



The Operational Integration of Technology and Tools May 2022

Acknowledgments

The National Highway Traffic Safety Administration's (NHTSA), National 911 Program, convened a working group of 911 professionals with a deep commitment to the individuals that are the first, "first responders" in any emergency. The Program provides the space to meet and the resources to assist these professionals to create the toolkit. The goal of this toolkit is to provide public safety answering point (PSAP)/emergency communications center (ECC) leaders and decision-makers with a framework to help ensure job descriptions, training programs, and operational documents adequately reflect the evolving expectations of the public safety telecommunicator. This document, entitled "Guidelines for the Operational Integration of Technology and Tools," provides a framework for evaluating, updating, and maintaining your center's written directives to ensure they equip public safety telecommunicators with an understanding of the technology and tools needed to perform their duties.

Thank you to the following industry experts who were integral in leading this effort and developing materials that will support future data-driven decisions of the Office of Management and Budget (OMB) as a result of data collected by the Bureau of Labor Statistics (BLS), state and local 911 agencies, and state and local policymakers. Without their contribution of time and expertise, this document would not be possible.

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Table of Contents

| | | |
|-----|--|----|
| 1 | Call to Action | 1 |
| 2 | Background | 2 |
| 2.1 | Technology in the ECC and its Uses | 3 |
| 2.2 | Moving Forward | 7 |
| 3 | Developing Clear Written Directives | 7 |
| 3.1 | Terminology Differences | 8 |
| 3.2 | Standards and Best Practices | 8 |
| 3.3 | Accreditation | 10 |
| 4 | Next Steps | 10 |
| | Appendix A – Guidance on Creating Written Directives | 11 |
| | Appendix B – Public Safety Telecommunicator Infographics | 15 |

1 Call to Action

It is vital that when a person dials 911, they receive a consistent level of 911 service—no matter where they live or travel in the United States (U.S.). Just as the role of the public safety telecommunicator (PST) has evolved, so also has the technology and tools used by public safety answering points (PSAPs), emergency communications centers (ECCs), or other emergency services providers. Gone are the days of simply answering a phone call and inputting data. Today’s modern ECCs require that PSTs have tools and technology to analyze 911 calls, texts, video, images and data, operate in a multi-dynamic, complex technical environment, as well as make mass notifications to responders and citizens as a crisis evolves.

This toolkit has been developed to help ECCs take the necessary actions to support the change in job classification of public safety telecommunicators from clerical to **protective services**. ECCs are encouraged to read and act upon all four parts of this toolkit, as necessary.

This document, *Guidelines for Operational Integration of Technology and Tools*, is part three of a four-part toolkit that addresses the steps an ECC can take to prepare for the Office of Management and Budget (OMB) classification analysis as well as state-level reclassification efforts. These tools also can be used to increase professionalism in the ECC.



This document is a call to action to evaluate, update and maintain your center’s written directives to ensure they equip PSTs with an understanding of the technology and tools needed to perform their job.

HISTORY

Federal Classification

The U.S. Bureau of Labor Statistics (BLS), under the Department of Labor, is responsible for the Standard Occupational Classification (SOC) of workers into occupational categories for the purpose of collecting, calculating, and disseminating data. “Occupations are classified based on work performed and, in some cases, on the skills, education and/or training needed to perform the work.” [[Classification Principles and Coding Guidelines, 2018 SOC \(bls.gov\)](#)]

The Decisions to Not Reclassify

BLS ultimately was unable to reclassify because of the lack of objective, measurable data; thus, the 911 telecommunicator position remains classified under the Office and Administrative Support Occupation. The decision not to reclassify PSTs from the Office and Administrative Support Occupation to Protective Services was a blow to the industry and a campaign to increase the visibility of PSTs and their roles and responsibilities was undertaken.

Moving Forward

It is in the best interest of the 911 community to assemble objective data and information that can be used for the reclassification of the PST by updating job descriptions, training programs, and written directives to accurately depict job duties and responsibilities, as well as the knowledge, skills, and abilities required for the modern PST.

For more information on the Toolkit visit www.911.gov

This toolkit outlines the steps to create and maintain written directives that support current and emerging technologies and the responsibilities of the PST.

