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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Prepared by:
National Emergency Number Association (NENA PSAP Operations Committee, Daily Personnel Operations WG Working Group)

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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 (Standard Operating Procedure).
- 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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National Emergency Number Association
1700 Diagonal Rd, Suite 500
Alexandria, VA 22314
202.466.4911
or commleadership@nena.org
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These definitions are based on IETF RFC 2119.
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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 the following:

- Attend 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.
- Maintain 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 the following:

- Complete shift log/paperwork.
- Complete any ongoing tasks.
• Fully brief on-coming shift.

• Clean/sanitize work area.

• Return resources to their proper place.

• Properly log out of systems.

• Report any needs/problems to supervisor.

• Post or properly dispose of loose or unwanted Teletypes/operation printouts.

• Be relieved by on-coming shift or be 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 Telecommunicators SHALL NOT use threatening, abusive, or insulting language or behaving in an insubordinate or disrespectful manner will not be tolerated.

• No Telecommunicator Telecommunicators SHALL NOT speak disrespectfully, publicly criticize, or ridicule any official action of the Communications Center or County.

• No Telecommunicator Telecommunicators SHALL NOT 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 Telecommunicators SHALL NOT 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 Telecommunicators SHALL NOT 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 Telecommunicators SHALL NOT, as a representative of the Communications Center, sign any petition without permission from their agency.

• No Telecommunicator Telecommunicators SHALL NOT 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** Telecommunicators SHALL NOT feign illness, be derelict in, or otherwise attempt to shirk their duty.

- **No Telecommunicator** Telecommunicators SHALL NOT 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 or a traffic summons for which the infraction includes criminal implications.

  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 Head or Human Resources.

- 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, adhering to local and state laws and agency vehicle use policies.

- Equipment, personnel, and vehicles SHALL NOT be used for personal business, unless otherwise permissible under agency policies and procedures.
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, containing examples of 8, 10, and 12-hour shifts including several hybrid variations. The examples include “fixed”, “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’s scheduled days off could be fixed or rotating, but the same staff members would 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 factors for determining start times.
- Will the schedule accommodate time requirements for training of staff.
- What are your Collective Bargaining Agreement (CBA) or policy requirements.
- Are there budget or financial impacts.
- How many existing number of telecommunicators do you have versus authorized staffing level.
- What type of schedule interests your staff.
- Will the schedule improve impacts on recruitment, hiring, and retention of staff?
- What are the impacts if you experience reduced staffing issues? Can you and the ability to maintain the work schedule?
- What are the impacts for planned and unplanned leave.
- Reviewing analyzing the call volume matrix metrics and historical data.
- How will the preference of staff select for the selection and duration of 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. 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 Selecting Schedule Start Times

When developing your PSAP’s shift start times, consider the following:

- overlapping shifts
- telecommunicator start times matching or offsetting responder start times
- reasonable start times that meet the needs of the agency and the staff
- impact of start times during times of high call volume

   How many channels do you need to monitor?

- the daily variation of staffing requirements
- any 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. Ongoing training and professional development may be accomplished through virtual or distance-learning platforms and a quarterly professional development series conducted during off shift hours.

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

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1 NENA-REF-004.3-2017 [8], NENA-REF-001-2003 [9]

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schedule. The schedule a PSAP deploys may be more attractive to potential new hires and aid in retaining the current staff.

PSAPs need to review any CBA or agency policies if they find a non-traditional schedule that 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 supervisors be expected to perform multiple roles simultaneously, such as:
  - 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?
  - What is the level of experience and skill set for each employee?
  - Are all of the new employees working together on the same shift?
  - Are all tenured employees working together on the same shift?

**3.2 Schedule Options**

PSAPs should implement schedules that fulfill optimum staffing requirements needed to accomplish the agency mission and provide a work/life balance for telecommunicators. The schedule examples contained in the addendums provide advantages and disadvantages from a global perspective, but the PSAP manager should consider advantages and disadvantages from both the agency and telecommunicator perspectives relative to their specific organizational needs.

**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-hours 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 Examples.

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

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

Advantages:

- Provides fairness among all employees’ schedules.
- Employees gain 2 consecutive days off.
- Decreases the amount of time an employee spends at the workplace each day.
- Provides 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 occurs between oncoming and outgoing shift leaders due to the set scheduling if applied correctly.
- Overtime is handled easily by adding up to 4 hours, making a maximum of 12-hour shift.

