



MissionCriticalPartners
Because the Mission Matters

Operational Audit and Study of Operations
Division/911 Dispatch

Final Report

PREPARED MARCH 2022
FOR THE CITY OF BOSTON, MASSACHUSETTS

MissionCriticalPartners.com

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Executive Summary

Mission Critical Partners, LLC (MCP) was contracted by the City of Boston Police Department (BPD) to perform a functional/operational audit and evaluation/review of its Emergency 9-1-1 Center (9-1-1 and Dispatch), the largest component of the Operations Division (Division).

The 9-1-1 Center serves as the City's primary public safety answering point (PSAP) and provides all law enforcement dispatch-related services for the city. A primary PSAP is the initial point of entry for all 9-1-1 calls that originate within its service area. Typically calls requiring law enforcement, fire, or emergency medical services (EMS) response are received and then directly dispatched by a PSAP without the need for call transfers. In Boston, however, calls for fire service response are transferred to the City of Boston's Fire Alarm (the Boston Fire Department Communications Center) for call handling and dispatching, while calls for EMS response are transferred to Boston EMS (BEMS). Both entities are secondary PSAPs as 9-1-1 calls are initially received by the BPD 9-1-1 Center. The Division also houses several 24-hour, mission-critical administrative support functions secondary to the PSAP.

- The Division is directly managed by a deputy superintendent and captain, along with a civilian head trainer and civilian director of quality assurance. Shift supervision is provided by 14 sworn superior officers (three lieutenants and 11 sergeants) when fully staffed. The operations floor has 20 call-take workstation positions and eight law enforcement dispatch workstation positions, in addition to supervisory positions.
- The 9-1-1 Center handled over 621,000 incoming calls and over 642,000 incidents (calls for service) in 2020.¹ Support unit staff handled approximately 100,000 tows citywide. The tape librarians processed approximately 5,500 digital recording requests.

The modern public safety communications ecosystem is a technologically sophisticated environment that is essential to effective emergency response operations. The more complex it gets and the faster it expands, the harder it is for staff and agency and municipal leaders to stay abreast of the nuances and integrations associated with delivering quality service.

MCP's report and findings highlight several priorities to be addressed within the Division. To address those priorities, MCP used both qualitative and quantitative methodologies to conduct an extensive review of the current **structure, staffing, and supervision** of the Division. MCP completed a review of the Division's **training and quality assurance/quality improvement (QA/QI) programs**, including a review of the current protocols and policies and investigated **engagement of the workforce** and how the staff view the Division from their perspective.

As a result, MCP was able to identify strengths and weaknesses associated with current staffing, supervision, training, QA, and management practices of the Division and recommend operational, structural, and staffing changes or improvements. MCP provides these recommendations for updates and

¹ A "call" is a request for assistance or information, received by a call-taker, on a 9-1-1 line, 10-digit line, or via text message. An incident is an event created in the computer-aided dispatch (CAD) system to which an officer is assigned (dispatched) or may cause the creation of by means of self-initiation. A call-taker may create an incident to track a call, but no dispatch is required.

revisions in accordance with current best practice standards—including the Association of Public-Safety Communications Officials (APCO) International, National Emergency Number Association (NENA), International Academies of Emergency Dispatch (IAED), and the National Fire Protection Association (NFPA) —in which MCP is an industry leader and contributor.

Currently, the Division faces several challenges throughout many areas of its operations. The most significant being staffing, hiring, training, and retention of qualified call-takers and dispatchers that provide lifesaving assistance from the moment a 9-1-1 call is answered. These challenges significantly impact daily operations and the ability of the Division to effectively serve BPD and, most importantly, the citizens and visitors to the city of Boston.

Impacting the BPD's ability to resolve long-standing and persistent issues are the following constraints:

- The 10-year residency requirement, in combination with the high cost of living and contrasting low salaries
- Increasing private sector employment competition
- Constraints imposed by three negotiated collective bargaining agreements (CBAs)
- Sworn supervision without the skill sets to call-take and/or dispatch to support staffing shortages
- Severe lack of the potential for leadership-focused career advancement within civilian positions
- Instability of executive and elected leadership (mayor and police commissioner)
- Lack of a true QA/QI program and individual, shift, and organizational performance metrics that establish accountability and consistency
- Lack of a current policies and procedures manual to support both training and operations
- Lack of investment in a backup facility, resulting in an inability to support PSAP operations for an extended period and no plan for an appropriate long-term backup
- Persistent and continuous increases in both the expectations and workload of the PSAP (e.g., changes to address alternative and reengineered responses)

MCP found that the current organizational structure is a significant roadblock to recruiting and retaining call-takers and dispatchers, as well as day-to-day operational support. Additionally, the present structure of shift supervisors without call-taking and dispatching experience, and police dispatchers not working call-taking positions to help evenly distribute the overtime burden, is a significant contributor to the low morale and staffing issues.

This current state has culminated in a staffing crisis and the expense of \$2,392,525.95 in overtime for both sworn and civilian staff in 2019 and \$2,885,145.72 in 2020. Although one might suggest that the high overtime costs could be solely attributed to COVID-19, not unlike other PSAPs across the country, the Division has been experiencing staffing issues for some time. This is highlighted by excessive mandatory overtime per person, in combination with an overtime assignment policy that can be manipulated as staff find loopholes to being ordered or working around constraints that need to be closed. Coupled with a difficult scheduling process that does not allow staff to schedule time-off far enough in advance to achieve a high quality of work-life balance. In 2020, the COVID-19 pandemic did, however, further exacerbate some of the long-standing issues and further degraded low morale. These factors have continued through 2021 and into 2022.

MCP's recommendations are intended to help the Division address these challenges through a series of transformational change initiatives, beginning with changes in the management and organizational structure within the Division (Figure 5).

Recommendations
<ul style="list-style-type: none">• In alignment with the specialization, industry career knowledge, and expertise required in the modern 9-1-1 center, develop a plan to modify the Division's organizational structure from law enforcement supervision to civilian supervision, including hiring or promoting:<ul style="list-style-type: none">– A civilian director that reports to the Division's deputy superintendent– Civilian supervisors, equivalent to three per shift configuration, to oversee call-takers and dispatchers.• Transition sworn supervisors to oversee the support unit while being available to serve in an advisory role to the civilian-led operations floor for law enforcement field policy and legal matters• Hire/promote three QA/QI specialists to establish a QA program that aligns with national standards• Modify the director of quality assurance's job description to disseminate the organizational leadership responsibilities between the operations manager and/or civilian Division director• Hire two training support specialist positions

In addition to these initiatives that will have a direct impact on QA, training, and workforce engagement, MCP recommends the following:

Recommendations
<ul style="list-style-type: none">• Consider moving to a 12-hour shift configuration• Create (or modify) the communications training officer (CTO) policy to solidify the CTO application and evaluation process, establish uniform compensation of all CTOs, and establish identical policies and procedures for call-taker and dispatcher CTOs• Require existing CTOs to reapply for the positions to increase accountability, commitment, and professionalism• Establish workforce engagement and training committees• Increase support for employee health, wellness, and peer support programs

Finally, but not of any lesser importance, the City should review the current primary and backup 9-1-1 center locations. The Division has faced many challenges because of the COVID-19 pandemic. The Division published a continuity of operations (COOP) plan that included COVID-19 operational strategies on March 17, 2020. The City implemented infection prevention self-screening measures and issued personal protection equipment (PPE). The Division had to stand up a temporary relocation center in the former BPD headquarters daycare center for evacuation and cleaning of the primary center. This highlighted that the current PSAP is not built or configured to support social distancing. MCP determined that the current BPD backup center, located in the basement of the Fire Alarm dispatch center, is not sufficient to support long-term pandemic or other operations if an evacuation of the primary center is necessary (Section 4.6). As such, MCP recommends the City consider taking the following action.

Recommendations

- Work with the Division and emergency management to identify potential locations for a new PSAP/Emergency Operations Center (EOC) and/or backup facility
- Review current primary and backup center PSAP technology
- Review and update the Division-focused COOP plan using an all-hazards approach and incorporate the full COOP guidance as listed in the Federal Emergency Management Agency's (FEMA) Continuity Guidance Circular

As evidenced by the commissioning of this report, the current leadership is concerned and has a strong desire to make improvements. Achieving improvements in the current environment will be a challenge and one that will be arduous and likely met with many roadblocks. While there is a desire for improvements to be made in the focus areas of this report, leadership cannot resolve all the issues and make the needed changes without commitment to the outcomes from multiple stakeholders, including the police commissioner, mayor, city council, each labor union, and—importantly—the operations staff. This includes understanding that, although there is a role for them, the best organizational structure for the Division does not necessarily include sworn personnel at the helm of the operations floor.

It will take time before the Division can implement structural changes of this magnitude, which represents a major cultural shift for the Division. Long term, it will require continued nurturing by Division leadership and commitment from stakeholders to explore retention and filling the open positions and any additional staff as quickly as possible to slow and then reverse the current decline.

Overall, the recommendations presented, although challenging, should lend themselves well to support the current activities and future of the Division. Leadership is encouraged to consider engaging in a multi-year strategic planning initiative specific to the Division to support these efforts and measure progress.

Without significant change in recruiting and hiring—including waiving the residency requirement and providing civilian leadership for the operations floor—the current short-staffing² and extreme levels of overtime being borne by the call-takers and dispatchers will not go away and will only worsen, thus continuing a downward spiral of employee morale and job satisfaction. Current services are being provided at the expense of staff working an unsustainable mandatory level of overtime, including being ordered to stay over or come in early day after day after day without a City executive or elected level champion to fight for relief.

With an eye toward the future, exploring alternative organizational structures and policies targeted at recruiting and retaining professional public safety communications staff in parallel with addressing underlying issues to provide the best in class and modern 9-1-1 services to the city of Boston is imperative to achieve the highest level of service possible. This approach is expected to enable the Division to gradually, yet continually, make progress. With a commitment to the outcomes, MCP is confident that the Division can:

² Short-staffed means a center is operating with vacancies within their number of authorized personnel. Under-staffed means a center's authorized strength is insufficient to effectively handle the workload.

- *Resolve the staffing crisis (recruiting, hiring, training and retention)*
- *Modernize the organizational structure*
- *Improve employee engagement and job satisfaction (work-life balance, career opportunities, and employee health and wellness)*
- *Reduce the overtime budget*
- *Improve the Division's continuity and resilience position*

Despite the challenges that have arisen, given time and determination, the Division can successfully meet its goals and objectives to serve its communities and field personnel while establishing a strong, resilient, and organizationally healthy professional workforce. This study focused on the City's primary PSAP with limited review of the 9-1-1 system. Should the City desire a broader and more holistic perspective, MCP would recommend a more comprehensive study across the City's public safety communications ecosystem to fully understand any risks along with the opportunities to improve emergency response outcomes.

Postscript – March 2022

It is important to note that this report was the culmination of months of research, which began in April 2021, and provides a snapshot of those six plus months. Throughout the end of 2021 and into 2022, staffing in Communications has continued to be compromised. It is MCP's understanding that Communications recently had three people—two 9-1-1 call-takers and one dispatcher—leave employment in two days.

Not unlike other jurisdictions across the country, the City should be concerned about Communications' ability to provide basic emergency services to the city going forward. Including forcing Communication to, at times, operate shifts below normal staffing levels due to staffing limitations. Incoming calls for service will begin to increase during the summer months, which represent the busiest time for Boston. Communications may handle 2,300 to 2,400 calls a day, up from 1,600 or so a day.

Staffing is a pressing issue and will only continue to worsen unless concerted efforts are made. The City is encouraged to look at steps to increase recruiting and retention including financial incentives, bonuses, and adjustments. While Boston is not alone in facing a staffing crisis only the City can effect meaningful change. While it will not be easy the City must continue trying.

1 Introduction

The modern public safety communications ecosystem is a technologically sophisticated environment that is essential to effective emergency response operations. The more complex it gets and the faster it expands, the harder it is for staff and agency and municipal leaders to stay abreast of the nuances and integrations associated with delivering quality service. Mission Critical Partners, LLC (MCP) was asked by the Boston Police Department (BPD) to perform a functional audit and evaluation of its Emergency 9-1-1 Center³, the largest component of its Operations Division (Division), and provide recommended changes and improvements based on current public safety communications industry best practices and standards. The goal of the evaluation was to address the following areas identified by the BPD, including:

- a. *Assess the overall adequacy of present staffing, including present structure, civilian and sworn, for the and projected future workload of the Operations Division. Recommend improvements and/or structural changes commensurate with industry best-practice standards and experiences of emergency communications centers of similar size.*
- b. *Perform a comprehensive review of the current training program/process and develop a recommended plan for improvement and/or restructuring [with the goal] to develop a full training plan for all aspects and positions in the Operations Division.*
- c. *Review current Quality Assurance/Quality Improvement program and recommend changes/improvements.*
- d. *Qualitatively assess the Operations Division from an employee's perspective.*

With a 2019 estimated population of 692,600 residents, the city of Boston (city), Massachusetts, is included in the Greater Boston Metropolitan Statistical Area (MSA)—home to approximately 4.8 million people. The city is approximately 48.28 square miles.⁴

The 9-1-1 Center serves as the City's primary PSAP and provides all law enforcement dispatch-related services for the city. A primary PSAP is the initial point of entry for all 9-1-1 calls that originate within its service area. Typically calls requiring law enforcement, fire, or emergency medical services (EMS) response are received and then directly dispatched by a PSAP without the need for call transfers. In Boston, however, calls for fire service response are transferred to the City of Boston's Fire Alarm (the Boston Fire Department Communications Center) for call handling and dispatching, while calls for EMS response are transferred to Boston EMS (BEMS). Both entities are secondary PSAPs as 9-1-1 calls are initially received by the BPD 9-1-1 Center. The Division also houses several 24-hour, mission-critical administrative support functions.

- The Division is directly managed by a deputy superintendent and captain, along with a civilian head trainer and civilian director of quality assurance.

³ A 9-1-1 center is also referred to as a public safety answering point (PSAP) or emergency communications center (ECC).

⁴ QuickFacts City of Boston, MA. United States Census Bureau, June 22, 2021, <https://www.census.gov/quickfacts/fact/table/bostoncitymassachusetts/PST045219>

- Shift supervision is provided by 14 sworn superior officers (three lieutenants and 11 sergeants) when fully staffed.
- The operations floor has 20 call-take positions and eight law enforcement dispatch workstation positions, in addition to supervisory positions.
- The Division’s civilian full-time staffing is comprised of:
 - Support unit personnel (R-12) – 36
 - 9-1-1 Call-takers (R-13) – 62
 - 9-1-1 Trainers (R-14) – 14
 - Tape Librarian (R-15) – 1
 - Tape Librarian I (R-16) – 1
 - Police Dispatchers (R-17) – 40
 - Administrative positions – 5
- The 9-1-1 Center handled over 621,000 incoming calls and over 642,000 incidents (calls for service) in 2020.⁵
- Support unit staff assigned handled approximately 100,000 tows citywide. The tape librarians processed approximately 5,500 digital recording requests.

Based on the size categories described in the National 911 Program’s *Next Generation 911 Cost Estimate a Report to Congress*, published in 2018, the 9-1-1 Center is considered large, with 28 workstation positions. The large category, representing 3% of non-mega PSAPs in the country, assumes a minimum of 21 and a maximum of 50 workstation positions, with 30 being the most likely.⁶

To provide responses to the questions the BPD sought to answer and offer recommendations for improvement strategies under existing constraints, MCP used an operational excellence-based approach. Special attention was given to discovering hidden relationships between the areas of interest that could be unknowingly impacting staffing, resulting in inefficiencies. Within the constraints and external drivers facing today’s PSAPs—including funding and private sector work-life balance—it is challenging to find pathways to improvement.

Within the construct of the priority areas to be reviewed and questions answered, the BPD seeks to turn risks into opportunities for improvement and establish a blueprint for the future in five focus areas:

1. Operational and Support Staffing
2. QA/QI
3. Workforce Engagement
4. Training
5. Management and Organizational Structure

Answering the BPD’s questions, however, does not come easily as the BPD and the City are faced with several constraints and daily operational needs of their own. While some issues are new or temporary,

⁵ A “call” is a request for assistance or information, received by a call-taker, on a 9-1-1 line, 10-digit line, or via text message. An incident is an event created in the computer-aided dispatch (CAD) system to which an officer is assigned (dispatched) or may cause the creation of by means of self-initiation. A call-taker may create an incident to track a call, but no dispatch is required.

⁶ “Next Generation 911 Cost Estimate A Report to Congress.” National 911 Program. https://www.911.gov/pdf/Next_Generation_911_Cost_Estimate_Report_to_Congress_2018.pdf

many have developed over time or persisted for several years, contributing to the current state of the Division and the request for this study:

This current state has culminated in a staffing crisis and the expense of \$2,392,525.95 in overtime for both sworn and civilian staff in 2019 and \$2,885,145.72 in 2020. Although one might suggest that the high overtime costs could be solely attributed to COVID-19, not unlike other PSAPs across the country, the Division has been experiencing staffing issues for some time. This is highlighted by excessive mandatory overtime per person, in combination with an overtime assignment policy that can be manipulated as staff find loopholes to being ordered or working around constraints that need to be closed. Coupled with a difficult scheduling process that does not allow staff to schedule time-off far enough in advance to achieve a high quality of work-life balance. In 2020, the COVID-19 pandemic did, however, further exacerbate some of the long-standing issues.

Further impacting the BPD's ability to resolve long standing and persistent issues are the following constraints:

- Challenges of handling the COVID-19 pandemic and implementing appropriate measures
- The 10-year residency requirement, in combination with the high cost of living and low salaries
- Increasing private sector employment competition
- Constraints imposed by three negotiated collective bargaining agreements (CBAs)
- Sworn supervision without the skill sets to call-take and/or dispatch to support staffing shortages
- Severe lack of potential for leadership-focused career advancement within civilian positions
- Instability of executive and elected leadership (mayor and police commissioner)
- Lack of a true QA/QI⁷ program and individual, shift, and organizational performance metrics that establish accountability and consistency
- Lack of a current policy and procedure manual to support both training and operations
- Lack of investment in a backup facility, resulting in an inability to support PSAP operations for an extended period and no plan for an appropriate long-term backup
- Persistent and continuous increases in both expectations and workload of the PSAP (e.g., changes to address alternative and reengineered responses)

MCP considered these constraints and their cascading effects when developing and prioritizing the recommendations offered.

Above all, MCP's evaluation sought to construct a report—striving to meet national standards and best practices—with achievable recommendations, realistically based on an “ideal” state, and that, more importantly, improves emergency response outcomes in some ways. In other words, reflective of a living

⁷ Quality assurance/quality improvement

center. As a result, MCP made a combination of short-, near-, and long-term⁸ recommendations in hopes that this report will serve the BPD and those it serves for many years.

This report provides BPD and City leadership a visual of the relationships between the Division's true mission, the constraints, and external drivers that are essential to answering the stated questions. The Division cannot resolve these issues and make the needed changes without commitment to the outcomes from City and BPD leadership.

With a commitment to the outcomes, MCP is confident that the Division can make gradual yet continual progress toward building on its strengths while also resolving the identified challenges—including the staffing crisis—improving the health and well-being of staff and increasing retention.

⁸ Short term is within six months, near term is 6–18 months, and long term is 18–24 months.

2 Methodology

MCP’s assessment spanned six months. During that time, MCP consultants had the opportunity to collect data, thoughts, and ideas in several different ways—a review of historical data, individual stakeholder interviews, focus group sessions, operations observations, a workforce engagement survey, and online data discovery collection tools.

BPD leadership recognized the need for a comprehensive study of several aspects of the Division. Serving as the project core team for this engagement, leadership of the Division along with supervisory, operations, and support staff assisted MCP in its assessment by coordinating introductions, supporting data-gathering efforts, and overcoming obstacles. During the study, MCP focused on five factors, shown to the right.



Individual Interviews with Stakeholders

To gain an in-depth understanding of key issues, MCP invited select stakeholders and staff, identified below, with subject-matter specific responsibilities to participate in in-person interviews.

- Executive leadership (deputy superintendent, superintendent, and chief of staff)
- Director of quality assurance
- Shift supervisors (lieutenants and sergeants)
- Operations staff (9-1-1 call-takers and police dispatchers)
- Head trainer and 9-1-1 trainers
- Support staff (Channel 8 [NOVA Base], tape librarians, tow section, stolen car section, missing persons)
- Labor representatives (Service Employees International Union [SEIU], Police Superior Officer’s Federation [Federation], Police Patrolman’s Association)

Figure 1: Study Focus Areas

MCP provided audio conferencing for invitees that could not participate in person as well as offered post-site visit accessibility for those whose schedules were not conducive to meeting while MCP was onsite, which staff did avail themselves of.

Follow-up sessions were conducted periodically with staff to clarify data.

Focus Group Sessions

Over three days, MCP conducted a series of focus groups targeting leadership, operations, workforce, training, and staff engagement that involved a cross-section of Division personnel from each labor category

and job function. The goal of the focus groups was to engage staff—directly or indirectly involved with the Division—in information gathering sessions.

Focus groups participants included:

- PSAP executive leadership
- BPD managerial and supervisory personnel
- Front-line operations staff
- Support staff
- Training personnel

Participants were guided through introductions, a project overview, and keys to success. Each session was led by an MCP facilitator who worked through a series of questions with the intent of identifying themes and trends that could be balanced against the statistical data and used to uncover practical and realistic recommendations.

Online Data Collection

Data was requested from the Division as well as the City for the past two to three years so that conclusions could be drawn, and recommendations made. Examples of data requested included training materials, QA data, workforce statistics, organizational and policy information, and call volume statistics. Copies of job descriptions, promotional policies and procedures, and compensation also were requested. No confidential data was requested or provided.

MCP reviewed the data to assess current conditions and lay the foundation for developing practical, executable recommendations. Data collected and reviewed focused on answering key questions posed by the BPD to be included in this study.

Section 3 of this report contains information garnered through data collection, research, and observations and summarizes the current state of the Division. Each section includes the analytical portion of the study that measures findings to national standards and best practices, as well as MCP's industry experience and knowledge. The task is to identify themes and trends and understand if there can be efficiencies introduced to the entirety of the 9-1-1 ecosystem and to identify any challenges there may be in doing so.

Operational Observation

MCP visited and observed operations in the 9-1-1 center and support areas and spoke with supervisors, call-takers, dispatchers, and support staff.

Workforce Engagement Survey

To qualitatively assess the Division from an employee's perspective and to gain in-depth insight from employees, MCP developed customized anonymous workforce engagement and satisfaction surveys. Separate surveys were developed for shift supervisors, call-takers/dispatchers, and support staff. Each

survey included questions that were common across all three primary labor categories as well as position-specific questions.

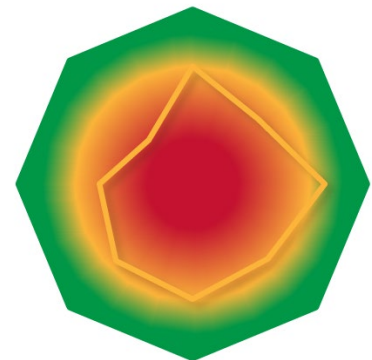
General engagement questions, along with questions about management and professional development, scheduling, organizational culture, recruitment and training, and residency, were developed. The survey link was prepared and distributed to supervisors, call-takers, dispatchers, and support staff on May 14, 2021. To maintain anonymity, survey links were sent to each employee via email. The surveys were available for three weeks.

Model for Advancing Public SafetySM (MAPS[®])

MCP's proprietary assessment tool, MAPS, was critical in identifying strengths and risks within the ever-expanding public safety communications ecosystem and ultimately setting the foundation for the recommendations. MAPS combines the collective body of knowledge gained from MCP's 100-plus specialized public safety experts with a variety of mature, broadly accepted public safety and information technology (IT) standards, formalized accreditation programs, and industry best practices.

MAPS is intended to help BPD and City stakeholders understand where its strengths and weaknesses lie so they can make well-informed decisions. MAPS also helps establish metrics for measuring progress while establishing a future course that leverages "stepping-stone" projects that will help an entity reach its long-term goals and vision.

A key element of MAPS is a color-coded, visual "blueprint" that depicts the status of each factor assessed. Green indicates factors that are low risk and thus not in need of immediate attention but still need nurturing and cultivation, yellow indicates those that are at risk, and red indicates factors that are at high risk and require immediate action.