Understand your current written directives

- Get to know specific requirements (laws, regulations, and standards)
- Meet with public safety stakeholders (e.g., law enforcement, fire, emergency medical services [EMS], emergency management) to understand their needs
- Conduct a self-assessment

Engage your operational subject-matter experts

- Identify gaps in policies and/or procedures
- Align your written directives with ECC operations
- Incorporate the tools and technology your ECC uses into your written directives
- Compare your written directives to your training program

Seek advice from other ECCs

- Review neighboring jurisdictions' written directives
- Consider applying for accreditation

Review often and make changes

- Review written directives regularly
- Develop a process to keep written directives updated
- Make changes as often as necessary to ensure accuracy

2 Background

Each year millions of calls are made to 911. The estimated 98,300¹ dedicated men and women who answer those calls are facing a time of great change as their careers, roles, and responsibilities move from a legacy environment to a Next Generation 911 (NG911) environment. Their roles in answering 911 calls include such tasks as:

- Helping to calm a terrified teenager hiding in a closet during a home invasion, while simultaneously providing information about the incident to first responders while they rush to the scene
- Directing a frightened caller on how to safely escape a burning building or take protective actions if they are trapped
- Providing cardiopulmonary resuscitation (CPR) instructions to a panicked parent holding a lifeless child

¹ Police, Fire, and Ambulance Dispatchers. Occupational Outlook Handbook. <https://www.bls.gov/ooh/office-and-administrative-support/police-fire-and-ambulance-dispatchers.htm#tab-1>. Last accessed 06/03/2021.

These dedicated professionals are trained with lifesaving skills to stay on the line with callers during emergent situations and provide a sense of calm in the worst times of callers' lives. However, even with the expectations and stressful demands of the positions, they currently fall into a clerical/administrative job category for classification and reporting purposes.

The United States (U.S.) Bureau of Labor Statistics (BLS), under the Department of Labor, is responsible for data collection that supports and is used to determine the Standard Occupational Classification (SOC) of workers into occupational categories for the purpose of collecting, calculating, and disseminating data.² The data are used by OMB, which has the ultimate responsibility for data interpretation and classification determinations. The classifications are reviewed every ten years, and, in 2017, the efforts of 911 professionals failed to convince OMB to make a classification change due to a lack of objective, measurable data required to support reclassification of the PST profession. Part three of this four-part toolkit will help guide ECCs in the development of written directives that lead to data that helps support the reclassification effort.

2.1 Technology in the ECC and its Uses

Initially, wireline telephones were used to simply place a voice-only 911 call and the PST received the address associated with the telephone number being used for the call based on telephone billing records. Now PSTs handle requests for service from wireline, wireless (including text messages), Voice over Internet Protocol (VoIP), and telecommunications device for the deaf (TDD) devices and other technologies that can transmit data such as tablets, smart watches, biometric sensors, etc. PSTs must identify the location of the caller and interpret geographic information system (GIS) map data along with jurisdictional authority interpretations, verify the caller's telephone number, and gather details about the emergency and what is happening at the scene of the incident. With NG911, the capabilities of the 911 system are much more sophisticated, and the technology multiple times more complex.

PSTs not only input information from the caller, but also are now responsible for receiving data from multiple types of communication devices such as wireless phones for text-to-911, shot spotter cameras to notify of gunshots in an area, and automated data feeds perhaps from a vehicle crash. This information must then be analyzed, interpreted, and organized to be input into a computer-aided dispatch (CAD) system, which requires multiple fields to be populated before the incident can be sent electronically for dispatch. This input is involved and may include multiple caution notes, maps, data lookups, event histories, events in proximity, and linking of incidents—PSTs must be able to successfully navigate the CAD system and other data. Failure to properly use, evaluate, interpret, and relay this information can have devastating effects on the life and property of responders and victims.

The PST is an active and integral part of every aspect of a 911 call from the time the citizen makes a call for help, through the response and up to the time the incident is resolved and closed and units are returned to service ready for the next call. See the Continuum of a Call below for an illustration:

² Standard Occupational Classification. U.S. Bureau of Labor Statistics. <https://www.bls.gov/soc/>. Last accessed 01/09/2020.

