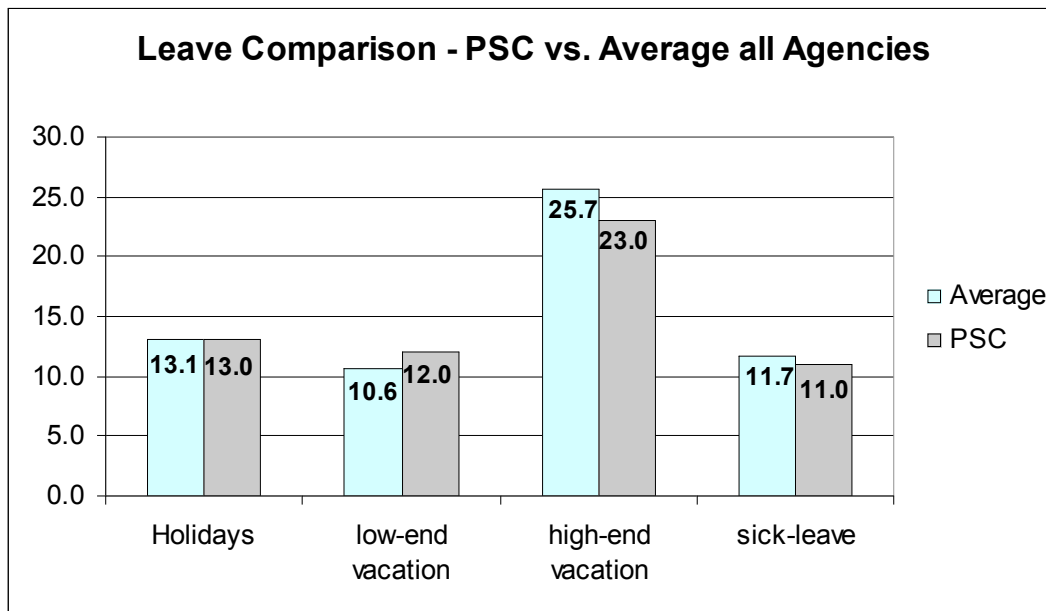
Comparative Leaves of Absence

Agency	Number of Paid Holidays (days)	Vacation (days)	Sick Leave (days)	Maximum Leave Accumulation
San Mateo PSC	13	12-23 days	11	Vacation is maximum accumulation of 2 years. No max. for sick.
Marin County	11 +4 floating	10-30 days	12	Vacation max. is 300 hours, no max. for sick.
Monterey County	11	12-25 days	10	Vacation max. is 400 hours
Santa Clara County	12	10-22 days	12	Vacation max. is 3 yrs, no limits for sick leave.
Santa Cruz County	13	11.25-25 days	12	Unlimited for vacation and sick leave.
Contra Costa County	13	10-35 days	12	Vacation maximum is 2 years, no max. for sick leave.
Palo Alto	12	10-25 days	12	Vacation max. is 3 years, max. of 1,000 hours for sick.
Redwood City	12+2 administrative	10-25 days	12	Vacation max. is 2 years, sick max. is 960 hours.
San Jose	14	10-21 days	12	Vacation max. is 2 years, no carryover limits for sick.
Sunnyvale	14	11-26 days	90 days per illness	Vacation max. is 400 hours.

Highlights from an analysis of the data include the following:

- Among the surveyed agencies Marin County reports the highest number of paid holidays, including 11 holidays and 4 floating holidays.
- The number or vacation days is consistently comparable among the agencies. The highest number of vacation days is offered in Contra Costa County and Marin County, anywhere from 10-35 and 10-30 days, respectfully. Other communication centers offer anywhere from 10-26 days.
- The number of sick days offered is 12 among all agencies except for Monterey County and San Mateo County, where dispatchers receive 10 and 11 sick days, respectively. On the other hand Sunnyvale offers up to 90 days per illness.
- The accumulation of vacation leave is usually limited to the maximum of 2 or 3 years or 300 to 400 hours. There are no carryover limits for sick leave.

- There is not a significant variation in the number of holiday, vacation and sick days offered among the comparable dispatch centers. However, based on the average of leave data collected, the following chart shows how PSC compares to the average of all agencies in the table above.



As shown by the above, from an analytical standpoint PSC can be considered overall slightly below the average when evaluating the various scheduled and unscheduled leave options. Of particular note is some of the extensive vacation time offered at Marin and Contra Costa County for long-term employees. Although the significance is not sufficiently dramatic to make an impact relative to recruitment and retention, it is an area that should be earmarked as it has potential to become a negotiable item in the future for both management as well as the union.

(4) Retirement Benefits.

The surveyed agencies were asked to provide details in regards to the retirement plan offered. The following table summarizes benefits provided.

Comparative Retirement Benefits

Agency	Retirement Plan
San Mateo PSC	County System 2% @ 55.5; employee contributes 3% for this enhanced plan; additionally contributes a percentage based on age of hire; at age 25 it is 5.97%
Marin County	County System, 3 Tiers, benefits vary depending on the hire date
Monterey County	PERS 2% @ 55, 7% employee contribution paid by county
Santa Clara County	PERS, 2% @ 55, employee contributes 3.9%
Santa Cruz County	PERS 2% @ 55
Contra Costa County	County System, 2% @ 55; exact employee contribution was not able to be calculated, but in the 8%-9% range
Palo Alto	PERS 2.7% @ 55. City pays 7% out of 8% required contribution
Redwood City	PERS 2.7% @ 55, 7% employee contribution
San Jose	City System, 2.5% @ 55, employee contributes 7.58% of the base salary and city 21.98% of the base salary.
Sunnyvale	PERS, 2.7% @ 55. City pays 7% of the employee share, 1% is paid by employees on a pre-tax basis

The most commonly offered retirement plan among surveyed communities is PERS (2% at 55), followed by PERS (2.7% at 55). The contribution paid by employee and employer ranges among the surveyed communities. Based on retirement plans that offer a defined benefit based on the highest single year compensation, the San Mateo plan (Plan 4 – for employees hired after July 12, 1997) that offers the retirement benefit based on the highest three years of compensation, will provide a lower benefit to employees than the single highest year plans. Additionally, the employee contributions to the San Mateo retirement plan (at 8.97%) is about 2% higher than the employee contributions in most of the other plans. This puts San Mateo County at a competitive disadvantage for recruiting/retention of employees regarding this important benefit. It is the project team’s opinion, based on the interviews conducted of PSC staff and the data portrayed herein, that retirement is the single-most important benefit to be addressed by San Mateo County to enhance PSC recruitment and retention. The project team further understands that in the broader context, negotiating retirement benefits ultimately does

not impact one bargaining unit but eventually impacts all. Nevertheless, the retirement benefits noted compared to other agencies may actually represent a broader competitive issue that may be evidenced throughout the County and thus may be an important issue worthy of additional research.

(5) Health and Dental Insurance.

The information about health, dental and vision insurance was obtained from the responding agencies. Note that health insurance is an extremely complicated benefit given the various plans offered at agencies, different deductibles, and different plans if dependents are included, etc. Thus, the following table presents an explanation of the information gathered, but it can only be considered a broad representation, not a precise listing of every health benefit option provided at each comparative agency.

Comparative Health/Dental Vision Benefits

Agency	Health Insurance	Explanation	Dental / Vision	Explanation
San Mateo PSC	Yes	Employer pays 90% of premium for Kaiser or Aetna; 80% of premium for Blue Shield.	Both	Employer pays 100% of premium for vision, 90% of premium for dental
Marin County	Yes	Kaiser Permanente HMO, Blue Cross Prudent Buyer Classic (PPO), Blue Cross Prudent Buyer Plus Plan (PPO)	Both	Delta Dental
Monterey County	Yes	Maximum contribution by County is \$97 per month; cafeteria style flexible benefits plan; choose employee and dependent coverage or no coverage	Both	Part of overall medical benefits plan
Santa Clara County	Yes	Employer pays 100% of the single premium for all health plans options and 100% of the family rate for HMO options (allowed plans: Kaiser, Health Net and Valley Health Plans)	Both	100% of premiums paid by employer
Santa Cruz County	Yes	Employer pays 100% of single Blue Shield premium, 90% for employee + 1; 80% for employee + 2/more	Both	100% of premiums paid by employer
Contra Costa County	Yes	Employer pays 87% of \$ equivalent of Kaiser premium through employee +2/more; employee can choose Health Net HMO or Kaiser.	Dental	Employer pays 77% of premium
Palo Alto	Yes	Employer pays for employee and dependents.	Both	Premiums paid by employer
Redwood City	Yes	Employer pays up to \$794 (Kaiser Family plan rate); can choose Blue Shield HMO, Blue Shield PPO, PERS, Kaiser; cafeteria Plan (medical, dependents, health care reimburse).	Both	Premiums paid by employer
San Jose	Yes	Employer pays up to \$451(employee +2/more dependents); can choose Kaiser or Blue Shield.	Both	Premiums paid by employer
Sunnyvale	Yes	Employer pays up to Kaiser premium of employee + 2/more (\$515/month) can choose CalPERS, Blue Shield HMO and PPO, Kaiser HMO and PPO.	Both	Part of overall medical benefits plan

All of the surveyed agencies provide health, dental and vision coverage. Contra Costa County is the only agency which does not offer a vision plan. The majority of the respondents noted that City or County provide fully paid dental and vision premiums. Santa Clara and Santa Cruz Counties and Palo Alto provide fully paid health premiums for employees. Other agencies have dollar amounts allocated to health insurance or

provide cafeteria-like plans. Health insurance benefits provided by San Mateo County appear competitive and should not be a factor in recruitment and retention strategies.

