

## PSAP Grant Program Grant Ranker

# View Application--42--Career ladder for Recruitment and Retention

**Grant Period:** 2010

**Tier:** Strengthen current equipment and service delivery capability by upgrading existing wireless E-911 related equipment or services (**STRENGTHEN**)

**Grant Program:** Enhancement **Grant Type:** Individual PSAP

**Priority:** Training of personnel (**TRAIN**)

**Primary PSAP Applicants:** Culpeper Joint 9-1-1 Center

**Jurisdictions Served:** Culpeper, County of  
Culpeper, Town of

### **Project Director:**

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### **Project Description:**

**Total Project Cost** \$38,355.00

**Amount Requested:** \$38,355.00

### **Statement of Need:**

The FY10 Enhancement Program prioritizes recruitment and training as their second and third funding priorities the grant submitted is well within those parameters. The grant also runs parallel to the Virginia Comprehensive plan, Initiative 3, the recruitment and retention of personal Currently in the FY09 budget cycle we have had one position frozen under county funds, and two comp board positions frozen. The FY09 budget is a flat line of FY08's budget with which there has already been a 3% cut. The Center was asked to make as many cuts as possible and currently operates with a bare bones budget. The training budget is only \$6,700 with which would only cover a fraction of the costs and would take up to four years at that rate to train all employees to the APCO standards. The FY09 total revenue is down in the County \$2.6 million. With a limited training budget and a flat line budget process that includes 5-10% cuts for FY2010 incentives to keep employees are slim and far between. A career ladder gives people the incentive to apply themselves, and ensures that for the training we are subjecting our employees to they are rewarded with recognition. Without additional financial support training would be limited and the majority of the funds would go to pay for new trainees costs, and not focus on our other employees. Training is an essential part of this job, and while emerging technology, more hot calls, become more prevalent operationally we would not be able to keep up with the new technology updates, and would be doing a disservice to our customer by not training and providing all the tools necessary for our employees to handle all different types of situations. Turnover is a never ending issue that plagues us routinely, without measurements in place to

combat this issue, the cycle will be ongoing.

### **Comprehensive Project Description:**

Objective: To provide training to enhance the services provided by the E911 center ensuring that the Culpeper County Public Safety Center a standard level of E9-1-1 services to the public and public safety personnel we serve, and to further improve employee retention and recruitment by developing a career ladder and develop programs that coincide with the Virginia Comprehensive Plan recruitment and retention and initiative. Purpose: The purpose of the training would be to provide the public and public safety responders we serve with highly trained and motivated individuals. The training would also provide a means for recruitment and retention and serve as the foundation as for a career ladder program promoting professionalism within the department and coinciding with County's goals and visions. Background: Currently, employees are only mandated to attend a two week Basic Communications academy and VCIN training. They are not required at the State level to recertify at the basic level, and must recertify their VCIN every 2 years. All further training is provided via an in-house training program. Required Training: All training guidelines will follow the curriculums of: APCO ANSI Minimum Training standards APCO Project 33 NCIC/VCIN FEMA EMI DCJS. In order to meet the minimum training guidelines the following certifications are required: (see Attachment for whole outline) Career Ladder APCO Basic DCJS Basic VCIN A/B APCO EMD HCP-CPR-AHA APCO Telecom's Role in HS ICS 100, 200, NIMS 700 NIMS 800 Fire Comm. APCO CTO APCO Supv CO Trainee x X x x x x x x CO I x X x x x x x x x CO II x X x x x x x x x CO III x X x x x x x x x x x x x x x Training Coordinator COIII DCJS General Instructor APCO-EMD APCO-Instructor (All available) AHA-HCP-CPR Instructor VCIN Instructor x x x x x x Work Plan: All current employees will complete certifications via the APCO web-based training programs and EMI academy. This training based on current staffing levels shall be completed within eighteen months due to class size limits and scheduling conflicts. Efforts to meet this goal have already been accomplished and currently the Center is FEMA compliant, all employees are AHA-HCP CPR certified and all Communication Officers acting as CTO's have completed CTO training. New employees shall receive all training during the initial twelve week In-house training program. The Training Coordinators position requires that they are certified as General DCJS Instructor, AHA-HCP CPR instructor, APCO EMD Instructor, VCIN instructor. After completing APCO EMD instructor, the TC shall complete the necessary steps to receive lateral certification in all available APCO topics. The TC shall also be offered the opportunity to complete the APCO leadership certificate program. Human resources will be a key player in developing a fair and consistent career ladder, providing employees with the exact steps that must be accomplished to receive a promotion. Meetings with Human Resources will be an on-going discussion item and the goal is within a 12 month period to have a career ladder developed and within 24 months have a career ladder implemented. Goals: Develop a Career ladder with policy and procedure in place to promote recruitment and retention. Deliver a standard level of 9-1-1 services by motivated and skilled employees guided by visionary leadership Promote the health and safety of its citizens while providing educational opportunities and data driven, citizen centered, performance based management. Timeline: New Hire Employees: 12 weeks, new hire employees shall complete the majority of their training within the first 12 weeks of hire. Classes that are dependent on other resources shall be completed within the first year of employment. Month One: Start comprehensive research on Career ladder matrix Provide APCO basic training to Supervisors Month Four: Begin developing career ladder program in combination with Human resource Provide APCO basic training to CTO Provide APCO CTO class to Supervisors Month Eight: Provide APCO Supervisor class to supervisors Provide APCO Basic training to Entry level dispatchers 1 year: Have final Career ladder program developed for approval of necessary committees. Eighteenth month: Complete all training for Role in Homeland Security and Fire Communication 2 years: Implement career ladder program. Continuing Education: All employees shall maintain continuing education hours as outlined by the APCO EMD program. A training program to ensure this goal is met has already been implemented in the Center. By having a dedicated training program with Instructors who are certified to teach the needed classes will ensure that means are in place to provide high quality training to all employees. A defined career ladder will ensure the success of the training program and provide the longevity of a successful program and motivation needed to promote professionalism, recruitment, retention and learning in the center.