CONTINUUM OF A CALL

Work performed by a 911 public safety telecommunicator

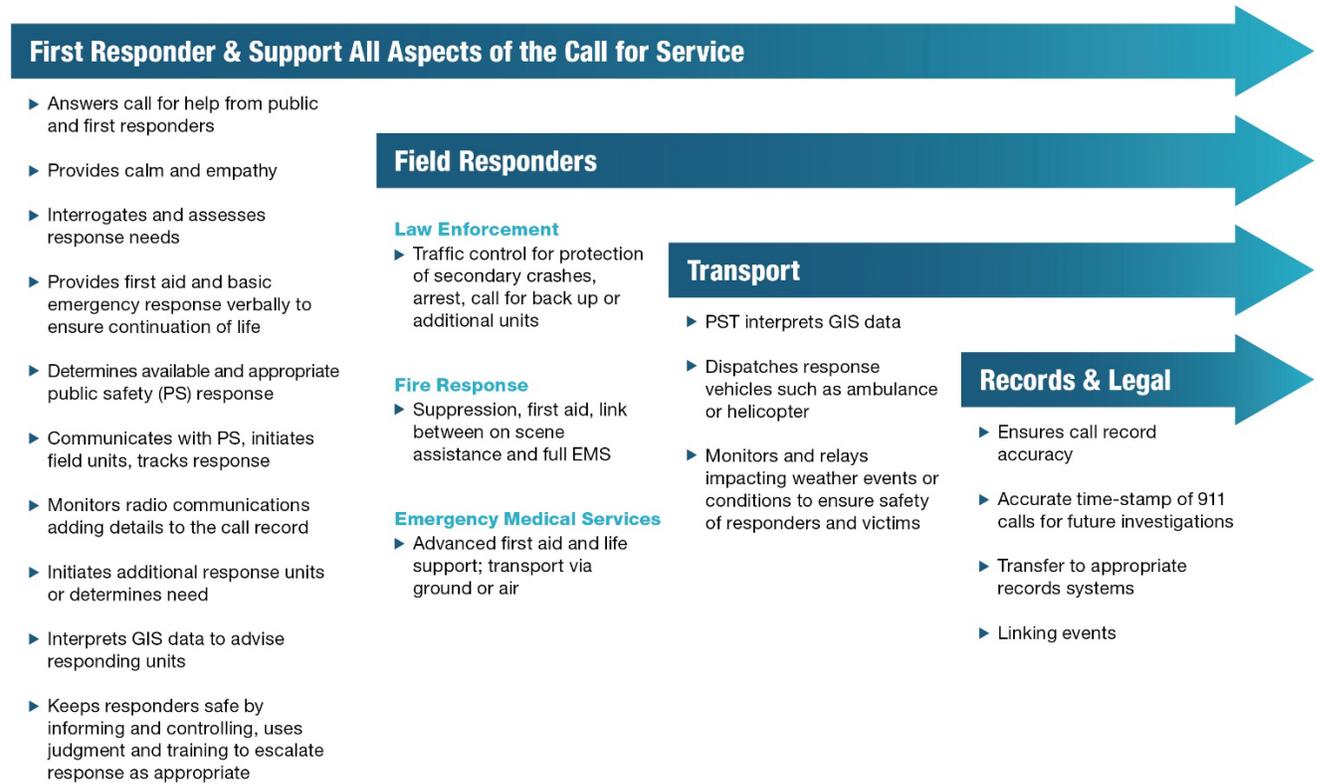


Figure 1: Telecommunicator Continuum of a Call

PSTs must be familiar with the recording devices for when they need to replay a call. And two-way radio communications occur on multiple talkgroups, often monitored by a single dispatcher. PSTs must understand the technology in order to patch (link) disparate talkgroups and even disparate radio systems. PSTs respond to emergency button activations from portable radios to determine if the responder is in danger. PSTs also monitor various alarms; use specialized global positioning system (GPS) software; alert fire stations; and identify, locate, and relay additional detail needed such as floor plans, building entrance information, on-premise chemicals, or other citizen-provided medical information, and intrusion alarm permit validation.

PSTs are trained on many call-handling, dispatching, recording, and communication devices and software, as well as backup or work-around routines when the primary technology is down. This enhanced technology, coupled with the PST's work to gain situational awareness through analyzing a caller's voice, listening for background clues, etc., helps them correctly identify and prioritize the incident and any hazards that could impact the life and safety of the responders or victims. The use of structured protocols, such as emergency medical dispatch (EMD), also allows PSTs to provide lifesaving support, including

CPR instructions or guiding a caller through childbirth, until responding agencies arrive. Below is an example of one scenario today's telecommunicator will experience.