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The Whitehall Study I and II2 show effects on the human body that come from the demand of longer hours in the workplace of civil servants in an office setting.

- The 5-day work week increases the telecommunicator’s awareness of activity and agency policy and procedural changes.
- An 8-hour day is beneficial in a training environment; beyond 8 hours the retention of information decreases.

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

Disadvantages:

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

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2 White Hall Study
• Requires more telecommunicators than other schedules (e.g. 10-hour or 12-hour shifts).

• There are more days to report to the workplace versus days away from work, therefore fuel/food consumption of the employee is greater than those who report to their workplace fewer times a week.

• When working a shift other than day shift, telecommunicators 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 staff decreases, telecommunicators are likely to work beyond 8 hours a day.

  • Supervisor oversight is required to maintain alleviate the staffing shortages.
  • Having set days off may be viewed as undesirable.
  • Working with different telecommunicators and supervisors during the work week, instead of the same ones may be seen as a disadvantage.
  • Evaluating performance could be challenging if telecommunicators work with different supervisors.

8-Hour Schedule (Rotating), see Exhibits, 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 workdays will be in the upcoming weeks.

8-Hour Schedule (rotating days off)

Disadvantages (in addition to those mentioned above):

• Rotating days off are less desirable for those that like the consistency of fixed days off.

• May require developing a shift calendar with all the workdays in the shift rotation (e.g. 3-month, 6-month, year etc.) so telecommunicators can track their workdays and days off.

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

Advantages (in addition to those mentioned above):

• Working on a team allows for consistent supervision with the same supervisor.

• Telecommunicators get to know each other better, which increases teamwork and productivity.
Disadvantages (in addition to those mentioned above):

- To have full coverage, an even number of employees on a full-time roster is required.
- Six sets of shift groups may be needed 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. Alternatively, 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 Exhibits, Example 2(A), & 2(B)

Advantages (common among all three):

- More days off per year are provided for those on the ten-hour shifts.
- Flexible days off are available.
- Ability to overlap shifts for peak periods is an option.
- Overlapping shifts for specific tasks is also an option; in some designs, there are six overlapping hours each day.
- Greater productivity than on 12-hour shifts due to worker fatigue increasing after six hours.
- Holdover periods are less stressful when covering last minute vacancies.
- Some schedules can allow one shift to work 10-hour shifts, and two others to work 8-hour shifts.

Disadvantages (common among all three):

- 10-hour shifts are not as efficient as 12-hour shifts in maximizing a 24-hour work environment.
- Scheduling days off and vacation time is 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.

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• Covering both scheduled and unscheduled absences may result in days off being inconsistent and unpredictable. Employees may want three consecutive days off but that 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 8- or 12-hour schedule systems. Small centers may be only left with the 8-hour shift system.

10-Hour Schedule (Rotating), see Exhibits, Example 2(C)

Advantages:

• Having rotating days off, employees eventually rotate into weekends off.

• Rotating days off from a management perspective builds-in fairness for everyone.

Disadvantages:

• Not having set days off may be seen as undesirable; employees have to manage their scheduled workdays.

• There are long periods between having weekends off.

10-Hour Schedule (Team), see Exhibits, Example 2(D)

Advantages:

• Continuity among team members can be created.

• Supervisory consistency is afforded.

Disadvantages:

• 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.
• **Employees** work **less** days a month then a traditional work schedule.
• Every other week, **employees** work only three of seven days.
• **Utilize less Schedule utilizes fewer** staff compared to an 8-hour day, 5 days per week schedule.
• **Less Fewer** days **are spent** 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.

**12-Hour Schedule (Set), see Exhibits, Example 3(A)**

This two-week set schedule utilizes two squads. Each squad is split into day shift and night shift.

Advantages:

• Employees have every other weekend off.
• Employees who take 2 additional days are off for an entire week.

Disadvantages:

• Workdays are long.
• Working additional hours on a workday may create wellness issues.

