NENA Standard for Communications Center/PSAP Daily Personnel Operations

Abstract: Requirements for the development of PSAP Operational Practices & Schedules

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NENA Standard for Communications Center/PSAP Daily Personnel Operations

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1 Executive Overview

This standard contains both normative requirements and prohibitions as well as examples, recommendations, and options to assist PSAP managers with the development of agency specific Daily Personnel Operations policies and procedures. Use of this NENA Standard for Communication Center/PSAP Daily Personnel Operations will:

- Assist agencies in the creation of a cohesive and comprehensive SOP.
- Standardize methods for defining operational procedures for communications centers and/or PSAPs.
- Provide guidance for agencies in creating agency-specific policies and procedures.

Each agency is unique and this document is put forth as a standard; some wording and sections will need to be changed to accommodate different modes of operation. These guidelines should apply to all operational employees.

This document includes standards and guidelines for:

- Daily PSAP Operations
  - Reporting for Duty
  - Start of Shift
  - End of Shift
  - General Rules of Conduct

- Schedules
  - Factors to consider when selecting a schedule
  - 8/10/12/Variable Schedule Options
  - Large Scale Event Schedules

- Developing PSAP Personnel Guidelines
  - Personnel
  - Operations
  - Security
  - Training
  - Emergency Operations

The topics covered in this NENA Standard for Communication Center/PSAP Daily Personnel Operations are not all inclusive to the issues that a PSAP may need to address for their operational guidelines.
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1. MUST, SHALL, REQUIRED: These terms mean that the definition is a normative (absolute) requirement of the specification.
2. MUST NOT: This phrase, or the phrase "SHALL NOT", means that the definition is an absolute prohibition of the specification.
3. SHOULD: This word, or the adjective "RECOMMENDED", means that there may exist valid reasons in particular circumstances to ignore a particular item, but the full implications must be understood and carefully weighed before choosing a different course.
4. SHOULD NOT: This phrase, or the phrase "NOT RECOMMENDED" means that there may exist valid reasons in particular circumstances when the particular behavior is acceptable or even useful, but the full implications should be understood and the case carefully weighed before implementing any behavior described with this label.
5. MAY: This word, or the adjective "OPTIONAL", means that an item is truly optional. One vendor may choose to include the item because a particular marketplace requires it or because the vendor feels that it enhances the product while another vendor may omit the same item. An implementation which does not include a particular option “must” be prepared to interoperate with another implementation which does include the option, though perhaps with reduced functionality. In the same vein an implementation which does include a particular option “must” be prepared to interoperate with another implementation which does not include the option (except, of course, for the feature the option provides.)

These definitions are based on IETF RFC 2119.
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Reason for Issue/Reissue

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2 Daily PSAP Operations

2.1 Reporting for Duty
Employees SHALL report on time as defined by the agency and fit for duty. On time means the employee will be fully briefed and prepared to assume responsibility of their position at the scheduled start time. Fit for Duty means an employee is physically and mentally capable of safely performing the essential functions of his/her job. These duties include, but are not limited to the following:

- Equipment in hand
- Time clock/sign in

2.2 Start of Shift
Employees SHALL ensure they have all necessary tools and information to perform their duties. These duties include but are not limited to:

- Daily briefing/Roll call.
- Review the daily log (sign/initial).
- Review shift schedule/seat assignments/rotations/breaks.
- Review all communications/policy/procedures updates.
- Review on-going calls that may carry over.
- Relieve the previous shift.
- Start a new shift log.
- Log into systems (CAD, phones, PCs, etc.).
- Ensure equipment is in working order (telephone, radio, recording and computer etc.).
- Report any needs/problems to supervisor.
- Maintaining current passwords/credentials as required for the position.

2.3 End of Shift
Employees SHALL be responsible for ensuring that the oncoming shift is briefed and knowledgeable of issues that will carryover. These duties include but are not limited to:

- Shift log/paperwork complete.
- Complete any ongoing tasks.
- On coming shift fully briefed.
• Work area clean/sanitized.
• Resources returned to their proper place.
• Properly log out of systems.
• Report any needs/problems to supervisor.
• Loose or unwanted Teletypes/operation printouts posted or properly disposed of.
• Relieved by on coming shift/dismissed by supervisor.

2.4 General Rules of Conduct
The nature of Public Safety Communications requires that the public and field users respect and trust telecommunicators. Telecommunicators SHALL familiarize themselves with, and follow all rules, regulations, policies, and directives. Telecommunicators SHALL conduct themselves in a professional manner. General Rules of Conduct provide guidance in putting forth a positive public image and aid in fulfilling the agency’s mission.

Examples of general rules of conduct:

• Consoles SHALL be kept clean and uncluttered.
• Information SHALL be kept confidential.
• Electronic and voice messages are subject to review and subpoena. All messages should be appropriate.
• A Telecommunicator SHALL NOT knowingly violate any Federal or State law, or any ordinance of any city, county, or municipality, County Personnel Regulations, or any Communications Center rule or regulation.
  o A Telecommunicator SHALL NOT engage in any criminal, dishonest, immoral or notoriously disgraceful conduct, or other conduct that would bring discredit to the Communications Center.
  o A Telecommunicator SHALL NOT misuse their position or resources to influence the outcome of field operations.
  o Telecommunicators SHOULD conduct themselves, both on and off duty, in such a manner as to reflect favorably on the Communications Center.
  o Telecommunicators SHALL avoid dealings with persons under criminal investigation or indictment.
  o Telecommunicators SHALL NOT engage in harassing or discriminating behaviors.
• A Telecommunicator SHALL NOT knowingly disobey or ignore the direction of a supervisor.
• Threatening, abusive, or insulting language or behaving in an insubordinate or disrespectful manner will not be tolerated.

• No Telecommunicator SHALL speak disrespectfully, publicly criticize, or ridicule any official action of the Communications Center or County.

• No Telecommunicator SHALL attempt to originate, create, incite, cause, or join any seditious movement within the Communications Center.

• Communications Center business is confidential and SHALL NOT be disclosed to any unauthorized person or entity.
  o The security of confidential and/or sensitive information SHALL be ensured.
  o Telecommunicators SHALL NOT give interviews or make public speeches concerning the Center without permission from their agency.
  o No Telecommunicator SHALL write any article or book for publication, act as co-author or release any photograph relating to the Communications Center without permission from their agency.

• Telecommunicators SHALL NOT drink alcoholic beverages while wearing Center uniform or identification.

• Telecommunicators SHALL NOT drink alcoholic beverages while on duty.

• Telecommunicators SHALL NOT report for duty while under the influence of intoxicants.

• Telecommunicators SHALL NOT report for duty under the influence of any controlled substance, narcotic, or hallucinogens to the extent that it impairs their performance of duty. When the above are prescribed, the Telecommunicator is REQUIRED to advise their agency or appropriate designee.

• No Telecommunicator SHALL join or otherwise affiliate themselves with any organization which may in any manner exact prior allegiance, or consideration which would prevent Telecommunicators from performing their duty.

• No Telecommunicator SHALL, as a representative of the Communications Center, sign any petition without permission from their agency.

• No Telecommunicator SHALL accept any bribe, gift, token, money, or other things of value intended as an inducement to perform or refrain from performing any official act, nor SHALL any Telecommunicator engage in action or extortion or other means of obtaining money or other things of value through their position.

• No Telecommunicator SHALL, feign illness, be derelict in, or otherwise attempt to shirk their duty.
• No Telecommunicator SHALL knowingly make any false official statement or misrepresentation of facts.

• Telecommunicators SHALL be punctual and prompt in requirements of duty where time may be specified.

• The agency SHALL be immediately notified by any Telecommunicator who:
  o Learns that he/she may be a party in any civil or criminal action.
  o Has been asked to testify in a non-Communications Center civil or criminal proceeding as an expert witness (with such expertise developed through their training and experience with the Communications Center).
  o Has received a summons for a traffic or criminal violation.
  o Has been contacted by a Federal agency or official concerning a civil rights investigation. The Telecommunicator SHALL refer the Federal agency or official to their Communication Center agency/authority who will refer to their appropriate legal counsel (to arrange any interview concerning the Telecommunicator).