This will enable BPD stakeholders to easily discern and understand where they stand in relation to the five focused audit factors.

The information acquired in MCP's methodology ranged from hard numbers (quantitative data) to opinions and anecdotal input (qualitative data). Where data was more quantitative, MCP relied on established public safety and private industry metrics to assess and evaluate the Division. Where data was qualitative or metrics have not previously been established, MCP drew on its collective industry experience and awareness of best practices to create those metrics and assess the status.

- Standard – something set up and established by authority as a rule for the measure of quantity, weight, extent, value, or quality⁹

⁹ "Standard," Merriam-Webster, 2020. <https://www.merriam-webster.com/dictionary/standard>

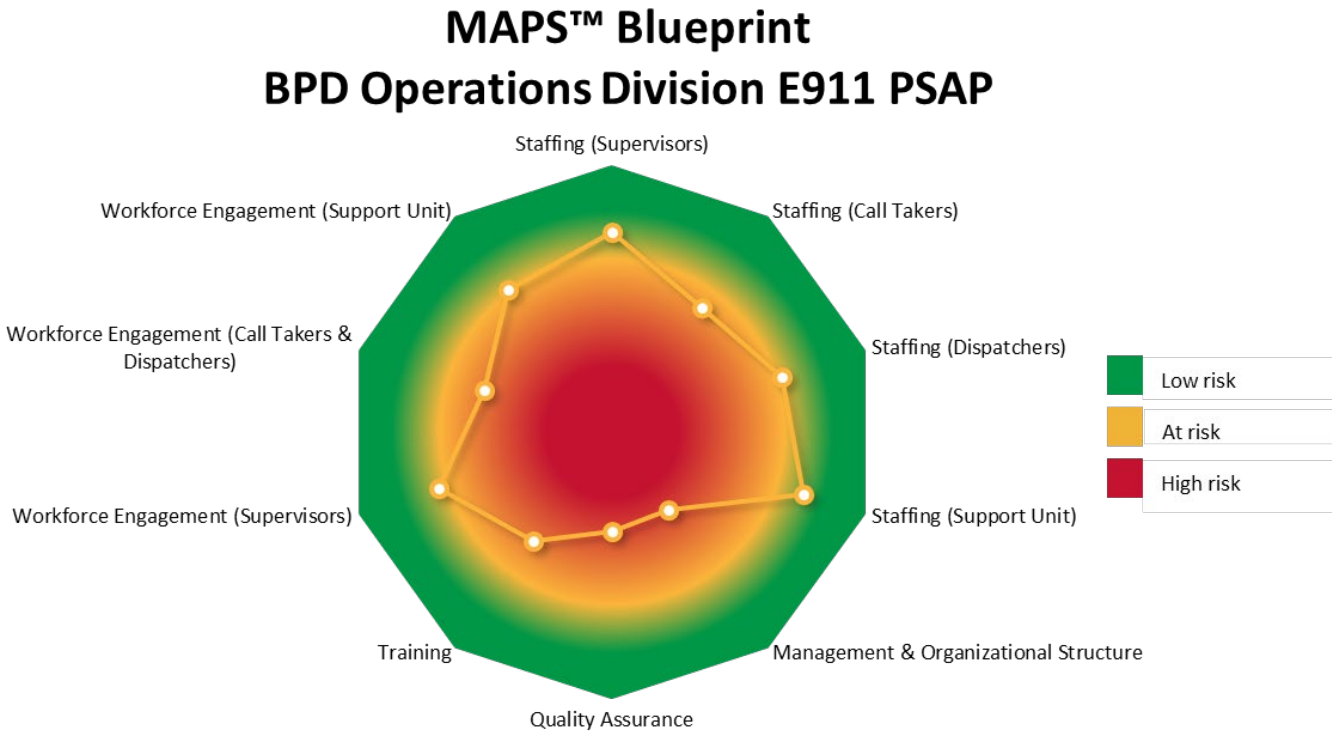
- Best Practice – a procedure that has been shown by research and experience to produce optimal results and that is established or proposed as a standard suitable for widespread adoption¹⁰
- Industry Experience – primarily involves a minimum of ten years of combined education, work experience, and specialization in a respective industry or market segment

Throughout this report, MCP will identify where analysis and findings are based on measurable, quantitative data and where MCP necessarily draws its findings from inherently more subjective evaluations. MCP's years of experience have demonstrated that subjective assessments, backed by thoughtful and unbiased comparisons with public safety and private industry best practices, combined with industry exposure as referenced throughout this document, are just as meaningful and important as hard, quantitative evaluations. Subjective input is properly utilized when the assessors critically review its substance rather than settling for regurgitation of unsubstantiated opinions.

¹⁰ "Best Practice," Merriam-Webster, 2020. <https://www.merriam-webster.com/dictionary/best%20practice>

3 Findings, Analysis, and Recommendations

MAPS was tailored to align with the City's requirements to focus on operational staffing, QA/QI, and workforce with the results below.



It is anticipated that the BPD will see the following benefits from the MAPS assessment:

- Establish a metric to measure progress
- Benchmark itself against similar public safety agencies
- A tool to communicate with stakeholders to justify priorities

The MAPS tool provides the Division with scoring and a blueprint that will assist in understanding where to prioritize, as well as a comprehensive set of recommendations that provides strategies for addressing risk factors.

3.1 Management and Organizational Structure

A review of the organizational structure, which includes a look at the organization's position classifications and the structural hierarchy, helps to confirm that job tasks are optimally distributed based on job functions, positions, and individual strengths. This allows the Division to direct activities that will help it accomplish public safety communications objectives.

In seeking a review of the present management and organizational structure of the Division, the BPD sought to answer critical questions.

- What is the overall adequacy of the structure, civilian and sworn, for the present and projected future workload of the Division?
- What are the recommended improvements and/or structural changes commensurate with industry best practice standards and experiences of ECCs of similar size?
- Is the present structure of police dispatchers adequate for the present and projected future demands of the BPD, and if it is not, what recommendations are warranted?
- What are the recommendations for formulating a plan for attaining a supervisory structure and span of control suitable for a modern ECC?

3.1.1 Summary of Findings

Findings Summary

- Overall, the structure, civilian and sworn, for the present and projected future workload of the Division is not adequate for the current or future workload.
- The current organizational structure is a significant roadblock to recruiting and retaining call-takers and dispatchers.
 - The use of sworn personnel as shift supervisors is an outdated policy, and given the current loss of field personnel, the BPD would be better served if most were placed in roles commensurate with their training and skills.¹¹
 - The absence of leadership career paths for civilian personnel within the Division, and for a PSAP of this size, is highly unusual and is a significant factor in call-taker and dispatcher recruiting and retention.
 - The Division has experienced unstable leadership with five deputy superintendents and seven captains over the past 12 years, which is not conducive to organizational health.
 - Although sergeants and lieutenants must meet the Massachusetts 911 Dispatcher Training requirements¹² after they are assigned to the Division, the sergeants and lieutenants are routinely assigned to the Division without any experience or knowledge of 9-1-1 operations and do not go through training or work as 9-1-1 call-taker or dispatcher.
- Industry-wide, the City’s residency policy is outdated and impacts recruiting and likely also retention.¹³
- Three collective bargaining units and their respective CBAs are divisive and do not align to provide efficient operations within the Division.

¹¹ Boston Police overshooting OT budget amid rapid retirements. “Police Superintendent Jim Hasson said, cops are retiring at a “fast and furious” rate — 102 this fiscal year so far as of February, as compared with 126 for all of the last year. “We’re losing people left and right,” Hasson told the councilors. He said there’s a “feverishly” ongoing effort to get the 200-plus officers on medical leave back on the street, which could help cut down on OT.”

<https://www.bostonherald.com/2021/03/12/boston-police-overshooting-ot-budget-amid-fast-and-furious-retirements/>

¹² <https://www.911-operator.org/911-dispatcher-massachusetts/>

¹³ <https://malegislature.gov/laws/generallaws/parti/titlexii/chapter71/section38>

https://codelibrary.amlegal.com/codes/boston/latest/boston_ma/0-0-0-624

https://codelibrary.amlegal.com/codes/boston/latest/boston_ma/0-0-0-627

- From a call-handling perspective, the present structure of shift supervisors without call-taking and dispatching experience, and police dispatchers not working call-taking positions to help evenly distribute the overtime burden, is a significant contributor to the current morale and staffing issues plaguing the Division. This structure is inadequate for handling the current and future demands of the BPD.
- The appointment and rotation of sworn leadership through the Division are not conducive to the stability and consistency required to effectively achieve the goals and objectives of a complex primary PSAP long term.
- Trying to manage succession planning through appointment is not conducive to identifying the subject-matter expertise leaders that are needed in a modern PSAP.
- Succession planning for positions such as the tape librarians is a significant risk to the skilled provision of these services as MCP was advised that both current individuals serving in these roles are eligible for retirement at any time.
- A private-sector approach to strength-based leadership can be beneficial to improving operations.
- Staff do not receive performance reviews, and if they were to be implemented, the sworn shift supervisors would be contractually constrained from conducting reviews on civilian staff.

3.1.2 Analysis

Management

Management is, most simply, the administration (or responsibility) for an organization—in this case, the Operations Division. It is “the application of planning, organizing, staffing, directing, and controlling functions in the most efficient manner possible to accomplish meaningful organizational objectives.”¹⁴

The application of these functions requires management skills, which “is the ability to carry out the process of reaching organizational goals by working with and through people and other organizational resources.”¹⁵ There are basic skills, according to author David Kurtz: technical, conceptual, and interpersonal. A fourth is decision-making.



¹⁴ John M. Ivancevich and Thomas N. Duening, *Business: Principles, Guidelines, and Practices* (Mason, OH: Atomic Dog Publishing, 2007), 172.

¹⁵ Samuel C. Certo and S. Trevis Certo, *Modern Management: Concepts and Skills* (Upper Saddle River, NJ: Prentice Hall, 2012), 11.

- Technical – manager’s ability to understand and use the techniques, knowledge, and tools and equipment of a specific discipline or department¹⁶
- Conceptual – manager’s ability to see the organization as a unified whole and to understand how each part of the overall organization interacts with other parts¹⁷
- Interpersonal – ability to communicate with, motivate, and lead employees to complete assigned activities¹⁸
- Decision-making – ability to identify a problem or an opportunity, creatively develop alternative solutions, select an alternative, delegate authority to implement a solution, and evaluate the solution¹⁹

These skill sets interweave with the elements of good governance²⁰:

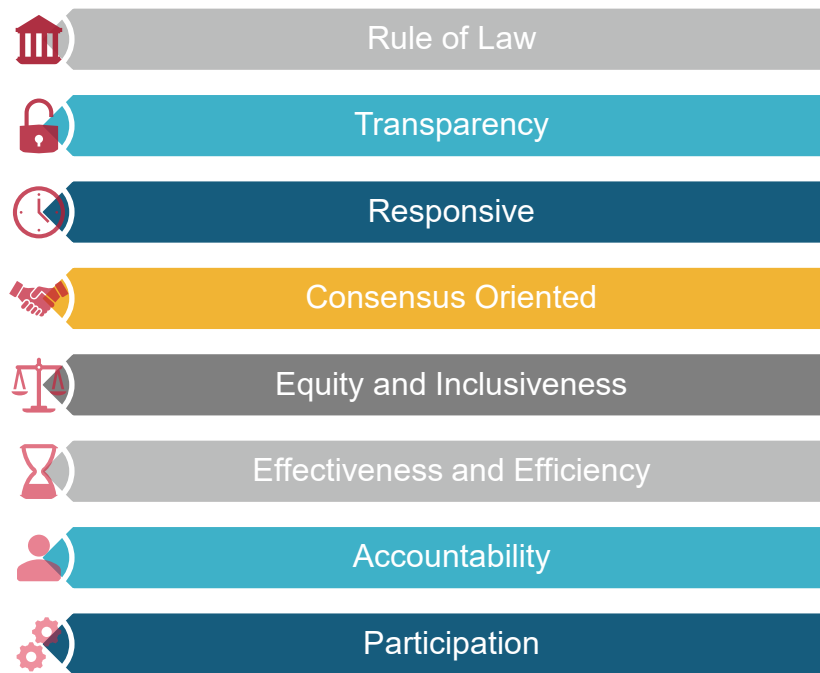


Figure 2: Good Governance Elements

Agency leadership and planning, or the lack thereof, have a direct and crucial effect on the success or failure of a public safety entity. Both leadership and planning go hand in hand because without proper leadership, the best plans often go awry, and without proper planning, the best leaders often falter.

¹⁶ David L. Kurtz, *Contemporary Business, 13th Edition Update* (Hoboken, NJ: John Wiley & Sons, 2011).

¹⁷ Ibid.

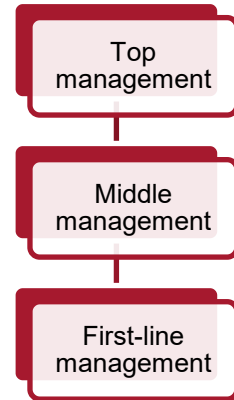
¹⁸ Ibid.

¹⁹ John M. Ivancevich and Thomas N. Duening, *Business: Principles, Guidelines, and Practices* (Mason, OH: Atomic Dog Publishing, 2007), 188.

²⁰ Chuck Kopp. *The Eight Elements of Good Governance*. July 4, 2016.

Organizational Structure

Organizational structures define a specific hierarchy within an organization and outline how activities are directed to achieve organizational goals. “Successful organizational structures define each employee’s job and how it fits within the overall system.”²¹ Having an organizational structure is also an industry standard. The Commission on Accreditation for Law Enforcement Agencies’ (CALEA) communications standards program has seven mandatory standards regarding organizational structure, including a graphical depiction, functional responsibilities, and accountability to only one supervisor at a time.²²



The support unit and 9-1-1 call-takers have always been civilian positions. Prior to 2000, police dispatch was staffed by sworn personnel. In 2000, police dispatch transitioned to the current configuration of civilian police dispatchers. This transition has been received with mixed reviews, with staff—both civilian and sworn—expressing a range of opinions regarding the operational efficiency of the structure. Oversight continues to be provided by sworn personnel.

Currently, a sworn deputy superintendent and a captain oversee the Division, while shift supervision of the operations floor and support unit is the responsibility of three lieutenants and 11 sergeants (when fully staffed). The operations floor is staffed by a combination of civilian 9-1-1 call-takers and police dispatchers assigned to 8-hour shifts covering 24 hours a day, seven days a week, 365 days a year (24 x 7 x 365). The support unit is staffed by civilian personnel who provide a variety of essential support functions. A civilian office manager, head trainer, and director of quality assurance provide administrative, training, and quality assurance support for the Division.

The Division has an authorized strength of 178 full-time employees:

- Deputy Superintendent – 1
- Captain – 1
- QA Director – 1
- Lieutenants – 3
- Sergeants – 11
- Clerks (sworn) – 2
- Office Manager – 1
- Head Trainer – 1
- Police Dispatchers – 40
- 9-1-1 Call-takers – 62
- 9-1-1 Trainers – 14
- Clerks (administrative) – 2
- Data Analysis and Applications – 1
- Tape Librarians – 2
- Support Unit – 36

As of November 19, 2021, there were six dispatcher vacancies with one person in the hiring pipeline and 17 call-taker vacancies with nine persons in the hiring pipeline. If all those in the pipeline begin training, there will be five dispatcher vacancies and eight call-taker vacancies. However, it is essential to note that

²¹ Will Kenton. *Organizational Structure*. Business Essentials. July 1, 2020. [Organizational Structure Definition \(investopedia.com\)](https://www.investopedia.com/organizational-structure-definition/)

²² <https://www.calea.org/standards-titles>

the unit will still be effectively functioning as if there are 23 total vacancies for a minimum of six months before the new hires will be able to work independently and count toward shift strength. The dispatcher vacancies have decreased by three, and call-taker vacancies have increased by three since MCP’s site visit in April 2021. Additionally, four vacancies exist for 9-1-1 trainer positions, and there are eight vacancies in the support unit.

The current organizational structure, provided by the BPD, which does not include the Operations Division positions, is shown below.

**BOSTON POLICE DEPARTMENT
ORGANIZATION CHART
January 2019**

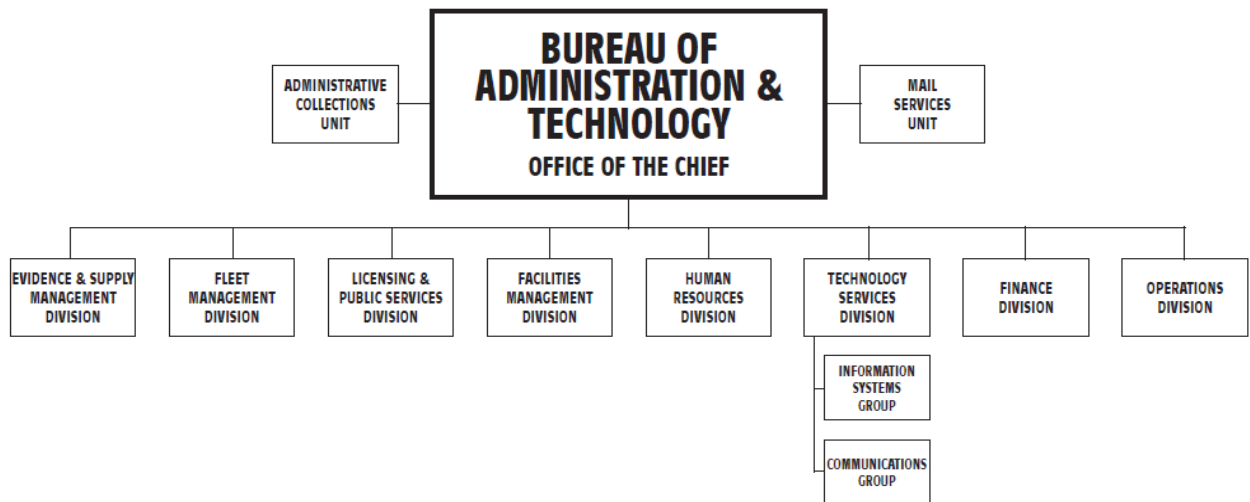


Figure 3: Current BPD Organizational Structure

With the direction in which the public safety communications ecosystem is headed, more than ever before, consistent, stable, and dedicated leadership is essential to PSAP success. Placing individuals, or newly promoted individuals, in positions of oversight to gain experience across all levels of an organization can be problematic, especially for a PSAP. The problem arises when those individuals are routinely rotated through at two- to three-year intervals or when they are nearing retirement. Frustration can develop when there is a lack of continuity and direction as the priorities, goals, and objectives may change each time the oversight changes.

Unfortunately, and which is common throughout the industry, in organizations where executive leadership roles—such as those held by the superintendent and captain—are still in place, entities have fallen victim to the pitfalls of unstable rotation leadership by individuals without career industry knowledge that understand, and from a position of operational subject-matter expertise, can effectively advocate for the needs of the PSAP. Such is the case for the Operations Division. This situation is not helped by the constraints placed on the Division by the CBA of the Federation noted below. The struggle is further exacerbated by the more recent challenges and leadership upheaval and instability facing both the BPD

and the City. This is demonstrated in the following:

- Over the past 12 years, the Division has experienced changes in the two key executive leadership positions with five deputy superintendents and seven captains—an average of once a year—with a previous captain retiring days after being interviewed for this study.
- Contractually, three sworn personnel (from the three lieutenants and 11 sergeants) must be on duty each shift.
- MCP found that sergeants were assigned directly to the Division immediately after promotion and, in many cases, with even law enforcement leadership experience, let alone 9-1-1 operational or leadership experience. To be eligible for promotion to lieutenant, sergeants must possess field experience, meaning they must leave the Division, thereby breaking any chain of consistency in supervision and the knowledge they may have acquired while assigned as a sergeant.
- When this initiative began, interim appointees held the positions of mayor and police commissioner. The mayor's position has since been decided during the fall election; however, the police commissioner appointment likely will not occur until mid-2022. This will likely delay acting upon the recommendations made in this report—thereby increasing the risk to the community and field responders.

Commensurate with industry best practices, standards, and experiences of emergency communications centers of similar size, recommended improvements and/or structural changes address some key issues.

- Except for the director of quality assurance and the office manager, no leadership career path exists for civilian personnel within the Division. This is highly unusual in large agencies and is typically only seen in small PSAPs.
- Assignments that align with individual training and skills create operational efficiencies. By using sworn personnel as supervisors for civilians, skills and training are not properly utilized. It is widely demonstrated throughout the industry that civilians can successfully manage and lead PSAPs housed with responder agencies, including those the size of BPD.
- Because of the advancements in PSAP technology and operations, it is increasingly recognized that stable and non-rotational leadership by personnel that would be identified in the industry as career 9-1-1 professionals are necessary to meet the advanced and ever-evolving needs of the modern ECC.

Staff opinions regarding the current structure range from those that vehemently believe that civilians should not be on the operations floor to the opposite end of the spectrum with sworn personnel not in the Division. (Refer to Section 3.5, Workforce Engagement, Figures X and Y) Given the responsibilities of the Division, MCP's analysis found that neither extreme adequately addresses the needs of the Division to provide efficient service to those it serves. MCP recommends taking a more moderate approach in alignment with industry advancements. (A proposed organizational chart is included in Section 3.1.3, Recommendations.)

Although the structural changes recommended do not exclude roles for sworn supervisions, due to the parallel field staffing crisis, it may be necessary to place all sworn personnel in field roles commensurate with their training in support of field operations. If maintained, MCP's recommendation includes leveraging sergeants to provide supervision for the support unit with subject-matter expert (SME) civilians capable of performing the job duties of their subordinates supervising the operations floor. In this role, the sergeant would also be available to provide field operations guidance and support to the civilian supervisory staff,

similar to the role of a watch officer. MCP understands that this is a significant paradigm shift that will require a well-thought-out strategy and time to accomplish but encourages the City to immediately begin planning if it wants to reverse the crisis.

It is challenging for any leader to be effective in persuading executives and getting buy-in for center needs such as staffing, funding, technology, facilities, and access to external resources. It is common for PSAPs to compete with other priority public safety needs that are more visible to the public. This includes competing for additional personnel because they are in the same department budget as sworn personnel.

Even with the desire to do the right thing and make improvements in the Division, the appointment of a deputy superintendent and captain, and the use of sworn personnel who do not perform call-taking and dispatching functions, contribute to challenges expressed to and observed by MCP. This includes leadership’s ability to successfully influence executives to prioritize the needs of the Division and the persistent perspective that a lack of knowledge exists within executive staff regarding appreciation and acknowledgment of what is needed to operate the 9-1-1 Center.

