

May 18, 1989

WHITE PAPER ON DIRECTOR OF EDUCATION POSITION

TO THE BOARD:

New developments in the Sheriff's Department in Volusia County, Florida, have caused Joe Nasser to seriously contemplate leaving the Department. Joe, as are other senior members of the Department, is having difficulties with the newly elected Sheriff.

Joe's problems in large part are a result of the time he has put in on APCO activities during the past five years, and for the recognition Joe has gotten for these activities. The Sheriff wants no competition in his aspirations to be the brightest star in the Department (in fact, in the County).

Joe was ordered by the Sheriff on May 17 not to participate in the APCO East Coast Regional Conference, where he was scheduled to teach a training course-- not even if Joe took leave. Further, it is doubtful that Joe will ever again get administrative leave to attend an APCO function while this Sheriff is in office.

Joe wants out of the County job. He feels he has two options: 1) to go out on his own as a trainer/consultant, or 2) to go on APCO's payroll as Director of Education.

Under the first option and our existing approach, we would want to use him extensively both as an Instructor and for creating modifications to the existing courses, working on contracts such as Shreveport, and creating new products, paying him at the \$50 per hour rate.

Under the second and since his position is not as strong as it was, Joe's outlook is considerably different than it was several months ago.

Joe has a couple of "works in progress", including APCO's Shreveport project. He is already well into this, and would like to complete it on the present contract basis. (He has enough leave time to do the on-site work which is required under the contract.) The Law Enforcement Television Network has also approached him to do several (I think three) special scripts for them. He would like to do these on an individual basis with them.

(On this, they approached him following our meeting with Billy Prince and wanted to act quickly on these initial products. Joe asked me about the offer and about setting up an arrangement between LETN and APCO on the type of basis we discussed with Billy Prince in Arlington, and we (Joe and I) had been planning to go to Dallas in June to get the LETN/APCO involvement started.)

Other than those "works in progress" (and there may be one or two more that I don't know about or have forgotten), Joe will now commit to a salaried position with APCO, in an arrangement under which all work done on APCO's time would be APCO-owned work.

This means he would instruct any of our existing courses; modify any of our existing products; create new products of which he is capable, to meet demand; bid and handle Connecticut and Shreveport-type contract jobs as an APCO employee; open the new avenues we have been discussing with community colleges, etc.; turn over to APCO his present non-US rights to the 80-hour Telecommunicator Training Course; and assume full charge of the Education Department.

Joe would now come with us as a Grade X on the Lawrence-Leiter scale, if we could enter him at the top of the scale (\$58,870). That is considerably less than he is making now in his combination of County, consulting and contract work, and he does not feel he can commit as an APCO employee for less money.

That salary equates to about 1,178 hours of work at \$50 per hour. That equates to about 30 weeks at 40 hours per week.

What we would be getting, then, is a full-time employee for what we would be paying for a little over half of his time as a contract employee, and all of the in-house capability we've been looking toward. (We would have to add the employee benefits package to his salary, but this would not significantly distort these general conclusions.)

I've asked Gary Broughman about his reaction to this proposal, and Gary said he feels he can work well with Joe, and that his only concern is that his own career and upward mobility not be adversely affected. I feel that there is so much work to be done in this area that Gary's job would be considerably enhanced, rather than stifled.

We have to consider also the possible impact on Dennis Bruns, Bruce Smith, Lou Schoenfeldt and the other people who have been working with us so well in this area. Again, I feel that there is so much to be done that we'd be calling on them more, rather than less in a more dynamic environment.

I see the special contract, course development and administrative responsibilities taking up more than half of Joe's time, and I can't picture him being able to be "on the road" for much more than 25% of his time. On the other hand, our experience so far convinces me that we could have one or more training courses of one kind or another in progress all the time.

If we do want to bring Joe aboard, he asks that his performance be evaluated annually and significant rewards be bestowed if

outstanding performance warrants it. This is in keeping with the bonus or incentive award approach -- above the salary grid advances we have adopted -- which we have discussed, and which I hope we're still working toward. Virtually all other successful organizations -- commercial and association -- follow this approach, and we should, too. If performance warrants it.

Joe further asks that any new products he develops on his own time be subject to the same treatment we are adopting for such products as Joe Hamilton's book, i.e., a contractual arrangement under we agree on ownership, distribution and royalty terms.

This paper is offered for your consideration as you examine our plans for the next year, the information package Gary is putting together for you in Charleston, and our long range goals.

I do not want to be in the position of trying to persuade the Board to do something it does not want to do just because of Joe's unfortunate circumstances in Volusia County. I see an opportunity here and it is my job to bring it to the attention of the Board. I would recommend in favor of hiring Joe on the above terms for the good of APCO, and have attached a proposed Position Description for the job.

It is understandable that you will want to ask Gary Broughman for his views on this. Gary does not want to get involved in any controversy about it, and feels as I do, that enough information has been brought to the Board for it to make a decision. We both are prepared to discuss it, however, at the request of the Board.

PROPOSED

POSITION DESCRIPTION

Title: Director of Education
Reports to: Executive Director
Supervises: Education Department Staff

Basic Function:

Directs all aspects of the Education Department.

Duties and Responsibilities:

1. Develops new courses, seminars and products which meet market needs, and markets them.
2. Expands the market for existing education products, and modifies them as necessary for greater market acceptance.
3. Seeks consulting contracts and performs the terms of the contracts.
4. Develops alternative ways to bring education to the members and Public Safety community.
5. Working with the Executive Director, develops the educational program of the APCO Institute.
6. Establishes and maintains position descriptions within the department.
7. Conducts annual performance appraisals with department staff.
8. Prepares and manages annual department budgets.
9. Supervises Department staff. With approval, hires and fires staff within Department.
10. Assists other departments and volunteer bodies within APCO as needed.

Minimum Qualifications:

Baccalaureate degree in Journalism, Education, Marketing, or other appropriate area, and 5 years relevant experience. One year of formal education (and degree requirement) may be waived for each year of teaching experience under State certification.