• Any Telecommunicator who feels that they are not being treated justly by a supervisor SHOULD communicate with the next ranking supervisor, unless they themselves are involved. If such is the case, follow the appropriate chain of command not directly involved, up to and including the Agency Director.

• Telecommunicators SHALL be courteous, kind, patient, and respectful in dealing with the public, field users and peers.

• Employees will refrain from loud talking, boisterous laughter, improper comments, profanity, arguing, or horseplay.

• Communications Center vehicles SHALL be operated in a safe manner, in adherence to local and state laws and agency vehicle use policies.

• Equipment, personnel, and vehicles SHALL NOT be used for personal business.

3 Schedules

Each PSAP will need to evaluate their staffing numbers and the number of telecommunicators needed each hour to meet or exceed industry standards and/or government mandates for call processing. PSAPs MAY look beyond the traditional 8-5 schedule to meet the needs of their PSAP while still providing some work life balance for the telecommunicators. Beyond providing service to the community and emergency personnel, PSAPs SHOULD strive to have a schedule that accommodates ongoing training of new staff and continuous professional development of current staff. This document provides several schedule options for PSAPs. This document contains examples of 8, 10, and 12 hour shifts including several hybrid variations. The examples include “fixed”,

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“rotating” and “team” options. A fixed schedule has set days off on a weekly basis. A rotating schedule has days off that change weekly or in a set pattern. The team schedule days off could be fixed or rotating, but the same staff members work together on a daily basis. This document includes some advantages and disadvantages for each example.

3.1 Factors to Consider when Selecting a Schedule

- What are your minimum staffing requirements?
- How will you determine your start times?
- Will the schedule accommodate training of staff?
- What are your Collective Bargaining Agreement (CBA) or policy requirements?
- Are there budget or financial impacts?
- How many telecommunicators do you have?
- What type of schedule interests your staff?
- Will the schedule improve recruitment, hiring and retention of staff?
- What are the impacts if you experience staffing issues? Can you maintain the schedule?
- What are the impacts for planned and unplanned leave?
- Reviewing call volume matrix and historical data
- How will staff select shifts? How long can they remain on that shift?

3.1.1 Establishing a Minimum Staffing Number

There are tools a PSAP can use to determine what their minimum staffing numbers should be. [REF: NENA-REF-004.3-2017 [7] Resource List for Human Resources Information and NENA-REF-001-2003 [8] PSAP Staffing Guidelines Report & Staffing Worksheet.]. In addition there are software products available to help determine staffing needs. An additional factor to evaluate when determining your minimum staffing number is what tasks telecommunicators are required to perform. For example: how many radio channels can one telecommunicator monitor? Should they work the radio and handle phone calls simultaneously? Do they have data entry requirements? If so, what is that workload impact?

After establishing minimum staffing requirements, policies SHOULD be developed to ensure a process to backfill staffing vacancies. Safeguards, in the form of policies, SHOULD be in place so the number of telecommunicators using scheduled paid time off (compensation time, vacation, etc.) allows you to adequately cover shifts that fall below minimums.
3.1.2 How to Select Schedule Start Times
When developing your PSAP’s shift start times things you SHOULD consider:
- Do you want to have shifts overlap?
- When are your patrol start times? Do you want the telecommunicators to match theirs, or offset?
- What would be a reasonable start time for your staff? 0500 too early, or getting off at 0900 too late?
- Should start times occur during high call volume?
- How many channels do you need to monitor?
- Do you have established minimum staffing levels?

3.1.3 Training
Providing telecommunicators access to training opportunities is key to providing high quality service to the community. While training must be a priority, it should not compromise staffing levels. A training officer/coordinator on each shift can aid in providing on shift training.

3.1.4 Finances & Human Resources
All PSAPs have financial impacts to consider when deploying a schedule. They need to weigh the factors mentioned above and the funding available to them when deciding on a schedule. The schedule a PSAP deploys may be more attractive to potential new hires and aid in retaining your current staff.

PSAPs need to review any CBA or agency policies if they find a non-traditional schedule may benefit their operations. Issues PSAPs should consider are shift differential, allowing employees to select their shift, or any restrictions on lengths of shifts.

3.1.5 Performance Management of Personnel
Factors PSAPs SHOULD consider when selecting a schedule and the impacts to managing personnel:
- What is the ratio of supervisor to employee?
- Will your supervisors be expected to perform multiple roles simultaneously, i.e.?
  - Working in the center
  - Training new personnel
  - Supervising employees
- Will employees have an assigned evaluating supervisor?
• Does the schedule promote or diminish opportunities for mentoring, training, special assignments, internal and external educational events, one on one conversations, attend meetings etc.?

• What is the ratio of tenured/ skilled employees to new/unskilled employees on the shift?
  o What is the level of experience and skill set for each employee?
  o Are all of the new employees working together on the same shift?
  o Are all tenured employees working together on the same shift?

3.2 Schedule Options

3.2.1 8-Hour Schedule Options
There are multiple benefits for the employee in terms of physical, mental, and emotional wellness to work an 8 hour day opposed to 10 or 12 hours. An 8 hour schedule can be deployed with fixed days off, rotating days off, or as a team schedule. Examples of these schedules are in Exhibit 1.

8-Hour Schedule (Set) see Exhibit 1, Example 1(A)

8-Hour Schedule (common among all 3 schedule types)
Advantages:
• Fairness among all employees’ schedules
• Employees gain 2 consecutive days off
• Decreases the amount of time an employee spends at the workplace each day.
• Simple balance that promotes healthier living and standard weekly scheduling to allow more life focused employees.
• Allows flexibility in gaining and providing part time employees the ability to fit into the schedule with little to no disruption in the full-time schedule.
• If no part time is available for emergency coverage there is the possibility of a shift swap with another full-time employee as well as extending coverage of those already on the clock with little disruption in the schedule flow.
• Work related accidents/incidents are decreased due to the time away from work is greater than that of other schedules.
• Less communication breakdown between oncoming and outgoing shift leaders due to the set scheduling if applied correctly.
• Overtime handled easily by adding up to 4 hours, making a maximum of 12-hour shift.
• The Whitehall Study I and II show effects on the human body that come from the demand of longer hours in the workplace of civil servants in an office setting.

• 5-day work week increases the dispatcher’s awareness of activity and agency policy and procedural changes.

• 8-hour day is beneficial in a training environment, beyond that retention of information decreases.

8-Hour Schedule (common among all 3 schedule types)

**Disadvantages:**

- Requires at the bare minimum 8 full time employees to allow this schedule to run smoothly in the workplace.

- Requires more dispatchers than other schedules (e.g. 10 or 12 hour shifts)

- More days to report to the workplace versus days away from work, therefore fuel/food consumption of the employee is greater than that of one who reports to their workplace fewer times a week.

- When working mids or a night shift, dispatchers are less likely to revert back to a traditional schedule on their days off, which could be challenging to maintain a family/social life.

- Overtime on days off could result in multiple days in a row on duty

- If your staff decreases, dispatchers are likely to work beyond 8 hours a day.

- Supervisor oversight to maintain the staffing shortages

- Having set days off

- You work with different dispatchers and supervisors during your work week, instead of the same ones.

- Evaluating performance could be challenging if you work with different supervisors.

**8-Hour Schedule (Rotating) see Exhibit 1, Example 1(B)**

**Advantages**

- Employees will have an entire weekend off at the end of the schedule cycle

- Schedule is never changing, therefore once an employee is in the cycle there is no confusion as to what their work days will be in the upcoming weeks.