While fire stations and police substations continue to be funded and built (with a focus on field responder health), the Division’s unique needs lack support. Even with communications infrastructure (equipment) upgrades, without call-takers and dispatchers to answer incoming calls and dispatch incidents, responders will not know where to respond.²³

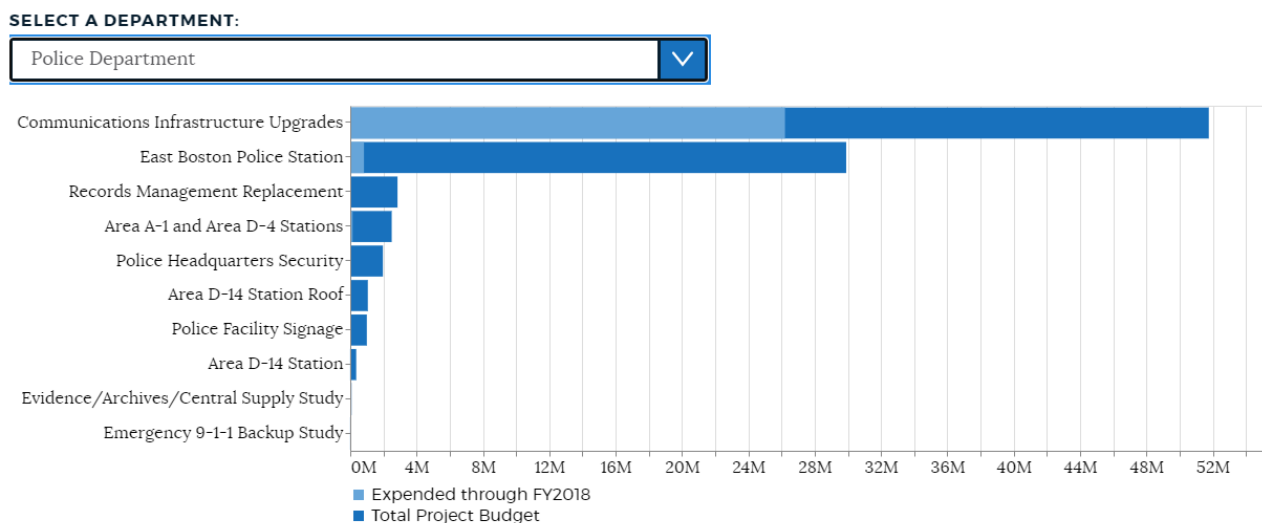


Figure 4: Capital Projects Spending²⁴

Funding is difficult, not just for the City of Boston but across the country, in part due to COVID-19. As such, leadership’s ability to influence will be even more challenged. An effective strategy will be necessary, including clearly articulating the business cases for the needs of the Division, identifying where opportunities exist to improve management of the Division (beginning with significant changes to the

²³ City of Boston Capital Planning: 5-Volume 1 - Capital Planning_0.pdf

https://www.boston.gov/sites/default/files/file/2021/04/5-Volume%201%20-%20Capital%20Planning_0.pdf

²⁴ City of Boston Capital Project Spending by Department; <https://www.boston.gov/departments/budget/fy21-capital-projects>

organizational structure), and finding ways to retain current staff. The City might determine that American Rescue Plan (ARP) funds could be used for Division initiatives, such as premium pay for essential workers.²⁵

City Policies

From a management perspective, a significant roadblock hampering recruiting is the City's long-standing 10-year residency requirement²⁶. Industry-wide, the City's residency requirement is considered an outdated policy that, when combined with the location of the 9-1-1 Center and the increased cost of living that is not keeping pace with civilian salaries, impedes recruitment and retention of call-takers and dispatchers.

A review of the City's code found that precedence exists to waive this requirement. Section 38 of the Commonwealth of Massachusetts General Laws, Part I, Title XII, Chapter 71, states: "No school district shall require that an individual reside within the city, town or regional school district as a condition of promotion, assignment, transfer or continued employment ..."²⁷ Closer to the crisis at hand, Chapter III, Chapter V, Section 5-5.3 (Residency Requirement) of the City of Boston Municipal Code provides a waiver provision. This includes language that allows the mayor, or his or her designee, to "grant, by petition subject to ratification by the Residency Compliance Commission, a waiver of the residency requirement ... if the position to be filled requires a unique set of skills, which, without lifting the residency requirement, would render the position difficult to fill within a reasonable time."²⁸ This waiver can be granted for the duration of employment or such other limited duration.

9-1-1 call-takers and dispatchers—collectively known as telecommunicators—require specialized skills requiring several months of onboarding and training, along with required Massachusetts (State) certification. In MCP's opinion, Division civilian personnel fall into this category and qualify for an indefinite waiver.

Additionally, the policy of not being able to fill open positions until an employee leaves or without receiving approval each time is a significant bottleneck. This is especially true for call-taker and dispatcher positions, where personnel must undergo months of training before they can work independently and contribute to the Division.

Combined, and each with consequences, both policies have contributed to the staffing crisis, massive amounts of overtime, resignations, low morale, and implementation of an emergency alternate routing plan to ensure that 9-1-1 calls are answered.

Moving forward, and to help reverse the crisis, MCP recommends that the City waive the residency requirement for call-takers, dispatchers, and any other future civilian positions assigned to the Division indefinitely. Additionally, MCP recommends, with specific emphasis on call-takers and dispatchers, all Division positions be continuously open for recruitment—at least for the foreseeable future. Positions

²⁵ <https://home.treasury.gov/system/files/136/SLFRP-Fact-Sheet-FINAL1-508A.pdf>

²⁶ [5-5.2 Residency and Voting Requirements for Certain Officers. \(amlegal.com\)](#) and [5-5.3 Residency Requirement. \(amlegal.com\)](#)

²⁷ [General Law - Part I, Title XII, Chapter 71, Section 38 \(malegislature.gov\)](#)

²⁸ [5-5.3 Residency Requirement. \(amlegal.com\)](#)

requiring the expertise that call-takers and dispatchers have should not be subject to having each recruiting cycle approved or waiting until a position is formally vacated before being approved to recruit for a replacement.

Having to navigate three collective bargaining units and their respective CBAs is challenging at best and, as demonstrated by MCP's findings, routinely drags attempts to achieve operational efficiencies and make improvements to a halt. MCP observed the divisiveness and conflict that exists, especially between members of the Federation and the SEIU, that essentially stems from the disparities that exist in benefits for the sworn supervisors.

An example of this includes pay and educational incentives that have sergeants earning over \$150,000 and lieutenants over \$200,000 annually, essentially making the residency requirement achievable.²⁹ Without the excessive amounts of overtime being worked by call-takers and dispatchers, the base salary ranges from \$52,000 to \$64,000 and \$60,000 to \$80,000 annually, respectively. MCP learned that to meet the residency requirement under the current cost of living, some operational floor staff live like college students with roommates or live with their parents.

Other benefits that civilians do not receive include a \$40 per week stipend as specialist pay for which they have no specialty (sergeants and lieutenants cannot function as call-takers and dispatchers) and educational incentives that can equal up to 25% of an employee's salary if they possess a master's degree or doctorate. The referenced employee earnings report shows for the BPD overall a police captain making ~\$42,000 per year in educational incentives, a lieutenant \$35,000, and a sergeant \$30,000. Members of the SEIU, even in the 24 x 7 mission-critical, lifesaving environment of the Division, do not receive a similar benefit.

Span of Control

Unfortunately, there is no longer an industry standard for employee-supervisor ratios. The Department of Homeland Security (DHS), coordinating with federal, state, and local governments, established the National Incident Management System (NIMS). The Incident Command System (ICS), which falls under the Command and Coordination element of NIMS, previously required a supervisor when three to seven persons were performing similar functions, with the optimal span of control being five. Now the guidance is what can be effectively handled by a supervisor, leaving it to the agency to determine.

In the Division, there must be three assigned sworn shift supervisors on duty each shift—generally a lieutenant and two sergeants. The assigned lieutenant is designated as the duty supervisor, with responsibility for making shift assignments and providing general shift oversight; on days off, this responsibility falls to another lieutenant, if on overtime, or a shift sergeant.

- Supervisors do not count towards minimum staffing requirements and are constrained either by training, skills, or contractually from serving as a call-taker or dispatcher. As noted previously, this makes the supervisor less effective, both operationally and from a leadership perspective.

²⁹ <https://data.boston.gov/dataset/employee-earnings-report>

- If all staff are on duty on a given shift, the span of control for a single shift supervisor can be up to 1:16. An important aspect of supervision is the appropriate span of control for each supervisor or management position to provide effective oversight.
 - Utilizing sworn supervisors for the operational floor does not allow a high level of flexibility to complete administrative tasks, counsel employees, or maintain an overall perspective of shift operations, including intercepting behaviors not conducive to a positive work environment for trainees.
 - Strictly from a span of control perspective, utilizing three supervisor positions, each shift is appropriate, with one position being a dedicated duty supervisor while the other two supervisor positions monitor the operations floor and the support unit. This is independent of a sworn lieutenant or sergeant, who would be positioned to assist in overseeing the support unit and provide guidance and legal interpretations to the operational floor.

Strengths-based Leadership and New Leader Support

Whether it be civilian or sworn personnel, it is important to organizational health that leadership engages in one or more strategies to identify employee strengths to promote job performance and career development. Developing strategies to proactively identify employees' strengths—not only for leadership development but also to promote general job performance and assure that the right staff members are in the right roles—includes committing to structured strategies. This includes strategies related to strength-based leadership, internal top-grading exercises, and career-development plans that are reviewed regularly to affirm effectiveness.

Newly promoted sergeants and lieutenants that serve as shift supervisors are not required to possess divisional experience or attend leadership training before being assigned to the Division. In fact, newly appointed sergeants, in most cases, do not possess field operations leadership experience.

Unfortunately, the current organizational structure, the appointment approach to filling leadership and supervisory positions, constraints imposed by the CBAs, and absence of an annual review process inhibit the establishment of a strengths-based leadership methodology. It is clear to MCP that no matter how well-intentioned individuals are, help is needed to “dig out of the hole.” The Division is starved for structure, direction, stability, and leadership. Without better identification and support of new leaders, odds are that the Division will continue to struggle and see further decline.

Adding proven tools can help put the Division on a path to achieve desired outcomes. Examples of tools that can be used to build a strength-based leadership program include:

- Strength-based leadership (i.e., CliftonStrengths)³⁰
- Topgrading (i.e., used for executive/management recruiting, internal Topgrading exercise)³¹
- Career development (9-box exercise³², career development plans reviewed regularly)

³⁰ CliftonStrengths. <https://www.gallup.com/cliftonstrengths/en/252137/home.aspx>

³¹ Topgrading. <https://topgrading.com/>

³² The Balance Careers. <https://www.thebalancecareers.com/nine-box-matrix-planning-2276143>

- Publications and toolkits from leadership authors such as Patrick Lencioni (i.e., *Five Dysfunctions of a Team* and *The Ideal Team Player*)³³

As a first step, basic leadership training aligning with core competencies and minimum training standards is readily available online, which may allow this to be pursued while staff numbers are low and help prepare civilians for future leadership roles should the BPD choose to implement MCP’s recommendations to modify the organizational structure. Available online classes/courses can be offered to existing and newly appointed or promoted staff, including those in the following positions:

Available PSAP-focused Leadership Training	Current Organizational Structure	Recommended Organizational Structure
Manager/Director ³⁴	<ul style="list-style-type: none"> • Deputy superintendent • Captain 	<ul style="list-style-type: none"> • Deputy superintendent • Captain • Civilian director
Supervisor ³⁵	<ul style="list-style-type: none"> • Sergeant • Lieutenant 	<ul style="list-style-type: none"> • Civilian shift supervisor • Civilian lead dispatcher • Civilian lead call-taker • Support unit sergeant
Training Coordinator ³⁶	<ul style="list-style-type: none"> • Head trainer 	<ul style="list-style-type: none"> • Training coordinator

Essential to the success of these strategies is for leadership to have the support to act on the results of this study to build a strong organization that can withstand the short- and long-term risks and hazards that modern 9-1-1 centers face. This type of program can help identify staff with leadership potential and offer training—preferably in advance—to prepare them for future roles and contribute to the reversal of the current crisis.

The recommendations for formulating a plan for attaining an organizational and supervisory structure with a span of control suitable for a modern ECC will require a commitment to what some may consider radical change. To be successful, the commitment must focus on policies that are in the best interest of the constituents, field responders, and the health and wellbeing of the civilian staff (call-takers, dispatchers, and support unit personnel) rather than fighting to maintain tradition over progress and serve the unions.

³³ TableGroup. <https://www.tablegroup.com/>

³⁴ Examples include “Certified Public-Safety Executive (CPE) Program”, APCO. <https://www.apcointl.org/training-and-certification/leadership-programs/certified-public-safety-executive-program/>; “Registered Public-Safety Leader (RPL)” APCO. <https://www.apcointl.org/training-and-certification/leadership-programs/registered-public-safety-leader-rpl/>; “Center Manager Certification Program,” NENA. <https://www.nena.org/page/CenterManagerCert>

³⁵ Examples include “Communications Center Supervisor (CCS),” APCO. <https://www.apcointl.org/training-and-certification/disciplines/leadership-supervision/communications-center-supervisor-ccs/>;

“9-1-1 Center Supervisor Program,” NENA. <https://www.nena.org/page/911CenterSupervisor>

³⁶ Examples include: “Center Training Officer (CTO) Program,” NENA. <https://www.nena.org/page/CTOProgram>

3.1.3 Recommendations

Table 1: Management and Organizational Structure Recommendations and Outcomes

Recommendations	Outcomes
<p>Develop a plan to modify the Division’s organizational structure:</p> <ul style="list-style-type: none"> – Reassign captain and hire a civilian Division director – Create civilian operations manager – Create civilian administrative manager – Reassign lieutenants and civilianize operations floor shift supervision – Create lead call-taker and dispatcher positions – Transition sergeants to supervise support unit and serve in a support role to civilian supervisory staff – Modify the director of quality assurance’s job description to disseminate the organizational leadership responsibilities between the operations manager and/or civilian Division director – Create three QA/QI specialist positions (in addition to a quality assurance coordinator³⁷) – Create two training support specialist positions 	<ul style="list-style-type: none"> • Modernizes organizational structure • Provides SME leadership • Stabilizes leadership • Eliminates appointment approach and rotational leadership • Aligns resources in roles commensurate with their skills and training • Creates a professional civilian leadership career path • Increases recruitment • Increases retention • Potential to reduce divisional salary costs • Achieves national QA/QI standards • Improves training program organization
<p>Submit an emergency request to City Hall to waive residency requirements for call-taker and dispatcher classifications to increase candidates and incentivize retention</p>	<ul style="list-style-type: none"> • Increases applicants • Incentivizes retention • Eliminates outdated requirements • Reduces stress on staff • Decreases the impacts of living in the city • Improves staff work-life balance • Improves morale
<p>Train sworn shift supervisors to handle incoming 9-1-1 calls, followed by dispatch training</p>	<ul style="list-style-type: none"> • Provides support to otherwise overworked call-takers (and dispatchers) • Provides break relief to call-takers (and dispatchers) • Builds relationships and respect between civilian and sworn personnel • More evenly distributes overtime burden • Improves morale

³⁷ The director of quality assurance position may be transitioned to a coordinator role.

Recommendations	Outcomes
Implement a quarterly or bi-annual “Stay” bonus/incentive (this may qualify for ARP funding)	<ul style="list-style-type: none"> • Incentivizes retention • Acknowledges staff’s essential contributions to emergency services, including during COVID-19 • Reduces resignations
Conduct comparison of CBAs and address deltas that are negatively impacting the Division	<ul style="list-style-type: none"> • Enhances operations and improves working conditions • Aligns CBAs to provide for efficiencies within the Division • Improves recruiting and retention
Develop a succession plan for key positions	<ul style="list-style-type: none"> • Provides continuity of expertise • Reduces risk associated with losing experienced employees • Decreases the financial impact of conducting external searches
Develop and implement private sector approaches to strength-based leadership	<ul style="list-style-type: none"> • Improves relationships • Builds trust • Provides career opportunities • Establishes accountability at all levels • Establishes commitment to results • Provides education on correcting team issues and challenges • Sets performance metrics • Creates team cohesiveness

A proposed organizational structure is provided below. New positions have a gold background.

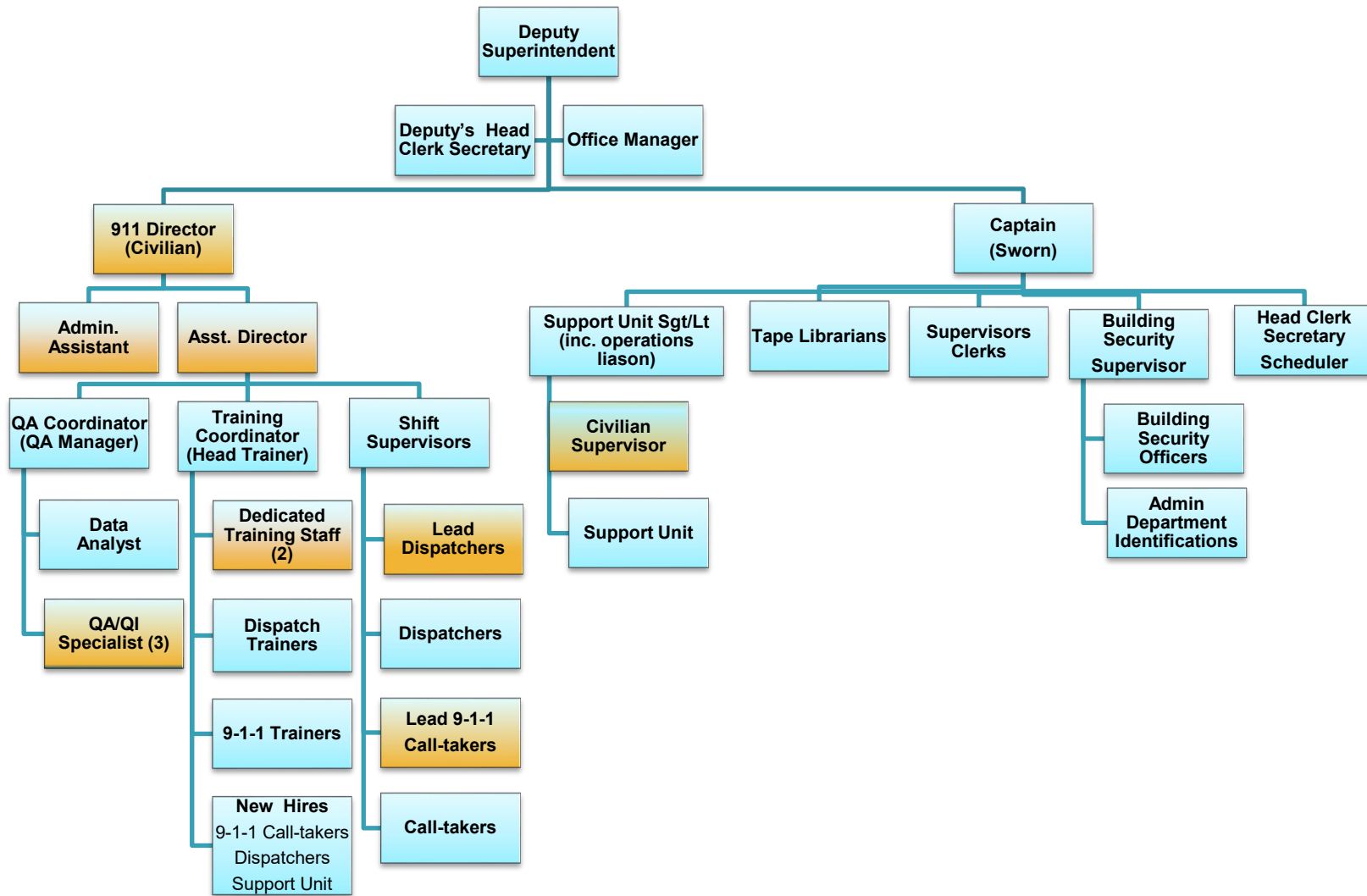


Figure 5: Proposed Organizational Structure

3.2 Staffing (Supervision, Operational and Support)

In seeking a review of the overall adequacy of staffing for the current and projected future workload of the Division, the BPD sought to answer critical questions.

- Is the present supervisory structure and span of control adequate for the Division's needs, present, and future?
- Is the present number of 9-1-1 call-takers sufficient for current and projected future call volume/workload growth?
- What is the optimal number of 9-1-1 call-takers needed to meet national 9-1-1 answering standards and provide for an acceptable workload for employees?
- Is the present staffing of police dispatchers adequate for the present and projected future demands of the BPD?
- If not, what recommendations are warranted?
- Is the current staffing of the support unit sufficient to support the work processes?
- Can the current work processes of the support unit be streamlined or made more efficient?
- What recommendations can be made to improve the work processes and staffing of the records department?

3.2.1 Summary of Findings

Findings Summary

- Other than the director of quality assurance position, there are no civilian management or supervisory positions directly supporting operations.
- There are limited opportunities for career advancement within the Division.
- Call-takers and dispatchers do not cross job functions to provide support for call-outs or vacant positions.
- Currently, there is no minimum staffing per shift.
- Call-takers serve as supervisor clerks, reducing the number of call-takers available to work 9-1-1 positions.
- There is limited direct supervision of support unit personnel by on-duty supervisors.

3.2.2 Analysis

Operational Configuration

As noted previously, the Division has an authorized strength of 154 full-time employees; non-sworn civilian staffing is as follows, in order of pay grade (high to low):

- Police Dispatchers (R-17) – 40

- Tape Librarians (R-16/R-15) – 2
- 9-1-1 Trainers (R-14) – 14
- 9-1-1 Call-takers (R-13) – 62
- Support Unit (R-12) – 36

The 9-1-1 Center operates three 8-hour shifts (last half, day, and first half) that are responsible for coverage 24 x 7 x 365. The last half is from midnight to 8:00 a.m., the day shift is from 8:00 a.m. to 4:00 p.m., and the first half is from 4:00 p.m. to midnight. Staff works a fixed 5-on/2 -off schedule.

Per the SEIU agreement, Article 11 – Hours of Work and Overtime, Section 7. *All employees shall be provided at least one 15-minute rest period during each one-half (1/2) workday. The rest period shall be scheduled at the middle of each one-half (1/2) workday whenever this is feasible.*

Per Article 18 – Safety and Health, Section 4. Technological Change: *Consistent with the rest period benefit in Article 10 [sic], Section 7, VDT [video display terminal] operators shall be required to take a break away from his/her screen of at least fifteen (15) minutes after two (2) hours of work on the terminal. In the event the normal work schedule does not provide a lunch or rest break every two (2) hours, the employee shall be assigned duties away from the VDT screen for fifteen (15) minutes after two (2) hours of break.*

As such, staff are entitled to 60 minutes of breaks per 8-hour shift. In practice, the Division allows staff to combine all breaks into a 1-hour lunch break. Staff also take other breaks away from the operations floor as time, and call and incident volumes allow.

There is no shift briefing or line-up before staff begin work; relief is “a body for a body.” MCP observed some dispatchers reporting for work over an hour early, relieving the person assigned to their position. In theory, the person reporting early for work would have someone relieve them an hour early.

The 9-1-1 Center has eight dispatch positions and 20 call-take positions, as well as the command platform, which supports four consoles.

While there is no minimum staffing requirement, generally, seven dispatch (two of which are relief positions) and 10–11 call-take positions are staffed daily. Due to the different pay grades, call-taking and dispatch function as two separate operations. The two areas do not support each other with personnel.

As sworn personnel, the lieutenants and sergeants who have current oversight responsibilities work a different schedule. The lieutenants work a 5-on/2-off schedule, while the sergeants work a 4-on/2-off schedule. The minimum sworn shift supervision on duty in the 9-1-1 Center is three.

Call and Incident Statistics

Call and incident volumes from 2018 to 2020 are shown in the tables below.

Table 2: Call Volumes (by type) by Shift³⁸

	2018	2019	Percent Change	2020	Percent Change
Last Half					
Wireline	11,248	10,123	-10.00%	10,315	1.90%
Wireless	84,550	89,500	5.85%	78,067	-12.77%
VoIP ³⁹	8,641	8,367	-3.17%	9,161	9.49%
10-digit Emergency and Non-emergency	19,810	20,066	1.29%	18,838	-6.12%
Text	83	228	174.70%	329	44.30%
Outbound	29,063	31,503	8.40%	25,896	-17.80%
Day					
Wireline	36,463	36,076	-1.06%	43,925	21.76%
Wireless	167,080	171,898	2.88%	145,825	-15.17%
VoIP	22,088	23,847	7.96%	22,847	-4.19%
10-digit Emergency and Non-emergency	31,556	31,580	0.08%	33,577	6.32%
Text	335	280	-16.42%	254	-9.29%
Outbound	73,390	78,425	6.86%	78,735	0.40%
First Half					
Wireline	24,009	22,159	-7.71%	25,557	15.33%
Wireless	192,323	199,010	3.48%	180,389	-9.36%
VoIP	18,659	19,350	3.70%	20,066	3.70%
10-digit Emergency and Non-emergency	29,984	31,033	3.50%	31,547	1.66%
Text	158	487	208.23%	581	19.30%
Outbound	72,099	78,755	9.23%	72,178	-8.35%

³⁸ The figures in this table may differ from other year-end reports provided by the Division as this report required the parsing of data by shift and call type.

³⁹ Voice over Internet Protocol

Table 3: Total Call Volumes

	2018	2019	Percent Change	2020	Percent Change
Inbound	646,987	664,004	2.63%	621,278	-6.43%
Outbound	174,552	188,683	8.10%	176,809	-6.29%

Of the incoming calls in 2020, 147,982 (23.8% of all incoming calls) were transferred to other agencies. Of these, medical requests accounted for 62% of all transfers and fire requests accounted for 10.7% of all transfers.

The abandoned calls, by shift, are shown in the table below. These figures are included in the incoming call counts.

