



9-1-1 Staffing Crisis Summit

October 22-24, 2024 | Fort Worth, TX

CREATING A CULTURE OF ACCOUNTABILITY WITHIN THE ECC

Facilitator:

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Founder, CEO Omni PSG

"If you aren't helping the person on the phone, you should be doing everything in your power to help the person that is!"





Learning Objectives



the learner will...

**Appraise the
role of
accountability
at all levels**

**Address
the middle
management
dilemma**

**Uncover the
real drivers of
retention**

**Utilize intuition
to triage and
mitigate
personnel
challenges
within the ECC**

**Demonstrate
an
understanding
of grace and
apply it**

Here Is Yet Another Session... About Culture



Staffing Crisis – A Global Issue:

- Affects many sectors, but the impact is most critical in essential services like 911 and public safety
- Stakes are higher in 911; lives depend on timely responses



Recruitment Alone Is Not the Solution:

- Hiring isn't enough; retention is the key to resolving the crisis
- Focus on building a workplace that retains and grows employees



Retention– A Deeper Investment:

- Requires extending grace and an ongoing commitment to employee well-being, growth, and inclusion
- Accountability, engagement, & support are critical to success



EXERCISE

Briefly share one staffing challenge you are facing impacting retention that goes beyond recruitment and hiring.



Why Focusing on Recruitment Alone Isn't Enough?



Recruit

Recruitment gets people in the door, but what happens next...?



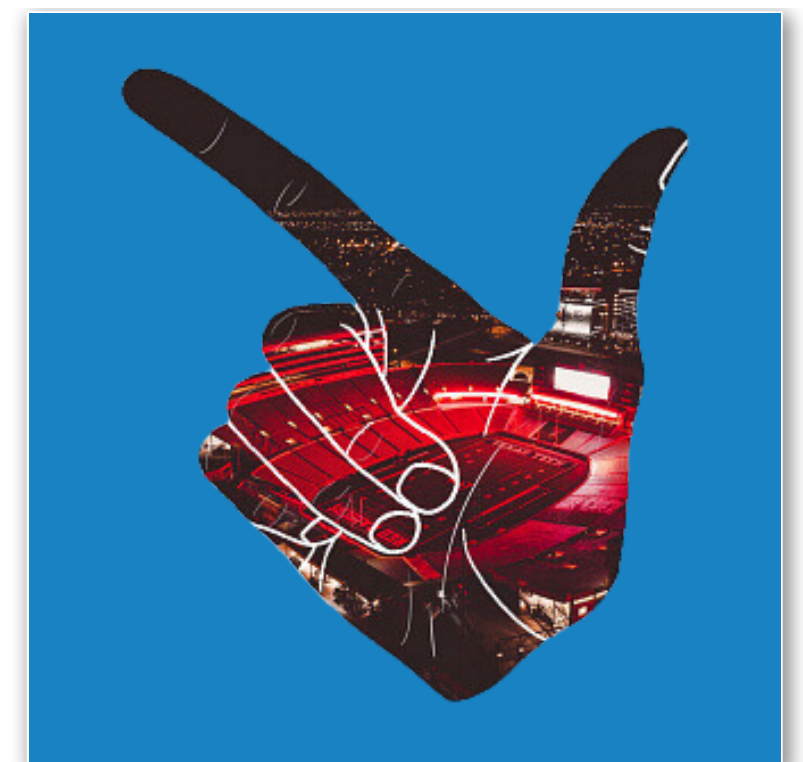
Nurture

Leaders often focus so heavily on hiring that they overlook the need to nurture those already in their organizations.



Negate

High turnover due to lack of engagement, burnout, and toxic culture negates the benefits of hiring.



Shift

Leaders must shift their attention to the underlying drivers of retention to stop the revolving door.



Strategies for Going Deeper



Focus on the employee's career journey, not just the recruitment phase.

Create personalized career paths that show employees a future within the organization.

Offer training, certifications, & opportunities for growth.

Focus on total well-being: mental health resources, peer mentoring, & wellness programs.

Create programs that identify & develop emerging leaders within the ranks.