8-Hour Schedule (rotating days off)

---

1 *White Hall Study*
Disadvantages (in addition to those mentioned above)

- Rotating days off for those that like the consistency of fixed days off
- May require developing a shift calendar with all the work days in the shift rotation (e.g. 3 month, 6 month, year etc.) so dispatchers can track their work days and days off.

8- Hour Schedule (Team) see Exhibit 1, Example 1(C)

Advantages (in addition to those mentioned above)

- Working on a team allows for consistent supervision with the same supervisor
- Dispatchers get to know each other better, increases teamwork and productivity

Disadvantages (in addition to those mentioned above)

- To have full coverage need even number employees on a full time roster
- You could need 6 sets of shift groups versus 4 shift groups

3.2.2 10-Hour Schedule Options

Ten-hour shifts offer a middle ground to 8 and 12-hour shift systems. While 12-hour shifts often require an “all or nothing” approach due to the overtime factors and scheduling off-time, ten-hour shifts work well either as the standard or in conjunction with eight-hour shifts. Ten-hour shifts offer advantages to both the shifts workers and management. For those on shift they can have both set and floating days off. For example, they may have Sunday/Monday as their set days off with one floating day off which varies due to call volume, training, vacations, etc. Or they may have three consecutive days off. The flexibility offers employees more options to plan day care, their spouse’s days off, school schedules or part-time employment. For management, it allows overlapping schedules to address activities such as training, cleaning, QA/QI reviews, etc. It also allows employees the choice between two shift lengths and the day-off options each offers.

10- Hour Schedule (Set) see Exhibit 2, Example 2(A), & 2 (B)

Advantages (common among all three)

- More days off per year for those on the ten-hour shifts
- Flexible days off
- Ability to overlap shifts for peak periods
- Overlapping shifts for specific tasks. In some designs, there is overlapping six hours each day.
- More productive work than 12-hours shifts due to worker fatigue increasing after six hours
• Less stressful holdover periods when covering last minute vacancies
• Some schedules can allow one shift to work 10-hour shifts and two others to work eight-hour shifts

Disadvantages (common among all three)
• Not as efficient as 12-hour shifts in maximizing a 24-hour work environment
• Scheduling days off and vacation time not as efficient as with the 12 or 8 hour systems
• 10 hour shifts MAY require more staff than either the 8 or 12 hour schedules
• Due to covering both scheduled and unscheduled absences days off may be inconsistent and unpredictable. Employees may want three consecutive days off but may not be possible around holidays or other periods with higher vacation day requests
• Ten hour shifts require a minimum total staffing level that is higher than that required by either eight or 12- hour schedule systems. Small centers MAY be only left with the eight- hour shift system

Advantages (Rotating) see Exhibit 2, Example 2 (C)
• Having rotating days off, employees eventually rotate into weekends off.
• Rotating days off from a management perspective builds in fairness for everyone

Disadvantages (Rotating)
• Not having set days off. Employees have to manage their scheduled work days.
• Long periods between having weekends off.

Advantages (Team), see Exhibit 2, Example 2 (D)
• You can create continuity among team members.
• Supervisory consistency

Disadvantages (Team)
• Everyone might not like working with the same co-workers on a daily basis.

3.2.3 12-Hour Schedule Options
Twelve-hour scheduling options have several forms. These scheduling options include set days each week or a more fluid set up that involves revolving shifts. Agreements SHOULD be in place outlining how and when overtime is paid.

Advantages (common among all three)
• Employees working beyond 40 hours in a Fair Labor Standard Act (FLSA) period could negotiate for additional compensation
• Employees may gain additional comp time instead of taking additional work hours in pay.
• When employees are under 40 hours in the FLSA period, the earned comp time can be used to make up the difference.
• You work less days a month then a traditional work schedule
• Every other week, work only three of seven days
• Utilize less staff compared to an 8/5 schedule
• Less days commuting each month

Disadvantages (common among all three)
• Employees may be paid overtime on a weekly basis
• Employee compensation could be in the form of comp time vs pay
• If staffing levels are low, employees may have a difficult time using comp time
• Night shift doesn’t work during the hours Administration is on duty

Set Schedule, see Exhibit 3, Example 3 (A)
This two-week set schedule utilizes two squads. Each squad is split into days shift and night shift.

Advantages:
• Every other weekend off
• Taking 2 additional days off you are off for an entire week

Disadvantages
• Long work days
• Working additional hours on a work day may create wellness issues

Rotating Schedule, see Exhibit 3, Example 3 (B)
This schedule utilized four teams rotating day and night shift every two weeks of a four-week schedule cycle.

Advantages
• Experience working with all public safety officials in the district
• Three- and four-day work weeks
• Back-to-back weeks of four days off each month
• Experience with both day and night call types
• As most night shifts are slower, this will allow for on-shift training

Disadvantages
• Day/night rotating shifts
• Must use accrued leave each pay cycle to bring 36-hour week to 40 hours
• Working a single night shift can affect sleep cycle
• Working days and night can have a negative effect on sleep which could affect ones health

Team Schedule, see Exhibit 3, Example 3 (C)
This schedule example utilizes a 4-team approach with a two week cycle. Teams A/B are day shift teams and C/D are night shift teams.

Advantages
• At most, telecommunicators will work two consecutive days
• Ability to use less vacation time to get a full week off during the short week
• Set days off every two weeks allows for easy personal planning
• Working with the same co-workers can build comradery and high levels of trust

Disadvantages
• Must use accrued leave each pay cycle to bring 36-hour week to 40 hours
• Long day if held over to cover if staffing unexpectedly falls below minimum
• On-call list depending on staffing needs
• Personal conflicts with a co-worker can lead to hostile work environments when working with that individual each shift

3.2.4 Variable Schedule
PSAPs MAY need to look for alternative schedules to maintain staffing levels to accommodate the operational needs of the center. Alternative schedules MAY utilize a combination of different types of employees, different lengths of shifts and days off, and even different work sites.

3.2.4.1 Part-Time Employees
PSAPs might consider supplementing their staffing with part-time dispatchers. Part-time could be categorized as scheduled employees working less than full time hours or per diem employees who work at the need of the agency based upon availability. Positions can
either be benefitted or not. They can be used in a number of ways. PSAPs need to be aware of any CBA conflicts and factor in how the use of part-time dispatchers impacts full time dispatchers.

Advantages to using part-time dispatchers:

- Retention of trained staff
- Offering flexible schedules
- Reducing overtime for full time staff
- Potential cost savings for the PSAP
- Flexibility during times of high call volume to meet staffing needs

Disadvantages to using part-time dispatchers:

- Training considerations for employees new to the organization
- PSAP may incur additional costs to offer benefits (i.e., retirement, healthcare)
- Lack of availability
- Maintaining ongoing continual professional training
- Training on new technology and the ability to obtain a level of proficiency
- Diminished job skills due to the infrequency of performing those tasks
- Part time staff might not have the same level of commitment or availability to the PSAP as a full time employee might
- Pay rate might not be enough of an incentive for them to be willing to work more

Examples:
The type of part-time employee (at will or an employee represented by a bargaining unit) will determine your options in scheduling them. If they are represented employees, you can have them assigned to a shift, such as giving them the option to follow your agency policy for shift selection. You can have your part-time staff submit on a monthly, quarterly, or bi-annual basis their availability to work. PSAPs can establish a minimum and/or maximum number of hours per week part time employees needs to work, depending on established benefits. Additional considerations might be a number of required weekend, holiday, or evening/night shifts over a given time frame.

3.2.4.2 Temporary Workers

PSAPs MAY employ temporary workers for finite periods of time to supplement regular staff during periods of staffing shortage, for example to cover FMLA leaves. Temporary employees follow many of the same advantages and disadvantages of part time employees. Due to the short duration of their employment, temporary employees are often
recruited from personnel with related prior experience to expedite the training process. Former employees or employees of neighboring PSAPs with similar CAD and phone systems and field resources may provide a pool of available talent. Typically, temporary employees do not receive benefits, but may create contractual challenges depending on CBA agreements.