**12-Hour Schedule (Rotating), see Exhibits, Example 3(B)**

This schedule utilizes four teams rotating day and night shift every two weeks in 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, allows 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 by working days and night which could affect one employee health

Team Schedule, see Exhibits, 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 is available.
• 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:
• Employees must use accrued leave each pay cycle to bring 36-hour week to 40 hours.
• It is a long day if an employee is held over to cover the shift if staffing unexpectedly falls below minimum requirements.
• On-call list may be required, 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 telecommunicators. 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, provided benefits. PSAPs need to be aware of any CBA conflicts and factor in how the use of part-time telecommunicators impacts full-time telecommunicators.
Advantages to using part-time telecommunicators:

- 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 telecommunicators:

- training considerations for employees new to the organization
- incurring of 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
- may not have the same level of commitment or availability to the PSAP as a full-time employee
- pay rate might not be enough of an incentive 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 the PSAP's scheduling them options. If they are represented employees, you they can have them be assigned to a shift, such as giving them the option to follow your the agency policy for shift selection. You can have your part-time staff could submit their availability to work 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 that part time employees needs are able to work, depending on established benefits. Additional considerations might be to require working a specific number of required weekend, holiday, or evening/night shifts over a given time frame.

3.2.4.2 Temporary Workers

PSAPs MAY 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

NG9-1-1 technology opens up the possibility for PSAPs to think outside the box in regard 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.⁴

3.2.4.4 Staggered Classifications

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

Advantages:

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

Disadvantages:

- Maintaining consistency is challenging.
- 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.

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⁹ NENA INF-025.2-2017 [14]

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3.2.4.5 Staggered Schedules

Another option PSAPs might consider is having telecommunicators work staggered schedules, e.g., some on a 10-hour day, four days a week, others on a 12-hour day, three days a week.

See Exhibits, Example 4(A)

Another alternative is to have supervisors work a 10-hour day, four days a week with staff working an 8-hour day, five days a week.

Advantages:

- Increased staffing. Staffing could be during busiest hours.
- Three employees have three consecutive days off each week.
- Consistent employees have a consistent schedule.
- For 10-hour shifts, any holdover needed would likely be limited to two hours.
- No FLSA issues are encountered 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 is required due to unscheduled leave.
- Supervisors working a 10-hour day, 4 days a week while their staff works 8-hour day, five days a week 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 could possibly be 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.
  - Schedule consists of three days on, one night on, off for six, one day on, three nights on, off for four days.
- 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.
  - 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 who are scheduled off may be more willing to come in for overtime due to having ample recovery time.
- There is built-in training time.
- Builds 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 who are 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)

11-hour day, four days a week - four days on, four days off

This schedule the telecommunicator would work four 11-hour days, with four rotating days off.

Every other month the telecommunicator has the weekends off.

There are two teams that will consistently work together.

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

Advantages:

This schedule allows coverage of more time with fewer people.

Depending on the start times, there could be long overlap periods which allow for telecommunicators to attend briefings, meetings, training, exercising etc.

A team environment can be created by working with the same people.

Having four 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 staffing minimums, a vacancy can mean an entire 11-hour shift may need to be covered on short notice.

If an employee doesn’t like their team, they would need to work on their tolerance during that shift rotation.

When training new people, the four days off might provide too much time between learning new concepts to retain the information.

Adjustments to the training timeline may be required to improve information retention by trainees.
• PSAPs 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 4(E)

In this schedule a telecommunicator would work four 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. An employee who was off Saturday, Sunday, and Monday would then shift to having Sunday, Monday, and Tuesday off. This would continue at the intervals that are set.

Advantages:

• No FLSA issue, there is a consistent 40-hour weekly schedule.

• This type of schedule works well for having two 12-hour shifts (days/nights) 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 an 8-hour day could be the 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 Exhibits, Example 1(F)

Week 1 provides 2 days off, 3 on, 2 off. Week 2 provides 2 days 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 employees work mainly overnights and some work mainly days/evenings, and some work a combination of shifts.

Everyone is eligible to work OT on other shifts.

Advantages:

• There are 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 exists for short turnarounds (eight hours between shifts).
• **There is a large** use of OT to fill open shifts.
• Tenured employees miss working just 8-hour days.
• In smaller workplaces, this eliminates teams that follow same schedules, which decreases consistency and can complicate filling unscheduled absence call outs.

  • **This is cumbersome to track** if scheduling software is not used.
  • **Training time is not** built-in.

• Shifts are long.
• On-call may be required for unexpected coverage.
• If no on-call, 16 hour shifts are likely for unexpected coverage.