Table 4: Abandoned Calls by Shift

	2018	2019	Percent Change	2020	Percent Change
Last Half	3,748	4,195	11.93%	3,788	-9.70%
Day	13,726	15,903	15.86%	16,205	1.90%
First Half	11,730	13,051	11.26%	15,034	15.19%
TOTALS	29,204	33,149	13.51%	35,027	5.67%
% of 9-1-1 Calls*	5.17%	5.71%		6.54%	

*Wireline, wireless, and VoIP

Table 5: Law Enforcement Incidents by Shift

	2018	2019	Percent Change	2020	Percent Change
Last Half	136,892	133,435	-2.53%	120,889	-9.40%
Day	270,102	275,575	2.03%	253,113	-8.15%
First Half	266,423	278,235	4.43%	268,465	-3.51%
Totals	673,417	687,245	2.05%	642,467	-6.52%

Staffing Analysis Methodology

One of the most important factors in any successful organization is its people and, by association, the allocation of those resources. Staffing is a balancing act between providing quality service to the served public and responders and doing so at a reasonable financial cost.

Many public safety communications centers across the country constantly struggle with staffing shortages. Tenured employees are retiring, while others simply leave for any number of reasons—shift work, the hours, childcare issues, stress, and better pay in the private sector. Generally, while there is no lack of applicants for open positions, the often-stringent job qualifications (i.e., background checks, prior drug usage) disqualify many, as do the lengthy application processes; it is not unusual for many communications centers to have processes that take upwards of six months from application to start date. Thus, communications centers often find themselves with a revolving door for staff; unfortunately, many are not able to fill the vacancies before more staff leave, creating an even larger gap.

Collectively, call-takers and dispatchers are often referred to as telecommunicators or, recently, public safety telecommunicators (PSTs)—a more common term in a bid to better define their significance to the public safety realm. The National Emergency Number Association (NENA) defines a telecommunicator as follows:

An emergency response coordination professional trained to receive, assess, and prioritize emergency requests for assistance, including, but not limited to:

- *Determining the location of the emergency being reported*
- *Determining the appropriate law enforcement, fire, emergency medical, or combination of those emergency services to respond to the emergency*
- *Coordinating the implementation of that emergency response to the location of the emergency*
- *Processing requests for assistance from emergency responders.*⁴⁰

The National Fire Protection Association (NFPA) defines a telecommunicator as follows:

*An individual whose primary responsibility is to receive, process, or disseminate information of a public safety nature via telecommunication devices. [1061, 2018]*⁴¹

Boston's classifications for civilian positions within the Division include 9-1-1 call-takers, 9-1-1 trainers, and police dispatchers; these positions are assigned to the operations floor. Support unit personnel and the tape librarians work off the operations floor.

⁴⁰ NENA-ADM-000.23-2020, *NENA Master Glossary of 9-1-1 Terminology*, page 203 of 224.

<https://www.nena.org/page/Glossary>

⁴¹ NFPA 1221, *Standard for the Installation, Maintenance, and Use of Emergency Services Communications Systems*, 2019, and NFPA 1061, *Professional Qualifications for Public Safety Telecommunicator*, 2018.

NENA and the Association of Public-Safety Communications Officials (APCO) International both have tools to assist in determining baseline staffing. PSAP data is measured and used as a basis for projecting the number of call-takers, dispatchers, and supervisors required to adequately handle call and incident volumes and meet and/or exceed national call-answering standards. Two approaches to staffing calculations are volume- and coverage-based positions.

- Volume-based is dependent on the respective activity levels in the center, which determine the employees needed to fill a position. In essence, the workload (e.g., incoming calls, incidents) determines the number of individuals that should be scheduled for each shift to handle the volume of work.
- Coverage-based refers to a position that must be staffed regardless of the volume of work at the respective position. The position could be staffed 24 x 7 or just for certain hours of the day.



To further expound on volume-based staffing, the resulting calculation is the number of staff necessary to handle the volume of the respective data. For example, if a police district's call volume is low, perhaps one person, based on the factors considered⁴², could handle all the incidents (dispatch, associated radio traffic, etc.). However, this is not realistic as one person cannot work 24 x 7 x 365. And the position must be staffed regardless of volume. In this case, coverage-based (position) staffing is used to forecast the number of staff required to cover the position 24 x 7. For most PSAPs, dispatch positions are typically coverage-based positions.

Conversely, call-take positions, without dispatch responsibilities, are likely to be volume-based positions—meaning the number of staff necessary to answer incoming calls may fluctuate, based on historical incoming call data. There is often a greater need during business hours and early evening hours, for example, than overnight hours. This specific level of detail requires greater breakdowns of the call data, which may be difficult for some agencies to ascertain.

Other factors also play a role in forecasting staffing, including available work hours, utilization, and attrition rates.

Available work hours. This is simply the number of hours a telecommunicator is available to work during a year. It is necessary to determine the number of days in 12 months that an employee is *scheduled* to work. Telecommunicators working an 8-hour shift will normally work 260 days (2,080 hours), based on a 40-hour workweek. Those working a 12-hour shift will normally work 182 days (2,184 hours), based on a 4-on/4-off schedule or the common 2-on/2-off/3-on/2-off/2-on/3-off schedule. Other schedules yield similar work hours. Subtracted from this figure is any time that a telecommunicator is away from their assigned duties. This time includes vacation/holiday, sick and personal leave; training; military leave; and other activities. (Each leave category is averaged for all telecommunicators for 12 months.) The result is the work hours (net) an employee is available to work during a calendar year.

⁴² Incident volume, average incident times, processing capabilities, and telecommunicator availability

The 9-1-1 Center’s civilian personnel (call-takers, trainers, dispatchers, and support unit personnel) work a fixed 5-day on/2-day off schedule on an 8-hour shift. This equates to 2,080 hours. 9-1-1 call-takers and trainers used approximately 21,580 hours of leave in 2020—about 332 hours each (for 65 employees). This leave equates to about 8.3 weeks of leave per call-taker/trainer. Dispatchers, meanwhile, used approximately 14,960 hours of leave in 2020—about 374 hours each (for 40 employees). This leave equates to about 9.3 weeks of leave per dispatcher.

Support personnel used approximately 13,088 hours of leave in 2020—about 97 hours each (for 33 employees). The two tape librarians, who work a Monday through Friday schedule and have holidays off, used approximately 568 hours of leave in 2020—about 284 hours each.

This is not to say that each person used that amount of respective leave; some may have used less; some may have used more. So, of the 2,080 scheduled work hours, call-takers and trainers, on average, will work 1,748 hours a year, and dispatchers will work 1,706 hours (before any overtime). Of these available work hours, utilization is then applied to determine one’s true availability.

Utilization. Utilization is, simply, the proportion of available time that something is operating. In staffing calculations, utilization measures the percentage of time that staff (telecommunicators and supervisors) are available to work each shift. This is calculated by taking a respective shift length and subtracting the time allotted away from a position during the shift, such as for meals and breaks. Another factor for consideration is duties not related to the specific activities of the communications center, such as responsibilities for a walk-up window. (Some agencies may wish to include a buffer of two to three minutes an hour to allow staff to decompress or debrief after stressful calls; this is specific to an agency.) The resulting calculation is the utilization rate—the percentage of time each shift that staff are *available* to do their respective job. The utilization rate is then applied to the available work hours to determine the true availability of a telecommunicator.

9-1-1 Center civilian personnel receive 60 minutes of break during an 8-hour shift. Call-takers and dispatchers do not have ancillary functions on the operations floor. Thus, call-takers and dispatchers have a utilization rate of 86%.

An 86% utilization rate places call-takers’ and dispatchers’ true availability at 72.3% and 70.6%, respectively.

Attrition. Attrition is also referred to as turnover. APCO commissioned a study of communications centers across the country “to address the chronic problems of understaffing and turnover that exist within the field of emergency communications.”⁴³ The new study found the average retention rate is 71%, for an attrition rate of 29%.

⁴³ “Project RETAINS: Staffing and Retention in Public Safety Answering Points (PSAPs): A Supplemental Study.” APCO Project Retains, APCO International. <https://www.apcointl.org/resources/staffing-retention/project-retains/>

The Division's attrition rate for 2020 was 9.6%—up from 2019, which saw attrition at 2.5%. The 9-1-1 Center's three-year attrition average is 5.1%—for a retention rate of 94.8%, well above the national average. However, these percentages are for the 9-1-1 Center as a whole and are not representative of just dispatchers or just call-takers. The data for these calculations was not available. If, for example, 14 call-takers left in 2020, the attrition rate for that "section" jumps to 19.7%. As another example, if five dispatchers left in 2020, the attrition rate for that "section" jumps to 15%.

Performance metrics. Performance metrics measure the operational efficiency of a communications center with targeted goals and established standards. Throughout the country, communications centers adopt and use industry standards and best practices to assure the effectiveness of the agency and that the best possible service is provided to citizens and first responders. Measurable standards create an objective view of 9-1-1 operations and provide for consistent interactions with the served public and first responders. The most common metric involves the average time it takes a PSAP to answer its incoming emergency calls. Communications centers typically try to align their call-answering goals to either NENA or NFPA standards, which are closely aligned, and, if applicable, call-processing times to NFPA standards.

NENA-STA-020.1-2020, *NENA Standard for 9-1-1 Call Processing*, states, "Ninety percent (90%) of all 9-1-1 calls arriving at the Public Safety Answering Point (PSAP) SHALL be answered within (\leq) fifteen (15) seconds. Ninety-five (95%) of all 9-1-1 calls SHOULD be answered within (\leq) twenty (20) seconds."⁴⁴

NFPA 1221, *Standard for the Installation, Maintenance, and Use of Emergency Services Communications Systems*, 2019 version states, "Ninety- [sic] percent of events received on emergency lines shall be answered within 15 seconds, and 95 percent of alarms shall be answered within 20 seconds."⁴⁵

The previous NENA call-answering standard was 90% of 9-1-1 calls answered within 10 seconds during the busy hour, which is the metric tracked by the 9-1-1 Center. Most of the time, the 9-1-1 Center answers 90% to 100% of all incoming 9-1-1 calls within 10 seconds, which also means it meets the current standards of within 15 seconds. MCP reviewed over 14,000 by-hour call statistics, and 91% of the hours met the call answering standards. That said, there were hours as recent as July 2021 where the call-answering percentage dropped below 60%. The lowest answering percentage over 20 months was 2:00 a.m. on July 5, 2020, where the answering percentage was 48.96%. This was during the pandemic and hours after July 4 officially ended; during this hour, the 9-1-1 Center received 274 9-1-1 calls. It is unrealistic to staff to this call volume level.

BEMS noted that 9-1-1 calls for EMS are transferred to its secondary PSAP from BPD's 9-1-1 Center. If BEMS does not have the staff to answer the incoming calls, the 9-1-1 calls may route to Fire Alarm or ring again in the 9-1-1 Center. This anecdotal information would seem to suggest that 9-1-1 calls are not always answered expeditiously, but data shows this is not often the case. However, during busy hours like

⁴⁴ "NENA Standard for 9-1-1 Call Processing," National Emergency Number Association, April 16, 2020, page 8 of 26. https://cdn.ymaws.com/www.nena.org/resource/resmgr/standards/nena-sta-020.1-2020_911_call.pdf

⁴⁵ "NFPA 1221, *Standard for the Installation, Maintenance, and Use of Emergency Services Communications Systems*." National Fire Protection Association, 2019. <https://www.nfpa.org/codes-and-standards/all-codes-and-standards/list-of-codes-and-standards/detail?code=1221>

July 5, it is quite possible that numerous calls would roll over, but it is likely due to the number of incoming calls rather than call-takers not answering quickly enough.

Another metric is the abandoned call rate. An abandoned call is defined by NENA as “An emergency Call in which the caller disconnects before the Call can be answered by the PSAP (Public Safety Answering Point).”⁴⁶ Every center will experience abandoned calls; the goal is to keep them as low as possible. There are many reasons for abandoned calls, including those who “pocket dial,” realize they have misdialed, or become frustrated waiting for an answer and hang up. Additionally, when staff members are on another line, incoming calls cannot be answered right away. Regardless of the reason, this creates additional work as staff must try to re-establish contact with the caller to determine if there is an actual emergency. There is no industry metric for a “normal” number of abandoned calls. In MCP’s experience, an abandoned call rate of 8% percent or less is attainable when a center is appropriately staffed. In the *2020 Talkdesk Contact Center KPI Benchmarking Report*, the average abandonment rate for Talkdesk customers was 7.95%.⁴⁷ MetricNet, a performance benchmarking company in McLean, Virginia, for IT and call centers, suggests an optimal range for abandoned calls is between 4% and 7%.⁴⁸ While the focus of these companies is on the service industry, not the 9-1-1 industry, there is a correlation between the two. The industries are answering calls from the public in response to their stated mission or objective.

The 9-1-1 Center’s abandoned call rate rose in 2020 to 6.17%, up from 5.1% in 2019, which was also up from 4.42% in 2018.

Typically, MCP uses the NENA staffing tool to forecast dispatch requirements and the NENA staffing tool in concert with Erlang C calculations to forecast call-handling requirements. Erlang C calculations use a mathematical equation to determine the number of call-takers needed, based on the number of incoming calls, the service level to be achieved, and the time it takes to process each call.

As the calculations yield baseline requirements, MCP also explores shift dynamics to further define staffing requirements. For example, if four dispatch positions and five call-take positions must be staffed 24 x 7, each shift also will need additional personnel to meet relief factors (breaks/meals and leave). MCP considers that and other factors that may impact a center.

No one algorithm estimates staffing requirements. It is a layering process of baseline determinants, operational configurations, the application of industry trends, and industry subject-matter expertise, yielding a recommendation from an objective third party. Common sense and experience also play a large role in staffing configurations. Ultimately, final staffing determinations lay with an agency as proper staffing is finding that balance between service-level expectations and fiscal constraints.

⁴⁶ “Abandoned Call,” NENA Master Glossary of 9-1-1 Terminology, National Emergency Number Association, June 22, 2021, pg. 18 of 226. <https://www.nena.org/page/Glossary>

⁴⁷ Talkdesk is a cloud contact center. www.talkdesk.com

⁴⁸ “Call Abandonment Rate,” MetricNet, May 23, 2012, <http://www.metricnet.com/call-abandonment-rate>.

3.2.2.1 9-1-1 Call-takers and Trainers

9-1-1 call-takers are responsible for the following:

- Answering incoming 9-1-1 calls and other emergency lines, including text-to-9-1-1
- Querying the caller per established call-handling protocols
- Transferring the caller to partner agencies when necessary
- Entering an incident when required or referring the caller
- Calling back abandoned calls

9-1-1 trainers are responsible for the on-the-job training (OJT) of new hires. When not training, 9-1-1 trainers have call-answering responsibilities.

As noted previously, in 2019, call-takers handled approximately 664,004 incoming calls. In 2020, call-takers handled approximately 621,278 incoming calls, a decrease of 6.43%. As this decrease may be related to COVID-19 restrictions in place at the time, 2019 data was used to determine baseline staffing requirements.

To determine the staffing needed to handle the incoming emergency call volume, calls can be parsed by the hour of the day and evaluated with Erlang C calculations. One of the needed statistics for this calculation is the average processing time. For the 9-1-1 Center, the average processing time for 9-1-1 calls varied from 82 seconds to 85 seconds in 2019 and from 78 seconds to 92 seconds in 2020. The average processing time for 10-digit lines was higher at 105 seconds. As most calls are received on 9-1-1 lines, an average time of 100 seconds (which includes a wrap-up time) was used for calculations.

MCP parsed the busiest month of 2019—August—to determine the *minimum* number of call-takers that must continuously be available to answer 9-1-1 calls to meet NENA standards. NOTE: *This is not representative of the total staffing needs per shift as it does not consider relief factors or leave.*

Two heat maps are shown below. The first is to meet the NENA call answering standard of 90% of 9-1-1 calls answered in 15 seconds. The second is the higher standard of 95% of 9-1-1 calls answered in 20 seconds.

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Table 6: Call-Taker Needs – Busy Month (90/15)⁴⁹

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
0:00	7	4	4	4	4	5	6
1:00	6	4	3	3	4	4	6
2:00	5	4	3	3	3	4	5
3:00	4	3	3	3	3	3	4
4:00	3	3	3	2	3	3	4
5:00	3	3	3	3	3	3	3
6:00	3	4	4	4	4	4	4
7:00	4	5	4	5	5	5	5
8:00	4	5	6	6	6	5	5
9:00	5	5	6	6	6	6	5
10:00	5	5	6	6	6	6	6
11:00	5	6	6	6	6	6	6
12:00	5	6	6	6	6	7	6
13:00	6	6	7	6	7	7	6
14:00	6	6	6	7	7	7	7
15:00	6	7	7	7	7	7	6
16:00	6	6	6	7	7	7	6
17:00	6	6	6	6	7	7	7
18:00	6	6	6	6	7	6	6
19:00	6	6	6	6	7	6	6
20:00	7	5	6	6	6	6	7
21:00	7	5	6	5	6	6	6
22:00	6	5	5	5	5	6	6
23:00	5	5	5	4	5	6	7

⁴⁹ MCP cautions against relying strictly on this heat map for staffing levels. This is a snapshot in time.

Table 7: Call-Taker Needs – Busy Month (95/20)

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
0:00	8	5	4	4	4	5	7
1:00	6	4	4	4	4	4	6
2:00	6	4	4	3	3	4	5
3:00	5	4	3	3	3	3	5
4:00	4	3	3	3	3	3	4
5:00	4	3	3	3	3	4	4
6:00	4	4	4	4	4	4	4
7:00	4	5	5	5	5	6	5
8:00	4	6	6	6	6	6	6
9:00	5	6	6	6	6	6	6
10:00	5	6	6	6	6	6	6
11:00	5	7	7	7	7	7	6
12:00	6	7	7	7	7	7	7
13:00	6	6	7	7	7	7	7
14:00	7	7	7	7	7	7	7
15:00	7	7	7	7	6	7	7
16:00	7	7	7	7	6	7	7
17:00	7	7	7	7	6	7	7
18:00	6	7	7	7	7	7	7
19:00	6	6	7	7	7	6	7
20:00	7	6	6	7	7	7	7
21:00	7	6	6	6	6	7	7
22:00	6	6	5	6	6	6	7
23:00	6	5	5	5	6	7	7

It is obvious from the heat maps that the busiest hours of the day are from 8:00 a.m. to midnight—day and first half—when six to seven call-takers must be available to answer 9-1-1 calls.

While this represents the busiest month of 2019, any month can be the busiest as incoming calls are influenced by outside factors. While historical data can help narrow the busiest times of the year, consistent staffing can help assure that fluctuations in incoming calls can be handled efficiently and effectively.

In contrast, MCP parsed the slowest month of 2019—February—to determine the *minimum* number of call-takers that must continuously be available to answer 9-1-1 calls to meet NENA standards. NOTE: *This is not representative of the total staffing needs per shift as it does not consider relief factors or leave.*

Table 8: Call-Taker Needs – Slow Month (90/15)

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
0:00	5	4	3	3	4	4	5
1:00	5	3	3	3	4	4	5
2:00	5	3	3	3	3	3	5
3:00	4	3	2	3	3	3	3
4:00	3	3	3	3	2	2	3
5:00	3	3	3	3	3	3	3
6:00	3	4	4	4	3	4	3
7:00	3	4	4	5	5	5	4
8:00	3	5	5	5	5	5	4
9:00	4	5	5	5	6	5	4
10:00	4	5	5	5	5	5	5
11:00	4	5	5	5	5	6	6
12:00	5	5	6	5	5	6	5
13:00	5	6	6	5	6	6	5
14:00	5	6	6	5	5	6	5
15:00	5	6	6	5	6	6	5
16:00	5	6	6	6	6	6	5
17:00	5	6	5	5	6	6	5
18:00	5	6	6	5	5	6	5
19:00	5	5	5	5	5	6	5
20:00	5	5	5	5	5	6	5
21:00	4	4	5	5	5	6	5
22:00	5	4	4	5	5	5	5
23:00	5	4	4	4	4	5	5

Table 9: Call-Taker Needs – Slow Month (95/20)

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
0:00	6	5	4	4	4	4	6
1:00	6	4	3	3	4	4	6
2:00	5	3	3	3	4	4	5
3:00	5	3	3	3	3	3	4
4:00	3	3	3	3	3	3	3
5:00	3	3	3	3	3	3	3
6:00	3	4	4	4	4	4	3
7:00	4	4	5	5	5	5	4
8:00	4	5	5	6	5	5	4
9:00	5	5	6	5	6	5	5
10:00	5	6	6	6	5	5	5
11:00	5	6	6	6	6	6	6
12:00	5	6	6	6	6	6	5
13:00	5	6	7	6	6	6	6
14:00	5	6	7	6	6	7	6
15:00	6	7	7	6	7	7	6
16:00	5	6	6	6	7	7	6
17:00	5	6	6	6	6	6	5
18:00	6	6	6	6	6	6	6
19:00	5	6	6	5	6	7	6
20:00	5	5	6	5	5	6	5
21:00	5	5	5	5	5	6	6
22:00	5	5	4	5	5	6	6
23:00	5	4	4	4	4	6	6

Again, the busiest hours of the day are between 8:00 a.m. and midnight, when five to seven call-takers must be available to answer incoming 9-1-1 calls to meet standards.

The staffing figures shown in the heat maps are not representative of relief factors and do not account for leave. These calculations are commonly referred to as shrinkage—the measurement of anything that takes a person away from their job, such as leave and meal breaks. For the call-takers and trainers, the shrinkage is about 23%. That means at least two more call-takers need to be available to cover meals and

breaks and still allow the 9-1-1 Center to meet call-answering standards. This is in addition to allowing time off without the need to force another person in.

To maintain the requisite coverage, nine positions on the last half, 11 positions on the day shift, and 11 positions on the first half must be staffed daily, at a minimum. This requires a complement of 66 call-takers. Including the 9-1-1 trainers, the current authorized strength for the 9-1-1 side is 76. This **does not** imply that the 9-1-1 side is overstaffed; that is not the case and will be explained below.

A complement of 66 call-takers allows for the configuration shown below. It is important to note that as each shift covers seven days a week, on any given day, 30% of the shift will be on scheduled off days; this is not to be confused with planned or unplanned leave.

Table 10: 9-1-1 Shift Configurations

Last Half	Day	First Half
Assigned Personnel = 20	Assigned Personnel = 23	Assigned Personnel = 23
Call-takers = 10 – 11 Leave = 3	Call-takers = 12 – 13 Leave = 3	Call-takers = 12 – 13 Leave = 3
Scheduled Days Off = 6 – 7	Scheduled Days Off = 7 – 8	Scheduled Days Off = 7 – 8

As 9-1-1 call-takers and trainers used approximately 21,580 hours of leave in 2020—about 332 hours each—eight to nine people on average may be on leave each day across all shifts (three people per shift). Leave, however, is not taken in averages. Leave usage tends to be higher in the warmer months and over the holidays.

As each call-taker is allotted 60 minutes of breaks during a shift, this equates to ten hours of breaks during a 4-hour period (excluding the first and last two hours of the shift). Essentially two or three people will be on break at one time. As call-takers relieve themselves, the minimum number of positions will still be staffed.

While on the surface, it appears that the authorized call-takers are understaffed by four (62 authorized out of 66 needed), the 9-1-1 trainers, with an authorized strength of 14, currently fill this gap and provide an extra cushion to the staffing numbers.

When not actively training, the 9-1-1 trainers should be answering 9-1-1 calls. When training, the 9-1-1 trainers will be working with new hires who have completed classroom training. While the 9-1-1 trainer and the new hire will be answering phones, the efficiency level will not be as high as a fully trained call-taker. The efficiency level will grow, and once released, the new hire will operate independently, and the 9-1-1 trainer will be in the rotation for answering 9-1-1 calls again.

As there are call-taker vacancies, MCP recommends reaching the authorized strength of 62 and re-evaluating the need for additional call-takers (four). Statistically, with the 9-1-1 trainers, the staffing levels should be sufficient to handle the current call volumes as well as some increase.

Currently, training does not occur during the last half due to a reduced 9-1-1 call volume. MCP posits that this is an ideal time to train as new hires become accustomed to the night shift, and learning can occur in a less strenuous environment. This also provides more seasoned staff on each shift that can be available to answer questions that may arise from new staff.

Shift configurations, to include the 9-1-1 trainers, at the authorized strength of 76 total, are shown below.