Advantages:

- Ability to supplement staff on an as needed basis without incurring long-term costs of adding permanent employees who require benefits
- Reduction in overtime decreases staffing costs and helps decrease need for mandatory overtime for existing staff (less overworked employees may be healthier and less disgruntled)

Disadvantages:

- Temporary employees will require some training investment even if they have prior familiarity with the PSAP environment.
- Due to the finite nature of employment, temporary staff may not be as flexible and committed to the PSAP.

3.2.4.3 Virtual Workers

NG 9-1-1 technology opens up the possibility for PSAPs to think outside the box in regards to scheduling and providing services to the public. PSAPs MAY consider evaluating the tasks their PSAP does today, and what they might be able to have a “virtual worker” do off site. Or PSAPs in your region MAY consider developing a hosted environment, sharing staff during times of the day. The concept of virtual workers in public safety has many aspects PSAPs SHOULD carefully evaluate. REF: NENA INF-025.2-2017 [13], Virtual PSAP Management.

3.2.4.4 Staggered Classifications

Using different job classifications to staff the center, such as dispatchers, call takers, and even sworn potentially on a temporary basis. PSAPs considering this model SHOULD consult with state and local certification requirements and laws.

Advantages:

- Increases the pool of the trained staff to work in the center

Disadvantages:

- Maintaining consistency
- Staff might have to work longer periods of time on a given position (i.e., radio) if they don’t have enough trained staff to offer relief.
• CBA issues need to be addressed

3.2.4.5 Staggered Schedules

Another option PSAPs might consider is having dispatchers work staggered schedules, e.g., some on 4/10, some on 3/12.

*See Exhibit 4, Example 4(A)*

Another alternative would be having supervisors work a 4/10 with staff working a 5/8.

Advantages:

• Increased staffing during busiest hours
• Three consecutive days off each week
• Consistent schedule
• For 10 hour shifts, any holdover needed would likely be limited to 2 hours
• No FLSA issues due to consistent 40 hour work weeks.
• Supervisor overlap would increase situational awareness from shift to shift and allow time for administrative responsibilities such as QA, training, and meetings.
• Shifts work well with eight-hour shifts

Disadvantages:

• Unscheduled leave can present a problem for the 4 hour gaps created because of the staggered hours between the two shifts.
• Any holdover required due to unscheduled leave.
• Supervisors working 4/10 while their staff works 5/8 would decrease team cohesiveness and expectations.
• Schedules that allow one shift to work ten hours shifts and receive three days off and others to work eight and receive two days off may be advantages to management but the perceived disparity may cause morale issues
• On-call staff possibly needed for coverage
• Unexpected call-offs could lead to 16 hour shifts
• Long shifts increase the probability of errors in work and burnout

3.2.4.6 Hybrid 10 Hour Shifts

*(10 hour Day/14 hour Night Shift) see Exhibit 4, Example 4(B)*

• Shifts are divided into 10 hour days (06:30-16:30) and 14 hour nights (16:30-06:30)
• Employees are in groups that stay together with the same supervisor on a rotating schedule:
  o Three days on, one night on, off for six, one day on, three nights on, off for four.

• Employees have a regular short shift when they leave early to keep hours at 40 per week.

• Three hours of training per month are built into each employee’s schedule, including part timers.
  o Training is available every Monday morning and every Thursday evening with groups each having a week. Makeups can be at times other groups are having training.

Advantages:
• Staff appreciate the long off times and the possibility of taking fewer days off to achieve lengthier time off to facilitate vacations and other work/life balance situations
• Staff that is scheduled off may be more willing to come in for overtime due to having ample recovery time
• Built in training time
• Cohesive teams with consistent expectations
• Everyone works all shifts, no atrophy of skills due to lack of call volume

Disadvantages:
• Tracking short shifts to avoid exceeding 40 hours/week may make for complications in scheduling
• 14 hour shifts may contribute to performance-related issues due to fatigue
• Longer shifts may decrease ability to mandate during staffing shortages due to call ins or times of high volume
• Team-centric scheduling increases the stress for employees working OT or moved to other shifts due to the potential for different groups to develop different expectations
• Working a combination of days and nights during the same week makes adjusting to shift work much more difficult, potentially contributing to increased risk of mistakes, health problems, and absenteeism

3.2.4.7 11 Hour Shift see Exhibit 4, Example 4 (D)

(4/11 - 4 on 4 off)
• This schedule the dispatcher would work 4 (11) hour days, with 4 rotating days off.
• Every other month you have the weekends off.
• You essentially will have two teams that will consistently work together.

You will need to consult with HR on complying with FLSA without needing to pay overtime. Over the course of a calendar year, the employee will not have worked 2080 hours. To essentially account for that time that is owed, the PSAP can select 5 dates during the calendar year for each team to “pay back”. The agency can pre-select them in advance hold training, meetings etc. If the agency doesn’t want to coordinate these 5 days, they can have each employee pre-select 5 days they are going to “pay back”. The PSAP can decide what activity they will be doing on those “pay back” days.

Advantages:
• This schedule allows you to cover more time with less people.
• Depending on your start times, you could have long overlap periods which allow for dispatchers to attend briefings, meetings, training, exercising etc.
• You can really create a team environment by working with the same people.
• Having 4 days off allows employees time to de-stress and create work-life balance.
• Rotating days off from a management perspective builds in fairness for everyone.

Disadvantages:
• Depending on your staffing minimums, a vacancy can mean an entire 11 hour shift needing to be covered on short notice.
• If you don’t like your team, you would need to work on your tolerance during that shift rotation.
• Training new people, the 4 days off at times might be too much time in between learning new concepts and retaining the information.
• The PSAP might need to make adjustments to their training timeline to account for that.
• You will need to work with HR to address the FLSA issues

3.2.4.8 Hybrid 12 Hour Shifts

Fixed or Rotating (8,12,12,8), see Exhibit 4, Example (E)

In this schedule a dispatcher would work 4 days a week, their first day and last day would be 8 hours, and the two middle days would be 12 hours (8,12,12,8). They would have set days off. To create rotation in their days off, you establish the frequency you would have everyone shift their work week by a day. For example: every 4 weeks you would switch.
employee who was off Saturday, Sunday and Monday, would then shift to having Sunday,
Monday, and Tuesday off. This would continue at the intervals you set.

Advantages

- No FLSA issue, consistent 40 hours a week schedule.
- This type of schedule works well for having two shifts (days/night) and the 8 hour
days help to keep staffing higher during busy times.
- The 8 hour days could be staggered where it can be appealing to staff and where it
has the “feeling” of a longer weekend.
  Example: 8,12,12,8
  10:00-18:00, 06:00-18:00, 06:00-18:00, 06:00-14:00
  22:00-06:00, 18:00-06:00, 18:00-06:00, 18:00-0200
- If unscheduled leave occurs where a hold over process is necessary, staff that
worked 8 hour days could be first choice as opposed to selecting someone that has
already worked a 12 hour day.

Disadvantages

- Unscheduled leave can present a problem for the 4 hour gaps created because of
the 8 hour days.

Rotating (every other weekend off) - see Exhibit 4, Example 1 (F)

Week 1 you work 2 off, 3 on, 2 off. Week 2 you work 2 on 3 off, 2 on.
Employees each work an individual schedule that includes two 8 hour shifts and two 12
hour shifts per week, with every other weekend off. Some people work mainly overnights
and some people work mainly days/evenings, and some work a combination of shifts.
Everyone is eligible to work OT on other shifts.