Tangible Ways to Invest in Your Staff



Finding Balance within ECC Leadership



Leaders must juggle operational excellence & employee well-being.



Leaders who overly focus on metrics & outcomes may neglect the human side of management, leading to burnout & disengagement.



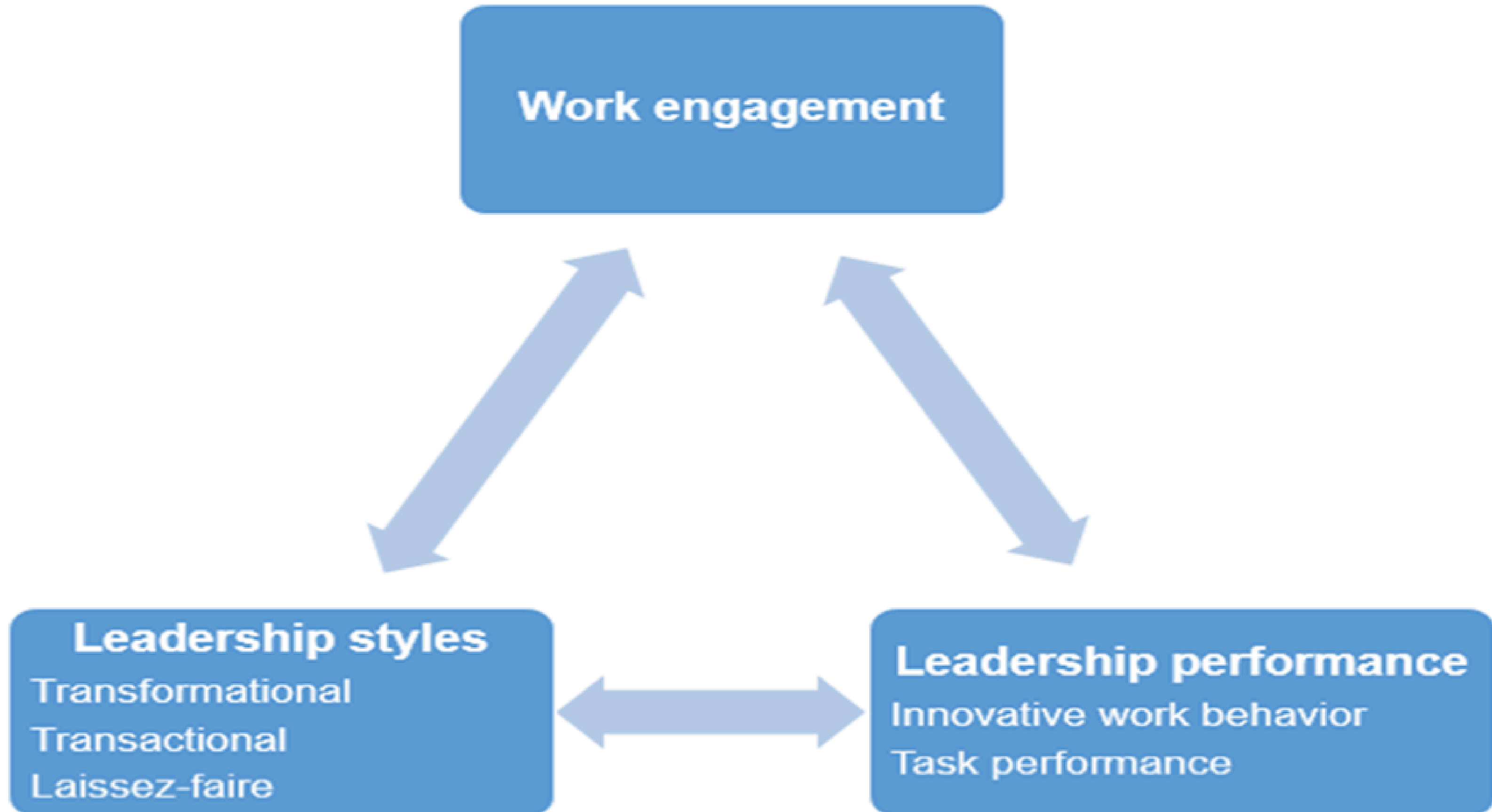
Conversely, leaders who prioritize employee comfort without addressing performance expectations may fail to meet community needs or create accountability.