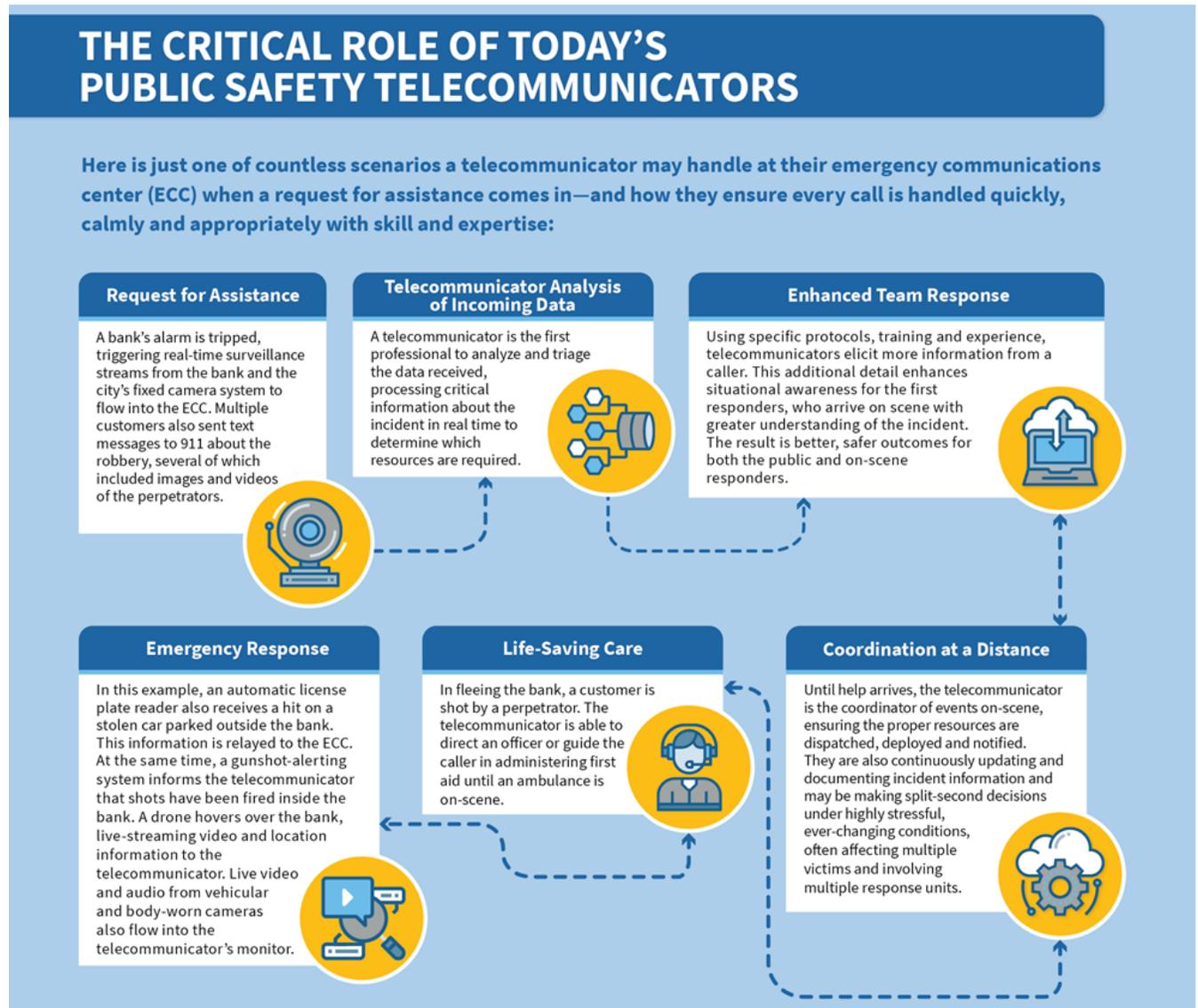


Figure 2: Example Scenario

The software, technology, and systems with which PSTs must be proficient while working in an ECC are shown below. As technology advances, the expectations of PSTs grow as well. Below are examples of all the technology that can be found in today's ECC.

| | | | | |
|--|-------------------------------------|-------------------------------|---------------------------------------|---|
| Computer Applications | Geographic Information System (GIS) | Social Media | Multimedia (video, images) | Artificial Intelligence |
| TDD | Alarm Systems | Automatic Vehicle Location | English Language Translation Services | Radio Communication |
| Broadband Communication | Fire Station Alerting | Shot Spotter | Logging Recorder Playback (IRR) | Equipment Troubleshooting |
| Protocol Software Navigation | Mass Notification Systems | Location Verification Systems | Call-Handling Equipment | Criminal Justice Information System (CJIS) Database |
| Automatic Vehicle Location (AVL) | Bank Bait Bags | Bait Vehicles | Telematics | Advanced Automatic Crash Notifications |
| Automated Secure Alarm Protocol (ASAP) to PSAP | Alarm or Sensor-to-Text | Over-the-Top Applications | Text-to-911 | Text-from-911 |
| Active Shooter Alarms | Mapping Software | Internet | Additional Data Repositories | |

Figure 3: ECC Technology

As the job of a PST becomes more complex with evolving technology, standard operating procedures (SOPs), also referred to as directives (law enforcement) or guidelines (fire), must be written and updated.

2.2 Moving Forward

It is in the best interest of the 911 community to garner support and build documentation for the possible reclassification of the PST not only by updating job descriptions, human resources (HR) processes, and any outdated training programs but also by cultivating written SOPs and directives that incorporate the tools and technology used in the ECC. Documented policies, which are reviewed regularly, will help ECCs maintain high-quality operations and will demonstrate the increased expectations of the PST.

3 Developing Clear Written Directives

Written directives are a critical component of an ECC's operations. The policies or directives (i.e., rules) serve to reduce the possibility of human error and provide direction (or guidance in some cases) for employees to follow. Written directives create consistency in the internal and external functions of the ECC, which is paramount when dealing with callers and emergency services personnel. The more consistent and clear the process or procedure is for all staff, the less chance there will be for problems with quality.