Advantages:

- No FLSA conflicts (40 hours/week)
- Schedule is regular – consistent on/off days every other week
- Every other weekend off may cut down on time off requests as events can be
  scheduled in advance
- Shift overlap can help promote a larger workplace team environment

Disadvantages:

- Potential for short turnarounds (eight hours between shifts)
- Large use of OT to fill open shifts
• Tenured employees miss working just 8-hour days
• In smaller workplaces, eliminates teams that follow same schedules, which decreases consistency and can complicate filling unscheduled absence call outs
• Cumbersome tracking if scheduling software not used
• No built in training time
• Long shifts
• On-call may be required for unexpected coverage
• If no on-call, 16 hour shifts likely for unexpected coverage

**Fixed (12-hour shifts), see Exhibit 4, Example (G)**
Work one week and have the following week off.
• Schedule goes Tuesday-Monday.
• Four teams, Days A, Days B, Nights A, Nights B
• Tuesday, Wednesday, Thursday, Saturday, Sunday and Monday 12 hour shifts
• Friday 8 hours.

Advantages:
• Having a week off
• Schedule was easy to follow
• Offers work/life balance
• Employees would swap shifts with each other, reduced request for time off

Disadvantages:
• Fridays were a challenge finding coverage
• Difficult to cover vacancies

**Rotating (8/12 4 on 4 off), see Exhibit 4, Example 4(H)**
This schedule has a variation of (12,8,8,12 or 8,12,12) slots.
Advantages and Disadvantages are consistent with the other 12/8 schedules. This option gives you the ability to have 4 days off consistently.

**3.2.4.9 Open Schedules**
The idea behind an “open schedule” is the employee selects the shifts they want to work. The PSAP would need to, in advance, develop a schedule for the time frame they want to cover. For example, if a PSAP wanted to create a shift for the following 6 months, they would determine the staffing hours and minimums needed per day. Those slots would then
be given to the dispatchers to pick in order of seniority to select. These shift selections could vary in start time, shift assignment and sequence. They would be required to pick enough shifts in a pay period to equal 80 hours.

Advantages:

- Staff selecting shifts that are conducive to work/life balance could result in decreased absenteeism and decreased need for shift swapping
- Less administrative time spent on filling schedule gaps
- Administration demonstrating confidence in staff’s ability to self-govern
- Variable schedule allows for flexibility

Disadvantages:

- This type of schedule would most likely necessitate the expense of investing in scheduling software
- Difficulty attracting/retaining new staff due to least senior staff having least attractive scheduling – may be difficult to find employees who are able to work whenever needed
- Potential for no consistency throughout a quarter/the year
- A constantly changing schedule could lead to forgetfulness about when to come in

3.3 Large Scale Event Schedule

PSAPs SHOULD factor in scheduling for events that overwhelm daily operations. PSAP’s SHOULD consider developing a policy or protocol to deploy special schedules. An “Emergency Schedule” is a schedule a PSAP may impose on their entire staff. For example; handling calls during a natural disaster or weather event. The “Emergency Schedule” could be deployed for multiple days. The “Pre-Planned Event Schedule” is used to support an event or operation. This type of schedule is scalable as it relates to the event or operation.

3.3.1 Emergency Schedule Deployment

PSAPs SHOULD consider developing an emergency schedule in advance. Staff will be aware of their emergency schedule and can transition immediately. Typically, emergency schedules will impact the entire staff. When developing these schedules considerations SHOULD be made for how staff will be used and resources available to the employees. Employees may be assigned to non-traditional roles.

PSAPs SHOULD use a notification system to inform off duty employees when and where to report. Factors to consider when invoking an emergency schedule, your employees may be impacted by the event and need transportation or assistance to get to the PSAP. Beyond managing the schedule PSAPs need to factor the resources they may need when deploying additional staff, for example providing sleeping quarters. REF [NENA INF-107.2-2015 [9],
PSAP Disaster & Contingency Plans Model Recommendation]. There may be a need to request additional resources via local, state and federal protocols such as activating Telecommunicator Emergency Response Taskforce (TERT).

3.3.2 Scheduling for Pre-Planned Events

PSAPs many times are unaware of planned events or operations. This impacts a PSAPs ability to effectively deliver services. PSAPs SHOULD consider developing a process that includes them in the pre-planning stages and notification of operations or events, such as protests, parades, dignitary visits, multi-day festivals or fairs. Other type of events includes operations such as warrant sweeps, traffic enforcement and tactical deployment for emergency services.

4 Developing PSAP Personnel Guidelines

Issues to consider when developing and deploying PSAP Personnel Guidelines.

4.1 Personnel Topics

4.1.1 Leave Request

PSAPs SHOULD have a policy that outlines the procedures to request leave. The policy should include notification procedures for unscheduled leave request, sick leave, vacation, trades (swapping shifts) etc. PSAPs SHOULD work in conjunction with their labor union and human resources when establishing their procedures.

4.1.2 Unscheduled Leave/Absence

An agency policy SHOULD cover how to request unscheduled leave. The policy SHOULD include notification procedures and how to manage employees on duty with an exigent situation that requires them to leave. Supervisors SHOULD have training on how to identify when the nature of unscheduled leave/absence requires Human Resources involvement (e.g., federal and state leave acts).

4.1.3 Overtime

Overtime may be required when operating a PSAP. If overtime coverage is not addressed in a collective bargaining agreement PSAPs SHOULD develop a procedure to address how overtime is distributed. The procedure SHOULD address a voluntary overtime process and mandatory overtime assignment. Considerations for a PSAP overtime policy SHOULD include maximum number of hours an employee can work in a day (excluding catastrophic events), maximum number of hours in a week or month. The policy needs to address how to handle holdover or early in situations. Mandatory overtime procedures SHOULD consider what type of notice is acceptable i.e. email, text, on duty or off duty. The procedure SHOULD include how far advance that notice should be provided if they are being mandated to work a day off.
4.1.4 Uniforms

Dress code, which may include uniforms, will be determined by the communication center administration. When uniforms apply, uniforms SHALL be standard, well maintained and be worn while on duty. Additionally, uniforms SHOULD NOT be worn during off duty hours or for personal use without the approval of the appropriate communications supervisor.

4.1.5 Wellness

Employee wellness does have a correlation to employee sick leave, injury and resiliency in the stressful dispatch center environment. PSAPs SHOULD offer access to fitness facilities. If the facility is on site, PSAPs need to research risk management issues and develop a use SOP/SOG for their agency. PSAPs with onsite food SHOULD consider offering healthy choices. Employers SHOULD provide opportunities and encourage employees to adopt healthy living habits. In addition, PSAPs SHOULD have a designated space\(^2\) for dispatchers to utilize for stress management away from their workstation. PSAPs should research additional resources available through their local/state agencies. For long term wellness PSAPs SHOULD establish a critical incident stress management CISM program. REF: NENA-STA-002.1-2013 [14] 9-1-1 Acute/Traumatic and Chronic Stress Management Standard

Telecommunicator is a sedentary profession that can affect an individual’s health. PSAP’s need to evaluate their workspace, provide ergonomic equipment, and the ability for employees to move around.

4.1.6 Complaint Investigations

PSAPs SHALL have a well-crafted policy on how investigations are handled. Collective bargaining agreements, Local, State and Federal regulations must be taken into account. Investigators must have training in how to handle an internal investigation, what the regulations and policies are, and SHOULD have continuing education to maintain knowledge and skills. Supervisors/managers/investigators SHOULD have clear criteria on how to identify the severity of complaints and how to document. For example, while some lower level complaints MAY be handled as a verbal coaching/training issue at the supervisor level, the investigation and corrective action SHOULD be well documented.

4.2 Operational Topics

4.2.1 Position Rotation

PSAPs SHOULD develop a rotation plan on how long an employee MAY work at each position (between radios, call taking vs radios, during a day/during a week). A rotation

\(^2\) Designated location an employee can use for mental health reasons

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schedule will help maintain proficiency for each discipline, (if multi-disciplinary PSAP) and a level of alertness.

PSAPs SHOULD consider the following when developing and deploying a position rotation schedule:

1. A position rotation schedule requiring employees to work all positions in the PSAP develops their skills.

2. Allowing team leaders flexibility to assign employees. i.e. One shift has a mandated chart; another shift sets a minimum hour(s) requirement at each discipline/position.