(6) Life Insurance.

The survey asked respondents if they provide life insurance for their employees and dependents. The findings are summarized in the table below.

Comparative Life Insurance Benefits

Agency	Life Insurance	Life Insurance: Dependents	Explanation of Benefits
San Mateo PSC	Yes	Yes	\$20,000 for employee, \$500 for depts., additional coverage available
Marin County	Yes	Yes	\$10,000 benefit plus 1 or 2 times salary, dependent coverage available
Monterey County	Yes	No	\$20,000, additional coverage available
Santa Clara County	Yes	No	\$25,000 benefit
Santa Cruz County	Yes	No	Up to \$50,000 benefit
Santa Cruz County	Yes	No	Up to \$50,000 benefit
Palo Alto	Yes	No	Benefit is amount equal to salary
Redwood City	Yes	No	Benefit is 1.5 times annual salary
San Jose	Yes	No	\$20,000 benefit
Sunnyvale	Yes	No	Benefit is 1.5 times annual salary, additional coverage available

All comparative agencies provide life insurance for their employees. Additional life insurance or life insurance for dependents is optional in Marin County (part of the cafeteria plan). From a comparative standpoint, San Mateo County offers reasonable life insurance; however, from a recruitment and retention standpoint, given several regional agencies offer a benefit linked to amount of salary earned, the County may wish to re-visit improving life insurance as part of a future negotiation package, particular since the costs of this benefit are generally reasonable.

(7) Long Term Disability.

The survey asked respondents if they provide Long Term Disability Insurance for their current dispatch personnel. The findings are summarized in the table below.

Comparative Long Term Disability

Agency	Long Term Disability	Explanation of Benefits
San Mateo PSC	Yes	Employer paid, maximum benefit is \$2,400 monthly.
Marin County	Yes	Up to 60% of salary in case of disability to a covered maximum.
Monterey County	No	N/A
Santa Clara County	No	N/A
Santa Cruz County	Yes	Employer paid, 66.66% of salary after 30 days.
Contra Costa County	No	N/A
Palo Alto	Yes	Employer pays \$17.50/month; Plan A maximum benefit of \$4,000/month - 66.66% of salary; Plan B maximum benefit of \$1,800/month - 60% of salary.
Redwood City	Yes	Employer paid plan provides maximum of \$3,000/month; optional plan provides maximum of 1.5 times annual salary.
San Jose	No	Optional plan, employee paid.
Sunnyvale	Yes	Employer paid, 67% of salary, up to \$7,500 monthly maximum.

The majority of the surveyed dispatch centers provide Long Term Disability coverage for their employees; however, there are some agencies that do not.

Highlights from an analysis of the data include the following:

- There are five agencies other than San Mateo County that reported having Long Term Disability insurance (Marin County, Santa Cruz County, Palo Alto, Redwood City, and Sunnyvale).
- The employer paid LTD includes anywhere from 60 to 66% of the salary, depending on the agency. Most of the agencies also indicate monthly maximums.

Given the long term disability benefit is not offered in some regional agencies, and the amount of disability provided by San Mateo County compared to other agencies, PSC is very reasonably competitive from a recruitment and retention standpoint in this benefit category.

(8) Longevity Pay.

The communication centers were asked if they provide longevity pay for their employees. The table below summarized the results based on the data obtained from the surveyed agencies.

Comparative Longevity Pay

Agency	Longevity Pay	Explanation of Benefits
San Mateo PSC	No	N/A
Marin County	No	N/A
Monterey County	Yes	5% after 25 years
Santa Clara County	No	N/A
Santa Cruz County	Yes	5% after 8 years
Contra Costa County	Yes	2.5% after 10 years
Palo Alto	No	N/A
Redwood City	No	N/A
San Jose	No	N/A
Sunnyvale	No	N/A

The longevity pay offered in Contra Costa County is 2.5% after 10 years, in Monterey County it is 5% after 25 years, and in Santa Cruz County it is 5% after 8 years. Given the majority of agencies do not offer longevity pay, San Mateo County is regionally competitive in this area as it relates to recruitment and retention. Once again, however, like life insurance, longevity pay is a potentially negotiable item with limited cost that may be offered to PSC as a competitive advantage.

(9) Incentive Pay.

The project team obtained information regarding dispatchers that receive bi-lingual pay or bonus pay for having educational degrees (BS, BA, and MS). The results are presented in the table below.

Comparative Incentive Pay

Agency	Bi-lingual or Education?	Benefits for Bonus and/or Incentive Pay	Extra Pay for Training Officer?
San Mateo PSC	Bi-lingual, cross-trained dispatchers	Bi-lingual pay \$85 to \$120, cross-trained dispatchers get 2.87%.	CTO, 5.7% above regular pay (temp. agreement)
Marin County	Bi-lingual	Either 2.5% or 5%	
Monterey County	Bi-lingual	\$42/pay period; provisional \$20/pay period	CTO, 8%
Santa Clara County	Bi-lingual	\$140/month	CTO, \$1.25 per hour
Santa Cruz County	Bi-lingual	Either 2.5% or 5%	CTO, \$1.00 per hour
Contra Costa County	Bi-lingual	\$100/month	CTO, \$200/month
Palo Alto	Bi-lingual	\$35/pay period	CTO, 5%
Redwood City	Bi-lingual	Either 2.5% or 5%	CTO, 5%
San Jose	Bi-lingual	\$58 for sign language, \$80 for written/oral	CTO, 1 step differential
Sunnyvale	Bi-lingual	\$25-\$50/month	CTO, 5%

Highlights from an analysis of the data include the following:

- The comparative agencies provide additional pay for employees that are bi-lingual. The most commonly used amount is either 2.5% or 5% of the base salary. San Mateo County’s dispatcher dollar stipend generally falls within this range.
- The majority of the responding agencies provide extra pay for training officers. The amount is 5% differential in Palo Alto, Redwood City, and Sunnyvale with other formula at other agencies.

In sum, PSC staff receive bi-lingual, CTO and cross-training compensation. As it relates to incentive pay, San Mateo County has a competitive advantage in regard to recruitment and retention.

(10) Career Development and Educational Assistance.

The survey asked respondents for a variety of information regarding the career development program and educational assistance for employees and their family members. The responses provided interesting results, which are presented in the table below.

Comparative Career Development and Educational Assistance

Agency	Career Development Program	Educational Assistance for Employees?	Educational Assistance for Family Members?
San Mateo PSC	Career planning and development	\$263-\$438 tuition per class, \$24 for books.	No
Marin County	No	50% of the tuition and other related expenses.	No
Monterey County	Prof. development stipend of \$100	Up to \$5,250 per year.	No
Santa Clara County	No	Up to \$900 per year.	No
Santa Cruz County	Training classes	Up to \$300 per year for tuition.	No
Contra Costa County	No	No	No
Palo Alto	Professional membership, conferences, fees, books, periodicals	\$1,000 per FY for tuition.	No
Redwood City	No	Up to \$500 per year for tuition, reg. fees, books.	No
San Jose	\$300 for professional fees, membership	Up to \$500 per year for career related courses.	No
Sunnyvale	No	Up to 50% of tuition for career related courses.	No

Highlights from an analysis of the data include the following:

- Among the respondents, four agencies provide some form of career development program. In Monterey County a professional development stipend is offered, where Palo Alto and San Jose offer funds for professional memberships, fees, books and periodicals.
- The Contra Costa County is the only agency that does not provide educational assistance for its employees. Other respondents have different amounts that they allocate annually towards educational assistance. They range from \$300 in Santa Cruz to \$5,250 per year in Monterey County. In Marin County and Sunnyvale, 50% of the tuition is covered by the County/City. Interestingly, like these two agencies, San Mateo County has no annual cap on tuition reimbursement, choosing instead to cap the dollar amount offered in tuition for each class.
- None of the agencies offer educational assistance for family members.

Educational assistance and career development is widely utilized among the surveyed agencies. Given the various offerings, San Mateo County is regionally competitive in this area based on the survey information.

(11) Overtime Pay.

Survey respondents were asked if their dispatchers have mandatory overtime and the amount per month assigned. They were also asked to report if overtime is paid, or if compensatory time off is provided. The following table presents a summary of the information gathered.