Written directives help:

- Communicate what is expected of a PST in the performance of their duties
- Provide clear guidance on how to perform their duties, or use tools and technology
- Simplify decision-making
- Establish accountability and alignment with laws and regulations
- Serve as a foundation for the ECC's training program
- Provide a fair and equitable way to evaluate PSTs³

Written directives also provide a method of communication. As improvements or changes are made to operations or technical processes, written directives should be updated; each update then requires new or expanded training. This provides a method to communicate the process and technology changes to all employees.

Written directives ensure an ECC can meet the expectations of their partner first responder agencies. The policies can be developed to ensure alignment with responder agencies while considering the requirements and limitations of the ECC itself.

³ Kenyon, Matt. *How To Write The Rules: Developing Your Own SOPs*. PSC Magazine, May/June 2019. https://www.pscmagazine-digital.com/pscs/0319_may_june_2019/MobilePagedArticle.action?articleId=1481729#articleId1481729

Written directives are unique to each ECC, as the capabilities, roles, and responsibilities vary greatly among ECCs. There is no single template that will work for all agencies. Creating and updating written directives begins with the ECC understanding its local needs and applicable statutes and ordinances and identifying any gaps in policy. Written directives also form the cornerstone of any training program. The policies should provide the rules for performing a job, duty, or task, whereas the training program provides the details—directions or instructions—on how to operate a piece of technology or how to use a tool⁴, for example. Therefore, it is important to engage those responsible for training programs when creating or updating written directives.

Written Directives are the rules.

Training Programs provide the details.

The following subsections are items to consider when cultivating written directives.

3.1 Terminology Differences

Many terms are used to describe an agency’s operating manual and are often used interchangeably. Written directives can either serve as a mandatory policy, procedure, or guideline.

| <i>Policy</i> | <i>Procedure</i> | <i>Protocol</i> | <i>Guideline</i> |
|--|---|--|---|
| A course or principle of action that is desired or required and adopted or proposed by a government, party, business, or individual. | Specific steps or actions to be completed; an established or official way of doing something. | A highly defined procedure placed into a reference system ⁵ ; a procedure for carrying out a prescribed course of action. | A general rule, principle, or piece of advice. ⁶ |

Regardless of the terminology used in the ECC, well-developed written directives serve as a roadmap and user manual for day-to-day operations.

3.2 Standards and Best Practices

When creating written directives, ECCs should adopt and use industry standards and best practices to assure the effectiveness of the agency and its personnel, and that the best possible service is provided to

⁴ Ibid.

⁵ *Emergency Telecommunicator Course Manual*, International Academies of Emergency Dispatch.

⁶ Google Definitions

https://www.google.com/search?q=Guideline+definition&rlz=1C1GCEA_enUS800US800&sxsrf=ALeKk03eKkqAUURQFahRoctZqTOPDcoYCQ%3A1624285878017&ei=tqLQYJA4iuPk2g-Pv4nwAw&og=Guideline+definition&gs_lcp=Cgdnd3Mtd2l6EAMyBggAEAcQHjIGCAAQBxAeMgYIABAHEB4yBggAEAcQHjIGCAAQBxAeMgYIABAHEB4yBggAEAcQHjoHCAAQRxCwAzoHCAAQsAMQQ1Do6AhY6OgIYOfuCGgBcAJ4AIAbfogB3wGSAQMxLjGYAQCgAQKqAQGqAQdnd3Mtd2l6yAEKwAEB&scient=qsw-wiz&ved=0ahUKEwiQ65a2-KjxAhWKMVvFHY9fAj4Q4dUDCA8&uact=5

citizens and first responders. Measurable standards create an objective view of 911 operations and provide for consistent interactions with the public and first responder partners.

Standards and best practices most often used in ECCs are from the Association of Public-Safety Communications Officials (APCO) International, the National Emergency Number Association (NENA), the National Fire Protection Association (NFPA), and the Commission on Accreditation for Law Enforcement Agencies (CALEA). APCO, NENA, and NFPA are each an American National Standards Institute (ANSI)-accredited standards development organization (SDO).

Definitions of written directives also vary.

| <u>APCO</u> | <u>NENA</u> | <u>NFPA</u> | <u>SAFECOM</u> |
|---|---|--|--|
| Written Directives: A set of agency specific policies, procedures, rules, regulations, and guidelines. ⁷ | SOP (Standard Operating Procedure): A written directive that provides a guideline for carrying out an activity. The guideline may be made mandatory by including terms such as “shall” rather than “should” or “must” rather than “may”. ⁸ | Standard Operating Procedures (SOPs): Written organizational directives that establish or prescribe specific operational or administrative methods that are to be followed routinely for the performance of designated operations or actions. ⁹ | Standard Operating Procedures (SOPs) are formal, written guidelines or instructions for incident response that typically have both operational and technical components. ¹⁰ |

The inclusion of these organizations is for informational purposes and should not be construed as an endorsement of any kind or a finite list. Federal agencies are precluded from any perception of favoritism toward any individual product, service, or company.