3. Activity level – how long is too long? Should an employee rotate out half way through their shift? Can employees opt out or trade with other employees their position assignment? Will the position rotation schedule require employees to move from one workstation to another? Less impactful when they don't have to pick up and change a location. Can your center accommodate employees working all disciplines from any workstation?

4. How will the position rotation schedule work with your QA/QI program? Use as a possible tool for assessing strengths & weaknesses, and scheduling/allotting time.

4.2.2 Down time

The PSAP SHOULD establish guidelines of acceptable activity during down time, balancing the need for employees to be alert and focused for the primary job responsibilities. PSAPs SHOULD consider establishing tasks to do, projects to work on, training to review or other approved activities. This may promote skill and career enhancement, continuing engagement, and involvement beyond the daily tasks.

4.2.3 Breaks

Employee breaks are encouraged and SHOULD be determined by the employing agency’s policy. In determining breaks, consideration SHOULD be given to available staffing, work load/call volume, hours of work, and other applicable issues. At minimum, breaks need to include time for personal needs. Preferably these breaks SHOULD allow for staff to take breaks/rest periods outside the operations floor/center. Supervisors SHALL have the autonomy to suspend breaks during critical incidents and craft a plan to reinstate breaks if/when circumstances allow.

4.2.4 Critical Incident/Stress Management

In the course of handling calls for service PSAP employees will be exposed to stressful incidents. PSAPs SHALL participate in their agency’s Critical Incident Stress Management (CISM) program. If there isn’t a program PSAP’s SHOULD establish one, REF: NENA-STA-002.1-2013 [14] 9-1-1 Acute/Traumatic and Chronic Stress Management Standard.
Supervisors SHALL be trained to identify job related stress in their employees. Supervisors
SHALL be aware of resources available to employees such as peer support, employee
assistance programs (EAP), agency chaplain’s and mental health professionals. Employee
well-being is paramount to the operations of the center.

PSAPs SHOULD develop a policy that accommodates the use of a Peer Support Team. The
policy SHOULD include how to manage the need for time off the communication floor
(short and long term), participation in a stress debrief, backfilling and holding over staff,
and changing break times.

4.2.5 Lactation Plan
PSAPs SHALL review their State and Federal (FLSA) regulations related to nursing mother’s
rights in the workplace. HR departments, CBA’s, and legal resources SHOULD be leveraged
to help guide crafting policy changes needed to remain compliant.

4.2.6 Food and Drink
Food should be consumed only in designated area(s). If circumstances dictate, food MAY
be consumed in the center with the supervisor’s approval. In the event that food is allowed
on the floor, employees SHALL be required to clean up after themselves and dispose any
remnants in an appropriate manner. Recommend that waste containers for food be placed
outside of the communication center workspace. Food preparations SHOULD be done
outside of the communications center in consideration of a clean, food odor free work
environment. If drinks are permitted in the communication center, they SHOULD be in a
spill proof container, and placed so as to avoid spills on the communication equipment.

4.2.7 Smoking
There SHALL be no smoking, vaping or use of any tobacco products in the communication
center. The use of tobacco or vaping products will be permitted only in designated area(s)
according to agency/facility policies and state laws.

4.2.8 Marijuana Use
PSAPs SHOULD research local, state and federal laws regarding the use of marijuana. They
MAY need to consider an accommodation if an employee has a medical necessity. PSAPs
SHOULD establish their own tolerance level for recreational and medically prescribed use
based on local, state and federal regulations. Use of any substances while on duty can
impair the employee’s ability to perform their job at the standards established by the
agency (REF section 2.4 General Rules of Conduct)

4.2.9 PSAP Managed Electronic Equipment
Agencies SHOULD develop a policy regarding agency owned/managed electronic
equipment. The policy SHOULD include whether printers, computers, copiers, fax machines
etc. may be used for personal business. Agencies SHOULD provide access to the internet

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under the guidance of their IT department, with security and firewalls in place. The agency network connection to mission critical applications SHOULD be kept separate from devices that access the internet. Agencies MAY consider providing Wi-Fi access to personnel for use on their personal devices. Agencies SHOULD periodically evaluate if employees are conducting work related activity on their personal devices. If so the agency SHOULD work to provide those resources for them.

### 4.2.10 Personal Communication Devices

Use of personal communication devices is discretionary to each agency. Agencies SHOULD develop a policy on the use of personal communication devices in the center. The policy MAY include:

- **Type of devices**
  - Personal Computers
  - Tablets
  - E-Readers
  - Wearable devices
  - Smart Phones/Cell Phones
  - Gaming devices

- **Type of activity**
  - Reading
  - Posting on social media
  - Engaging (text or responding to emails)
  - Games
  - Streaming

- **Where they can be used**
  - Breakroom
  - Center

Personal electronic devices SHALL NOT interfere with the operations of the communications center.

Agencies SHOULD have a policy whether personal devices maybe used for work related activity. If a personal device is used for work-related communication it MAYBE subject to public disclosure.
Agencies have to evaluate the workload of their center, the liability related to records created on personal communication devices, etc. If use of personal devices is allowed to conduct work related activity considerations MAY be added to agency policy on how and when they can be used. In addition employees SHOULD sign a waiver acknowledging that their device is open to records requests if used for work related purposes. Employees will be required to permit access to their device to the agency to grant network access or troubleshoot issues.

4.2.11 Television/Radio

It is recommended that television/radio be permitted in the communications center for viewing news, weather and/or training programs. At all times, television/radio programs will be acceptable for public viewing (no nudity or highly suggestive programs) and not be offensive to any employees. Television/radio programs SHALL NOT interfere with training and work activities. Volume SHALL be adjusted to not interfere with dispatch and call taking responsibilities or set to closed caption only.

Television/radio can be a useful tool in communications centers. They provide access to breaking news, emergency weather reports and other useful information, can maintain employee alertness during periods of inactivity, and can improve employee morale.

4.3 PSAP Security Topics

4.3.1 Physical Security

PSAPs SHALL evaluate their site and necessary restrictions to adhere to local/state/federal regulations. As a confidential environment, the PSAP SHALL be considered a restricted access facility and occupants are subject to monitoring. It’s recommended the PSAP have a SOG defining what their roles are in monitoring, including what to do when there is a security breach.

4.3.2 Cybersecurity

PSAPs SHOULD conduct an ongoing cybersecurity risk assessment of their center. REF:

NENA Document 04-503 [2], NENA Network/System Access Security Information Document, NENA 75-502 [4], NENA Next Generation 9-1-1 Security Audit Checklist Information Document and NENA-INF-015.1-2016 [5], NENA NG9-1-1 Security Information Document. In addition all PSAP staff SHOULD be aware of how to handle a cybersecurity attack. PSAPs SHOULD subscribe to their local fusion centers to be aware of evolving trends and emerging threats. PSAPs SHOULD develop an SOG.

4.3.3 Vendor/Service Workers

PSAPs SHOULD follow the local, state and federal requirements to allow vendors and service workers access to their PSAP. Site security rules at the local, state and federal level may change routinely, it’s critical for a PSAP Manager to stay up to date on current rules.
This includes being aware of requirements for vendor access on site and remote access. PSAPs that don't have an agency specific vendor authorization process SHOULD establish an in house procedure that includes a fingerprint based background check and facility access procedure. PSAPs SHOULD have a procedure how authorized vendors and service workers access the facility and center. Vendors and service workers that routinely provide service to the PSAP may have clearance to access and perform their duties unescorted. These vendors and service workers SHALL have company attire, badges, and an agency visitor badge in plain sight. PSAPs using vendors and service workers on a limited basis MAY establish a process to escort and remain with them until the work at the facility is completed. Considerations SHOULD be made how these vendors and service workers gain access to break and restroom facilities when needed. Rules of conduct MAY need to be established with vendors that work in the center to ensure they are not disrupting operations. Discuss in advance how work will be conducted in the center, coordinate downtime, and develop a plan when taking workstations down.