Comparative Overtime Pay

Agency	Mandatory Overtime?	Amount per Month?	OT \$ Paid or Comp Time Off?
San Mateo PSC	Yes	Yes	\$ or CTO
Marin County	Yes	About every other shift	\$ or CTO max. 120 hours CT
Monterey County	Yes	Approximately 25 hours every two weeks	\$ or CTO
Santa Clara County	No	N/A	N/A
Santa Cruz County	Yes	Approximately 10 hours a month	\$ or CTO
Contra Costa County	Yes	Not often	\$ or CTO
Palo Alto	Yes	Approximately 25 hours a month	\$ or CTO
Redwood City	Yes	Significant amount	\$ or CTO
San Jose Fire / EMS	Yes	Significant amount	\$ or CTO
San Jose Police	Yes	10 hours per month	\$ or CTO
Sunnyvale	Yes	Varies	\$ or CTO

All the surveyed agencies reported having mandatory overtime. Respondents were not able to provide the exact amount of overtime per month. The number generally ranged from 10-25 hours per month per employee. The overtime is either paid or the agency provides compensatory time off. Santa Clara County is the only agency that does not have mandatory overtime. From a competitive standpoint, San Mateo County is competitive in this area.

(12) Summary Observations Regarding Prior Compensatory Benefits.

Based on the aforementioned information, the following table summarizes the project team’s perspective regarding the prior compensatory benefits. When comparing PSC to the overall “average” benefits provided by regional agencies as represented by

our survey, the project team will classify the competitiveness of PSC using one of three ratings: very competitive, competitive, or poorly competitive. Further classification gradations would prove overly subjective, and it is believed that these three classifications will provide a benchmark of understanding relative to these compensatory benefits.

Competiveness Rating by Benefit Type

Benefit Type	PSC Competitiveness "Rating" in Region
Monetary Allowance	Competitive
Employee Assistance Program	Competitive
Scheduled and Unscheduled Leave	Competitive
Retirement Benefits	Less Than Competitive
Health and Dental Insurance	Competitive
Life Insurance	Competitive
Long Term Disability	Very Competitive
Longevity Pay	Competitive
Incentive Pay	Very Competitive
Career Development and Educational Assistance	Competitive
Overtime Pay	Competitive

In summary, as it relates to the PSC benefit types listed above, San Mateo County is appropriately competitive in most categories, with particularly reasonable benefits being offered in Incentive Pay and Long Term Disability in comparison to the region. Conversely, however, as it relates to retirement benefits, San Mateo County is less than competitive in a very important benefit category. Further research is warranted to provide a detailed comparison of the agencies that are competitors for new, and tenured employees. Certainly this compensatory benefit has an impact on recruitment and retention, though the order of magnitude is not clear. Consequently, San Mateo County should continue to examine its entire salary and benefit package in order to remain at a competitive advantage in the marketplace.

11. COMPARABLE SALARY INFORMATION.

Of extreme importance to nearly all employees is the competitiveness of the salary package compared to other agencies performing like functions. As part of the comparative survey, salary information was also collected. These data are detailed below.

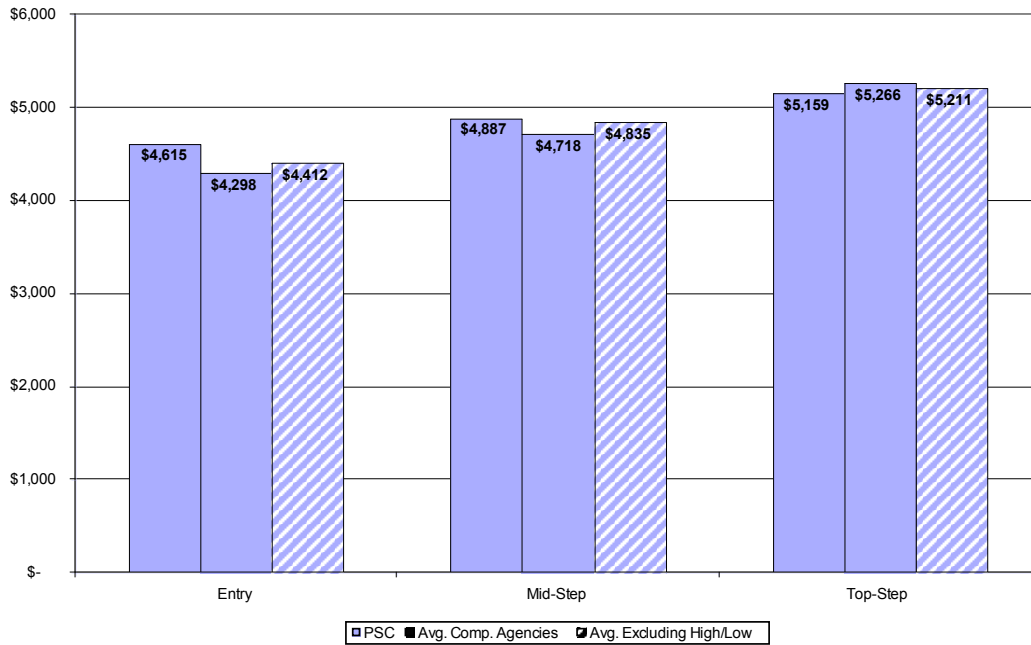
(1) With Little Exception, PSC Salaries Are Marginally Higher Than the Average of the Comparable Agencies.

Based on data collected from the comparison agencies, the graphs on the following pages were developed displaying the following information for each representative position.

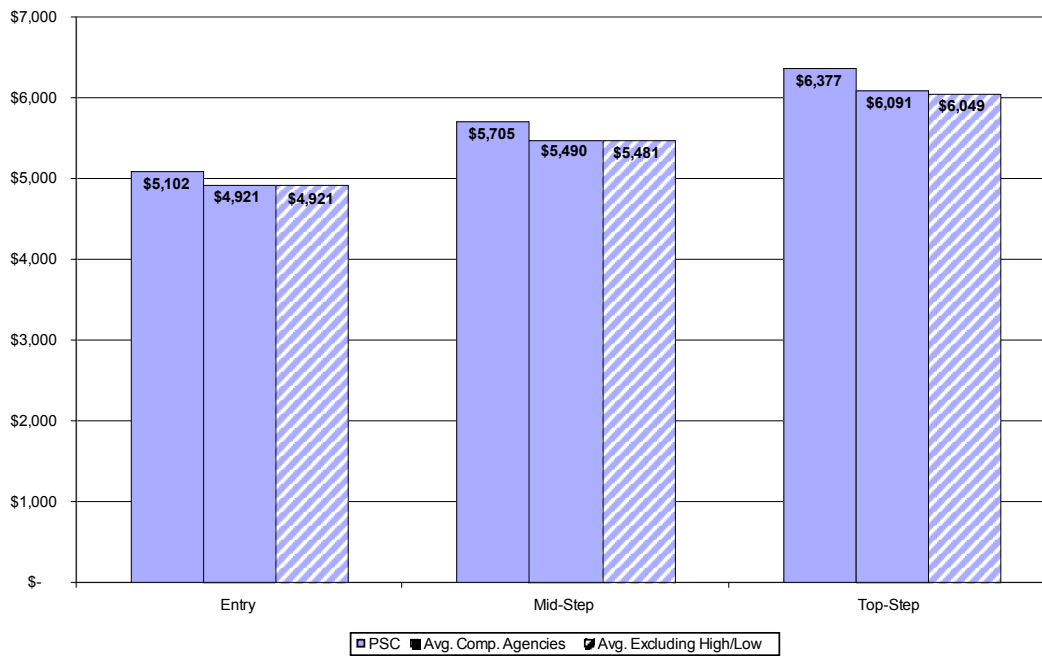
- The salary for PSC employees in the listed classification at entry, mid-step and top-step salary.
- The average salary for all comparable agencies in the listed classification at entry, mid-step and top-step salary.
- The average salary for all comparable agencies, excluding the lowest and highest salary figure, in the listed classification at entry, mid-step and top-step salary.