Key Strategies:

- Rotate tasks to prevent burnout
- Offer regular mental health support
- Set clear performance expectations
- Foster responsibility & ownership within the ECC environment



Leadership Establishes & Maintains Balance

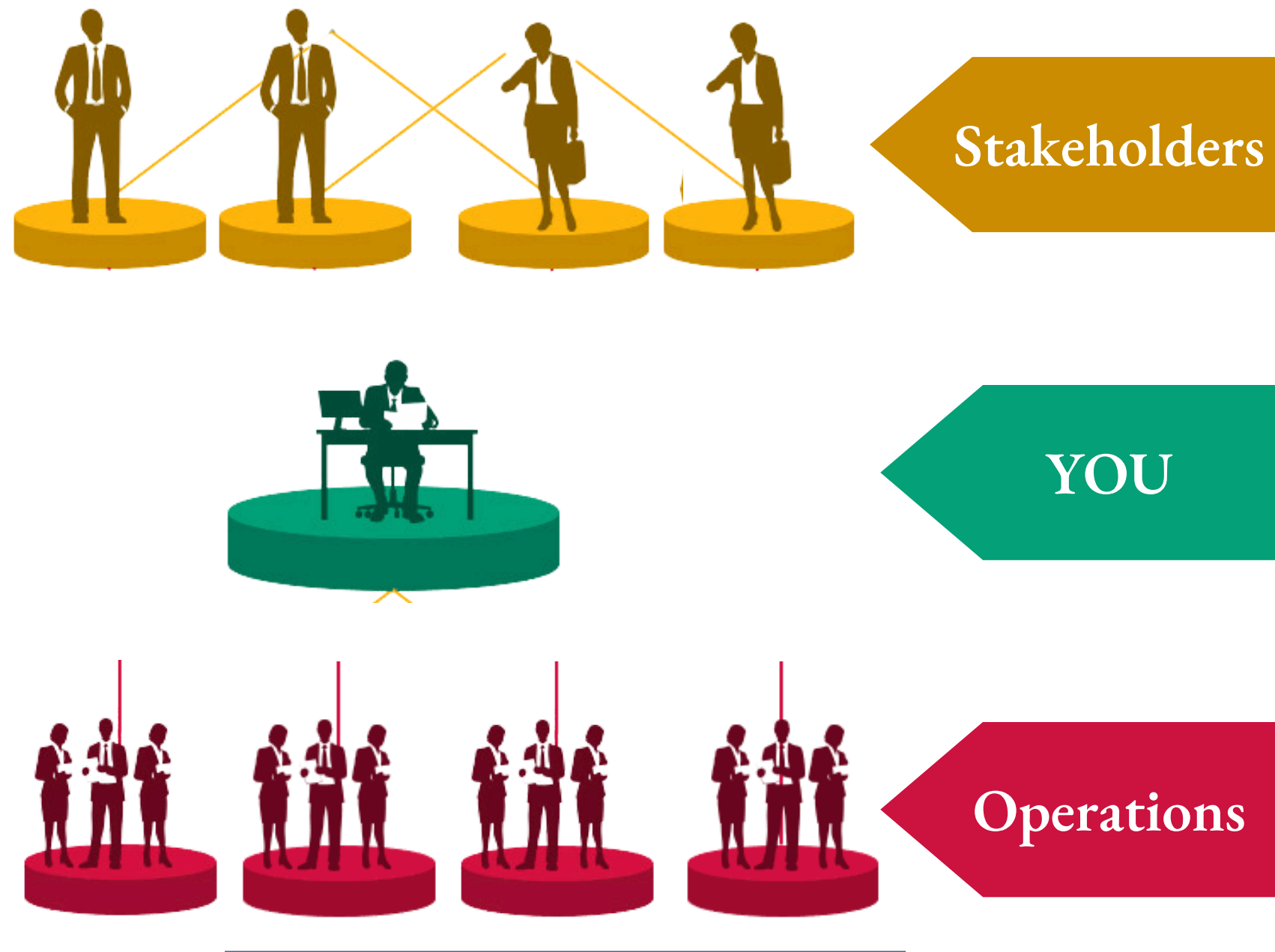


Leadership Dilemma

"Over-stressed managers will not be focused on best managing their teams and will pass that stress down"

- PETER CHEESE -

"It's lonely at the top,
but suffocating in the middle."