For more information and a comprehensive listing of standards for Enhanced 911 and NG911, visit: https://www.911.gov/project_standardsforenhancedandnextgeneration911.html.

⁷ APCO ANS 3.103.2.2015 *Minimum Training Standards for Public Safety Telecommunicators*© <https://www.apcointl.org/download/minimum-training-standards-for-public-safety-telecommunicators-3/?wpdmdl=6288>

⁸ NENA Master Glossary of 9-1-1 Terminology. [NENA Master Glossary - National Emergency Number Association](https://www.nena.org/Files/2017/01/NENA_Master_Glossary_of_9-1-1_Terminology.pdf)

⁹ NFPA Glossary of Terms. <https://www.nfpa.org/Codes-and-Standards/Resources/Glossary-of-Terms>. This reference is specific to NFPA 1221 (2019). Depending on the referenced standard, the definition of SOP may vary slightly.

¹⁰ Standard Operating Procedures, SAFECOM. <https://www.cisa.gov/safecom/sops>

3.3 Accreditation

Accreditation is a voluntary process ECCs can undertake to certify that their operations, including their SOPs, meet a rigorous set of industry-accepted standards and best practices. There are two programs specific to 911 centers through which an ECC can seek standalone accreditation—CALEA® and the International Academies of Emergency Dispatch (IAED).

The inclusion of these organizations is for informational purposes and should not be construed as an endorsement of any kind. Federal agencies are precluded from any perception of favoritism toward any individual product, service, or company.

4 Next Steps

Creating or updating written directives to include new and existing technology is increasingly important as the job complexity of the PST increases. Understanding the importance of maintaining written directives will assure the documentation is current, accurate, and reviewed regularly.

Clearly defined written directives are vital in an ECC as they provide the rules for PSTs operating the various tools and technologies. Written directives provide the structure for how the ECC should operate. Adopting industry-recognized standards and best practices helps assure the effectiveness of the agency and that the best possible service is provided to citizens and first responder partners.

While the process for PST classification analysis is not scheduled to begin for a few years, the time to make changes is now. Ensure written directives are updated and implemented in advance of the next round of job classification research. Documenting the technology in ECCs, how each is used, and the complexity of the job also may aid the proper assignment of classification for the PST. 911 authorities should review their written directives using the documents provided in Appendix A—Guidance on Creating Written Directives.

Consideration also should be given to sharing this document with operational personnel and other stakeholders to assist with the creation of policies and procedures.

Appendix A – Guidance on Creating Written Directives

What are written directives?

Written directives are the rules of the ECC. They can take the format of policies, procedures, or guidelines. They are the rules for ECC operations, including the tools and technology.

How to use this document

While this guidance document is relevant to the entire 911 community, its use is directed towards those responsible for creating and updating written directives. The use of the contents of this document is strictly voluntary.

Each written directive topic area contains two major components (see figure below). For each topic area, sample language has been provided, as well as further “advice and tips” to take into consideration.

Guidance

Provides an overview of the topic area, an explanation of the area’s crucial factors, and recommendations for avoiding pitfalls.

Sample Language

Provides sample language that can be “cut-and-pasted” and easily modified to align with ECC-specific requirements.

Before you get started ... a checklist

✓ Understand your current written directives

Get to know specific requirements (laws, regulations, and industry standards). Meet with public safety stakeholders (law enforcement, fire, EMS] emergency management, etc.) to understand their needs. Conduct a self-assessment and identify the technology in use in your ECC.

✓ Engage your operational subject-matter experts

Identify gaps in policy. Align your written directives with ECC operations and those of the responders you protect. Develop the “rules” for the tools and technology your ECC uses. Compare your written directives to your current training program and assure alignment. If gaps are identified, begin to address those gaps.

✓ Seek advice from other ECCs

Review neighboring jurisdictions’ written directives. Consider accreditation.

✓ Review often and make changes

Review your written directives regularly and develop a process to keep written directives updated. Make changes as often as necessary to ensure accuracy.