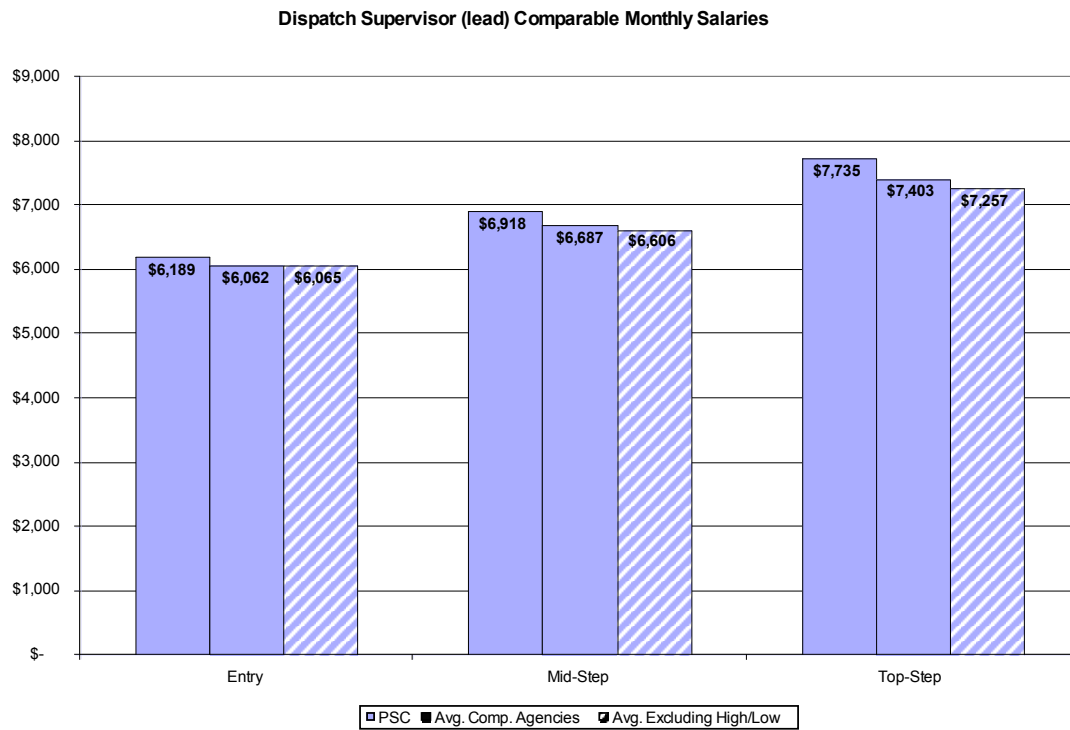
Based on this approach, the following graphs are noted.

Dispatcher I (trainee) Comparable Monthly Salaries



Dispatcher II Comparable Monthly Salaries





As shown by the data, with the exception of the top step for a Dispatcher I position, PSC salaries are marginally higher than the average of comparable agencies, including higher than the agencies when the lowest and highest salary have been removed from the database. This information indicates that PSC salaries are potentially competitive in the regional marketplace. However, there are other methods relative to examining salary compensation that warrant attention.

(2) When Ranking Salaries by Comparative Agency, PSC Approximates the Midpoint of All Agencies.

To gain a further understanding of the competitiveness of salaries, this compensation is often ranked against competing agencies to see where the salary falls within the competitive range. As shown in the following table, San Mateo County's PSC salaries approximate the midpoint of the competitive range. On a 1-9 and 1-10 scale as shown below, the median (midpoint) salary would be 5 and 5.5, respectively.

Mid-step Salary Comparison by Classification – Ranking of Agencies

Agency	Dispatcher Salary Ranking	Dispatcher II Salary Ranking	Supervisor Salary Ranking
San Mateo County	6	6	4
Marin County	4	7	7
Monterey County	8	10	n/a
Santa Clara County	3	3	1
Santa Cruz County	9	9	9
Contra Costa County	7	8	8
Palo Alto	2	4	6
Redwood City	n/a	2	5
San Jose	5	5	2
Sunnyvale	1	1	3

The following points are summarized regarding salary information collected during the course of this study.

- Generally, PSC salaries at the various steps marginally exceed the average salary of all comparable agencies.
- PSC salaries generally fall at the midpoint when ranking salaries by comparable agency.
- Reiterating from the employee survey, when provided the statement, “The pay for employees with over five years of service is fair and equitable,” 64% “disagree” or “strongly disagree” with this statement. Employees who responded in such a fashion are generally split as to the intensity of their opinion, with 36% disagreeing and 28% strongly disagreeing.
- Again, regarding the employee survey, in response to the statement, “The method for progressing through the pay range provides motivation to remain at the County,” 76% of employees selected “disagree” or “strongly disagree.” Of the compensation-related questions, this had the highest negativity registered, indicating potential opportunities, within County and MOU protocols, to re-visit movement through pay grades. However, it is unclear as to the fundamental reason behind this perception given the method for progressing through the range is consistent with comparable agencies. As in most other agencies, PSC employees move past the entry-level step after six months and then progress every twelve months thereafter in a five-step classification range. This is a very common approach in many professions in the public sector throughout the nation.
- In the employee survey when asked to rate the reasons for voluntary departure, on the weighted-ranking basis the response, “Can receive competitive

compensation elsewhere with comparatively less responsibilities” was overall ranked third out of eighteen choices with “salary” ranked seventh out of eighteen choices.

In sum, the project team surmises that the comparably “average” salary paid by San Mateo County to PSC employees is perceived as somewhat inequitable given the level of duties and responsibilities the agency undertakes compared to regional counterparts. A workload study, particularly of comparable agencies, is beyond the scope of this report. Theoretically, all appropriately staffed dispatch centers should have similar levels of workload based on calls for service, radio and telephonic traffic, and the attendant support functions. At issue, however, for PSC is the perception that given they are an Accredited Center of Excellence full-service public safety dispatch operation – law enforcement, fire, and EMS – with an extensive service area and numerous clients to effectively support, the level of professional efforts required exceeds most other regional agencies. While this perception may indeed have some merit, it is not necessarily a practical point of view; these factors do not typically drive the development of compensation packages – the marketplace is the primary driver for compensating like professions. If workloads and responsibilities were a primary factor the Los Angeles Police Department would pay their officers significantly more than the Beverly Hills Police Department. Nevertheless, the complexity of the job is a reasonable variable to consider when evaluating all factors that should determine a compensation package. Consequently, the following overall observation is made.

12. BASED ON THE TOTALITY OF FACTORS, PSC APPEARS COMPETITIVELY DISADVANTAGED IN RECRUITMENT AND RETENTION GIVEN VARIOUS COMPENSATION ISSUES.

An enlightening statement in the employee survey helps place the compensation issue in further context. When provided the statement, “Our entire compensation package (salary and benefits) is fair and equitable compared to most dispatch agencies,” 72% “disagreed” or “strongly disagreed.” Furthermore, nearly one-quarter of the respondents disagreed strongly with this statement. This opinion is further framed by the following:

- PSC pays an average salary when compared against regional agencies.
- PSC generally provides average compensatory benefits when juxtaposed against regional agencies with the exception of retirement benefits.
- PSC employees strongly believe they can obtain equivalent compensation elsewhere for comparatively less work.
- PSC is one of the few comparative agencies sighting compensation issues as reasons for leaving the organization.
- Overall, PSC employees rank salary and benefits and an important recruitment and retention disincentive.

Given the totality of the data, the project team’s analysis suggests that PSC is overall competitively disadvantaged in recruitment and retention based on the current total compensation package offered to PSC employees. The order of magnitude of this disadvantage cannot be quantified; however, we believe it has some relevance, particularly given dispatch positions are classified by the County under the “Hard to Fill Classifications” category. To mitigate this, San Mateo County should re-visit all elements of the current compensation package in order to find cost-effective and “recruitment and retention-friendly” opportunities to bolster the compensation package

(e.g. a permanent solution for the issue relating to training officer pay). The key to this re-visitation is ensuring the County operates cost-effectively while ensuring a competitive compensation package is offered. This should not be a new strategy for the County; however given the various compensatory information provided herein, information suggests evaluating opportunities should be a near-term objective in order to enhance recruitment and retention.

Recommendation: Given compensatory information for PSC employees, the County should consider re-visiting the entire compensation package in order to remain regionally competitive and enhance recruitment and retention. This can include such things as retirement benefits, life insurance, training officer pay, longevity pay, and leave enhancements.

APPENDIX A SURVEY INSTRUMENT

San Mateo’s Office of Public Safety Communications (Office) has retained the Matrix Consulting Group to conduct a hiring, recruitment and retention study. This study, jointly sponsored by management and union representatives, is being conducted to determine what recruitment and retention improvements can be made to better meet the needs of the Office of Public Safety Communications. After interviewing the employees of the Office in a one-on-one setting, a subsequent step in this important engagement is to provide all staff of the Office the opportunity to provide further opinions about improvement opportunities relating to these issues. Please take the time to complete the questionnaire so that your feedback can be included in this study. ***This survey is anonymous and individual responses will not be shared*** – there are no significant identifiers within this survey instrument to identify you personally; your full-time or part-time status and service years will be used for statistical purposes. The results provided will be tabulated and all responses consolidated by our firm.

If you have any questions about completing the survey, please feel free to contact Byron Pipkin at the Matrix Consulting Group at 650-858-0507, or e-mail at bpipkin@matrixcg.net ***Please return your survey no later than January 26, 2008 using the attached self-addressed and stamped envelope.*** Again, we appreciate each of you taking the time to complete this survey.

Please circle what is applicable to you:

I am a:	Full-time Employee	Part-time Employee	
Years of Service:	Less than 5 years	5 to 10 years	10 years or more

Listed below are a number of statements about the Office. Please indicate the answer that most closely reflects your opinion by circling one of the numbers on the 1 to 4 scale.