Key Strategies:

- Share Power and Empower Others
- Mentor and Support
- Foster Peer Networks

EXERCISE

What can you do to support both the people above and below you without feeling suffocated by the pressure?



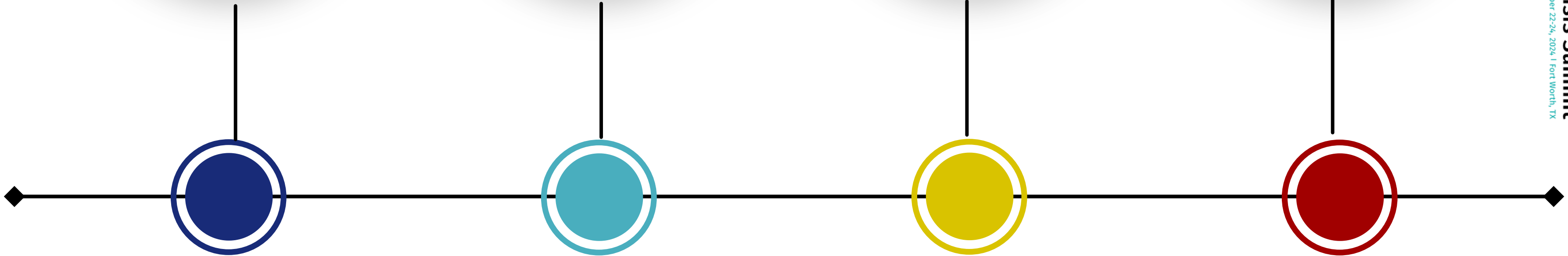


Intuition

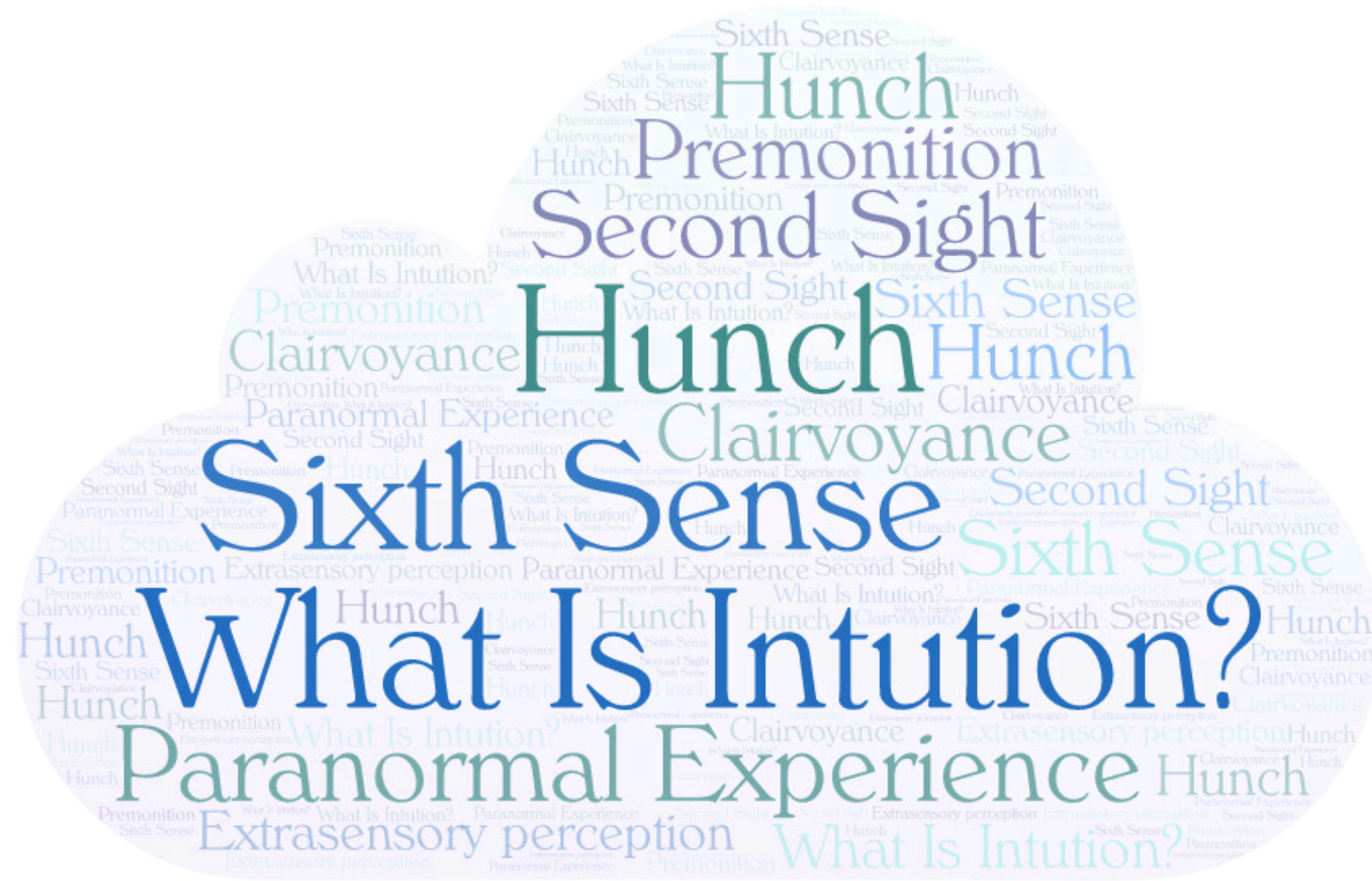
Invitation

Tolerance

Emergency



Credit: Sam Bennett



Intuition

**Early warning signs felt
by leaders and
employees that
something is wrong**





Group Think

['grüp-,think]

Opting to conform with the consensus view rather than engage in critical thinking.

Invitation

**Ignoring the signs
invites poor behaviors
into the culture**



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/'tɒ:lə,rest/ - [tol·er·ate]

lear **tolerate** com

To suffer to be, or to be done, without prohibition or hindrance; to allow or permit negatively, by not preventing; not to restrain; to put up with; as, to tolerate doubtful practices.

“ The culture of any organization is shaped by the worst behavior the leader is willing to tolerate!”

-Gruenter and Whitaker


Tolerance

Behaviors become tolerated and normalized

“If you permit it, you promote it.”



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**EMERGENCY
SITUATION**

Emergency

**Tolerated behavior
leads to a crisis that
requires immediate
intervention**





It matters what leaders do or don't do...

- Directly affects outcomes and the team/organizational success
- Establish accountability at all-levels
- Be hands-on, Empower Others, Collaborate
- Avoid Positive Toxicity



Nurture ECC culture as you grow:

- Foster a culture of service, engagement, learning, and discipline
- Culture is multi-dimensional and is comprised of multi-dimensional people



Psychological Safety:

- Foster an environment where employees feel safe to express themselves, share ideas, and take risks without fear of judgment, retaliation, or negative consequences
- Avoid Micro-management
- Celebrate Diversity



EXERCISE

If today were your last day in Public Safety, could you confidently say,
“I gave my very best to my team,” that your actions were fair and equitable, and that you extended grace where it was needed?

Grace Has a Place in the ECC



“When we don’t extend grace to others, we communicate to them that we expect perfection—which is unrealistic and fosters an environment of fear and shame.”—Galen Emanuele



When we cannot extend grace, we have forgotten or failed to comprehend the amount of grace extended to us. Be compassionate and supportive, creating a cohesive team environment.



Grace has a limit! Overly empathetic leaders can lose the ability to know what they want or need to do to serve the greater organizational good.