Table 11: Shift Configurations (Current Authorized Strength)

Last Half	Day	First Half
Assigned: Call-takers = 20 9-1-1 Trainers = 4	Assigned: Call-takers = 21 9-1-1 Trainers = 5	Assigned: Call-takers = 21 9-1-1 Trainers = 5
Call-takers = 10 – 11 9-1-1 trainers = 3 Leave = 3 – 4	Call-takers = 12 – 13 9-1-1 trainers = 3 – 4 Leave = 3 – 4	Call-takers = 12 – 13 9-1-1 trainers = 3 – 4 Leave = 3 – 4
Scheduled Days Off: 6 – 7 call-takers 1 trainer	Scheduled Days Off: 7 – 8 call-takers 1 – 2 trainers	Scheduled Days Off: 7 – 8 call-takers 1 – 2 trainers

This staffing is to cover 9-1-1 operations. 9-1-1 call-takers also are responsible for staffing two clerk positions daily. The clerk positions are responsible for notifications for specialized teams, administrative lines for the Division, and the sick line for the entire BPD. The clerks also monitor the mayor’s alarm, BPD alarms, and commissioners’ alarms. The clerk area is off the operations floor. The area also is staffed by a patrol officer responsible for filling overtime positions.

Currently, 15 call-takers are trained to serve as clerks, although a core group of six have primary responsibility. While the administrative calls processed at the 9-1-1 positions are accounted for in the incoming call count, the extra supervisor clerk positions, and incoming administrative calls they answer are not. Staffing two clerk positions 24 x 7 statistically requires ten people.

While the clerk positions fulfill an important role, it is not necessary to fill them with 9-1-1 call-takers. Sworn personnel could fill these positions, perhaps as a light-duty assignment. If BPD elects to have the positions remain within the Division as non-sworn, consideration should be given to dedicated positions staffed by a core group of call-takers. This will require an increase in the authorized strength of the 9-1-1 call-takers.

Statistically, as noted, staffing these two positions requires ten call-takers. There is currently a cushion with the 9-1-1 trainers to fill the gap between the call-taker need within the 9-1-1 Center and the current authorized call-taker strength. However, this cushion cannot absorb the workload of clerks as well. An additional ten call-taker positions (for an authorized strength of 72 call-takers) would meet the current needs of the 9-1-1 Center and provide staffing for the clerk positions. As the clerk positions have been handled within the current strength of the call-takers, beginning with an initial six additional call-takers is recommended—if the responsibilities continue within the purview of the 9-1-1 Center—as the 9-1-1 trainers still serve as a buffer. In addition, determining the actual workload and time on tasks versus downtime may be able to streamline the position responsibilities.

12-hour Shifts – Call-takers

The 9-1-1 call-takers are typically assigned to 8-hour shifts, which require three shifts to cover a 24-hour period. In an 8-hour shift, staff have fixed days off in a 5-on/2-off configuration. Another option is 12-hour shifts, which are typically composed of a day shift and a night shift, each shift 12 hours in length. This configuration typically requires four squads, two assigned to days and two assigned to nights. When one day squad is on duty, the other day squad is on scheduled days off, which rotate weekly. A typical 12-hour shift configuration is 2-on, 2-off, 3-on, 2-off, 2-on, 3-off. In this cycle, staff are off every other weekend, which is comprised of three days.

As noted previously regarding the heat maps, the busiest hours of the day are from 8:00 a.m. to midnight—when six to seven call-takers must be available to answer 9-1-1 calls. This splits the busy hours across day and night shifts, essentially requiring an almost equal number of 9-1-1 call-takers on each squad. Current Division management has noted that during busy months (May to September), additional call-taker positions should be staffed to accommodate the increase in incoming phone calls. This occurs routinely each year when the local school system is closed for summer break and visitors to the city increase. This increase in call volume has not been included in the staffing recommendations and should be evaluated by management on an ongoing basis each year.

The staffing figures shown in the heat maps are not representative of relief factors and do not account for leave. These calculations are commonly referred to as shrinkage—the measurement of anything that takes a person away from their job, such as leave and meal breaks. For the call-takers and trainers, the shrinkage is about 23%. That means at least two more call-takers need to be available to cover meals and breaks and still allow the 9-1-1 Center to meet call-answering standards. This is in addition to allowing time off without the need to force another person in.

A complement of 62 call-takers (current authorized strength), excluding 9-1-1 trainers, allows a day shift complement of 16 call-takers per squad (32 total) and a night shift complement of 15 call-takers (30 total). This is sufficient to maintain the requisite coverage, allow breaks and meals, and planned and unplanned leave.

Table 12: 9-1-1 Shift Configurations

Day Shifts (x 2)	Night Shifts (x 2)
Assigned Personnel = 16	Assigned Personnel = 15
Call-takers = 13 – 14 Leave = 2 – 3	Call-takers = 12 – 13 Leave = 2 – 3

As 9-1-1 call-takers and trainers used approximately 21,580 hours of leave in 2020—about 332 hours each—five to six people on average may be on leave each day, across both shifts (three people per shift average). Leave, however, is not taken in averages. Leave usage tends to be higher in the warmer months and over the holidays.

Each call-taker should be allotted more than 60 minutes of breaks during a shift, typically 90 minutes for a 12-hour shift. This equates to 21 hours of breaks (for 14 people) during an 8-hour period (excluding the first and last two hours of the shift). Essentially three people will be on break at one time. As call-takers relieve themselves, the minimum number of positions will still be staffed.

Minimally, to have 12 call-takers *on duty* each shift, which allows for breaks and meals, each day squad will need a minimum of 15 people (which allows for leave). Night shift could drop to 14 people (which allows for leave) if breaks do not begin until peak hours are over. This requires a minimum of 58 call-takers. MCP does not recommend decreasing authorized strength.

When not actively training, the 9-1-1 trainers should be answering 9-1-1 calls. When training, the 9-1-1 trainers will be working with new hires who have completed classroom training. While the 9-1-1 trainer and the new hire will be answering phones, the efficiency level will not be as high as a fully trained call-taker. The efficiency level will grow, and once released, the new hire will operate independently, and the 9-1-1 trainer will be in the rotation for answering 9-1-1 calls again.

Currently, training does not occur overnight due to a reduced 9-1-1 call volume. MCP posits that this is an ideal time to train as new hires become accustomed to the night shift, and learning can occur in a less strenuous environment. This also provides more seasoned staff on each shift that can be available to answer questions that may arise from new staff.

The 14 9-1-1 trainers should be split across all four squads.

Table 13: Shift Configurations (Current Authorized Strength)

Day Shifts (x 2)	Night Shifts (x 2)
Assigned: Call-takers = 16 9-1-1 Trainers = 4	Assigned: Call-takers = 15 9-1-1 Trainers = 3
Total on Days = 40	Total on Nights = 36

As the need for call-takers decreases after midnight, the Division could consider implementing a power shift(s) and have some 9-1-1 call-takers assigned to nights, work earlier hours to assist during peak call volumes. Day shift could also have a power shift that comes in later, about the time breaks begin. This could lessen the overall call-taker staffing needs, but MCP cautions against using this to not fill vacancies.

8-hour Shifts, 4-on/2-off Configuration – Call-takers

The 9-1-1 Center has expressed interest in an 8-hour 4-on/2-off schedule. In contrast to a 5-on/2-off schedule where one’s days off are fixed, the 4-on/2-off schedule provides for rotating days off. Eventually, all 9-1-1 call-takers and trainers would have one full weekend (Saturday and Sunday) off every six weeks. Having rotating days off and a full weekend off is a benefit to many but may pose problems for others, such as those with children.

A 4-on/2-off schedule does not equate to a 4-day workweek. For four out of six weeks, employees work five days out of seven. For two out of six weeks, employees work four days—equating to 32 hours. If the City mandates a 40-hour workweek for civilian employees, then 9-1-1 call-takers and trainers will need to work an additional eight hours each of those two weeks, which may fall on one of their weekends off (depending on the pay cycle).

A 4-on/2-off schedule will require a greater staffing level due to the number of hours per year that someone is scheduled to work. In a 5-on/2-off cycle, the planned work hours equal 2,080 (52 weeks a year x 40 hours a week); in a 4-on/2-off cycle, the planned work hours equal roughly 1,946 (60 work cycles of six days x 32 hours a cycle). As there are not as many available work hours (243 days versus 260 days) per telecommunicator (call-takers, trainers, and dispatchers), more staff is required.

To maintain the requisite coverage, a complement of 70–71 call-takers is needed; the authorized strength of the 9-1-1 call-takers is 62. As with the 8-hour 5-on/2-off configuration, including the 9-1-1 trainers, the current authorized strength for the 9-1-1 side is 76. However, where the 9-1-1 trainers could absorb some of the workload in a 5-on/2-off schedule, as the understaffing is four, the 9-1-1 trainers would not be able to absorb the understaffing by eight or nine to implement a 4-on/2-off schedule.

3.2.2.2 Dispatchers

Police dispatchers are responsible for the following:

- Dispatching field units
- Maintaining field unit status
- Broadcasting descriptions
- Coordinating response to emergencies
- Controlling radio traffic during non-emergencies
- Executing and maintaining proper records
- Monitoring ShotSpotter gunshot detection system and dispatching police to alerts

Dispatchers have no call-taking responsibilities (i.e., 9-1-1 calls do not roll over to dispatchers, and although they are not contractually constrained from doing so, dispatchers do not work call-taker overtime).

Five dispatch positions and one to two relief positions must be staffed 24 x 7. There may be occasions when two dispatch positions must be patched due to staffing. Each dispatch position represents an area of the city, designated as A – E. Areas B, C, and D are comprised of two districts each, while Areas A and E have three districts each. Each district has a captain, lieutenant, patrol sergeant, and desk sergeant, in addition to the field units.

The *average* units on duty for each area, which equates to the units for which a dispatcher is responsible, are shown in the table below.⁵⁰

Table 14: Average BPD Units Per Area

	A	B	C	D	E
Last Half	18	32	21	22	21
Day	34	48	39	33	38
Night	31	50	34	28	32

Dispatchers identified Area B as the busiest. Area B consists of two police districts: Districts 2 and 3. District 2 covers Roxbury, Mission Hill, and North Dorchester and generally has two or three rapid-response cars (two officers), six or seven service cars (single officer), one patrol wagon (two officers), one or two unmarked K cars (two officers), one or two unmarked gang cars (two or more officers), three or four detectives, and one or two patrol supervisors per shift. District 3 covers Mattapan and mid-Dorchester, with only slightly fewer personnel per shift.

As noted previously, in 2019, dispatchers handled 687,245 law enforcement incidents. In 2020, dispatchers handled 642,467 law enforcement incidents, a decrease of 6.52%. As this decrease may be

⁵⁰ These figures are representative of the averages from January through April 2021.

related to COVID-19 restrictions in place at the time, 2019 data was used to determine baseline dispatcher staffing requirements.

On average, BPD units spend 98 minutes on each incident.⁵¹

NENA's calculations for volume-based staffing consider that a dispatcher can handle more than one *routine* incident at a time. In MCP's experience and data from other PSAPs, this is estimated to be ten, or even higher, for law enforcement, depending on the jurisdiction, staff experience, and the number of officers for which a dispatcher is responsible. This is a subjective number. For BPD, MCP used 15. For reference, the fewer incidents a dispatcher handles simultaneously, the more dispatch positions are needed.

Table 15: Volume-based Staffing

FTEs for Law Dispatcher Volume Positions		
Position: Law Dispatchers		
A	687,245	Total Law Enforcement Incident Volume
B	15	Number of simultaneous incidents that can be handled by one Dispatcher
C	45,816.33	Incident Volume Adjusted (A / B) 8895.67
D	1:37:09	Estimated average processing time for this position
E	0.62	Hourly Processing Capability (HPC) = 1 hour / D
	1:00:00	Hour
F	74,184.28	Workload in hours (W) = C / E {calls per hour handled}
Telecommunicator Availability:		
G	1467.87	True Availability per Telecommunicator
FTEs Needed:		
H	50.54	FTE base estimate (FTE) = F / G
I	5.1%	Attrition Rate
J	53.14	FTEs required to accommodate attrition
51 Total FTE Law Dispatchers Needed		

These calculations indicate that 51–53 dispatchers are needed to handle the BPD incident volume.

⁵¹ This equates to the processing time for telecommunicators in determining workload.

Staffing one position 24 x 7 requires essentially six people. If the attrition rate is higher, the figure increases. Staffing seven positions (five dispatch plus relief) requires a baseline of 42 people minimum.

Table 16: Dispatcher Coverage-based Staffing

FTEs for Police Dispatcher Coverage		
Position: Police Dispatcher		
A	7	Total number of console positions to be covered
B	24	Number of hours per day that need to be covered
C	7	Number of days per week that need to be covered
D	52	Number of weeks per year that need to be covered
E	61,152	Total Hours needing coverage (A x B x C x D)
Telecommunicator Availability:		
F	1467.87	True Availability per Telecommunicator
FTEs Needed:		
G	41.7	FTE base estimate (FTE) = E / F
H	5.1%	Attrition Rate
I	43.8	FTEs required to accommodate turnover

As volume-based staffing indicates more dispatchers are needed, this is likely indicative of the need to split one or more areas into two or more busier districts to a sixth or even seventh dispatch position. However, this would require coordination with BPD as there could be changes to the radio system and talkgroups, computer-aided dispatch (CAD) system configurations, etc. This should be a long-term goal due to the widespread ramifications to operations.

To remain at five dispatch positions, a single dispatcher would need to be responsible for 20+ simultaneous incidents. This introduces risk to the 9-1-1 Center and the City. While many seasoned dispatchers may easily handle this workload, regardless of the priority, it will be daunting for trainees. If there is a priority incident, the dispatcher's attention will be focused on that incident (and rightly so), which means less attention is paid to officers on other incidents. Any incident can turn from low priority to a high priority in an instant. The practice of being responsible for multiple high-priority incidents simultaneously introduce additional concerns for first responder welfare.

There is additional risk placed on the City, the 9-1-1 Center, and field units with the higher incident count handled by dispatchers. Dispatchers routinely place return calls to citizens for some incidents, which distracts from the radio. Ideally, the relief dispatchers would have the responsibility of placing phone calls, not the primary dispatchers. If this cannot be readily accomplished, the number of incidents handled by a single dispatcher would need to decrease significantly, furthering the need to split positions—which requires an increase in authorized dispatch strength.

As each dispatcher is allotted 60 minutes of breaks during a shift, this equates to seven hours of breaks during a 4-hour period (excluding the first and last two hours of the shift). Two relief persons are needed to handle breaks, allowing two persons on break at a time.

As dispatch positions are coverage-based, shift strength should be equal across the last half, day shift, and first half. The current authorized strength of 40 allows for the configurations shown below. It is important to note that as each shift covers seven days a week, on any given day, 30% of the shift will be on scheduled off days.

Table 17: Shift Configurations (Current Authorized Strength)

Last Half	Day	First Half
Assigned Personnel = 12	Assigned Personnel = 14	Assigned Personnel = 14
Dispatchers = 5 Relief = 2 Leave = 1 – 2	Dispatchers = 5 Relief = 2 Leave = 2 – 3	Dispatchers = 5 Relief = 2 Leave = 2 – 3
Scheduled Days Off = 3 – 4	Scheduled Days Off = 4 – 5	Scheduled Days Off = 4 – 5

As dispatchers used approximately 14,960 hours of leave in 2020—about 374 hours each—five people on average may be on leave each day across all three shifts. Leave, however, is not taken in averages. Leave usage tends to be higher in the warmer months and over the holidays.

MCP recommends that BPD and the 9-1-1 Center continue to track incident volumes and parse the data by district. If, at the end of the first quarter of 2022, incident volumes have increased beyond 2019 levels, MCP recommends that BPD begin long-term planning to split the busiest area(s) into two areas on two talkgroups. This will have ramifications across the board, from technology to personnel to collective bargaining, and will need to be carefully planned and budgeted.

In the meanwhile, the dispatcher authorized strength is right on the bubble for needing additional staff. The priority should be to stabilize the 9-1-1 call-taker staffing and then request an increase in dispatcher authorized strength by three (to 43). This will begin to position dispatch operations to accommodate any changes to BPD operations.

12-hour Shifts – Dispatchers

As with the 9-1-1 call-takers, radio dispatchers are typically assigned to 8-hour shifts, which require three shifts to cover a 24-hour period. In an 8-hour shift, staff have fixed days off in a 5-on/2-off configuration. Another option is 12-hour shifts, as noted above. A typical 12-hour shift configuration is 2-on, 2-off, 3-on, 2-off, 2-on, 3-off. In this cycle, staff are off every other weekend, which is comprised of three days.

As noted previously, five dispatch positions and one to two relief positions must be staffed 24 x 7. There may be occasions when two dispatch positions must be patched due to staffing.

The volume-based staffing calculations essentially remain the same—approximately 50–51 dispatchers are needed to handle the BPD incident volume. Coverage-based calculations indicate that staffing seven positions (five dispatch plus relief) requires a baseline of 40 people minimum—the current authorized strength for dispatchers.

Regardless of the shift length, and as noted previously, as volume-based staffing indicates more dispatchers are needed, this is likely indicative of the need to split one or more areas into two or move busier districts to a sixth or even seventh dispatch position. This should be a long-term goal due to the widespread ramifications to operations.

As dispatch positions are coverage-based, shift strength should be equal across the day and nights shifts. The current authorized strength of 40 allows for ten radio dispatchers per shift, which allows for breaks and meals, and planned and unplanned leave.

Allotting 90 minutes of breaks and meals during a shift equates to 10.5 hours of breaks during an 8-hour period (excluding the first and last two hours of the shift). Thus, two relief persons are needed to handle breaks and meals.

As dispatchers used approximately 14,960 hours of leave in 2020—about 374 hours each—two to three people on average may be on leave each day—one to two per shift. Leave, however, is not taken in averages. Leave usage tends to be higher in the warmer months and over the holidays.

A 12-hour shift configuration based on the current authorized strength is shown below.

Table 18: Shift Configurations (Current Authorized Strength)

Day Shifts (x 2)	Night Shifts (x 2)
Assigned = 10	Assigned = 10
Dispatchers = 5 Relief = 2 Leave = 2 – 3	Dispatchers = 5 Relief = 2 Leave = 2 – 3
Total on Days = 20	Total on Nights = 20

As noted previously, a dispatcher would need to be responsible for 20+ simultaneous incidents to remain at five dispatch positions. This introduces risk to the 9-1-1 Center and the City. While many seasoned dispatchers may easily handle this workload, it will be daunting for trainees. And introduces additional concerns for first responder welfare.

8-hour Shifts, 4-on/2-off Configuration – Dispatchers

As noted in Section 3.2.2.1, the 9-1-1 Center has expressed interest in an 8-hour 4-on/2-off schedule. The same premises apply for the dispatchers as it did for the call-takers.

A 4-on/2-off schedule will require a greater staffing level due to the number of hours per year that someone is scheduled to work. In a 5-on/2-off cycle, the planned work hours equal 2,080 (52 weeks a year x 40 hours a week); in a 4-on/2-off cycle, the planned work hours equal roughly 1,946 (60 work cycles of six days x 32 hours a cycle). As there are not as many available work hours (243 days versus 260 days) per telecommunicator (call-takers, trainers, and dispatchers), more staff is required.

Staffing seven positions (five dispatch plus relief dispatchers) requires a baseline of 45 people minimum.

Table 19: Dispatcher Coverage-based Staffing

FTEs for Police Dispatcher Coverage		
Position:	Police Dispatcher	
A	7	Total number of console positions to be covered
B	24	Number of hours per day that need to be covered
C	7	Number of days per week that need to be covered
D	52	Number of weeks per year that need to be covered
E	61,152	Total Hours needing coverage (A x B x C x D)
Telecommunicator Availability:		
F	1350.85	True Availability per Telecommunicator
FTEs Needed:		
G	45.3	FTE base estimate (FTE) = E / F
H	5.1%	Attrition Rate
I	47.6	FTEs required to accommodate turnover

As noted previously, the dispatcher authorized strength of 40 is right on the bubble for needing additional staff in the 5-on/2-off configuration. As noted above, the priority should be to stabilize the 9-1-1 call-taker staffing and then request an increase in dispatcher authorized strength by three (to 43)—for the 5-on/2-off schedule. Transitioning to a 4-on/2-off schedule further increases the staffing requirements—placing the dispatcher staffing need at 46–48, an increase of six to eight dispatchers for the current five dispatch positions.

If dispatch positions are split, the requisite dispatcher staffing will increase. For example, staffing seven dispatch positions and two relief positions will require a minimum of 58 dispatchers for a 4-on/2-off cycle.

3.2.2.3 Support Unit

The support unit, with an authorized strength of 36, is responsible for the following:

- Tows
- Stolen vehicles
- NOVA base
- Missing persons
- Warrants

- There are ten positions within the unit itself:

- | | |
|------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none">• Street cleaning – 4• Tows – 2• Stolen vehicles – 1 | <ul style="list-style-type: none">• NOVA base – 1• Missing persons – 1• Warrants – 1 |
|------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------|

Limited information was gathered as personnel assigned to the support unit declined to speak to MCP and discuss their job responsibilities and workflows. MCP was able to obtain a job description and training materials from the head trainer. The support unit positions, while required to be monitored by a supervisor, are typically self-sufficient and operate with minimal oversight. This seems to have fostered an independent mindset among support unit personnel.

Although the workload is difficult to quantify, the positions staffed appear to be sufficient. MCP observed personnel not actively engaged in work activities while visiting the support unit, which may indicate that staff are underutilized. Anecdotal information appears to support these observations.

3.2.2.4 Tape Librarians

The two tape librarians, one a more senior position than the other, are responsible for all recording requests. The tape librarians work business hours Monday through Friday.

While the workload is heavy, the two positions can handle the workload as they are seasoned staff.

The concern is when the tape librarians retire. The staff that fill these roles will not be as efficient as those currently holding the positions, which may require three tape librarians to do the work that two currently do.

MCP recommends that BPD authorize an additional tape librarian position (R-15) and one overhire (for a total of two) to begin to learn the processes and become familiar with the intricacies of the job. This will position the Division to seamlessly move forward when current staff leave their positions. Once trained, the new tape librarians could provide extended daytime hours or weekend hours, as identified by need.

3.2.2.5 QA/QI Specialists

A QA/QI program is designed to “ensure a high standard of performance is delivered each and every time through phone calls and radio transmissions”⁵² as noted in *Standard for the Establishment of a Quality Assurance and Quality Improvement Program for Public Safety Answering Points*, APCO and NENA’s joint standard. Within a PSAP, a QA/QI program generally focuses on phone calls and radio dispatches to assure alignment with protocols (where used), policies, and procedures. There is a director of quality assurance position in the Division’s current organizational structure; however, as noted in Section 3.3, this position’s function does not match the job description due to the additional job duties. As such, the director of quality assurance’s job description needs to be realigned to better outline the function of the position (such as a QA coordinator) and remove the job duties that should be assigned to the newly created operations manager position and/or civilian Division director position, as recommended in Section 3.1.3.

To conduct a QA/QI program in alignment with the industry standard, MCP recommends the hiring/promotion of three QA/QI specialist positions. These dedicated positions, in conjunction with the QA coordinator position, could conduct an acceptable number of QA reviews, as well as assist the head trainer with the creation of QI educational materials that tie directly back to the QA reviews.

Refer to Section 3.3 for additional information.

3.2.2.6 Training Support Specialists

The Division employs a head trainer with oversight for the entire training process. The head trainer is the only dedicated member of the training staff and answers directly to the deputy superintendent. When additional assistance is needed for training—be it teaching a training class or developing a new course or lesson plan—a 9-1-1 trainer or dispatcher trainer is reassigned from the daily call-taker or dispatcher staffing. This results in a staffing shortage that must be accounted for (typically resulting in someone being ordered.)

To conduct appropriate training and assist the head trainer with conducting the Division’s training program, MCP recommends hiring/promoting two training support specialist positions as recommended in Section 3.1.3.

3.2.2.7 Oversight and Supervision

Note: This section does not address sworn versus non-sworn leadership on the operations floor. This section addresses staffing requirements to align with best practices.

Understanding how a PSAP performs as compared to national standards is valuable information, but it is only part of the puzzle. While many challenges can be attributed to staff shortages or operational

⁵² APCO/NENA ANS 1.107.1.2015, *Standard for the Establishment of a Quality Assurance and Quality Improvement Program for Public Safety Answering Points*, APCO International.

configuration, some issues are not as intuitively obvious. Appropriate and focused supervision of operational personnel is critical.