	Strongly Agree	Agree	Disagree	Strongly Disagree
1. The San Mateo Office of Public Safety Communications (Office) provides a high level of service to our public safety partners and the community.	1	2	3	4
2. The County views our Office as a high priority within the County structure.	1	2	3	4
3. The entry level pay for my position is fair and equitable.	1	2	3	4

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	Strongly Agree	Agree	Disagree	Strongly Disagree
4. The pay for employees with over five years of service is fair and equitable.	1	2	3	4
5. The method for progressing through the pay range provides motivation to remain at the County.	1	2	3	4
6. Our overall benefits package is fair and equitable.	1	2	3	4
7. Our entire compensation package (salary and benefits) is fair and equitable compared to most dispatch agencies.	1	2	3	4
8. I'm intending to or will continue to make a career at the San Mateo County Office of Public Safety Communications.	1	2	3	4
9. Employees are adequately rewarded for good performance.	1	2	3	4
10. Employees are held accountable for poor performance.	1	2	3	4
11. My direct supervisor spends sufficient time with me to accurately evaluate my work performance.	1	2	3	4
12. My direct supervisor provides adequate direction and leadership which motivates me to remain at the Office.	1	2	3	4
13. I am appropriately recognized for my work and contributions to the organization.	1	2	3	4
14. Over the last few years, operational changes at the Office have provided motivation for me to stay in the Office.	1	2	3	4
15. Over the last few years, supervisory and managerial changes at the Office have provided motivation for me to stay within the Office.	1	2	3	4
16. The County HR and Office does a good job recruiting qualified applicants.	1	2	3	4
17. The Public Safety Communications Office does a good job retaining qualified applicants.	1	2	3	4

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	Strongly Agree	Agree	Disagree	Strongly Disagree
18. We take the appropriate steps to hire the best candidates for the Office.	1	2	3	4
19. The Office provides staff with a strong initial training program so they are prepared to do their jobs.	1	2	3	4
20. The Office provides adequate continuous training so staff are always prepared to do their jobs.	1	2	3	4
21. The Office encourages career development that motivates me to stay here.	1	2	3	4
22. San Mateo's Office of Public Safety Communications is a good place to work when compared to other regional dispatch operations.	1	2	3	4

23. Of the eighteen choices below, please list and rank the top FIVE reasons (marked #1 - #5 in each column) why you believe personnel voluntarily leave the San Mateo's Office of Public Safety Communications. Please note that you will have **only FIVE choices in EACH of the two columns**. This is a forced-choice response exercise.

Reason	Reasons Others Leave (Rank)	Reasons I might Leave (Rank)
Inadequate salary.		
Inadequate benefits (e.g. retirement or health).		
Inadequate compensation for specialized skill sets (e.g. cross-trained, bi-lingual, etc.).		
Inadequate initial and/or in-service training.		
Work is too challenging or overwhelming (e.g. high stress).		
Work does not provide a challenge.		
Commute is too long.		
Can receive competitive compensation elsewhere with comparatively less responsibilities.		
Minimal promotional opportunities.		
Minimal job rotation opportunities.		

Reason	Reasons Others Leave (Rank)	Reasons I might Leave (Rank)
Inadequate technologies.		
Inadequate or poor facilities.		
Inequitable treatment of employees.		
Inconsistent treatment by first-line supervisors.		
Inconsistent professionalism by Office management.		
Inconsistent support from other County executives/departments.		
Inconsistent representation by the Union.		
Unprofessional behaviors, such as criticisms, among staff.		

24. What other things could be accomplished to improve recruitment and retention? If you have suggestions please list them here:

25. What is the single highest priority to address as it relates to retaining the Office of Public Safety Communications' staff?

If you would like to make additional anonymous comments to the project team, please use the reverse side of this questionnaire.

Thank you for completing this survey. Please use the attached envelope and return the survey to our office in California. If you have misplaced your envelope, please return it to the address listed on page 1.

APPENDIX B

Quantitative (Percentage) Results of the Employee Survey Questions 1-22

	Strongly Agree	Agree	Disagree	Strongly Disagree
The San Mateo County Office of Public Safety Communications (PSC) provides a high level of service to our public safety partners and the community.	84%	12%	0%	4%
The County views PSC as a high priority within the County structure.	0%	4%	52%	44%
The entry level pay for my position is fair and equitable.	8%	56%	28%	8%
The pay for employees with over five years of service is fair and equitable.	4%	32%	36%	28%
The method for progressing through the pay range provides motivation to remain at the County.	4%	20%	56%	20%
Our overall benefits package is fair and equitable.	0%	44%	44%	12%
Our entire compensation package (salary and benefits) is fair and equitable compared to most dispatch agencies.	0%	28%	48%	24%
I'm intending to or will continue to make a career at the San Mateo County Office of Public Safety Communications.	8%	68%	12%	12%
Employees are adequately rewarded for good performance.	4%	36%	32%	28%
Employees are held accountable for poor performance.	8%	24%	48%	20%
My direct supervisor spends sufficient time with me to accurately evaluate my work performance.	16%	36%	28%	20%
My direct supervisor provides adequate direction and leadership which motivates me to remain at PSC.	12%	24%	32%	28%
I am appropriately recognized for my work and contributions to the organization.	12%	32%	28%	28%
Over the last few years, operational changes at the PSC have provided motivation for me to stay within PSC.	0%	28%	28%	44%

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Over the last few years, supervisory and managerial changes at PSC have provided motivation for me to stay within PSC.	0%	28%	28%	44%
The County HR and PSC do a good job recruiting qualified applicants.	0%	32%	44%	24%
Public Safety Communications does a good job retaining qualified applicants.	4%	16%	48%	32%
We take the appropriate steps to hire the best suited candidates for PSC.	8%	44%	36%	12%
PSC provides staff with a strong initial training program so they are prepared to do their jobs.	8%	44%	32%	16%
PSC provides adequate continuous training so staff are always prepared to do their jobs.	4%	48%	40%	8%
PSC encourages career development that motivates me to stay here.	8%	20%	44%	28%
San Mateo County Office of Public Safety Communications is a good place to work when compared to other regional dispatch operations.	4%	48%	28%	20%

APPENDIX C

Quantitative (Numeric) Results of the Employee Survey Questions 1-22

	Strongly Agree	Agree	Disagree	Strongly Disagree
The San Mateo County Office of Public Safety Communications (PSC) provides a high level of service to our public safety partners and the community.	21	3	0	1
The County views PSC as a high priority within the County structure.	0	1	13	11
The entry level pay for my position is fair and equitable.	2	14	7	2
The pay for employees with over five years of service is fair and equitable.	1	8	9	7
The method for progressing through the pay range provides motivation to remain at the County.	1	5	14	5
Our overall benefits package is fair and equitable.	0	11	11	3
Our entire compensation package (salary and benefits) is fair and equitable compared to most dispatch agencies.	0	7	12	6
I'm intending to or will continue to make a career at the San Mateo County Office of Public Safety Communications.	2	17	3	3
Employees are adequately rewarded for good performance.	1	9	8	7
Employees are held accountable for poor performance.	2	6	12	5
My direct supervisor spends sufficient time with me to accurately evaluate my work performance.	4	9	7	5
My direct supervisor provides adequate direction and leadership which motivates me to remain at PSC.	3	6	8	7
I am appropriately recognized for my work and contributions to the organization.	3	8	7	7
Over the last few years, operational changes at the PSC have provided motivation for me to stay within PSC.	0	7	7	11
Over the last few years, supervisory and managerial changes at PSC have provided motivation for me to stay within PSC.	0	7	7	11
The County HR and PSC do a good job recruiting qualified applicants.	0	8	11	6

Public Safety Communications does a good job retaining qualified applicants.	1	4	12	8
We take the appropriate steps to hire the best suited candidates for PSC.	2	11	9	3
PSC provides staff with a strong initial training program so they are prepared to do their jobs.	2	11	8	4
PSC provides adequate continuous training so staff are always prepared to do their jobs.	1	12	10	2
PSC encourages career development that motivates me to stay here.	2	5	11	7
San Mateo County Office of Public Safety Communications is a good place to work when compared to other regional dispatch operations.	1	12	7	5

Question #23 – Number of Selections Made

	Reasons Other Leave	Reasons I might leave	# Times Chosen
Inadequate salary.	9	5	14
Inadequate benefits (e.g. retirement or health).	6	8	14
Inadequate compensation for specialized skill sets (e.g. cross-trained, bi-lingual, etc.).	1	1	2
Inadequate initial and/or in-service training.	4	3	7
Work is too challenging or overwhelming (e.g. high stress).	7	3	10
Work does not provide a challenge.	0	0	0
Commute is too long.	12	2	14
Can receive competitive compensation elsewhere with comparatively less responsibilities.	17	11	28
Minimal promotional opportunities.	2	3	5
Minimal job rotation opportunities.	0	1	1
Inadequate technologies.	3	2	5
Inadequate or poor facilities.	15	14	29
Inequitable treatment of employees.	11	10	21
Inconsistent treatment by first-line supervisors.	8	8	16
Inconsistent professionalism by PSC management.	14	14	28
Inconsistent support from other County executives/departments.	6	9	15
Inconsistent representation by the Union.	0	0	0
Unprofessional behaviors, such as excessive criticism, among staff.	9	11	20
Total Responses	124	105	229