**Fixed (12-hour shifts), see Exhibits, Example 4(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 easy to follow
• Offers work/life balance
• Employees swap shifts with each other; reduces requests for time off

Disadvantages:
• Fridays a challenge finding coverage
• Difficult to cover vacancies
Rotating (8/12 4 on 4 off), see Exhibits, 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 provides 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 telecommunicators 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.
- There is less administrative time spent on filling schedule gaps.
- Administration demonstrates 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 exists 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. When developing an emergency schedule, one factor to consider is that employees being impacted by the event may 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. (See NENA INF-107.2-2015 [10], 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 may be unaware of planned events or emergency preparedness operations, planned by other government agencies. This impacts a PSAP’s ability to effectively deliver services. Agencies SHOULD consider developing a process that includes the PSAP 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 include 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 department 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 guidelines for managing on-duty employees in the event of an exigent situation that requires them to leave.
Supervisors SHOULD have training on identifying when the nature of an 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), and the maximum number of hours in a week or month. The policy should also 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 in advance that notice should be provided if employees 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 has 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 and use a SOP/SOG (Standard Operating Procedure/Standard Operating Guideline) 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\(^4\) for telecommunicators 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.\(^5\)

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

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\(^4\) Designated location an employee can use for mental health reasons

\(^5\) NENA-STA-002.1-2013 [15]
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 investigations. 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 specifying how long an employee MAY work at each position (between radios, call taking vs radios, during a day/during a week). A rotation schedule will help maintain proficiency for each discipline (if a 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 halfway 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? This is less impactful when they don’t have to pick up and change a location. Can the center accommodate employees working all disciplines from any workstation?

4. How will the position rotation schedule work with the QA/QI program? It can be used 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...

[MM/DD/YYYY]
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, workload/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 PSAPs SHOULD establish one. 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 chaplains 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, CBAs, and legal resources SHOULD be leveraged to help guide the crafting of 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 in the center, employees SHALL be required to clean up after themselves and dispose of any remnants in an appropriate manner. It is recommend that waste containers for food be placed outside of the communication center workspace. Food preparations SHOULD be done outside of the communications center to promote a clean, food odor-free work environment.

6 NENA-STA-002.1-2013 [15]
environment. If drinks are permitted in the communication center, they SHOULD be in a
spill proof container and placed 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 (See 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
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 to determine if
employees are conducting work-related activity on their personal devices. If so, the agency
SHOULD 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
  o Reading
  o Posting on social media
  o Engaging (text or responding to emails)
  o Games
  o Streaming

• Where they can be used
  o Breakroom
  o Center

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

Agencies SHOULD have a policy whether personal devices may be used for work-related activity. If a personal device is used for work-related communication, it MAY be subject to public disclosure.

Agencies must evaluate the workload of their center and the liability related to records created on personal communication devices. If use of personal devices is allowed, employees may 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. 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 is critical for a PSAP Manager to stay up to date on current rules, including 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 to specify 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. Provisions SHOULD be made for allowing these vendors and service workers to 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 to take workstations off-line.

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.

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7 NENA 04-503 [2], NENA 75-502 [4], NENA-INF-015.1-2016 [5],
Any visitors that are going authorized to observe operations may be 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 to include 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 of a user agency or internal to the PSAP.

A PSAP can leverage technology to post information for the public to reduce 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/televise 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.  

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8 APCO 3.103.2-2015 [18]
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. A QA/QI program has been defined as "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, and submission of compliance data to the agency." The goal is intended to be constructive and to improve performance and compliance with agency policies, instead of being punitive. 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 have received training to write performance evaluations.

4.5 Emergency Operations

PSAP managers SHOULD have in place plans for emergency operation, evacuation and scheduling. Suggested resources include: NENA INF-017.3.2018 [10] 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 per 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 Telecommunicator Readiness

A PSAP must maintain a level of training for staff on how to implement their contingency plan, manual operations and system failures. This SHOULD include drills and exercises to test their readiness for failovers, etc.

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10 NENA-INF-017.3-2018 [10], NENA-INF-019.2-2016 [12]
11 NENA- INF-026.2-2018 [16]
Attention must be given to 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 discusses topics PSAPs should explore 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 recurring 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. PSAPs looking to adopt a different schedule could see an 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 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 is 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 shaping the language will also need to provide positive support and education during and after implementation. In addition, it is critical that the supervisory staff follow and hold 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>
</tr>
</thead>
</table>

© Copyright YYYY National Emergency Number Association, Inc.
<table>
<thead>
<tr>
<th>Glossary Term</th>
<th>Definition</th>
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<tbody>
<tr>
<td>CBA (Collective Bargaining Agreement)</td>
<td>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. <a href="http://www.duhaime.org/LegalDictionary/C/CollectiveBargainingAgreement.aspx">www.duhaime.org/LegalDictionary/C/CollectiveBargainingAgreement.aspx</a></td>
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<tr>
<td>SOG (Standard Operating Guidelines)</td>
<td>A written policy that provides recommendations for carrying out an activity. (DA)</td>
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</table>
SOP (Standard Operating Procedure) | A written directive that provides requirements for carrying out an activity. The policy may be made mandatory by including terms such as “shall” rather than “should” or “must” rather than “may”. |
---|---

8 Recommended Reading and References

### 9 Exhibits

#### Exhibit 1- 8 Hour Schedule Examples

**Example I(A)**

1. 1, 2, 3 represent the shift and A, B, C represents which team within the shift.
2. D, M, N represents Day, Middle, Night on the days the telecommunicator is scheduled to work.