Currently, each shift is overseen by a lieutenant and sergeants; three sworn personnel must be on duty each shift. There are no civilian supervisors within the Division. While there is a director of quality assurance position, the position has no direct reports. This position is addressed in Sections 3.1 and 3.3 of this report.

NFPA 1221 defines a supervisor as “[a]n individual responsible for overseeing the performance or activity of other members.”⁵³

Expectations and responsibilities of supervisors, in general, are often high, including the following:

- Helping employees understand performance goals
- Instructing, guiding, observing, and mentoring employees
- Communicating updates from, and policies and strategies of, management
- Facilitating control
- Providing real-time feedback
- Serving as a motivator
- Providing coordination and direction during major emergency incidents
- Solving problems as they arise or seeking solutions
- Identifying and resolving workplace issues, including tardiness, absenteeism, and personnel conflicts
- Serving as a single point of contact for responder agencies
- Identifying areas for growth among subordinates
- Documenting employees’ performance for annual/periodic reviews
- Providing a narrower scope of supervision when implementing new policies and procedures
- Providing more supervision for diversified, complex tasks
- Staying current with technological changes/advancements
- Guiding new employees who have less training and experience
- Providing greater knowledge of laws, procedures, and administrative processes
- Focusing on the operations of the 9-1-1 center as a whole
- Focusing on customer service to the public and subscriber agencies
- Identifying areas for remedial training, counseling, or discipline, when appropriate
- Setting priorities

⁵³ “NFPA 1221 Standard for the Installation, Maintenance, and Use of Emergency Services Communications Systems,” National Fire Protection Association, 2019. <http://www.nfpa.org/codes-and-standards/all-codes-and-standards/list-of-codes-and-standards/detail?code=1221>

The span of control guidance used to be very clear, with three to seven direct reports per supervisor being considered ideal. As noted previously, ICS's new guidance regarding the span of control is how many people can be effectively managed, leaving it up to each agency to determine the number.

Unfortunately, there is no industry standard for employee-supervisor ratios.

NFPA 1221, Section 7.3.4 states, "Supervision shall be provided when more than two telecommunicators are on duty."⁵⁴

Annex A of NFPA 1221 provides further explanation. A.7.3.4 states, "The supervisor position(s) in the communications center are provided in addition to the telecommunicators [*sic*] positions. Although supervisory personnel are intended to be available for problem solving, the supervisor position is permitted to be a working position."⁵⁵

Section 7.3.4.1 states, "Supervision shall be provided by personnel located within the communications center who are familiar with the operations and procedures of the communications center."⁵⁶

Section 7.3.4.2 states, "The supervisor shall be allowed to provide short-term relief coverage for a telecommunicator, provided that the telecommunicator does not leave the communications center and is available for immediate recall as defined in the policies and procedures of the AHJ."⁵⁷

BPD is in alignment with NFPA 1221 as there are dedicated supervisors on each shift.

When fully staffed, there may be 24–26 9-1-1 call-takers and trainers and seven dispatchers on duty, in addition, to supporting unit personnel (and the tape librarians during the week).

MCP recommends that the Division begins with three civilian supervisors per shift. There should be a clear delineation on a shift as to who is designed as the duty supervisor for the current shift, and this structure allows that.

Maintaining a span of control of up to 16 is achievable if three personnel serving in supervisory capacities are on the operations floor. One person could be responsible for dispatch each shift and one for 9-1-1. The third supervisor would be responsible for administrative duties during the shift.

Assigning the assistant supervisors to the floor, one to the 9-1-1 area and one to the police dispatch area, allows staff to be available to answer questions and interact with staff. MCP recommends that the assistant supervisors rotate positions to remain knowledgeable and become familiar with all staff assigned to a respective shift.

⁵⁴ Ibid.

⁵⁵ Ibid.

⁵⁶ Ibid.

⁵⁷ Ibid.

Consistently staffing three supervisory positions each shift requires a personnel complement of 16 to 18. As this staffing level will take time to achieve, the current recommendation is nine.

There is some thought in the industry that a supervisor must be able to *work* every position in the room, which implies a supervisor can only be someone who has been both a call-taker and a dispatcher. MCP does not agree with this school of thought from the perspective that supervisors are there to oversee and guide a team. MCP firmly thinks that a supervisor must be able to contribute by possessing operational experience as a call-taker and/or a dispatcher. This is why, in MCP's experience, the current configuration of sworn personnel as supervisors—without any experience in either role—does not contribute to organizational efficiencies and health. As it relates to the recommended civilian supervisory configuration for BPD, there is no reason call-takers cannot be successful supervisors.

If, after operating with three supervisors per shift, the need for a fourth supervisor can be justified through workload and other statistical measures that impact span of control, the Division should consider adding a fourth supervisor to each shift. MCP cautions against becoming too “top” heavy when the actual need may not exist. It can also create the impression that staff requires more oversight.

3.2.2.8 Staffing Summary

Proper staffing is a balance between providing quality service at a reasonable personnel and financial cost.

- The authorized strength for 9-1-1 call-takers is currently 62; the requisite staffing requires a complement of 66 call-takers. The current authorized staffing is appropriate when supported by the 9-1-1 trainers.
- Staffing two clerk positions require ten people, statistically. If the 9-1-1 Center maintains responsibility for the position, an additional six call-takers, initially, is recommended.
- The authorized strength for police dispatchers is 40; this is right on the bubble for needing additional staff.
 - The priority should be to stabilize the 9-1-1 call-taker staffing and then request an increase in dispatcher authorized strength by three (to 43). This will begin to position dispatch operations to accommodate any changes to BPD operations.
- The authorized strength for the support unit is 36; this is appropriate (without further information).
- The authorized strength for the tape librarians is two; this should be increased by one with one overhire position (total of two).

In alignment with CALEA's *Standards for Public Safety Communications Agencies*, Section 1.3.2, MCP recommends BPD conduct a workload assessment for Division personnel at least once every three years. This will help assure the efficiency and effectiveness of the 9-1-1 Center by ensuring that the center is appropriately staffed, not over- or under-staffed.

3.2.2.9 Future Staffing

Predicting staff for the long-term is not as statistically simple as it used to be. The 9-1-1 industry has already begun its transition to Next Generation 9-1-1 (NG9-1-1), which has allowed “new” media to an industry that has been voice-centric into 9-1-1 centers. Text-to-9-1-1 statistically has proven to have little effect on the staffing needs of the 9-1-1 Center. However, pictures and streaming video may soon be accepted by 9-1-1 centers across the country. In addition, the number of devices with the capability to transmit data continually increases—body cameras, drones, smart home devices, personal and industrial sensors—the list can go on.

All these devices have the potential to transmit data to a 9-1-1 center in the future—what is unknown is how this will affect staffing in the digital age. It is likely that “digital analysts,” as the Police Executive Research Forum (PERF) notes, may be responsible for analyzing the information before it is shared with responders.⁵⁸ Will these “analysts” be in a 9-1-1 center? A fusion center? A real-time crime center? How 9-1-1 centers choose to approach the data that will be available, as well as the associated tasks, will be up to each agency unless a statewide approach is taken.

BPD may experience a decrease in call and incident volumes due to the various forms of data that could be presented to a telecommunicator and the form of presentation. Technology may be developed that allows sensory devices to input data directly into a CAD incident, bypassing a call-taker altogether. Citizens may be able to access incident systems to report events without speaking to a call-taker. 9-1-1 personnel may be able to telework, operating from virtual PSAPs. The opportunities far exceed the industry as we know it.

As such, attempting to predict staffing needs five to ten years into the future is next to impossible, particularly in this environment. There are too many unknowns. What is certain is that today’s 9-1-1 operational environment will no longer be the same. “Calls,” whether voice or data-infused or a Skype-type, will likely take longer to process than currently. Requirements of first responders will also evolve; while the “telecommunicator” as we know it today might change, a similar type of position and responsibility seems likely, but what it really “looks like” is not yet known.

The consideration of telecommunicator mental health has become a significant point of interest for experts nationwide. Much emphasis has been given to law enforcement, fire, and EMS personnel, while telecommunicators have been largely ignored. As studies regarding telecommunicator mental health are published, this perspective is shown to be short-sighted, and more resources are being developed specifically for 9-1-1 professionals. Telecommunicators are now shown to be at high risk for depression, anxiety, and posttraumatic stress disorder (PTSD). One quantitative research study published in the *Journal of Traumatic Stress* in 2012 indicates that “telecommunicators reported high levels of peritraumatic distress and a moderate, positive relationship was found between peritraumatic distress and PTSD

⁵⁸ The Police Executive Research Forum published a critical issues document entitled *The Revolution in Emergency Communications* in November 2017 that looks at some of the issues that will need to be addressed for NG9-1-1. The report can be found here: <http://www.policeforum.org/assets/EmergencyCommunications.pdf>.

symptom severity ...The results suggest that 911 telecommunicators are exposed to duty-related trauma that may lead to the development of PTSD, and that direct, physical exposure to trauma may not be necessary to increase risk for PTSD in this population.”⁵⁹

Telecommunicators currently experience stress that is related to events that they “witness” over the telephone and radio. The delivery of graphic images and video related to calls, if accepted, will lead to increased stress among 9-1-1 center staff. Consideration must be given to enhancing the critical incident stress management (CISM) procedures for 9-1-1 call-takers and access to the same mental health services and functions as the City’s law enforcement, fire, and EMS personnel.

3.2.3 Recommendations

Table 20: Staffing Recommendations and Outcomes

Recommendations	Outcomes
<p>Hire/promote a civilian director that reports to the Division’s deputy superintendent in alignment with recommendations in Section 3.1.3</p>	<ul style="list-style-type: none"> • Modernizes organizational structure • Provides SME leadership • Stabilizes leadership • Eliminates appointment approach and rotational leadership • Aligns resources in roles commensurate with their skills and training • Creates a professional civilian leadership career path • Increases recruitment • Increases retention
<p>Hire/promote a number of civilian supervisors - equivalent to three per shift configuration - to oversee call-takers and dispatchers in alignment with recommendations in Section 3.1.3</p>	<ul style="list-style-type: none"> • Modernizes organizational structure • Provides SME leadership • Stabilizes leadership • Eliminates appointment approach and rotational leadership • Aligns resources in roles commensurate with their skills and training • Creates a professional civilian leadership career path • Increases recruitment • Increases retention

⁵⁹ Pierce H, Lilly MM. Duty-related trauma exposure in 911 telecommunicators: Considering the risk for posttraumatic stress. *Journal of Traumatic Stress*. 2012;25(2):211-215. doi:10.1002/jts.21687

Recommendations	Outcomes
Hire/promote three QA/QI specialists to conduct a QA program	<ul style="list-style-type: none"> • Provides subject-matter expertise • Aligns resources in roles commensurate with their skills and training • Increases recruitment • Increases retention • Achieves national QA/QI standards
Hire/promote two training support specialists to conduct a training program	<ul style="list-style-type: none"> • Provides subject-matter expertise • Aligns resources in roles commensurate with their skills and training • Increases recruitment • Increases retention • Improves training program organization
Stop using 9-1-1 call-takers to staff clerk positions (consider reassignment, light-duty, or support staff)	<ul style="list-style-type: none"> • Provides dedicated personnel to maintain a higher level of specialization • Provides additional staff to fill 9-1-1 positions
Provide telecommunicators with the same access to mental health resources as is provided to law enforcement, fire, and EMS personnel	<ul style="list-style-type: none"> • Enhances mental health treatment options available to telecommunicators • Increases retention by combatting PTSD symptoms

3.3 Quality Assurance and Quality Improvement

In seeking a review of the current QA/QI program, the BPD sought to answer critical questions.

- What is the recommended staffing for employing a QA/QI program that meets industry standards and/or recommendations?
- What recommended changes are needed to improve the QA/QI program?
- What recommendations can be made to formulate a plan for adequate provisioning of the QA/QI function?

QA is an essential component of PSAP operations as it can improve the level of service provided to citizens and is a best practice to improve overall PSAP performance, as is QI.

APCO and NENA, in their joint standard, *Standard for the Establishment of a Quality Assurance and Quality Improvement Program for Public Safety Answering Points*, define⁶⁰ QA as “[a]ll actions taken to ensure that standards and procedures are adhered to and that delivered products or services meet performance requirements.”⁶¹ It defines QI as “[a]n organized system that assesses and evaluates the process to improve the quality of services provided.”⁶² The U.S. Department of Health and Human Services defines QI well: “...systematic and continuous actions that lead to measurable improvement ...”⁶³



Through a QA/QI program, call-taking and dispatch performance are reviewed, feedback on performance is provided, and accountability with policies, procedures, standards and best practices is provided.

Several national standards can be used to establish and support QA/QI programs, as well as other performance measurements.

- APCO/NENA ANS 1.107.1-2015, Standard for the Establishment of a Quality Assurance and Quality Improvement Program for Public Safety Answering Points
- APCO ANS 3.106.2-2017, Core Competencies and Minimum Training Standards for Public Safety Communications Quality Assurance Evaluators (QAE)
- APCO ANS 1.118.1-2020, Key Performance Indicators for Public Safety Communications Personnel
- APCO 1.117.1-2019, Public Safety Communications Center Key Performance Indicators

CALEA requires “documented quality checks of employees’ call taking and dispatch performance.”

NFPA 1221, Annex, A states, “The purpose of the quality assurance program is to follow up and review calls with communications center employees, improve procedures, and make the corrections needed to improve service and response. Generally accepted statistical methods should be used when selecting calls for review.”⁶⁴

⁶⁰ Definitions within the standard are informative material and are not a part of the standard itself.

⁶¹ APCO/NENA ANS 1.107.1-2015, *Standard for the Establishment of a Quality Assurance and Quality Improvement Program for Public Safety Answering Points*, APCO International, section 1.3.30, page 16.

<https://www.apcointl.org/standards/standards-to-download/>

⁶² Ibid., section 1.3.36, page 17.

⁶³ [Quality Improvement \(hrsa.gov\)](http://www.hrsa.gov/quality-improvement/)

⁶⁴ “NFPA 1221 Standard for the Installation, Maintenance, and Use of Emergency Services Communications Systems,” National Fire Protection Association, 2016, <http://www.nfpa.org/codes-and-standards/all-codes-and-standards/list-of-codes-and-standards/detail?code=1221>.

A well-developed and defined QA/QI program assures consistency of operations and identifies problems and corrective actions to resolve the issues. In today's 9-1-1 environment, having a QA/QI program is the recognized standard of care.

3.3.1 Summary of Findings

Findings Summary

- There is a director of quality assurance position within the Division. However, this position title is a misnomer due to other duties assigned or performed by this position.
- The Division does not have a QA/QI program that aligns with state and national standards.
- A standalone QA/QI program requires a minimum of three QA/QI specialists.
- Most issues found through QA/QI reviews involve the failure to verify the section of the city or the location of the incident.
- There is currently no QA of the support unit or supervisor clerks, only complaint investigations.

3.3.2 Analysis

There is a director of quality assurance position within the Division. While the intent of the position is evident through the job description and aligns with ensuring operational consistency and excellence, this position title is a misnomer, in MCP's opinion. The job description for this position describes duties that are better aligned with an operations manager or operations director position as it encompasses more facets of the operation than just service delivery through contacts with the public and first responders.

"... the Director of Quality Assurance will monitor, operate, and manage the CAD interface for the Boston Police Department as well as insuring that the system is used in accordance with established standards and best practices for the processing of 911 calls ... This position will provide functional guidance, supervision, training and quality assurance/quality control to the Operations personnel. The Director of Quality Assurance will direct the gathering, interpreting, and reporting of data related to the Computer Aided Dispatch (CAD) system. Responsibilities will include: monitoring and evaluating the system daily; CAD reports; coordinating Departmental needs around geo-spatial development and maintenance with City GIS; overseeing the installation of new technologies; implementing quality assurance measures and promoting customer service best practices; training employees and providing first-level support; providing Department level desktop support; daily mentoring and evaluation of 911 Communications processes; seeking and attaining certifications in 911 management related fields; and other related duties as required."

While there are some aspects of QA/QI within the position, it is not typically what is considered as a QA/QI position designed to "...ensure a high standard of performance is delivered each and every time through

phone calls and radio transmissions.”⁶⁵ as noted in the APCO/NENA standard. Within a PSAP, a QA/QI program generally focuses on phone calls and radio dispatches to assure alignment with protocols (where used), policies, and procedures. The director of quality assurance has no direct reports and is the only civilian member of the management team. As such, only a very small portion of a 40-hour work week can be dedicated to performing QA/QI because of the myriad of additional duties assigned to the director of quality assurance.

In August 2013, the 9-1-1 Center began to develop a QA program and prepared a one-page document for implementing QA review for call-takers. At the time, the director of quality assurance was scheduled to review three random calls per call-taker per month, with supervisors reviewing the results with each employee; any major incidents such as homicides or shootings were also reviewed (in addition to the three random calls) by the director of quality assurance and the head trainer (who reports to the deputy superintendent) followed up with employees. This document has not been updated since its publication and is the only document about the QA policy. MCP understands that only the director of quality assurance conducts call reviews—on dispatch complaints and major incidents—and makes an effort to carve out time once a week to do so. Dispatchers and radio traffic are not reviewed unless there has been a complaint or other investigation. CAD reports also are reviewed weekly to verify metrics such as time of incident entry to time first viewed and time dispatched. Of the reviews conducted, deficiencies are provided to supervisory personnel for follow-up.

QA for the support unit is also limited. The only ongoing QA effort conducted is the second-party check of National Crime Information Center (NCIC) entries. The second-party check, however, is a requirement of all NCIC entries. The NCIC Operating Manual states:

*The accuracy of NCIC records is an integral part of the NCIC System. The accuracy of a record must be double-checked by a second party.*⁶⁶

It was reported that beyond the second-party checks being done today, as required by the U.S. Department of Justice (DOJ), no additional QA efforts are underway. The head trainer would like to expand QA efforts to include the other functional areas within the unit.

Currently, the 9-1-1 Center uses a FrontLine Public Safety Solutions product for its QA evaluations. The evaluation form asks questions about interview/questioning skills (20 questions), CAD skills (7 questions), and telephone protocol/customer service skills (20 questions). Answers to the questions can be yes, no, or not applicable. There is a free-form area for evaluator comments. There is no pass/fail or scoring indicator.

⁶⁵ APCO/NENA ANS 1.107.1.2015, *Standard for the Establishment of a Quality Assurance and Quality Improvement Program for Public Safety Answering Points*, APCO International.

⁶⁶ U.S. Department of Justice, Office of Justice Programs. “National Crime Information Center – Operating Manual.” (2021)

The APCO/NENA standard states:

The Agency shall ensure a sufficient number of case reviews are conducted for both call-taking and radio dispatch responsibilities of a telecommunicator.⁶⁷

Further, at least 2% of all calls for service as well as radio dispatch review shall be conducted. With an incident volume of 687,245 in 2019, a 2% benchmark is 13,745 incident reviews annually. With a 9-1-1/emergency call volume of 681,284 in 2019, a 2% benchmark is 13,626 call reviews annually. If call transfers are excluded from the 9-1-1 call volume, approximately 24%, the 2% benchmark is 10,356 call reviews annually—to meet the standard.

If the 9-1-1 Center conducted the minimum three reviews per month per 9-1-1 call-taker (R13) and 9-1-1 trainer (R14), based on the authorized strength of 62 and 14, respectively, when fully staffed, this equates to 2,736 reviews annually—slightly more than 0.5%—well below 2%. And this figure does not include radio dispatch reviews.

Conducting QA/QI reviews is not the only responsibility of the director of quality assurance. It is unlikely, with one day a week allotted to reviews, that the internal QA “policy” is met. With one day for reviews once a week, roughly 52 reviews would be necessary. This is unrealistic. It also is unrealistic to have the director of quality assurance, with all the other tasks, responsible for QA/QI reviews as a general practice.

The 9-1-1 Center is in critical need of a dedicated QA/QI program staffed by certified QA/QI specialists and overseen by a QA coordinator⁶⁸ (or manager). Thirteen, fourteen, or even fifteen reviews a day is not an unrealistic expectation for a single QA/QI specialist, perhaps up to 20, depending on the skill sets. In an 8-hour workday, the actual time spent on QA/QI reviews may be 6.5 hours; this equates to 26 minutes per review (at 15), while the remaining time accounts for random selection of calls and a break or meal. While 26 minutes per review may seem excessive to some, particularly when 9-1-1 calls average 90 seconds, there is much that goes into a review (or should), such as listening to the call multiple times; grading the interrogation of the caller, CAD skills, and customer service skills; and noting aspects of the call itself and completing (and saving) the QA evaluation form.

To meet the national standard of 2% of all calls (10,356 estimated on 2019 data), at 26 minutes each (a total of 4,488 hours), approximately three full-time QA analysts would be needed.

$$4,488 \text{ hours required} \div 1,690^{69} \text{ hours} = 2.65 \text{ people}$$

However, this does not include “relief” factor calculations for time off, such as vacation, sick, or holidays, when reviews will not be conducted by that person. The calculation also applies to incoming calls for service, not incidents and the associated radio traffic as per the APCO/NENA standard. For the random

⁶⁷ Ibid., section 5.3.1, pg. 22.

⁶⁸ Having a QA coordinator overseeing three specialists aligns with industry standards for supervision.

⁶⁹ 6.50 hours a day x 5 days a week x 52 weeks a year = 1,690 hours for one person

and major incidents reviewed, the associated dispatch and subsequent radio traffic from the dispatcher could be reviewed if the technology is in place. However, this likely would decrease the number of call reviews that could be conducted as it will necessitate locating the radio traffic and then completing another form.

If random radio traffic is reviewed, outside of an incoming call, there is still selection, locating the radio traffic, and then the review.

As structured protocols are not in use for law enforcement incidents, more calls may be reviewed in a day, but this also allows time to review radio dispatches. Major incidents, such as homicides, will require a longer review period as radio traffic will need to be reviewed for a longer time.

- All responsibility for evaluating calls and dispatches, and reviewing with employees, should be assigned to QA/QI program personnel, with responsibility for meeting monthly with each employee. (Currently, the shift lieutenant and sergeants are responsible for reviewing the QA/QI results with employees when warranted.) Employees often construe meetings with supervisors as negative, even though that is not the intent. A peer-to-peer review is better accepted. In addition, supervisory staff has operational responsibilities that demand their time and energy; removing QA reviews with employees allows supervisors to focus on their primary responsibilities, particularly as the number of QA reviews is likely to increase. This does not imply that supervisors are not aware of the outcomes or any issues, just that they are not responsible for reviewing the calls with employees.

The best approach to a dedicated QA/QI program is, to begin with, three QA/QI specialists of equal rank, selected through a competitive process. Two QA/QI specialists would be responsible for reviewing 9-1-1 calls, and one QA/QI specialist would be responsible for reviewing dispatches and associated radio traffic. This is a necessary first step as call-takers do not dispatch (and thus do not have the skill sets to assess radio dispatches), and while dispatchers were once call-takers, they likely have not processed 9-1-1 calls for years.

While this contingent may not be able to meet the 2% review goal, it is just a goal. The standard notes the following: "Where the 2% factor would not apply or be overly burdensome due to low or excessively high call volumes, agencies must decide on realistic levels of case review."⁷⁰

While it may not be feasible to attain three QA/QI specialist positions in the current environment, even one full-time position is a step in the right direction. Hiring a QA coordinator, for example, who can begin to fully implement a true QA/QI program in accordance with national standards will better position the Division for the future. The QA/QI position(s) could be supported by training personnel, if needed and as time allows. Until QA/QI specialist positions can be authorized and filled, the lieutenants and sergeants could be tasked with reviewing dispatches and associated radio traffic as time allows.

⁷⁰ Ibid., section 5.3.1.2, page 22.

Over 650 completed QA evaluations spanning 2016 to 2021 were provided for review. By far, the issue of greatest concern involves addressing—be it not verifying the section of the city or not verifying the address. This issue has persisted through the years. The importance of verifying these elements should be stressed in training and continually reinforced. Policies should be in place to address failures to comply as it is a life-safety issue.

Achieving the goal of a structured QA/QI program will demonstrate the 9-1-1 Center's commitment to accountability and quality service in handling emergency calls for service. It will also demonstrate to the public the 9-1-1 Center's commitment to improving operations and providing the highest level of 9-1-1 service possible.