APPENDIX D: Detailed Results of the Comparative Survey

Exhibit 1A - General Information

	San Mateo PSC	Marin County	Monterey County	Santa Clara County	Santa Cruz County	Contra Costa County
Total Number of Dispatch Personnel	56	46	78	92 dispatch, 120 comm. center	58	56
Number of Line Dispatchers	41	35	45	72	42	48
Number of Line Supervisors; are they 'working' supervisors?	4 working supervisors	6 working supervisors	10 Line Supervisors, 4 Ops. Supervisors	15 working supervisors	3	7
Number of Managers?	2 (2 working out of class)	1 manager, 3 assistant managers	1 manager	5 (4 ops., 1 support)	3 managers	1 manager
Are all dispatcher fully cross-trained in fire/EMS/law enforcement or do they specialize?	Specialize, optional to cross-train	All cross-trained	Specialize, 4 cross-trained dispatchers	All dispatchers are fire/EMS, 11 cross-trained for law	Currently, all cross-trained (not required)	Law only
Work schedule? Does this help or hinder recruitment and retention?	12 hour shifts; helps R & R	12 hour shifts	Two 12 hour and two 8 hour shifts per week; helps R & R	10 hour shifts, helps R & R	Four 10 hour or three 12 hour shifts; helps R & R	8, 10 and 12 hour shifts, pick by seniority
How & where do you recruit for new Dispatchers?	Online, magazines, newspapers	Online, college campuses, POST academy	Online - helpwanted.com, local job fairs, newsletters, magazines	Use County's website, newspaper.	Locally, monster.com, santacruz.com	Newspapers, Craigslist, online sources, county's website
Do you have innovative ways to recruit Dispatchers?	N/A	N/A	Radio.	N/A	N/A	No
What are the various steps in the hiring process?	1. Apply, 2. POST test, 3. Interview with dispatch	1. Apply, 2. POST test, 3. Background	1. Apply, 2. POST test, 3. Orals, 4.	1. Apply, 2. Typing Test, 3. POST test, 4.	1. Apply, 2. Performance Test, 3.	1. Apply, 2. POST test, 3. Oral Board, 4.

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	San Mateo PSC	Marin County	Monterey County	Santa Clara County	Santa Cruz County	Contra Costa County
	supervisory panel, 4. Interview with dispatch peer-to-peer group, 5. Background, polygraph, 6. Psych. test & interview, 7. Medical, 8. Director Interview, 9. Job Offer	Investigation, 4. Interviews, 5. Psych. and Medical, 7. Job Offer	Department Interview, 5. Mandatory Sit-Along, 6. Conditional Job Offer, 7. Background Investigation, 8. Pre-Psych Test, 9. Psych. Eval., 10. Medical, 11. Job Offer	Interviews, 5. Background Investigation, 6. Psych. and medical, 7. Job Offer	Personal History Statement, 4. Background Investigation, 5. Sit-Along, 6. Peer/Supervisor Review, 6. General Manager Interview. 7. Job Offer	Ranking List (top 85% are chosen), 5. Background investigation, 6. Psych. Evaluation, 7. Medical, 8. Job Offer
How long does the hiring process take from beginning to end?	4-6 months, continuous recruitment	6 months	3 months	6 months	4-5 months	2-3 months
Do you have a formalized dispatch training program? How long is it?	Yes, 9 week in-house academy, 3 weeks POST, 3 months on floor for entry level	Yes, about 14-16 weeks for call taker, start dispatching after 10 months	Yes, 3 weeks in house, 3 weeks in academy and 12 weeks of call taking	In house 6 week academy, 3 weeks POST academy, working with trainer; overall about 9 months	Yes, 3 week academy; 6 months on floor	Yes, 3 week academy, 9-10 months training
Have you been able to attract lateral Dispatchers from other agencies? If yes, what agencies?	Some (Roseville, Union City, Brisbane)	Only a few in the last 10 years	No	Few, some from Colorado, no locals	No	In the past, not recently
What are the reasons that attract lateral and new Dispatchers to your agency?	Salaries, job challenge	N/A	N/A	Salary	N/A	N/A
Is your work facility a benefit or disadvantage to your recruitment and retention? Describe.	Disadvantage	Advantage	Advantage, brand new facility	Advantage, great facility and great location	Great facility (new); new facility did not reduce	Advantage, great facility

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	San Mateo PSC	Marin County	Monterey County	Santa Clara County	Santa Cruz County	Contra Costa County
					complaining or improve retention	
Is commute time to your facility an issue for the majority of dispatchers? Describe	Yes, is an issue	Not an issue	Not an issue	Not an issue, even though they have many commuters	25% commute from either San Jose or Monterey, not an issue	Not really an issue
Turnover Rate by Year			Unable to obtain			Unable to obtain
2004	4				8	
2005	9				9	
2006	7				6	
2007	6				5	
Average Turnover	6.5				7	
What are the reasons veteran Dispatchers leave your agency?	Commute, working environment, salary	Retirement, other non field related jobs	Retirement or moving	Retirement, career change	Retirement or moving	Promotion to a supervisory position at another agency
Any Special Monetary Allowance?	No	No	No	No	No	Yes, \$76 / month for uniforms
Do you have an Employee Assistance Program?	Yes, employee and dependent	Managed Health Network	Yes	Yes, 5 counseling sessions / year for employee, dependent	Yes, legal, personal problems	Yes.

Exhibit 1B - General Information

	San Mateo PSC	Palo Alto	Redwood City	San Jose Fire/EMS	San Jose Police	Sunnyvale
Total Number of Dispatch Personnel	56	22	12	43	164	21
Number of Line Dispatchers	41	16	10	28	138	14
Number of Line Supervisors; are they 'working' supervisors?	4 working supervisors	4	1 Working Supervisor	7 control supervisors (not working)	7	4 working supervisors, 2 admin. supervisors
Number of Managers?	2 (2 working out of class)	1 manager	1 Lead Dispatcher	3 managers	1 manager	1 manager
Are all dispatcher fully cross-trained in fire/EMS/law enforcement or do they specialize?	Specialize, optional to cross-train	All cross-trained	Law Dispatch only	Only Fire and EMS	Law only; handle all incoming calls, Fire/EMS calls transferred	All cross-trained
Work schedule? Does this help or hinder recruitment and retention?	12 hour shifts; helps R & R	Four 11 hour shifts, helps R & R	Three 12 hour shifts; helps R & R	Nine shifts in 2 weeks or 10 hour shifts; hinders R & R	Four 11 hour shifts, helps R & R	Four 11 hour shifts, match patrol team, helps R & R
How & where do you recruit for new Dispatchers?	Online, magazines, newspapers	Online, city's website	Online, city's website	Minimal, online services, magazines	City and PD web site, other recruiting web-sites, POST, Craigslist	Newspaper, online, job-fairs with Dept.
Do you have innovative ways to recruit Dispatchers?	N/A	N/A	N/A	N/A	N/A	N/A
What are the various steps in the hiring process?	1. Apply, 2. POST test, 3. Interview with dispatch supervisory pannel, 4. Interview with	1. Apply, 2. POST test, 3. Oral Board, 4. Interview, 5. Background, 6. Medical and	Hire laterals only. 1. Post online add 2. Panel interview 3. Background Investigation 4. Job Offer	1. Apply, 2. Written Test, Personally Test, 3. Computer Practical Exam, 4. Oral Board, 5.	1. Apply 2. H/R department review, 3. POST test, 4. Optional orientation, 5. Oral interviews	1. Apply, 2. Written test, 3. Oral Interview, 4. Background Investigation, 5. Psych. & medical,

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	San Mateo PSC	Palo Alto	Redwood City	San Jose Fire/EMS	San Jose Police	Sunnyvale
	dispatch peer-to-peer group, 5. Background, polygraph, 6. Psych. test & interview, 7. Medical, 8. Director Interview, 9. Job Offer	Physical, 7. Job Offer		Background, 6. Psych. and medical, 7. Hiring board interview, 8. Job offer	(put in band), 6. Background, 7. Psych. & medical, 8. Interview with hiring board, 9. Job offer	6. Job Offer
How long does the hiring process take from beginning to end?	4-6 months, continuous recruitment	3 months	4-6 months	6 months	6 months	4-6 months
Do you have a formal dispatch training program? How long is it?	Yes, 9 week in-house academy, 3 weeks POST, 3 months on floor for entry level	Yes, 8-10 months	Yes, 2-3 months (laterals)	Yes, 9-11 weeks classroom; followed by call taking and sitting along with trainer; approximately 10-12 months overall	Yes, 10-13 weeks classroom; about 11 months overall	Yes, 3 week academy, 7 months on the floor
Have you been able to attract lateral Dispatchers from other agencies? If yes, what agencies?	Some (Roseville, Union City, Brisbane)	Yes, 2 laterals in last couple of years from neighboring agencies	Only take police dispatch laterals; mostly from local agencies	Yes, most from the local area	Not often	Yes, San Carlos, Redwood City, Mountain View, San Jose, Santa Clara Co.
What are the reasons that attract lateral and new Dispatchers to your agency?	Salaries, job challenge	Benefits and Schedule	Salary	Fire agency only, for those who want to dispatch fire only	N/A	Salary
Is your work facility a benefit or disadvantage to your recruitment and retention?	Disadvantage	Advantage, facility is brand new	Advantage, good facility	Advantage, up-to date furniture and equipment	Advantage, nice break room	Advantage, great facility