Key Strategies:

- Humans are imperfect! You are not perfect either!
- Be gentle, be kind, & be humble!
- Set clear expectations & enforce consequences!
- Foster responsibility & ownership within the ECC!

Building an Action Plan



EXERCISE

- **Identify one behavior that is harmful to retention in your ECC that immediately needs to stop.**
- **Identify one strategy to implement in your ECC to encourages retention.**
- **Identify an accountability measure for yourself and your team.**

What Really Drives Retention





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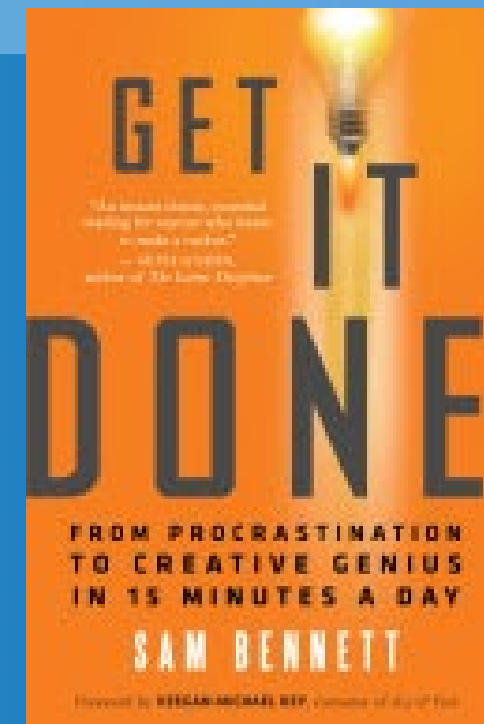
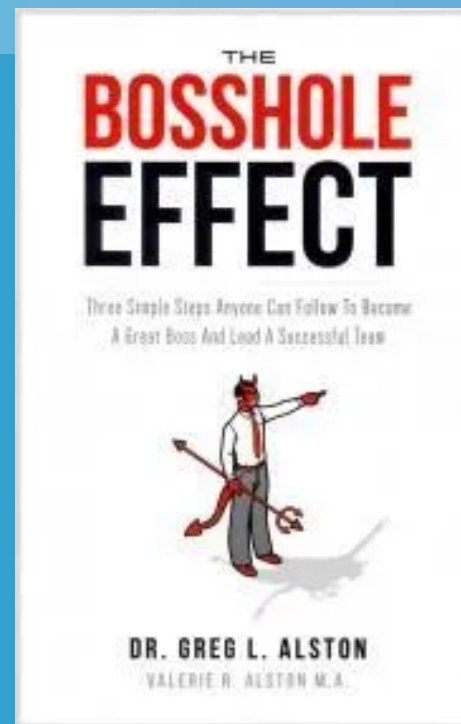
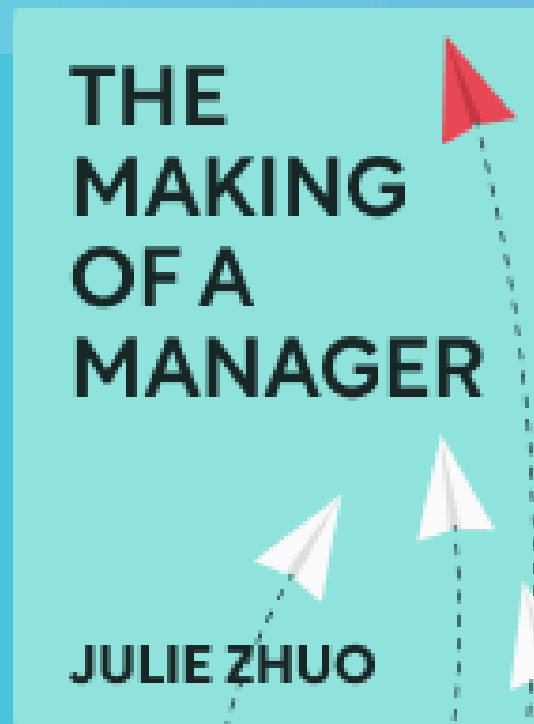


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Thank You!

References



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