### **How will the equipment purchased will support future technologies for PSAP readiness?:**

The Office supplies purchased would also be doubled for it's use in the EOC. Training would also allow us to promote NG911 technology and as it develops allow us to keep up with new information.

**Budget and Budget Narrative:**

Cost of Training Classes (All classes are the APCO online curriculum) All classes are requested would coincide with career ladder requirements, and would ensure that through In-house training Instructors are available to continue this curriculum, the costs are based on staffing levels, and the online curriculum provide by APCO. The instructor costs reflect having 2 instructors fully certified. Table A Class Name Total Cost Basic 5763 Supervisor 1516 CTO 1445 Fire Communications 6953 Homeland Security 3839 Instructor Costs 4970 Total Costs 26,971 Due to the implementation of EMD, employees are required to certify at AHA-HCP-CPR, they also must re-cert every two years to maintain EMD and CPR certification. At this time, we have no access to CPR mannequins and would be dependent on outside vendors to teach this class adding an unnecessary cost. Instructor manuals would be a onetime purchase. Training in a Box and EMD refresher course materials would support the Continuing education aspect. Cost was determined on staffing levels, and recertification mandates. Equipment Total Cost CPR equipment 4500 Instructor Manuals 1490 Student Manuals 1835 Training in a Box 615 EMD Refresher Program 199 Total Costs 9384 Office Equipment: \$2000.00 total cost The Center does have access to a classroom that has met and been approved to teach classes at the DCJS standard. However, the classroom is not equipped with a projector or a screen. The classroom also doubles as our EOC and the projector and screen would be an added benefit to the EOC in the times of activation. The total price would also allow us to buy note books, paper, pencils, and additional office equipment needed to support training. Total Costs of Project \$38,355.00

**Evaluation:**

The program will be evaluated by developping the career ladder and having it in place. By completing all training within the allotted time frame. Passing rates of employees. Decrease in sick leave, decreased in the number of comaplints received, decrease in turnover, increase in applicants.

**Attachments**

<a href="#">project descriptions.doc</a>
<a href="#">Budget narrative.doc</a>

List the planned expenditures to be made with grant funds. In lieu of a line item breakdown, an itemized cost schedule or detailed vendor prepared quote may be submitted as an attachment. Also, briefly explain the reason for each requested budget item and provide the basis for its cost.

Cost of Training Classes (All classes are the APCO online curriculum)

All classes are requested would coincide with career ladder requirements, and would ensure that through In-house training Instructors are available to continue this curriculum, the costs are based on staffing levels, and the online curriculum provide by APCO. The instructor costs reflect having 2 instructors fully certified.

Table A

Class Name	Total Cost
Basic	5763
Supervisor	1516
CTO	1445
Fire Communications	6953
Homeland Security	3839
Instructor Costs	4970
<b>Total Costs</b>	<b>26,971</b>

Due to the implementation of EMD, employees are required to certify at AHA-HCP-CPR, they also must re-cert every two years to maintain EMD and CPR certification. At this time, we have no access to CPR mannequins and would be dependent on outside vendors to teach this class adding an unnecessary cost. Instructor manuals would be a onetime purchase. Training in a Box and EMD refresher course materials would support the Continuing education aspect. Cost was determined on staffing levels, and recertification mandates.