4.3.4 Visitors

Visitors may be family/friends, applicants, allied agencies; emergency services personnel, agency employees and community members. Visitors SHALL NOT be permitted in secured areas of the communications center without the prior approval of the appropriate supervisor, and SHALL NOT interfere with communications center operations at any time. Any visitors that are going to observe operations maybe required to submit to a warrant check and sign a classified data practice non-disclosure agreement. It is recommended that any visitor without prior authorization sign in which includes their name, organization, time they arrived/leave. Visitors SHOULD be issued a visitor pass and be escorted by appropriate personnel while in the communications center.

4.3.5 Release of Information

PSAPs SHALL establish a procedure on the release of information. The procedure SHOULD address all types of requests including calls from the news media and requests from citizens for a copy of a 9-1-1 call. PSAPs MAY have the option to refer requests from the media to Public Information or Affairs Office for details. The Public Information Office may be a department to a user agency or internal to the PSAP. A PSAP can leverage technology to post information for the public to prevent calls into the 9-1-1 queue. Examples are recorded messages on a phone line and posts to a secure online portal. Social media can also be used, with clear policies on what information is permitted to post to the public.

On site Media tours SHOULD have clear expectations and requirements. When video or photography is taken, what they can and cannot capture/televisse must be clearly defined.
and agreed on prior to tour inside the PSAP. The PSAP Director/Manager SHOULD be the authority to decide if/when media can be on the PSAP floor. Directors/managers SHOULD consider the privacy and security of their PSAP staff.

4.4 PSAP Performance Management

4.4.1 Training

PSAPs SHALL have a comprehensive training plan to include new hire minimum training standards, remedial and continuing education for staff. PSAPs SHALL, at minimum, meet federal, state and local training and agency requirements.

PSAPs SHOULD reference industry standards when developing training programs. Agencies SHOULD have a training manual and a process that outlines the benchmarks for a new employee. PSAPs SHOULD have a procedure for documenting and correcting performance issues. If deficiencies are identified, PSAPs SHOULD have a remedial or additional training plan in place. APCO 3.103.2-2015 [17], APCO Minimum Training Standards for Public Safety Telecommunicators.

4.4.2 Quality Assurance and Quality Improvement Program (QA/QI)

A Quality Assurance/Improvement program SHOULD be developed to drive the training needs of the PSAP. “An ongoing program providing at minimum a random case review evaluating emergency call taking and dispatch performance, feedback on protocol compliance, commendation, retaining and remediation as appropriate, submission of compliance data to the agency.” The goal is intended to be constructive to improve performance and compliance with agency policies instead of punitive. REF APCO/NENA ANS 1.107.1-2015 [6] Standard for the Establishment of a Quality Assurance and Quality Improvement Program for Public Safety Answering Points.

4.4.3 Evaluating Employee Performance

PSAPs SHOULD have at least two performance rating systems to evaluate employees; new/probationary employees and non-probationary employees. The PSAP SHOULD have a policy defining evaluation frequency and method. The evaluation rating criteria should be kept current with the operational standards and practices of the agency. The evaluator SHOULD have firsthand knowledge of the performance of the employees they are evaluating. Performance reviews SHOULD be conducted by staff that has received training to write performance evaluations.

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4.5 Emergency Operations

PSAP managers SHOULD have in place plans for emergency operation, evacuation and scheduling. Suggested resources include: REF: NENA INF-017.3.2018 [9] NENA Communication Center/PSAP Disaster and Contingency Plans Model Recommendation

These documents are scalable for small to large agencies to develop contingency plans to continue operations and provide services local jurisdiction policy. PSAP managers SHOULD engage with the local and regional office of emergency services to establish ongoing partnerships with stakeholders.

PSAP Authorities MAY consider developing operation protocols that enable them to temporarily alter services when capabilities and/or resources have become overwhelmed due to extraordinary and/or catastrophic situations.

4.5.1 Dispatcher/Call Taker Readiness


This SHOULD include drills and exercises to test their readiness for failovers, etc. REF NENA- INF-026.2-2018 [15] NENA Drills and Exercises Information Document

Attention to duty for high call volume, disaster, weather, or other incidents that can impact the call volume/dispatch volume of the center and changes the service level of operations.

PSAPs MAY want to have a service level reduction plan in case of high level of activity. These plans SHOULD be made collaboratively with public safety user agencies. This could include a public safety liaison that reports to the PSAP to make decisions on resource allocation and handle calls to public. Other changes to level of service may include restriction of radio traffic or the response to certain types of non-emergency/cold reports.

5 NENA Registry System (NRS) Considerations

Not Applicable.

6 Documentation Required for the Development of a NENA XML Schema

Not Applicable.

7 Impacts, Considerations, Abbreviations, Terms, and Definitions

7.1 Operations Impacts Summary

This standard document defines best practice protocols in managing and establishing PSAP personnel expectations, daily operations and suggestions for developing PSAP staff
schedules. PSAPs that have established personnel expectations, operational guidelines and a defined staff schedule can enhance employee morale, retention and recruitment. This standard document may be used as a template for PSAP managers to evaluate the needs of their center and develop guidelines for daily operations.

7.2 Technical Impacts Summary
Not applicable.

7.3 Security Impacts Summary
PSAPs need to establish security protocols for daily operations. This document addresses cybersecurity, physical security, and vendor and visitor access to the PSAP. This document will not have an impact of security issues. This document discuss topics PSAP’s should explorer when developing their security protocols.

7.4 Recommendation for Additional Development Work
PSAP operations and scheduling are always evolving. Additional development work should encompass a periodic review of the recommendations in this document. As technology, and local, state or federal mandates change the document may need future updates.

7.5 Anticipated Timeline
The anticipated timeline will vary depending on the size and scope of operations of the PSAP. PSAPs are encouraged to adopt a daily operational guideline as soon as practical. Daily operational guidelines should be considered a living document that is updated at minimum annually. PSAPs should evaluate their schedule on a reoccurring basis to ensure they are using their staff efficiently to meet their operational needs. PSAPs that experience operational changes, and/or staffing changes may need to make adjustments to their schedule.

7.6 Cost Factors
Staff time will be required to develop daily operational guidelines for the PSAP. PSAP’s looking to adopt a different schedule could see increase or a decrease in staffing costs. The recommendations proposed in this document are to assist PSAPs in developing operational guidelines and selecting a schedule that would overall assist in recruitment and retention of their staff that ultimately would reduce costs to the PSAP.

7.7 Cost Recovery Considerations
Not applicable.
7.8 Additional Impacts (non-cost related)
Implementing new work schedules in the PSAP could have impacts on daily operations and employee morale. Engaging staff early on in the process of developing guidelines and/or schedule changes can create cohesiveness and positive responses to adjustments. It’s important to include all levels of the operation staff before changes are implemented. Telecommunicators, supervisors and managers bring different perspective to issues and how it may impact the PSAP. The participants in shaping the language will also need to provide positive support and education, during and after implementation. In addition it’s critical that the supervisory staff follows and holds staff accountable to the daily operation guidelines.

7.9 Abbreviations, Terms, and Definitions
See NENA Master Glossary of 9-1-1 Terminology, NENA-ADM-000 [1], for a complete listing of terms used in NENA documents. All abbreviations used in this document are listed below, along with any new or updated terms and definitions.