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	San Mateo PSC	Palo Alto	Redwood City	San Jose Fire/EMS	San Jose Police	Sunnyvale
Describe.						
Is commute time to your facility an issue for the majority of dispatchers? Describe	Yes, is an issue	Not an issue, even though they have many commuters	Not an issue, most employees live locally	Not really an issue	Not an issue, even though they have quite a few with 1.5 hour commute one way	Not an issue, approximately 40% commute for more than 1 hour
Turnover Rate by Year						
2004	4	Approx. 2		2		1
2005	9	Approx. 2		3		0
2006	7	Approx. 2		1		1
2007	6	Approx. 2		1		4
Avg. Turnover	6.5 (11.6%)	Approx. 2 (9.1%)		1.8 (4.1%)		1.5
What are the reasons veteran Dispatchers leave your agency?	Commute, working environment, salary	Promotion to a supervisory position at another agency	Retirement	Retirement	Mainly leave for supervisory positions	Move out of the area
Any Special Monetary Allowance?	No	No	No	\$500 for uniforms	\$500 for uniforms	No
Do you have an Employee Assistance Program?	Yes, employee and dependent	Yes	Yes, 3 sessions / incident, per year for employees, dependent	Yes	Yes	Yes, legal, personal problems

Exhibit 2A – Salary Information

	San Mateo County	Marin County	Monterey County	Santa Clara County	Santa Cruz County	Contra Costa County
Classifications and Pay Ranges	Dispatcher I, II and Supervisor	Dispatcher I, II and Supervisor	Dispatcher I (= Trainee) and II	Dispatcher I, II, III	Dispatcher I (trainee), II, III	Dispatcher I & II
Disp. I or Trainee						
Entry	4,615	4,501	3,185	4,613	3,385	4,136
Mid-Step	4,887	4,955	3,739	5,069	3,732	4,348
Top Step	5,159	5,427	4,348	5,578	4,057	4,560
Dispatcher II						
Entry	5,102	5,205	3,682	5,399	3,764	4,530
Mid-Step	5,705	5,700	4,322	5,940	4,362	4,887
Top Step	6,377	6,224	5,026	6,534	5,229	5,244
Dispatcher III						
Entry				5,663	4,481	
Mid-Step				6,232	5,195	
Top Step				6,851	6,224	
Senior Dispatcher						
Entry				6,223		
Mid-Step				6,845		
Top Step				7,531		
Supervisor (Lead in P.A.)						
Entry	6,189			7,501	4,481	4,962
Mid-Step	6,918	6,112		8,270	5,355	5,497
Top Step	7,735	6,684		9,118	6,229	6,032
Method for Progressing through Range	6 months to step 2; then 12 months	6 months to step 2; then 12 months	12 months	6 months to step 2; then 12 months	12 months	6 months to step 2; then 12 months
Hire above Step 1?	Yes	Yes	Yes, laterals	Yes	Yes	Yes
Pay for Performance?	No	No	No	No	Yes	No

Exhibit 2B - Salary Information

	San Mateo County	Palo Alto	Redwood City	San Jose	Sunnyvale
Classifications and Pay Ranges	Dispatcher I, II and Supervisor	Dispatcher I, II and Lead (Supervisor)	Dispatcher, Supervisor	Dispatcher I (call taker), II, Senior Dispatcher, Supervisor	Dispatcher-in-Training, Dispatcher, Senior Dispatcher (Supervisor)
Disp. I or Trainee					
Entry	4,615	4,870		4,466	4,912
Mid-Step	4,887	5,398		4,921	5,415
Top Step	5,159	5,979		5,375	6,912
Dispatcher II					
Entry	5,102	5,127	5,252	5,250	5,687
Mid-Step	5,705	5,845	5,792	5,841	6,270
Top Step	6,377	6,295	6,385	6,431	6,912
Dispatcher III					
Entry					
Mid-Step					
Top Step					
Senior Dispatcher					
Entry				6,098	
Mid-Step				6,758	
Top Step				7,418	
Supervisor (Lead in P.A.)					
Entry	6,189	5,758	6,089	7,005	6,512
Mid-Step	6,918	6,378	6,658	7,812	7,179
Top Step	7,735	7,068	7,226	8,619	7,915
Method for Progressing through Range	6 months to step 2; then 12 months	6 months to step 2; then 12 months	6 months to step 2; then 12 months	12 months	6 months to step 2; then 12 months
Hire above Step 1?	Yes	Yes	City Manager approval	Yes	Yes, laterals
Pay for Performance?	No	No	No	No	No

Exhibit 3A & 3B - Leaves

	San Mateo County	Marin County	Monterey County	Santa Clara County	Santa Cruz County	Contra Costa County
Number of Paid Holidays	13 days	11 days + 4 floating	11 days	12 days + birthday	13 days	13 days
Vacation (8 hour days/year)	12 - 23 days	10 - 30 days	12 - 25 days	10 - 22 days	11.25 - 25 days	10 - 35 days
Sick Leave (days/year)	11 days	12 days	10 days	12 days	12 days	12 days
Other Leaves	Bereavement, Military, Jury, Education, Medical, Family	Family Sick, Jury, Military, Parental Education, Bereavement	Family Sick, Bereavement, Paternal	Military, Union Business, Jury, Maternity, Paternity, Bereavement	Admin.	Medical, Military, Family
Maximum Leave Accumulation	No more than 2 years vacation	Vacation max. is 300 hours; no max. for sick	Vacation max. is 400 hours	Vac. max. is 3 years, no limit for sick carryover	Unlimited for vacation and sick	Vacation max. is 2 years, no max for sick
Vacation selection?	Seniority	Seniority	Seniority	Seniority	Seniority	Seniority

	San Mateo County	Palo Alto	Redwood City	San Jose	Sunnyvale
Number of Paid Holidays	13 days	12 days	12 days + 2 admin. days	14 days	11 days + 20 hrs. floating holiday
Vacation (8 hour days/year)	12 - 23 days	10 - 25 days	10 - 25 days	10 - 21 days	11 - 26 days
Sick Leave (days/year)	11 days	12 days	12 days	12 days	90 days per illness
Other Leaves	Bereavement, Military, Education, Medical, Family, Jury	Bereavement, Military, Jury, Leave Without Pay (various reasons)	Bereavement, Personal, Military, Paternal Leave (no pay), Pregnancy (no pay), Jury, Union Business	Bereavement, Jury Duty, Witness, Military	Bereavement, Emergency Family, Medical Appt.
Maximum Leave Accumulation	No more than 2 years vacation	Vacation max. is 3 years, max. of 1,000 hours for sick	Vacation max. is 2 years, sick max. is 960 hours	Vacation max. is 2 years, no carryover limits for sick	Vacation max. is 400 hours
Vacation selection?	Seniority	Seniority	Seniority	Seniority	Seniority

Exhibit 4A & 4B – Pension Benefits

	San Mateo County	Santa Cruz County	Marin County	Monterey County	Santa Clara County	Contra Costa County
Explanation of Benefits	County System, 2%@55.5 plan, employee pays 3% plus a % based on age at hire – hire date at age 25 is 5.97%	PERS 2%@55	County System, 3 Tiers, benefits vary depending on hire date	PERS 2%@55, 7% paid by county	PERS 2%@55, employee pays 3.9%	County System, 2%@55, employee % contribution unknown

	San Mateo County	Palo Alto	Redwood City	San Jose	Sunnyvale
Explanation of Benefits	County System, 2%@55.5 plan, employee pays % based on age at hire - age 25 is 5.97%	PERS 2.7%@55. City pays 7% out of 8% required contribution.	PERS 2.7%@55, 7% employee contribution	City System, 2.5%@55, employee contributes 7.58% of the base salary and City 21.98% of the salary.	PERS 2.7%@55. City pays 7% of the employee share, 1% is paid by employees on a pre-tax basis.