Equipment	Total Cost
CPR equipment	4500
Instructor Manuals	1490
Student Manuals	1835
Training in a Box	615
EMD Refresher Program	199
<b>Total Costs</b>	<b>9384</b>

Office Equipment:

**\$2000.00 total cost**

The Center does have access to a classroom that has met and been approved to teach classes at the DCJS standard. However, the classroom is not equipped with a projector or a screen. The classroom also doubles as our EOC and the projector and screen would be an added benefit to the EOC in the times of activation. The total price would also allow us to buy note books, paper, pencils, and additional office equipment needed to support training.

**Total Costs of Project**

**\$38,355.00**

*At a minimum, this description should include the following: an outline of goals and objectives, an implementation strategy and work plan, a list of the activities to be accomplished, a timeline, and identification of the longevity or sustainability of the project.*

Objective: To provide training to enhance the services provided by the E911 center ensuring that the Culpeper County Public Safety Center a standard level of E9-1-1 services to the public and public safety personnel we serve, and to further improve employee retention and recruitment by developing a career ladder and develop programs that coincide with the Virginia Comprehensive Plan recruitment and retention and initiative.

Purpose: The purpose of the training would be to provide the public and public safety responders we serve with highly trained and motivated individuals. The training would also provide a means for recruitment and retention and serve as the foundation as for a career ladder program promoting professionalism within the department and coinciding with County's goals and visions.

Background: Currently, employees are only mandated to attend a two week Basic Communications academy and VCIN training. They are not required at the State level to recertify at the basic level, and must recertify their VCIN every 2 years. All further training is provided via an in-house training program.

Required Training:

All training guidelines will follow the curriculums of:

APCO ANSI Minimum Training standards

APCO Project 33

NCIC/VCIN

FEMA EMI

DCJS.

In order to meet the minimum training guidelines the following certifications are required:

Career Ladder	APCO Basic	DCJS Basic	VCIN A/B	APCO EMD	HCP-CPR-AHA	APCO Telecom's Role in HS	ICS 100, 200,	NIMS 700	NIMS 800	Fire Comm.	APCO CTO	APCO Supv
CO Trainee	x	X	x	x	x	x	x	x		x		
CO I	x	X	x	x	x	x	x	x	x	x		
CO II	x	X	x	x	x	x	x	x	x	x	x	
CO III	x	X	x	x	x	x	x	x	x	x	x	x

Training Coordinator	COIII	DCJS General Instructor	APCO-EMD	APCO-Instructor (All available)	AHA-HCP-CPR Instructor	VCIN Instructor
	x	x	x	x	x	x

Work Plan:

All current employees will complete certifications via the APCO web-based training programs and EMI academy. This training based on current staffing levels shall be completed within eighteen months due to class size limits and scheduling conflicts. Efforts to meet this goal have already been accomplished and currently the Center is FEMA compliant, all employees are AHA-HCP CPR certified and all Communication Officers acting as CTO's have completed CTO training.

New employees shall receive all training during the initial twelve week In-house training program.

The Training Coordinators position requires that they are certified as General DCJS Instructor, AHA-HCP CPR instructor, APCO EMD Instructor, VCIN instructor. After completing APCO EMD instructor, the TC shall complete the necessary steps to receive lateral certification in all available APCO topics. The TC shall also be offered the opportunity to complete the APCO leadership certificate program.

Human resources will be a key player in developing a fair and consistent career ladder, providing employees with the exact steps that must be accomplished to receive a promotion. Meetings with Human Resources will be an on-going discussion item and the goal is within a 12 month period to have a career ladder developed and within 24 months have a career ladder implemented.

### Goals:

Develop a Career ladder with policy and procedure in place to promote recruitment and retention.

Deliver a standard level of 9-1-1 services by motivated and skilled employees guided by visionary leadership

Promote the health and safety of its citizens while providing educational opportunities and data driven, citizen centered, performance based management.

### Timeline:

**New Hire Employees:** 12 weeks, new hire employees shall complete the majority of their training within the first 12 weeks of hire. Classes that are dependent on other resources shall be completed within the first year of employment.

**Month One:** Start comprehensive research on Career ladder matrix

Provide APCO basic training to Supervisors

**Month Four:** Begin developing career ladder program in combination with Human resource

Provide APCO basic training to CTO

Provide APCO CTO class to Supervisors

### **Month Eight:**

Provide APCO Supervisor class to supervisors

Provide APCO Basic training to Entry level dispatchers

**1 year:** Have final Career ladder program developed for approval of necessary committees.

### **Eighteenth month:**

Complete all training for Role in Homeland Security and Fire Communication

**2 years:** Implement career ladder program.

Continuing Education:

All employees shall maintain continuing education hours as outlined by the APCO EMD program. A training program to ensure this goal is met has already been implemented in the Center.

By having a dedicated training program with Instructors who are certified to teach the needed classes will ensure that means are in place to provide high quality training to all employees.

A defined career ladder will ensure the success of the training program and provide the longevity of a successful program and motivation needed to promote professionalism, recruitment, retention and learning in the center.