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**Example I(B)**

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Exhibit 1 - 8 Hour Schedule Examples (continued)
### Exhibit 2- 10 Hour Schedule Examples

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

**2-2-2-1 with set days off**

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Exhibit 2- 10 Hour Schedule Examples (continued)

**ROTATING SCHEDULE**

### 4 on 4 off

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### TEAM SCHEDULE

4-Teams with staggered start and stop times

4-on, 3-off

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<td>1-D (0500-1500)</td>
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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.
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.

Set Schedule

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<th>Shift</th>
<th>SU</th>
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<th>T</th>
<th>W</th>
<th>TH</th>
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Rotating Schedule

Rotating days off and day/night shift

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Team Schedule

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

Example 4 (C)

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

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Example 4 (D)

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

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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.

Example 4 (D)

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 telecommunicators 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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Shift - Team

| A 1800-0600  | 8  | 12 | 12 | 8  |     | 8   | 12  | 12 | 8  |     | 8   | 12  | 12  | 8   |
| B            |     | 8  | 12 | 12 | 8  |     | 8   | 12 | 12 | 8  |     | 8   | 12  | 12  |
| C            | 8  | 12 | 12 | 8  |     | 8   | 12  | 12 | 8  |     | 8   | 12  | 12  | 8   |
| D            |     | 8  | 12 | 12 | 8  |     | 8   | 12 | 12 | 8  |     | 8   | 12  | 12  |
| E            | 8  |     | 8  | 12 | 12 | 8  |     | 8   | 12 | 12 | 8  |     | 8   | 12  |
| F            | 12 | 8  |     | 8  | 12 | 12 | 8  |     | 8   | 12 | 12 | 8  |     | 8   |
| G            |     | 12 | 12 | 8  |     | 8   | 12  | 12 | 8  |     | 8   | 12  | 12  | 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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### Shift - Team

**Day Shift 12-Hour 0600-1800, 8-Hour 1000-1800**

**Night Shift 12-Hour 1800-0600, 8-Hour 1800-0200**

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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.

<table>
<thead>
<tr>
<th>Members</th>
<th>Employer</th>
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<tr>
<td>Wendi Lively, ENP, PSAP Operations Committee Co-Chair</td>
<td>Spartanburg County, SC</td>
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<tr>
<td>Rachel Bello, PSAP Operations Committee Co-Chair</td>
<td>Wake County, NC</td>
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<tr>
<td>Cheryl LeSage, ENP, Co-Chair PSAP Operations Daily Personnel Operations (2017-2019)</td>
<td>Fremont Police Department, CA</td>
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<tr>
<td>Margaret Winter, ENP, Co-Chair PSAP Operations Daily Personnel Operations (2018-present)</td>
<td>City of Columbus, OH</td>
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<tr>
<td>Damon Gardner, ENP</td>
<td>City of Fort Worth, TX</td>
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<tr>
<td>Lara O'Brien, ENP</td>
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<tr>
<td>Katherine Yost</td>
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<tr>
<td>Aimee Chase, ENP</td>
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<tr>
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<td>Eva Pate</td>
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<td>Raymond Pheris III ENP</td>
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<tr>
<td>Melissa Pogue ENP</td>
<td>Williamson County, TX</td>
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<tr>
<td>Michael Wolfe</td>
<td>Frontier Communications</td>
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<tr>
<td>Tammy Smith</td>
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<tr>
<td>Barbara Garvin, ENP</td>
<td>Virginia Beach Emergency Communications and Citizen Services (ECCS) Department</td>
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<td>Darlene Pankonie, ENP</td>
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<tr>
<td>Jeff Jennings, ENP</td>
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<tr>
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<td>Anthony Ellis</td>
<td>Voigt Industrial Electronics LLC</td>
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**Special Acknowledgements:**

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
- April Heinze, ENP, PSAP Operations Director