<table>
<thead>
<tr>
<th>Term or Abbreviation (Expansion)</th>
<th>Definition / Description</th>
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</thead>
</table>

WG Recommendations for Master Glossary: (This column will be deleted before publication)
- (OK) Master Glossary Reviewed & Accepted
- (A) dd
- (D) elete
- (DA) Don’t add
- (U) pdate
- Other (text suggestions)
<table>
<thead>
<tr>
<th>Term</th>
<th>Definition</th>
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</thead>
<tbody>
<tr>
<td>9-1-1 Service Area</td>
<td>The geographic area that has been granted authority by a state or local governmental body to provide 9-1-1 service.</td>
</tr>
<tr>
<td>AE (Abbreviation Expansion)</td>
<td>The format that shows how to display abbreviations and their expansion in NENA documents.</td>
</tr>
<tr>
<td>ASD (Acute Stress Disorder)</td>
<td>ASD refers to clinically significant (causing significant distress or impairment in social, occupational, or other important areas of functioning) symptoms more than two days but less than one month after exposure to a trauma, as defined above (may progress to PTSD if symptoms last more than one month).</td>
</tr>
<tr>
<td>FCC (Federal Communications Commission)</td>
<td>The FCC is an independent agency of the United States government, created and overseen by Congress to regulate interstate communications by radio, television, wire, satellite, and cable in all 50 states, the District of Columbia and U.S. territories. For details see <a href="http://www.fcc.gov/">http://www.fcc.gov/</a>.</td>
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<tr>
<td>i3 PSAP (i3 Public Safety Answering Point)</td>
<td>A PSAP that is capable of receiving IP-based signaling for delivery of emergency calls and for originating calls and is conformant to NENA specifications for such PSAPs.</td>
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</tbody>
</table>
| CBA (Collective Bargaining Agreement) | An agreement in writing or writings between an employer and a trade union setting forth the terms and conditions of employment or containing provisions in regard to rates of pay, hours of work or other working conditions of employees. 

| FLSA (Fair Labor Standards Act) | The Fair Labor Standards Act (FLSA) is a federal law which establishes minimum wage, overtime pay eligibility, recordkeeping, and child labor standards affecting full-time and part-time workers in the private sector and in federal, state, and local governments. 

8 Recommended Reading and References

[1] NENA Master Glossary of 911 Terminology, NENA-ADM-000
[9] NENA PSAP Disaster & Contingency Plans Model Recommendation, NENA INF-107.2-2018
[12] NENA Standard for 9-1-1 Call Processing, NENA-STA-020 (Originally NENA 56-005 Call Answering Standard/Model Recommendation)
[16] NFPA 12.21 section 7.1 & 7.3
[17] APCO Minimum Training Standards for Public Safety Telecommunicators, APCO ANS 3.103.2.2015
### Exhibit 1 - 8 Hour Schedule Examples

#### Example 1(A)

1, 2, 3 represent the shift and A, B, C represents which team within the shift

D, M, N represents Day, Middle, Night on the days the telecommunicator is scheduled to work.

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### Rotating Schedule

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### Exhibit 1 - 8 Hour Schedule Examples (continued)

#### Example 1(C)

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### Exhibit 2 - 10 Hour Schedule Examples

I, 2, 3 represent the shift and A, B, C represents which team within the shift  
D, M, N represents Day, Middle, Night on the days the telecommunicator is scheduled to work.

#### Set Schedule

**4-on, 3-off with set days off**

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#### Set Schedule

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© Copyright YYYY National Emergency Number Association, Inc.
### ROTATING SCHEDULE

#### 4 on 4 off

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Shifts need other staffing considerations to provide 24-hours of coverage. This grid only shows a day shift and a night shift designation.

### TEAM SCHEDULE

#### 4-Teams with staggered start and stop times

#### 4-on, 3-off

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### Exhibit 3 – 12 Hour Schedule Examples

1, 2, 3 represent the shift and A, B, C represents which team within the shift.

D, N represents Day, Night on the days the telecommunicator is scheduled to work.

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#### Rotating Schedule

Rotating days off and day/night shift.

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### Exhibit 4 - Variable Schedule Examples

#### Example 4 (A)

**Variable 10 and 12 Hour Teams - Rotate days off every 4 weeks (or any interval)**

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#### Example 4 (B)

**Variable 10-hr Days / 14-hr Nights**

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### Variable 10-hr Days / 14-hr Nights

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10-Hour Day 0600-1600, 14-Hour Night 1600-0600
### Exhibit 4-Variable Schedule Examples (continued)

#### Variable 10 Hour Team Rotating Days Off (Work 5, 4 off, Work 4, 3 off)

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Shifts are 10 hours each. Start times should be established based on staffing minimums. Each week both teams work a day in common.

#### Variable 11 Hour- Team- Rotating Days Off (Work 4, Off 4)

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Based on your minimum staffing needs you develop your start times. To use less people, you would need to use staggered start times. For example: 0500-1600, 0600-1600 etc. If you want to allow for more shift overlap you can have one or two start times between Days, Swings and Mids. Shift overlap allows for dispatchers to attend briefings, take lunch, train, exercise etc.
Exhibit 4-Variable Schedule Examples (continued)

Example 4 (E)

Variable 8/12/12/8 - Rotate days off every 4 weeks (or any interval)

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| B             | 8  | 12| 12| 8 | 8  | 12| 12| 8 | 8  | 12| 12| 8 |     |   |    |
| C             | 8  | 12| 12| 8 |     |   |    | 8  | 12| 12| 8 |     |   |    |
| D             | 8  | 12| 12| 8 | 8  | 12| 12| 8 | 8  | 12| 12| 8 |     |   |    |
| E             | 8  | 12| 12| 8 | 8  | 12| 12| 8 | 8  | 12| 12| 8 |     |   |    |
| F             | 12 | 8 | 8 | 12| 12| 8 | 8  | 8  | 12| 12| 8 | 8  |   |    |
| G             | 12 | 12| 8 | 8 | 12| 12| 8 | 8  | 12| 12| 8 | 8  |   |    |

0600-1800 – 1st hour day – 1000-1800 2nd 8 hour day = 0600-1400 (or vice versa)
1800-0600- 1st 8 hour day = 2200-0600; 2nd 8 hour day = 1800-0200 (or vice versa)
To rotate days off, one step backwards in the ladder (SU/M/T rotates to SA/SU/M)
### Exhibit 4-Variable Schedule Examples (continued)

#### Example 4 (F)

**Variable 8 Hour/12 Hour Hybrid**

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#### Example 4(G)

**Variable 12 Hour Shifts (7 on 7 off)**

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### Variable 8-Hour / 12-Hour Hybrid (4 ON 4 OFF ROTATING)

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Day Shift: 12-Hour 0600-1800, Night Shift: 1800-0200
ACKNOWLEDGEMENTS


NENA Board of Directors Approval Date: [MM/DD/YYYY] (Will be added by the CRM.)

NENA recognizes the following industry experts and their employers for their contributions to the development of this document.

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<tr>
<th>Members</th>
<th>Employer</th>
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<td>Wendi Lively, ENP, PSAP Operations Committee Co-Chair</td>
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<tr>
<td>Michael Vislocky</td>
<td>Network Orange, Inc.</td>
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<tr>
<td>Pete Eggimann, ENP/</td>
<td>Metropolitan Emergency Services Board, MN</td>
</tr>
<tr>
<td>Members</td>
<td>Employer</td>
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<tr>
<td>April Dunbar</td>
<td>Barren-Metcalfe Emergency Communication Center, KY</td>
</tr>
<tr>
<td>Renee Hampton</td>
<td>Barren-Metcalfe Emergency Communication Center, KY</td>
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<tr>
<td>Linda Sexton</td>
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<tr>
<td>Nita Wells</td>
<td>Barren-Metcalfe Emergency Communication Center, KY</td>
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<tr>
<td>Cathy Orcutt</td>
<td>Linn County, OR</td>
</tr>
<tr>
<td>Anthony Ellis</td>
<td>Voigt Industrial Electronics LLC</td>
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</tbody>
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Delaine Arnold, ENP, Committee Resource Manager, has facilitated the production of this document through the prescribed approval process.

The PSAP Daily Personnel Operations Working Group is part of the NENA Development Group that is led by:
- Pete Eggimann, ENP, and Jim Shepard, ENP, Development Steering Council Co-Chairs
- Brandon Abley, ENP, Technical Issues Director
- Chris Carver, ENP, PSAP Operations Director