Exhibit 5A – Health, Dental and Vision Benefits

	San Mateo County	Marin County	Monterey County	Santa Clara County	Santa Cruz County	Contra Costa County
Health Insurance Benefits (e.g. what % paid by employee and employer, HMO/PPO, etc.)	Employer pays 90% of premium for Kaiser or Aetna; 80% of premium for Blue Shield.	Kaiser Permanente HMO, Blue Cross Prudent Buyer Classic (PPO), Blue Cross Prudent Buyer Plus Plan (PPO) – see note below.	Maximum contribution by County is \$97; flexible benefits plan - choose employee and dependent medical/dental/vision coverage, or no medical/dental/vision coverage	Employer pays 100% of the single premium for all health plans options and 100% of the family rate for HMO options (allowed plans are Kaiser, Health Net Plan and Valley Health Plan)	Employer pays 100% of single Blue Shield premium, 90% for employee + 1; 80% for employee + 2/more	Employer pays 87% of \$ equivalent of Kaiser premium through employee +2/more; employee can choose Health Net HMO or Kaiser.
Dental and/or Vision Insurance?	Both	Both	Both	Both	Both	Dental
Explanation of Benefits	Employer pays 100% of premium for vision, 90% of premium for dental	Delta Dental	Part of overall medical benefits plan	Premiums paid by employer	Premiums paid by employer	Employer pays 77% of premium

Note: Marin County has cafeteria style plan for all benefits: retirement, medical, dental, life. The County contributes a specified amount depending on employee' salary: less than \$35,000 salary the employee benefit is \$1,250 for E+1, and \$2,750 for E+2; salary of \$35,000 to \$44,999 get \$1,000 for E+1, and \$2,500 for E+2; salary of \$45,000 to \$64,999; get \$1500 for E+1, and \$2,000 for E+2; salary of \$65,000 to \$84,999 get \$1,500 for E+1 or 2; salary \$85,000 to \$104,999 get \$750 per month.

Exhibit 5B – Health, Dental and Vision Benefits

	San Mateo County	Palo Alto	Redwood City	San Jose	Sunnyvale
Health Insurance?	Yes	Yes	Yes	Yes	Yes
Health Insurance Benefits (e.g. what % paid by employee and employer, HMO/PPO, etc.)	Employer pays 90% of premium for Kaiser or Aetna; 80% of premium for Blue Shield.	Employer pays for employee and dependents	Employer pays up to \$794 (Kaiser Family plan rate); can choose Blue Shield HMO, Blue Shield PPO, PERS, Kaiser; cafeteria Plan (medical, dependent care, health care reimburse)	Employer pays up to \$451 (employee + 2/more dependents); can choose Kaiser or Blue Shield	Employer pays up to Kaiser premium of employee + 2/more (\$515/month); can choose CalPERS, Blue Shield HMO and PPO, Kaiser HMO and PPO
Dental and/or Vision Insurance?	Both	Both	Both	Both	Both
Explanation of Benefits	Employer pays 100% of premium for vision, 90% of premium for dental	Premiums paid by employer	Premiums paid by employer	Premiums paid by employer	Part of overall medical benefits plan

Exhibit 6A & 6B - Life Insurance

	San Mateo County	Marin County	Monterey County	Santa Clara County	Santa Cruz County	Contra Costa County
Life Insurance?	Yes	Yes	Yes	Yes	Yes	Yes
Life Insurance for Dependents?	Yes	Yes	No	No	No	No
Explanation of Benefits	\$20,000 for employee, \$500 for dependents, additional coverage available	\$10,000 benefit plus 1 or 2 times salary, dependent coverage available	\$20,000 benefit, additional coverage available	\$25,000 benefit	Up to \$50,000 benefit	\$10,000 benefit, additional coverage available

	San Mateo County	Palo Alto	Redwood City	San Jose	Sunnyvale
Life Insurance?	Yes	Yes	Yes	Yes	Yes
Life Insurance for Dependents?	Yes	No	No	No	No
Explanation of Benefits	\$20,000 for employee, \$500 for dependents, additional coverage available	Benefit is amount equal to salary	Benefit is 1.5 times annual salary	\$20,000 benefit	Benefit is 1.5 times annual salary, additional coverage available

Exhibit 7A & 7B - Long Term Disability

	San Mateo County	Marin County	Monterey County	Santa Clara County	Santa Cruz County	Contra Costa County
LTD Insurance?	Yes	Yes	No	No	Yes	No
Explanation of Benefits	Employer paid, maximum benefit is \$2400 monthly.	Up to 60% of salary in case of disability to a covered maximum.			Employer paid, 66.66 % of salary after 30 days	

	San Mateo County	Palo Alto	Redwood City	San Jose	Sunnyvale
LTD Insurance?	Yes	Yes	Yes	No	Yes
Explanation of Benefits	Employer paid, maximum benefit is \$2400 monthly.	Employer pays \$17.50/month; Plan A max. benefit of \$4000/month - 66.66% of salary; Plan B max. benefit of \$1800/month - 60% of salary	Employer paid plan provides max. of \$3000/month; optional plan provides max. of 1.5 times annual salary	Optional plan, employee paid	Employer paid, 67% of salary, up to \$7,500 monthly max.

Exhibit 8A & 8B - Longevity Pay

	San Mateo County	Marin County	Monterey County	Santa Clara County	Santa Cruz County	Contra Costa County
Longevity Pay?	No	No	Yes	No	Yes	Yes
Explanation of Benefits			5% after 25 years		5% after 8 years	2.5% after 10 years

	San Mateo County	Palo Alto	Redwood City	San Jose	Sunnyvale
Longevity Pay?	No	No	No	No	No
Explanation of Benefits					

Exhibit 9A & 9B - Incentive Pay

	San Mateo County	Marin County	Monterey County	Santa Clara County	Santa Cruz County	Contra Costa County
Bi-lingual or education?	Bi-lingual, cross-trained dispatchers	Bi-lingual	Bi-lingual	Bi-lingual	Bi-lingual	Bi-lingual
Benefits For Bonus and/or Incentive Pay	2.87% for cross-trained dispatchers, Bi-lingual pay \$85 to \$120	2.5 - 5%	\$42/pay period; provisional \$20/pay period	\$140/month	2.5 - 5%	\$100/month.
Extra pay for Training Officer?	CTO, 5.7% above regular pay (temp. agreement)		8% for CTO		\$1.00 per hour extra	\$200/month for CTO all the time

	San Mateo County	Palo Alto	Redwood City	San Jose	Sunnyvale
Bi-lingual or education?	Bi-lingual, cross-trained dispatchers	Bi-lingual	Bi-lingual	Bi-lingual	Bi-lingual
Benefits For Bonus and/or Incentive Pay	2.87% for cross-trained dispatchers, Bi-lingual pay \$85 to \$120	\$35/pay period	2.5 - 5%	\$58 for sign language; \$80 for written/oral	\$25 - \$50/month
Extra pay for Training Officer?	CTO, 5.7% above regular pay (temp. agreement)	5% for CTO	5% for all hours worked as a CTO	CTO, 1 step differential when training	5% for CTO

Exhibit 10A & 10B - Career Development and Educational Assistance

	San Mateo County	Marin County	Monterey County	Santa Clara County	Santa Cruz County	Contra Costa County
Career Development Program?	Career planning and development	No	Professional development stipend of \$100	No	Training classes	No
Educational Assistance for Employees?	\$263-\$438 tuition per class; \$24 for books	50% of the tuition and other related expenses.	Up to \$5,250 per year	Up to \$900 for 2008	Up to \$300 per year for tuition	No
Educational Assistance for Family Members	No	No	No	No	No	No

	San Mateo County	Palo Alto	Redwood City	San Jose	Sunnyvale
Career Development Program?	Career planning and development	Professional membership, conf. reg. fees, books, periodicals	No	\$1,000 tuition reimbursement; up to \$300 for professional fees, membership	No
Educational Assistance for Employees?	\$263-\$438 tuition per class; \$24 for books	\$1000 per FY for tuition	Up to \$500 per year for tuition, reg. fees, books	Up to \$500 per year for career related courses	Up to 50% of tuition for career related courses
Educational Assistance for Family Members	No	No	No	No	No

Exhibit 11A & 11B - Overtime

	San Mateo County	Marin County	Monterey County	Santa Clara County	Santa Cruz County	Contra Costa County
Do you have mandatory overtime? If yes, amount per person, per month	Yes	Yes, about every other shift	Yes, approx. 25 hours every two weeks	No	Yes, approx. 10 hours a month	Yes, not very often due to volunteers assistance
Is overtime \$ paid and/or provided at compensatory time off?	\$ or CTO	\$ or CTO, max. 120 hours CT bank	\$ or CTO		\$ or CTO	\$ or CTO

	San Mateo County	Palo Alto	Redwood City	San Jose	Sunnyvale
Do you have mandatory overtime? If yes, amount per person, per month	Yes	Yes, approx. 25 hours a month	Yes, significant amount	Yes, 10 hours per month for police dispatch; Fire dispatch has a lot (no number available)	Yes, varies (no number available)
Is overtime \$ paid and/or provided at compensatory time off?	\$ or CTO	\$ or CTO	\$ or CTO	\$ or CTO	\$ or CTO