

staffing requirements. ECCs across the nation are reporting understaffing issues.

Telecommunicators were asked to rank four statements related to promotion. The scores below represent a weighted average based on the Likert scale.

A weighted average of:  
 1 = Disagree very much  
 2 = Disagree moderately  
 3 = Disagree slightly  
 4 = Agree slightly  
 5 = Agree moderately  
 6 = Agree very much

Here are the responses:

- 4.85 - There were really too little chances for promotion at my center
- 2.72 - Those who did well on the job stood a fair chance of being promoted
- 2.32 - People got ahead as fast there as they do at other places

- 2.57 - I was satisfied with my chances of promotion

These findings suggest that telecommunicators are not satisfied with their chances of promotion and do not perceive a fair process in selection of supervisors. In the question about promotion, over 66% of respondents did not perceive that the right people were promoted. Additionally, in the open ended question, promotion decisions were one of the main complaints. It is not surprising that if telecommunicators perceive an unfair selection process that they would rate their satisfaction with supervisors low as well.

### BENEFITS

Benefits are important retention tools for employers. Studies have shown the importance of employers listening to

employees about the benefit packages and ensuring that they are aware of their benefits. Respondents indicated that benefits were equitable (4.06) and as good as other organizations (4.11).

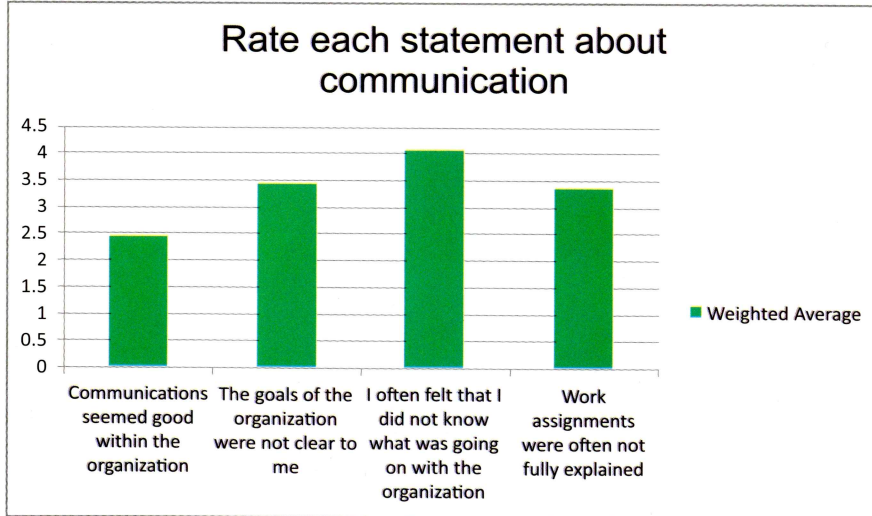
Telecommunicators were asked to rank four statements pertaining to benefits. The scores below represent a weighted average based on the Likert scale.

A weighted average of:  
 1 = Disagree very much  
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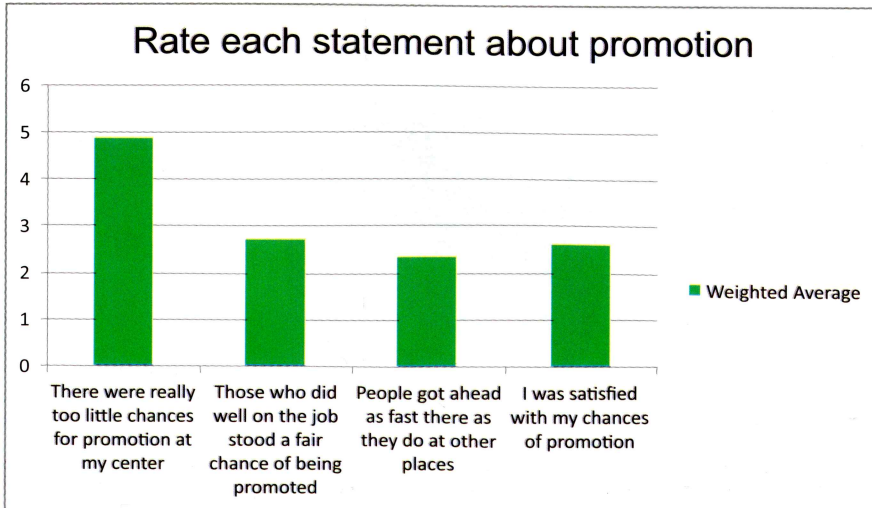
Here are the responses:

- 2.97 - I was not satisfied with the benefits I received
- 4.11 - The benefits we received were as good as most other organizations offered
- 4.06 - The benefit package we had was equitable
- 3.92 - There were benefits we did not have which we should have had

### Communication



### Promotion



### AWARDS

Awards and recognition are important for employees to experience job satisfaction, improve employee morale, perceive organizational justice and increase motivation. Awards and recognition can be monetary or non-monetary such as bonuses, pay increases, gift cards, paid time off, paid training, presentation of a certificate of recognition such as employee of the month, lunch or recognition in a newsletter. Based on the results, it appears that awards and recognition is an area that needs improvement. Recognition can be an effective tool to improve employee morale and does not have to be costly. ECCs can develop recognition tools by seeking input of telecommunicators as well as advice from successful centers.

Telecommunicators were asked four statements about recognition. The scores below represent a weighted average based on the Likert scale.

A weighted average of:  
 1 = Disagree very much  
 2 = Disagree moderately  
 3 = Disagree slightly  
 4 = Agree slightly  
 5 = Agree moderately  
 6 = Agree very much