Complaint Resolution

It is important for any agency in a customer service industry, including public safety communications, to maintain an appropriate complaint resolution process. This process involves the logging and investigation of complaints, along with providing an appropriate resolution to the complaint to internal and/or external customers. Much like the QA process, it is through a complaint resolution process that telecommunicators can learn from their mistakes.

As the Operations Division is a division of BPD, formal complaints are handled by Internal Affairs. Staff report that often they will know a complaint has been filed but may not learn the outcome or find out months or even years later.

It is imperative to organizational integrity to maintain written standards (directives) concerning complaints and the complaint resolution process, including notifications; it is also an industry standard.

9-1-1 Center personnel have rights through their labor agreement that requires “the concept of progressive discipline in all but the most serious cases. The City shall endeavor to provide counseling to employees before initiating the progressive discipline procedure.” With the current timeframe for complaint investigation through Internal Affairs, it is difficult to enact progressive discipline or even counsel employees relatively soon after the incident. This includes internal complaints within the Division.

3.3.3 Recommendations

Table 21: QA/QI and Complaint Recommendations and Outcomes

Recommendations	Outcomes
Develop an SOP to define the QA/QI program, include procedures and evaluation guidelines	<ul style="list-style-type: none"> • Defines the exact parameters for the QA/QI program • Reduces ambiguity in the number and type of calls or incidents that are reviewed
Implement a QA/QI program staffed by dedicated QA/QI specialists overseen by a QA coordinator (manager)	<ul style="list-style-type: none"> • Allows dedicated personnel to conduct QA reviews • Allows dedicated personnel to develop continuing dispatch education
Implement a policy outlining the consequences of repeated failures to verify addresses and city sections	<ul style="list-style-type: none"> • Assigns consequences to repeated failures to verify addresses and city sections • Reduces the number of incidents dispatched to incorrect locations • Reduces the negative impact of dispatching emergency resources to incorrect locations
Review BPD complaint review procedures and ensure the outcome of any investigation is communicated to the employee	<ul style="list-style-type: none"> • Improves future performance through the communication of errors • Adds one (or more) continuing dispatch education steps to be delivered before discipline

3.4 Training

In seeking a comprehensive review of the current training program/process and development of a plan for improvement and/or restructuring, the BPD sought to answer critical questions.

- Should training program personnel requirements be changed?
- What recommended changes are needed to improve the training program structure?
- What changes can be made to the current training curriculum and processes to improve training outcomes?
- What recommendations are there that would help the BPD develop a full training plan for all aspects and positions in the Operations Division?

The duties of a telecommunicator are extremely difficult, and opportunities for mistakes within the profession abound when proper training is absent. With proper training, the likelihood of mistakes decreases, however. Citizens and first responders alike should receive the same work product from a

telecommunicator in California as they do in Massachusetts. Adopting a training program that adheres to state and/or national standards is a way this can occur.

Standards

There are several industry standards and best practices that a PSAP can use to develop a training program. There are no one-size-fits-all solutions. The standards below are approved American National standards.

Table 22: APCO Training Standards⁷¹

Document Number	Standard and/or Best Practice
APCO ANS 3.103.2-2015	<i>Minimum Training Standards for Public Safety Telecommunicators</i> ®
APCO ANS 1.115.1-2018	<i>APCO Core Competencies, Operational Factors, and Training for Next Generation Technologies in Public Safety Communications</i>
APCO ANS 3.102.2-2017	<i>Core Competencies and Minimum Training Standards for Public Safety Communications Supervisor</i>
APCO ANS 3.101.3-2017	<i>Core Competencies and Minimum Training Standards for Public Safety Communications Training Officer (CTO)</i>
APCO/NENA ANS 3.105.1-2015	<i>Minimum Training Standard for TTY/TDD Use in the Public Safety Communications Center</i>
APCO ANS 3.110.1-2019	<i>Cybersecurity Training for Public Safety Communications Personnel</i>
APCO ANS 1.113.1-2019	<i>Public Safety Communications Incident Handling Process</i>
APCO ANS 1.101.3-2015	<i>Standard for Public Safety Telecommunicators When Responding to Calls of Missing, Abducted and Sexually Exploited Children</i>

⁷¹ The standards referenced here can be downloaded from: <https://www.apcointl.org/standards/standards-to-download>

Table 23: NENA Training Standards⁷²

Document Number	Standard and/or Best Practice
NENA-STA-020.1-2020	<i>NENA Standard for 9-1-1 Call Processing</i>
NENA-STA-002.1-2013	<i>Acute Traumatic & Chronic Stress Management</i>
NENA-STA-037.2-2018	<i>NENA TTY/TDD Communications Standard Operating Procedure Model Recommendation</i>
NENA-INF-022.2-2017	<i>Protocol for Handling Calls Regarding Human Trafficking Information Document</i>
NENA-STA-013-2016	<i>Public Safety Communications & Railroad Interaction Standard Operating Procedures</i>

Table 24: NFPA Training Standards⁷³

Document Number	Standard and/or Best Practice
NFPA 1061	<i>Standard for Public Safety Telecommunications Personnel Professional Qualifications</i>
NFPA 1221	<i>Standard for the Installation, Maintenance, and Use of Emergency Services Communications Systems</i>

Best Practices

The National 911 Program “facilitated a project to establish universally accepted minimum training guidelines to be used for aspiring and current 911 telecommunicators, and to provide the foundation for ongoing professional development.”⁷⁴ The working group responsible for developing the guidelines was comprised of representatives from APCO, NENA, the Denise Amber Lee Foundation, and many other national organizations responsible for or involved in the training of public safety telecommunicators. The main topic areas are shown below.

⁷² The documents referenced here can be downloaded from: <https://www.nena.org/page/Standards>

⁷³ These two standards are being combined into a new consolidated draft standard, NFPA 1225. The current edition of the standards referenced here can be accessed from: <https://www.nfpa.org/codes-and-standards/all-codes-and-standards/list-of-codes-and-standards>

⁷⁴ Recommended Minimum Training Guidelines for the Telecommunicator.” 911.gov. https://www.911.gov/project_recommended911minimumtrainingfortelecommunicators.html

Roles and Responsibilities – Telecommunicators should have a basic understanding of the position and the responsibilities associated with it.

Legal Concepts – Telecommunicators should know the laws and governance structures specific to the community they serve and those that directly affect their role. They should have a basic understanding of the legal process and their rights and responsibilities.

Interpersonal Communications – Telecommunicators should have the knowledge, skills, and abilities to successfully complete the duties of the position. They should be able to interact with all callers to support the provision of prompt and efficient service.

Emergency Communications Technology – Telecommunicators should have a basic understanding of all 9-1-1 technology available, with a specialized focus on the technologies that are used within their PSAP.

Call Processing – Telecommunicators should be able to process any call that is received within the PSAP, regardless of whether it is an emergency. They also should understand the call flow from when it is first received until the incident closes.

Emergency Management – Telecommunicators, as the first point of contact in an emergency, should be familiar with the protocols and systems in place to correctly handle the event.

Radio Communications – Telecommunicators should have a basic understanding of radio equipment, communications etiquette, procedures and protocols, and all rules that directly relate to radio use.

Stress Management – Telecommunicators should understand the types of stress, how to identify issues affecting themselves and their peers, and know what resources are available and how to use them.

Quality Assurance – Like all processes in public safety, training should be subject to metrics that guarantee that an effective program is in place. Data collected should be utilized to justify and support improvements to the process are made in the future.

On-the-Job Training – Telecommunicators should participate in agency-specific, hands-on training while supervised by a seasoned telecommunicator to promote the following of agency policies and procedures.

Appendix A, Recommended Minimum Training Guidelines for the Telecommunicator, contains a breakdown of the subjects in each area.

Training Program Certification

APCO is an American National Standards Institute (ANSI) standards development organization, indicating its standards have gone through a rigorous development process that includes peer review and comments from the PSAP community. APCO Training Program Certification (ATPC) is a mechanism for PSAPs to certify their agency training programs, ensuring alignment with *APCO ANS 3.101.1-2015 Minimum Training Standards for Public Safety Telecommunicators*.

An agency that meets all the line items within *APCO ANS 3.101.1-2015* can apply for training program certification by visiting <https://atpc.apcointl.org/>. To enable an agency to better understand its certification readiness, a guest application is available at this site. An agency can view the same application it must complete to apply for certification, thereby determining prior to paying the certification fee what aspects of the certification criteria lack in its training program.

A training program that achieves ATPC (or meets requirements) will comply with most of the national training standards listed herein.

3.4.1 Summary of Findings

Findings Summary

- The Division maintains its internal training of all PSAP staff, in addition to required State 911 training.
- From the date of hire, new hire call-taker training lasts approximately four to six months, which coincides with the six-month probationary period for all new City employees.
- There are no dedicated training staff; all trainers are assigned to the operations floor.
- It is difficult for trainers to maintain their skills in all job functions.
- The use of 9-1-1 trainers in the classroom negatively affects the daily 9-1-1 call-taker staffing.
- Trainees are not assigned to a single trainer for the duration of their training period.
- Not all dispatcher trainers receive the same compensation for training.
- A full training manual does not exist for call-take or radio dispatch training.
- Call-take and radio dispatch training do not completely follow the national training standards or the National 911 Program's best practice training curriculum.
- Trainers are not provided the feedback that is solicited from their trainees.
- Support unit training is extremely well documented.
- Supervisors are not required to have the same training as the personnel they supervise.
- Trainers receive minimal training prior to being assigned a trainee.

3.4.2 Analysis

Training Personnel

The Division has a head trainer—a civilian position that oversees the training process—who reports to the deputy superintendent. The head trainer is the only dedicated member of the training staff.

The Division is authorized for 14 9-1-1 trainer positions (R-14) who are certified as CTOs⁷⁵; only seven of these positions are currently filled due to trainers resigning from the position or the BPD. These personnel serve as trainers during a new hire's OJT. CTOs who are classified as 9-1-1 trainers receive additional pay at the higher pay grade as compensation, whereas CTOs assigned to provide dispatcher training do not receive grade compensation. Instead, they receive a stipend of \$25 a week when assigned to training as per a labor agreement dating back to 2005. Qualifications for the CTO position are part of the agreement. During onsite interviews, it was reported that dispatch CTOs are not paid the same. (Some are paid the stipend only when training, others are paid the stipend every week regardless of their training status.)

All in-house classroom training is conducted by either the head trainer or a CTO. Since CTOs are only scheduled to teach during a normal workday, they must be replaced on their normal work schedule to maintain staffing levels (most likely achieved by ordering another employee to work overtime). Despite the use of APCO certifications (Public Safety Telecommunicator, CTO, and previously Call Center Supervisor) within the Division, no one is an APCO-certified instructor capable of conducting APCO training in-house.

Individuals who wish to become a trainer are vetted through a minimal process, although they must have three years of experience as a call-taker or dispatcher. Once a telecommunicator expresses an interest in becoming a trainer, management reviews the individual for approval. In the words of Head Trainer Kim Parker: *"We only want the best of the best becoming trainers."* When the decision is made to proceed forward with the process to promote someone to trainer, management conducts an interview to solidify their decision. Once approved by the interview committee, the head trainer conducts one to two days of one-on-one instruction with the new trainer to ready them for the task of training. After an individual has been approved as a trainer, they also attend the APCO CTO course. No other formal training, such as an internal CTO course, exists to help prepare the new trainer. While 9-1-1 trainers (R-14) are required to complete an interview, those telecommunicators selected as radio dispatch trainers are not.

The support unit does not have a dedicated trainer or supervisor. It was reported that those in the support unit do not wish a trainer to be present because that position is viewed as another supervisor. Based on the evaluation of the documentation provided to MCP, the support unit has a specific and very robust training curriculum. Some CTOs currently working in the Division are qualified to conduct training for new support personnel as needed. Staff assigned to the support unit (R-12) are trained in all support positions; however, it was reported that most do not rotate and, as a result, do not stay current or proficient in all

⁷⁵ This is considered the best-case scenario. Some situations have arisen in the past that have required a trainee to be assigned a trainer who has not yet been certified.

positions. The intent is for all support personnel to rotate through each position to maintain the requisite skill sets, but the supervisors allow each person to work the position they are most comfortable on.

Due to the lack of freedom to use trainers as needed due to staffing and CBA constraints, the head trainer finds it difficult to keep a trainer's individual support unit, teletype, and clerk position skills current. A 9-1-1 trainer (R14) can train on other grade positions (channels), but they cannot be assigned to work them without a trainee (R-12 or R-17). When a 9-1-1 trainer is not assigned a trainee, they are assigned to a call-taking position and do not have the freedom to routinely rotate through the teletype or clerk positions. When they must train someone for one of those positions, they too often need to be reminded of a specific process or procedure because it has been some time since they last worked the position.

The Division could benefit from a more defined CTO process. The process of applying to become a CTO, which is different for call-takers and dispatchers, does not provide for the same level of consistency among trainers. Processing CTO candidates through the same process—beginning with an application process all the way through the end of the CTO training process—should be solidified in policy and followed universally. An updated policy should be coordinated with the existing (or new) CBA to ensure that all CTOs are compensated equally and identically.

A process that has been successful in many PSAPs across the nation is the re-hiring of CTOs⁷⁶. Through this process, all current CTOs—call-taker and dispatcher alike—would be required to re-apply for the position. Once the “best of the best” have been re-approved as CTOs, additional training could be provided to ensure that all CTOs operate under the same guidelines and with the same basic level of knowledge.

Call-Taker and Dispatcher Training Processes

New hire call-takers and dispatchers begin their tenure by spending two weeks in a classroom learning basic skills, policies, etc. Following this two-week period, telecommunicators attend a state-sponsored two-day course to learn how to use the agency's call-handling equipment (CHE, i.e., 9-1-1 phone system). Next, employees attend a 40-hour APCO Basic Telecommunicator certification course. This course provides students with an introduction to the telecommunicator position and sets the foundation for training specific to BPD operations.

Upon completion of the APCO course, trainees spend an additional two weeks in the classroom learning how to use the agency's CAD system. This period includes instruction as well as hands-on simulation to practice the skills learned in class. Trainees are then assigned to a trainer for OJT.⁷⁷ This portion of training is approximately three months. During this time, the 9-1-1 trainer covers all applicable tasks completed during call-taking in an OTJ format.

⁷⁶ A rewritten CTO policy should be put in place prior to the re-hiring of CTOs.

⁷⁷ Prior to this point, trainees work a Monday through Friday day shift schedule. Once assigned to a 9-1-1 trainer, the trainee follows the shift schedule of their assigned trainer.

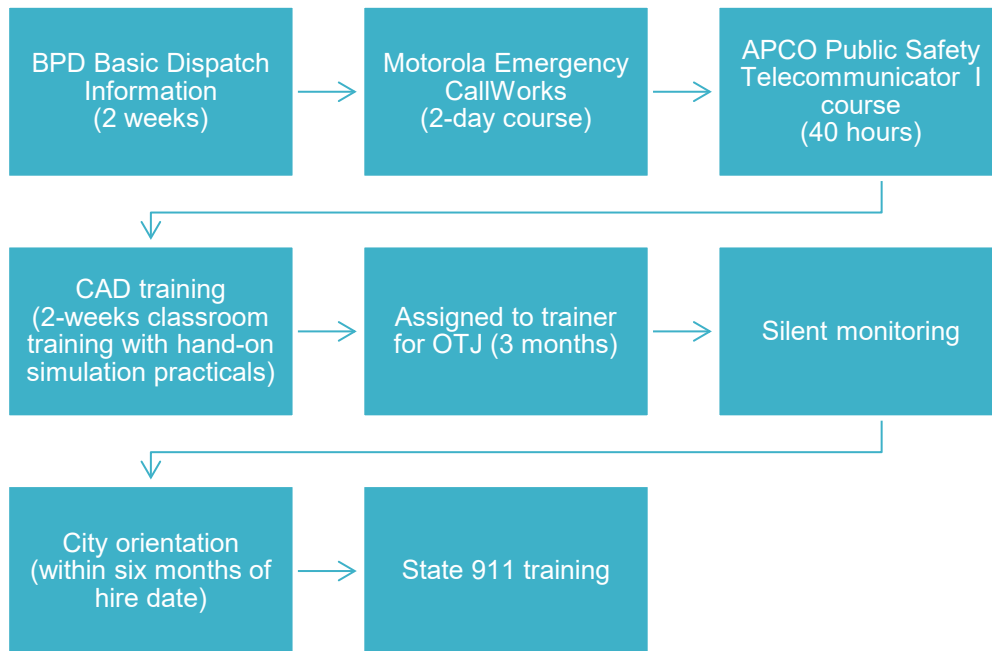


Figure 6: Call-taker Training Process

Some dispatchers began their career as call-takers and have since transitioned to dispatching.⁷⁸ For those individuals who transition from call-taker to dispatcher, training is provided in the classroom for two weeks for dispatch training. During this time, they are taught the CAD functions (which includes hands-on practical sessions to reinforce the functions learned), miscellaneous codes, rules and regulations, the ShotSpotter system, and how to dispatch over the radio. After the in-house training is concluded, a trainee attends the APCO Public Safety Telecommunicator-I course (if not already completed), followed by Criminal Justice Information Systems (CJIS) training. On occasion, a new hire employee may be hired directly as a dispatcher—in this case, the trainee attends the State-sponsored 911 training at this point. As with call-taker training, a trainee is then assigned to a trainer.

⁷⁸ Not all dispatchers are call-takers, but many are. They have the ability to function as call-takers, but historically have not done so since approximately 2014.

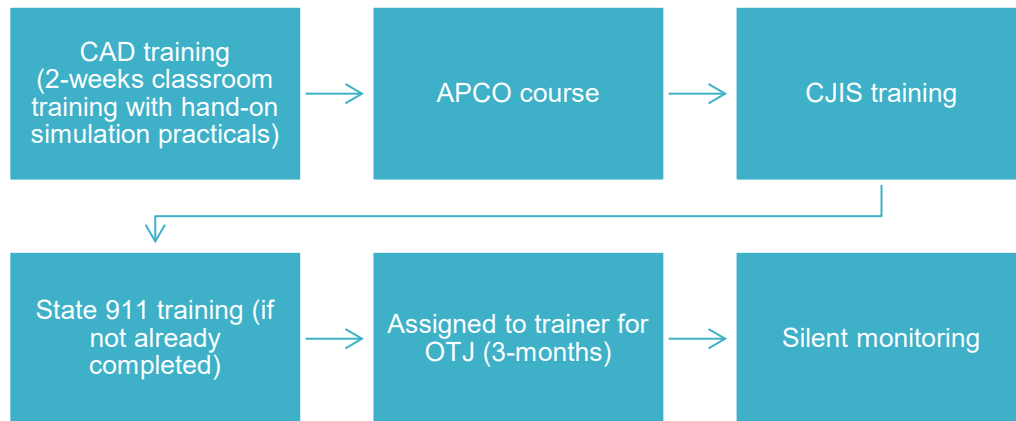


Figure 7: Dispatcher Training Workflow

For both the call-taker and dispatcher training programs, the formal classroom instruction provided by the Division is largely limited to the use of CAD, rules and regulations, and technology systems in use. Formal instruction is provided in the form of the APCO, CJIS, and State 911 courses. The remainder of a telecommunicator’s training is provided by their assigned trainer. Every telecommunicator within the PSAP learns differently, just as each trainer teaches differently. Trainers are provided with a task list of all training topics to be covered with a trainee. This practice does help to somewhat standardize the OJT between each trainer, but differences can still exist.

Each trainee is evaluated by their trainer following each shift using a daily observation record (DOR). The DOR allows for a standardized set of criteria points to be applied to the performance appraisal of the trainee every day. A standardized evaluation guideline (SEG) has been developed as a companion document to the DOR that provides a standardized set of criteria for each evaluation point. SEGs ensure that trainers evaluate each criterion point on the DOR identically, regardless of the trainer or the trainee. The use of an SEG helps to prevent evaluation differences based on personal preferences, personality conflicts, etc.

Under the current OJT practice, a trainee is not assigned to a single CTO. Staff attempts to coordinate the schedule so that this practice is the norm; however, in many cases, a single trainee will be placed with multiple CTOs throughout their training period. This makes learning difficult for the trainee, especially considering that no two CTOs teach the same way. In cases where a trainee and a CTO do not mesh, it may be advantageous to reassign the trainee to a new CTO. Placing a trainee with a single CTO for the duration of their training—except when the primary CTO is on leave or otherwise out of the PSAP—is more conducive to a proper learning environment and may benefit overall training practices.

The Division has a well-documented training program. Many examples of this were provided to MCP, including the 150+ page 9-1-1 call protocols document, practical hands-on exercise document, and others. Based on MCP’s evaluation of the documentation provided, however, the Division does not appear to have a full training manual or testing procedure or a written policy to outline the training program. In addition, when reviewing copies of SOPs provided for the Division, MCP found that many were 23 years old, had

not been updated, and were inadequate to support both training and current operations. The policies and procedures were not presented as a complete manual available to all employees. Many of the Division's policies and procedures are in the form of BPD-issued "Rules" or Division directives.

During onsite interviews, it appeared that the information required to perform the call-taker and dispatcher job functions is being conveyed to trainees in the classroom, despite the lack of a written training policy, full training manual, and testing procedure. The trainees receive a training manual that is mostly training timelines, handouts, and reference sheets. In comparison, the support unit provides a training manual that is comprehensive and provides information to trainees like a textbook. The head trainer has made efforts to improve the training program, but due to staffing limitations, little headway has been gained.

However, there are still many subject areas that do not appear to be covered during training that may not be appropriately covered in the OJT setting either. An example of this is the difficulties that many staff seem to experience with geography. Multiple sectors contain a Main Street, but call-takers continue to have difficulties identifying the sector in which an incident is located. This ongoing issue would suggest that there are inconsistencies with the training that each trainee receives, depending on their assigned trainer.

Other information that is required by the various national standards and best practices may not be appropriately conveyed during OJT so that each telecommunicator possesses the appropriate baseline knowledge as their peers. Focus areas such as legal concepts, emergency management, and emergency communications technology, to name a few, may not be presented but not covered to the extent prescribed in the National 911 Office recommended curriculum, APCO or NENA standards. The implementation of a training curriculum, properly documented within a training policy, will serve to put a finite structure to the training program and provide standardization to the training process. With these documents in place, to include a companion training manual with all appropriate subject material, handouts, etc., everyone involved in training will have a roadmap to ensure that all information to perform the functions of a telecommunicator is communicated, and additional points within the national training curriculum, standards, and best practices are covered.

Following completion of training, trainees are given the opportunity to evaluate their trainer. This allows for any issues or suggestions to be made to improve the performance of the individual trainer from the perspective of the trainee, versus an "outside-in" evaluation whereby someone evaluates the trainer through the process of observation. The head trainer reads these evaluations; however, the evaluations are not shared with the CTO, thereby preventing any constructive feedback from being provided to the trainer.

Continuing Dispatch Education

Continuing dispatch education (CDE) is an important aspect of any PSAP training program. The purpose of CDE is to improve upon a telecommunicator's skills and expand their knowledge base. In the Commonwealth of Massachusetts, 16 hours of CDE are required for all enhanced 9-1-1 telecommunicators

certified by the State 911 Department in accordance with Massachusetts 560 CMR 5.00.⁷⁹ These hours must be logged and reported to the State 911 Department by June 30 of each year to maintain certification. 560 CMR 5.00 also establishes a statewide grant program that allows jurisdictions to request reimbursement for funds for training expenses for enhanced emergency telecommunicators. In the situation where less than 100% of the jurisdiction's telecommunicators obtain the full 16 hours of CDE, the State 911 Department may temporarily suspend the certification of said telecommunicators and withhold the jurisdiction's access to the grant program until such time as 100% of telecommunicators comply.

When an agency experiences staffing shortages, however, CDE can seem like an extra burden that exacerbates the staffing situation. Not only is CDE required by the State 911 Department, but it is an industry best practice that telecommunicators maintain and improve their skills through the completion of CDE. Despite the current staffing situation, extra effort should be made to provide CDE developed in-house for the purpose of QI to correct deficiencies detected during QA reviews, as well as from outside agencies that focus on all aspects of public safety communications (e.g., leadership skills, technology, management of difficult callers, and stress management to name a few). Division training policies should be thoroughly reviewed to ensure that all available opportunities are provided to Division personnel to obtain appropriate CDE hours to maintain certification each year.