Written Directives Guidance, Sample Language, and Examples

Several industry resources can be used to help develop and write effective written directives. This toolkit sets a foundation on how to begin to develop written directives. (The inclusion of these organizations is for informational purposes and should not be construed as an endorsement of any kind. Federal agencies are precluded from any perception of favoritism toward any individual product, service, or company.)

| Title | Resource | Link |
|---|----------|---|
| <i>Writing Guide for Standard Operating Procedures</i> | SAFECOM | https://www.cisa.gov/safecom/sops |
| <i>How To Write The Rules: Developing Your Own SOPs</i> | APCO | https://www.pscmagazine-digital.com/pscs/0319_may_june_2019 |
| SOP Development Course | NENA | https://www.nena.org/page/sopDevelopment |

Mission and Vision of the ECC

Guidance

Determine the ECC's organizational objectives. A clear vision of the mission of the ECC will set the foundation for the direction of the agency.

Sample Language

Get the right people, to the right place, in the right time.

Gather Documentation

Guidance

ECCs should review applicable laws, regulations, and standards, as well as conduct research on where gaps lay within policies.

Interviewing frontline workers to determine where they need more guidance is a good practice.

Sample Language

Americans with Disabilities Act (ADA)

*Federal Bureau of Investigation (FBI) Criminal Justice Information Services (CJIS) regulations
Federal Communications Commission (FCC) rules*

Are there local procedures that need to be followed? Enlisting the help of law enforcement, fire, and EMS first responders and emergency management personnel can be beneficial to assure you meet their needs as well.

Health Insurance Portability and Accountability Act (HIPAA)

Write the Written Directive

Guidance

Creating an SOP template should be the first step in this process. This will help keep things organized. When crafting language, it should be plain and easy to follow.

Tips and Advice

There are many free online templates available for ECCs to use.

If your ECC is a division of a first responder agency, a template likely exists already.

Sample Language

| | |
|---|----------------|
| Topic: Call Taking | Policy No: 3.1 |
| Effective: 05/21/2018 | Approved: |
| Revised: 06/01/2019, 06/21/2020, 05/23/2021 | [Signature] |

Answering Telephone Lines

911 emergency lines: hard lines, VoIP, wireless, and telematics.

All calls received on a 911 emergency line shall be answered in 15 seconds or less, per industry standards. 911 emergency lines shall be answered; “[Agency name] 911, what’s the address of the emergency?”

Test the Written Directive

Guidance

Before implementing an SOP, have subject-matter experts review the content. Seek feedback from frontline staff or first responders, as applicable. Do not forget the training personnel in your agency. Ensure they have the tools they need to update and train ECC staff on the new directive. Be sure to conduct staff training before implementing the new or changed directive.

Check with leadership; ensure the SOP aligns with their expectations.

Sample Language

Having a change management process allows the ECCs to ensure SOPs are reviewed by the correct personnel before being published.

- ✓ *This document has been circulated through ECC leadership, first responders, and staff for approval and to ensure it does not conflict with other established policies and procedures.*

Tips and Advice

Bringing subject-matter experts who use the SOPs every day and those impacted by them to the table will assure that the documented processes are accurate and relevant.

Implement the Written Directive

Guidance

Once the SOP has been approved, it needs to be distributed to staff. Develop mechanisms that allow an employee to know that a new or updated SOP will be going into effect—before it goes into effect.

Having a document control process will help eliminate confusion on which is the most current version of the SOP.

Tips and Advice

When you publish an SOP, consider conducting a training class on the SOP or review in a shift briefing to ensure that your employees understand the content and can ask any questions.

Sample Language

N/A

Availability of the Written Directive

Guidance

Determine how you will publish SOPs; it could be a hard copy or an electronic version. Either way, SOPs should be easily accessible.

Sample Language

N/A

Review Regularly

Guidance

As things change within the ECC, so should SOPs. Developing a mechanism to review, create, and update policies should be a part of this process.

Sample Language

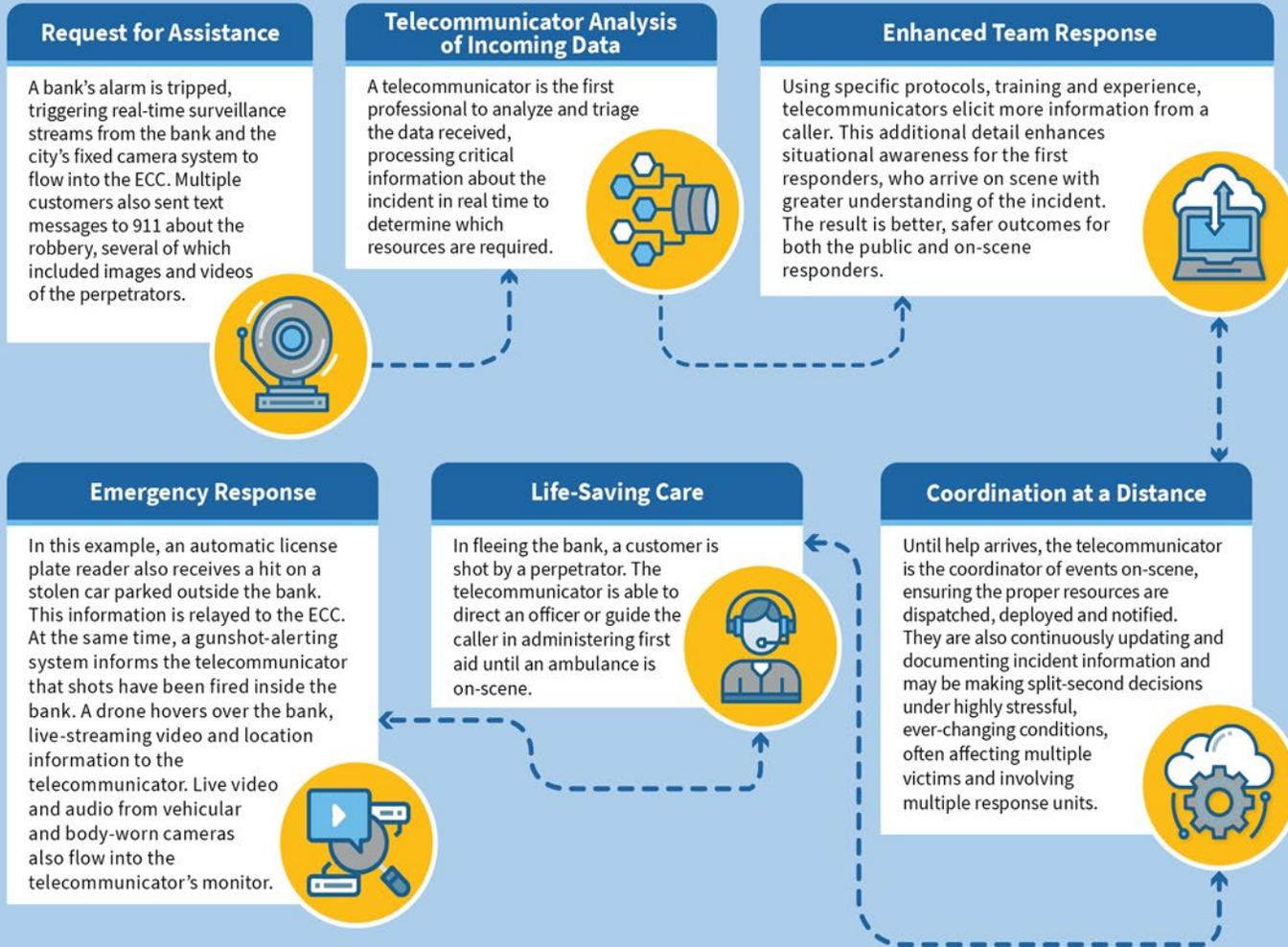
SOPs will be updated annually. Policies, procedures, and technology will be reviewed, updated, and added for the next version.

Appendix B – Public Safety Telecommunicator Infographics

The following two graphics can be used to illustrate how a PST is involved in all aspects of the emergency response team.

THE CRITICAL ROLE OF TODAY'S PUBLIC SAFETY TELECOMMUNICATORS

Here is just one of countless scenarios a telecommunicator may handle at their emergency communications center (ECC) when a request for assistance comes in—and how they ensure every call is handled quickly, calmly and appropriately with skill and expertise:



To learn more about the work telecommunicators do and the public safety telecommunicator reclassification effort, go to 911.gov.



CONTINUUM OF A CALL

Work performed by a 911 public safety telecommunicator

First Responder & Support All Aspects of the Call for Service

- ▶ Answers call for help from public and first responders
- ▶ Provides calm and empathy
- ▶ Interrogates and assesses response needs
- ▶ Provides first aid and basic emergency response verbally to ensure continuation of life
- ▶ Determines available and appropriate public safety (PS) response
- ▶ Communicates with PS, initiates field units, tracks response
- ▶ Monitors radio communications adding details to the call record
- ▶ Initiates additional response units or determines need
- ▶ Interprets GIS data to advise responding units
- ▶ Keeps responders safe by informing and controlling, uses judgment and training to escalate response as appropriate

Field Responders

Law Enforcement

- ▶ Traffic control for protection of secondary crashes, arrest, call for back up or additional units

Fire Response

- ▶ Suppression, first aid, link between on scene assistance and full EMS

Emergency Medical Services

- ▶ Advanced first aid and life support; transport via ground or air

Transport

- ▶ PST interprets GIS data
- ▶ Dispatches response vehicles such as ambulance or helicopter
- ▶ Monitors and relays impacting weather events or conditions to ensure safety of responders and victims

Records & Legal

- ▶ Ensures call record accuracy
- ▶ Accurate time-stamp of 911 calls for future investigations
- ▶ Transfer to appropriate records systems
- ▶ Linking events