Emergency Medical Dispatch

All calls for EMS are processed by BEMS; requests for EMS must be transferred to BEMS as they are first routed to the 9-1-1 Center as the primary PSAP. As a law enforcement-only PSAP, the Division does not utilize emergency medical dispatch (EMD) protocols. As a result, callers must be questioned a second time after the call is transferred to BEMS.

When BEMS call-takers are busy and unable to answer a call transfer, 9-1-1 call-takers (within BPD) create incidents to be sent via CAD⁸⁰ to BEMS to expedite the dispatch of EMS resources. When BEMS call-takers are free, a callback is performed so that the incident can be processed through EMD protocols. If BPD call-takers were also EMD certified, BPD could process the 9-1-1 call through the EMD protocols to save precious time when BEMS call-takers are busy. This is not to say that the Division would become the State 911 Department-recognized EMD provider, just that the BPD 9-1-1 Center could *also* use EMD protocols to improve patient outcomes by providing the same level of service provided by BEMS telecommunicators.

MCP acknowledges that the State 911 Department will continue to recognize BEMS as the EMD provider for the City of Boston, thereby precluding the Division from applying for grant funding for EMD training.

⁷⁹ Full-text title: *Massachusetts 560 CMR 5.00: Establishing Certification Requirements for Enhanced 911 Telecommunicators, Governing Emergency Medical Dispatch, and Establishing 911 Call Handling Procedures*

⁸⁰ The 9-1-1 Center and BEMS utilize the same CAD system.

The process of implementing an EMD system, however, necessitates that 9-1-1 call-takers receive training and certification in EMD protocols so that callers receive the same level of service that would be received from BEMS call-takers. EMD certification requires 24 hours biannually of CDE.⁸¹

Support Staff Training

Support unit personnel are provided training on the following topics: NOVA base, missing persons, stolen vehicles, tows, and warrants. These training topics are provided by 9-1-1 trainers (R-14) who may or may not be current with the position skills, as previously noted. Those individuals receiving support staff training receive a comprehensive training manual chapter to support the learning of needed tasks—the shortest of these chapters is 30 pages long. Each chapter provides information, including computer screenshots, step-by-step task instructions, and policy information. In addition to the task chapters, there are also task lists as well as a unit quiz to evaluate a trainee’s learning.

Supervisor Training

The Division shift supervisors are not required to obtain the same training and certification as the staff they oversee. These sworn officers—lieutenants and sergeants—are only required to take the APCO Public Safety Telecommunicator I course and State 911 and 911 Administrator courses. Under prior Division leadership, supervisors attended the APCO Communications Center Supervisor course. This course “provides supervisory training designed specifically for Comm Center Supervisors and candidates moving into supervisory roles.”⁸²

The shift supervisors are not required to attend classroom training, as are the civilian trainees; however, the trainers try to review the CAD system with the new supervisors. When a new supervisor is assigned to the Division, they shadow an existing supervisor; it is unknown if a task list or some form of DOR exists for this. While the supervisors have attended some training, they are expected to manage and lead telecommunicators but do not have a proper understanding of the precise job functions performed by the call-takers and dispatchers. This situation is poorly received by the non-sworn/civilian call-takers and dispatchers and places the supervisors in an untenable situation.

⁸¹ Some of the 24 hours of CDE required to recertify EMD credentials may be applicable toward Massachusetts State recertification requirements. Please consult both the EMD program and Massachusetts State requirements for more information.

⁸² “Communications Center Supervisor (CCS)”. (2021). Association of Public Safety Communication Officials (APCO). <https://www.apcointl.org/training-and-certification/disciplines/leadership-supervision/communications-center-supervisor-ccs/>

3.4.3 Recommendations

Table 25: Training Recommendations and Outcomes

Recommendations	Outcomes
Assign dedicated training staff in accordance with Section 3.1.3 and stop the practice of pulling trainers from the floor	<ul style="list-style-type: none"> • Prevents staffing shortages • Allows dedicated training staff to maintain teaching skills • Allows dedicated training staff to update/change training curriculum, manual, quizzes, etc.
Assign a single trainer to each trainee for the duration of their training period	<ul style="list-style-type: none"> • Allows the trainee to work the same schedule as their trainer • Allows for consistency throughout training • Reduces trainee confusion and prevents multiple trainers from providing conflicting information
Develop CTO prerequisites/requirements	<ul style="list-style-type: none"> • Maintains a high level of qualifications for trainers • Allows all trainers to meet the same baseline for skills and qualifications • Prevents underqualified personnel from being assigned as trainers
Develop a CTO application and evaluation process	<ul style="list-style-type: none"> • Maintains a high level of qualifications for trainers • Allows all trainers to meet the same baseline for skills and qualifications • Prevents underqualified personnel from being assigned as trainers
Create (or modify) CTO policy to solidify the CTO application and evaluation process, establish uniform compensation of all CTOs, and establish identical policies and procedures for call-taker and dispatcher CTOs	<ul style="list-style-type: none"> • Maintains a high level of qualifications for trainers • Allows all trainers to meet the same baseline for skills and qualifications • Increases the trainee success rate • Decreases overtime • Increases retention • Allows for consistency throughout training
Rehire CTOs	<ul style="list-style-type: none"> • Increases level of professionalism within the CTO program • Limits the pool of CTOs to those qualified and with the desire for the position • Increases the trainee success rate • Decreases overtime

Recommendations	Outcomes
	<ul style="list-style-type: none"> Increases retention Decreases training fatigue
Require dedicated training staff to obtain APCO Agency Instructor certification	<ul style="list-style-type: none"> Allows in-house training of the APCO Public Safety Telecommunicator 1, CTO, and Law Enforcement Communications courses Allows the Division to teach certification courses to outside agencies Allows each trainee to receive more uniform training
Train the sworn supervisors to the same level as call-takers and dispatchers	<ul style="list-style-type: none"> Allows for informed decision-making Allows a supervisor to assist with difficult callers or incidents Allows a supervisor to fill in short term during rest or break periods
Add additional content to the in-house classroom portions of training to align with national standards and best practices	<ul style="list-style-type: none"> Provides an increased base level of training to all trainees Meets national standards and National 911 Program Office training curriculum content
Develop a full training manual for call-take and radio dispatch training, similar to the format of the support unit training manual	<ul style="list-style-type: none"> Provides study materials for trainees Allows for the identical exchange of information for all trainees Serves as a reference manual for future questions
Update the call-taker and dispatcher training curriculums to align with national standards and best practices	<ul style="list-style-type: none"> Maintains higher compliance with National 911 Program training curriculum Provides trainees additional information beyond just call-taking and dispatching (e.g., stress and wellness, QA, etc.)
Develop a training program policy/guideline that outlines all training program curriculum, learning points, and training processes for call-take, dispatch, support unit, and supervisor training curriculums	<ul style="list-style-type: none"> Provides the opportunity to train all personnel equally, using same the baseline curriculum
Obtain ATPC	<ul style="list-style-type: none"> Ensures that the training program meets APCO ANS 3.101.1-2015 Minimum Training Standards for Public Safety Telecommunicators

Recommendations	Outcomes
	<ul style="list-style-type: none"> Ensures that training program is constantly maintained and updated as technology and public safety communications practices evolve
Whether through a stipend, job classification, or other means that creates a discrepancy, compensate all CTOs uniformly	<ul style="list-style-type: none"> Whether through a stipend, job classification, or other means that creates a discrepancy, compensate all CTOs uniformly
Review training policies to ensure that all available opportunities are provided to division personnel to obtain an appropriate number of CDE hours to maintain certification each year	<ul style="list-style-type: none"> Provides the opportunity to all personnel to improve their skills Provides the opportunity to all personnel to learn new position-specific information Allows QA results to drive QI CDE course development Allows telecommunicators to maintain State 911 Department certification
Consider requesting the City to approve lengthening the probationary period for new hire telecommunicators from six months to 12 months	<ul style="list-style-type: none"> Provides additional time beyond initial training to evaluate a trainee Allows a trainee's training period to be extended to accommodate remedial training

3.5 Workforce Engagement

As part of the overall assessment, in seeking to qualitatively assess the Division from an employee's perspective using surveys and/or interviews, the BPD sought to answer critical questions.

- What is the overall qualitative assessment of the Division from the employee's perspective?
- From the employee's perspective, what are the current needs of the Division?
- What is the current condition of the Division from the employee's perspective?

Workforce engagement, also known as employee engagement, is an important factor in gauging an organization's health—regardless of if the organization is a public or private entity. By reviewing employee engagement, an organization's leadership can determine how employees feel about crucial elements of an organization's workplace culture. Employee engagement in the workplace is important to understand because the decisions made—and actions taken daily—can affect not only the workforce but also the

organization. According to Gallup, a global analytics and advice firm, an engaged employee is one “involved in, enthusiastic about and committed to their work and workplace.”⁸³

The surveys and interviews were intended to assess the current needs and/or conditions of the Division from an employee perspective. To accomplish this, MCP utilized an anonymous survey tool, allowing each employee to provide an honest perspective while simultaneously eliminating the fear of reprisal.

3.5.1 Summary of Findings

Findings Summary

- Overtime, short-notice ordering, and scheduling are significant issues affecting the 9-1-1 Center’s staff’s work-life balance. The current staffing shortage enhances the effect on staff.
- Many staff that responded, 25% of support staff and 50% of call-takers and dispatchers, strongly disagree with the need for sworn supervisors and/or leadership.
- Most staff that responded, 70% of call-takers and dispatchers and 19% of support staff, disagree or strongly disagree that the current schedule works well to support the work-life balance.
- Most supervisors that responded, 70%, disagree or strongly disagree that at work, their opinion seems to count.
- An overwhelming 88% of respondents report that they have not received recognition or praise for a job well done in the last seven days.
- Most staff that responded are satisfied with the work they perform.
- There is a common belief among staff about the lack of communication within the BPD; this was enhanced during the height of the COVID-19 pandemic.
- Supervisors are not trained as call-takers or dispatchers and have no experience in either role.
- There are limited opportunities for career advancement among civilian employees.
- There is increased management support for critical incident stress management and referral to the Metro Boston 911 Peer Support program.

Survey Methodology

Employees of the Division are organizationally divided into three distinct groupings—call-takers and dispatchers, support staff, and supervisors. A separate yet similar survey was created for each group, allowing for the difference in employee perspective to be captured based on their job classification. The approximate 30-question surveys included questions regarding leadership and communication to satisfaction as an employee.

A link to the appropriate survey was provided via email to each employee of the Division. The surveys were completed anonymously, with no identifying information collected as part of the survey. The surveys

⁸³ “What Is Employee Engagement and How Do You Improve It?” (2021). Retrieved from <https://www.gallup.com/workplace/285674/improve-employee-engagement-workplace.aspx>

were open for three weeks for responses. Each employee had the opportunity to complete a survey, and 83 employees participated either in part or in full. For most questions, recurring themes could be found. The full list of survey questions can be found in Appendix C, Workforce Engagement Surveys.

Table 26: Survey Responses

	Survey Invitations	Partial Survey Responses ⁸⁴	Complete Survey Responses
Call-takers and Dispatchers	86	27 (31.4%)	26 (30.2%)
Support Staff	31	3 (9.7%)	16 (51.6%)
Supervisors	13	1 (7.7%)	10 (77.0%)
Total	130	31 (23.8%)	52 (40.0%)

To graphically depict the survey results, the MAPS tool was utilized to show an overall average of all survey responses. To determine the average response for each survey question, the answer categories were each assigned a numerical value (highly satisfied = 5, somewhat satisfied = 4, neutral = 3, somewhat dissatisfied = 2, and highly dissatisfied = 1); the total scores for each answer category were then averaged to determine the average response for each question. In this manner, each employee’s opinion was given equal weight regardless of if the employee answered that they were highly satisfied or highly dissatisfied with any question.

Each survey began with general demographic information (e.g., length of employment with the BPD, job title, etc.) Survey questions were then divided into the following topic areas:

- General workforce engagement
- Management and professional development
- Scheduling
- Organizational culture
- Recruitment and training (call-taker and dispatcher and support staff surveys only)
- Residency (call-taker and dispatcher and support staff surveys only)

⁸⁴ Partial or incomplete responses are not included in MCP’s analysis. Because all are anonymous, the responses cannot be validated to ensure the response is not a duplicate.

3.5.2 Analysis

Highlights of the workforce engagement and satisfaction survey responses from key areas of each workgroup survey follow. The entire survey results are included in Appendix D. To keep responses anonymous, direct comments from respondents have not been included.

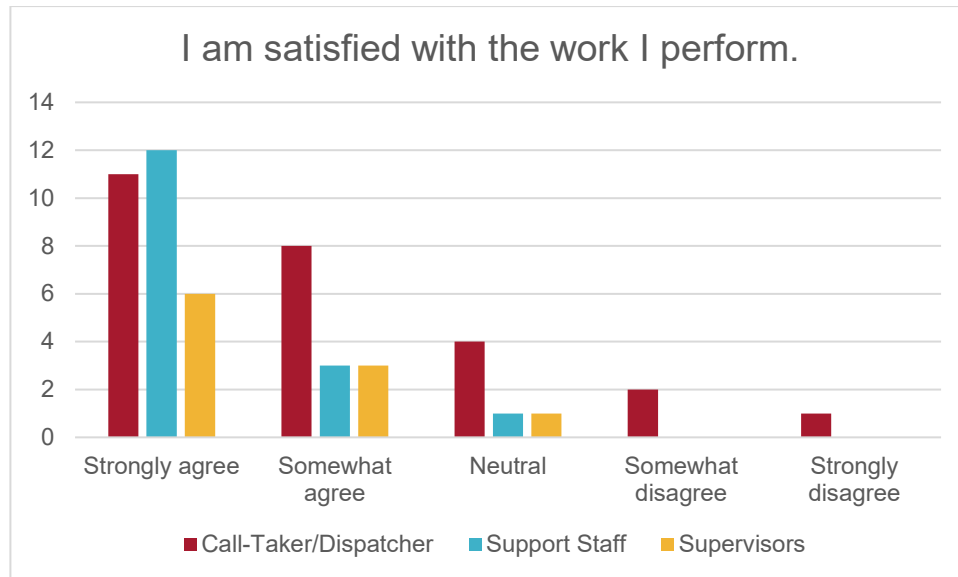


Figure 8: Job Satisfaction Survey Results

Of the call-taker/dispatcher respondents, 73% report being satisfied with the work they perform. Of support staff and supervisor respondents, 94% and 90%, respectively, are satisfied with the work they perform.

According to the Oxford English Dictionary, job satisfaction is an overall level of a feeling of fulfillment or enjoyment that a person derives from their job. This would indicate that most respondents feel that what they do day-in and day-out provides a level of value to the community. To improve overall job satisfaction is to improve employee engagement. According to Gallup, job satisfaction is tied to organizational culture.

Organizations have more success with engagement and improve business performance when they treat employees as stakeholders of their own future and the company's future. This means focusing on concrete performance management activities, such as clarifying work expectations, getting people what they need to do their work, providing development and promoting positive coworker relationships.

"The Right Culture: Not Just About Employee Satisfaction". (2021). Gallup. Retrieved July 30 from <https://www.gallup.com/workplace/231602/right-culture-not-employee-satisfaction.aspx>

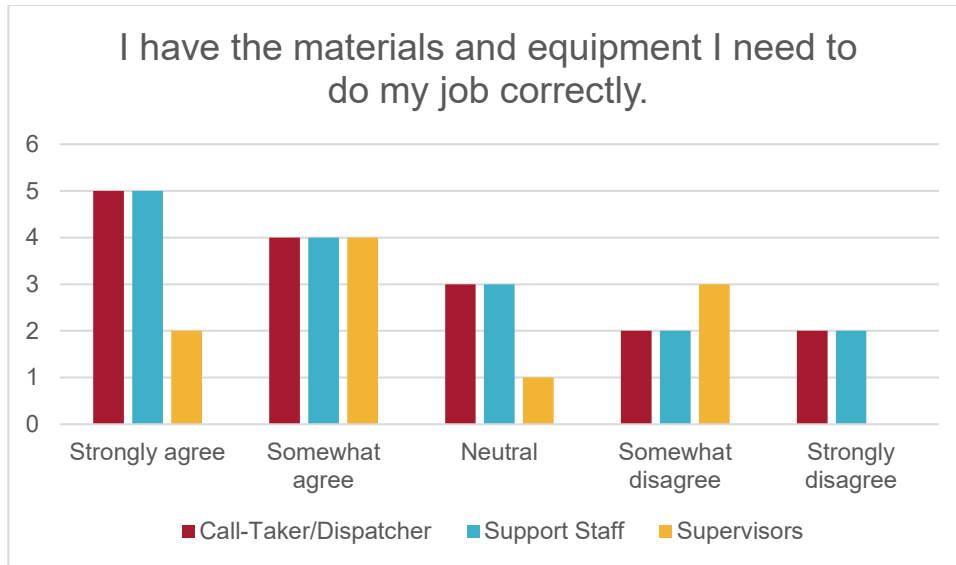


Figure 9: Materials and Equipment Needed Survey Results

Respondents were split almost identically between those individuals who believe they have all the necessary materials and equipment to perform their job correctly and those who did not. Of the call-taker/dispatcher, support staff, and supervisor respondents, 56%, 56%, and 60%, respectively, believe they had the appropriate resources, and 25%, 25%, and 30%, respectively, believe they do not.

In a public safety communications environment, the materials and equipment needed to do the job correctly can vary widely from policies and training to technology such as CAD and public safety radios. If employees do not have the proper tools to perform their job tasks, the effort that employees must expend to accomplish their tasks increases. An increase in the level of effort an employee must exert on any given task decreases their job efficiency and can lead to costly mistakes along the way.

Giving your staff the tools they need to do their job is about more than just making sure they have desk space and a working telephone – it’s about making sure they have every relevant resource their job role requires, and making sure that all of these resources are in good, working order and within easy reach.

And remember, ‘resources’ doesn’t just mean ‘things’ (like telephones, data, software etc.) – it can include people. Does everybody in your company have sufficient support from colleagues to do their job? If you have a one-person-band doing a three-person-job, then probably not – even if they do have pens falling out of their draws, and an iPad for every square-foot of desk space.

Crowley, John. “Do Your Staff Have the Tools They Need to Do Their Job?” (2015). Retrieved July 30, 2021 from <https://www.peoplehr.com/blog/2015/07/07/do-your-staff-have-the-tools-they-need-to-do-their-job/>

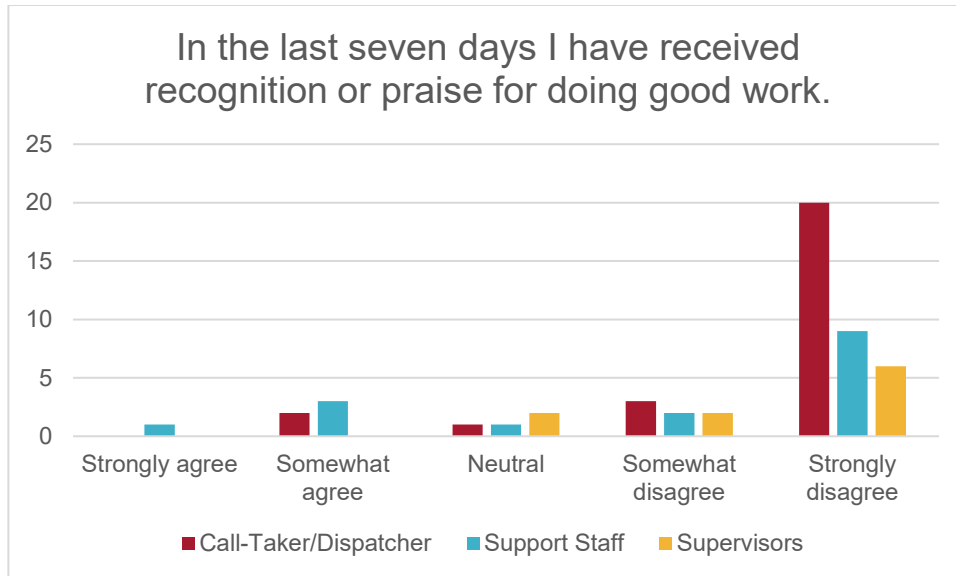


Figure 10: Recognition or Praise Survey Results

Most respondents report that they have not received recognition or praise for a job well done in the last seven days (88% of call-taker/dispatcher, 69% of support staff, and 80% of supervisor respondents). One could infer from these results that a systemic issue may exist whereby employees are expected to do a good job but are not recognized or praised for doing so, at least within the Division. If this practice continues, it could potentially exacerbate the current staffing issue or push the issue into a crisis state.

A lack of praise or recognition in the workplace can cause productivity and an employee's sense of worth to decline. Not only does praise and recognition promote a positive neurochemical reaction in one's brain, but it also promotes increased morale throughout the organization.

According to a Gallup survey, fewer than one-third of American workers received praise from their boss in the last week. And the survey also found that 65% of Americans haven't received any praise from their boss in the last year. This is not good for employees or companies.

- *If an employee says they have received recognition or praise for doing good work in the last week, there is a 10-20% difference in revenue and productivity.*
- *Employees who are not adequately recognized at work are three times as likely to say they plan to quit in the next year.*

"The Importance of Praising Your Employees." (2021). Blue Cross Blue Shield of Michigan. Retrieved on July 30, 2021 from <https://www.mibluesperspectives.com/2021/04/14/the-importance-of-praising-your-employees/>

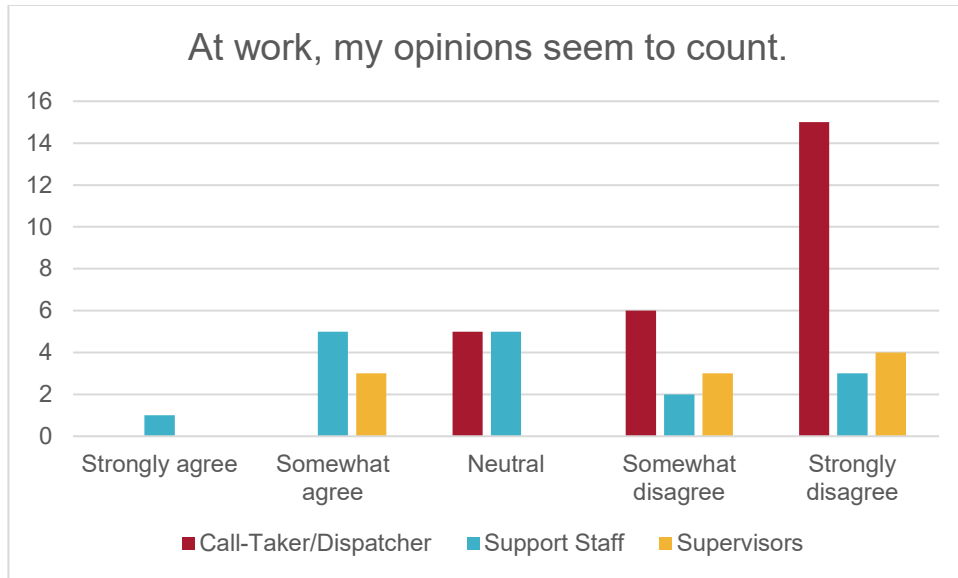


Figure 11: Employee Opinion Survey Results

Of the call-taker/dispatcher respondents, 81% believe that their opinion does not count at work; similarly, 70% of supervisor respondents believe the same. Support staff respondents were split—38% believed their opinion mattered, and 31% did not. This difference could be due to the unique responsibilities handled by the support unit compared to either supervisors or call-takers/dispatchers (e.g., handling emergency calls or requests for service versus warrant entries, missing person requests, etc.)

When an employee believes that their voice is not being heard, negative feelings begin to emerge. These feelings, even if unvoiced, can lead to poor work performance. When large numbers of employees begin to think this way, the overall performance of the organization suffers, and on a larger scale, employee attrition increases.

Listening to employee opinions encourages team members to be open and honest while empowering them to find solutions to problems on their own. When employees communicate with high-ranking colleagues, they transform into better team members. Additionally, improved communication also often morphs into better on-the-job performances and better work relationships. Making it possible for you to build a team that not only understands but appreciates organization directives.

VerBurg, Steve. "How Listening to Employee Opinions Can Strengthen an Organization". (2021). Retrieved July 30, 2021, from <https://ocdalecarnegie.com/how-listening-to-employee-opinions-can-strengthen-an-organization/>

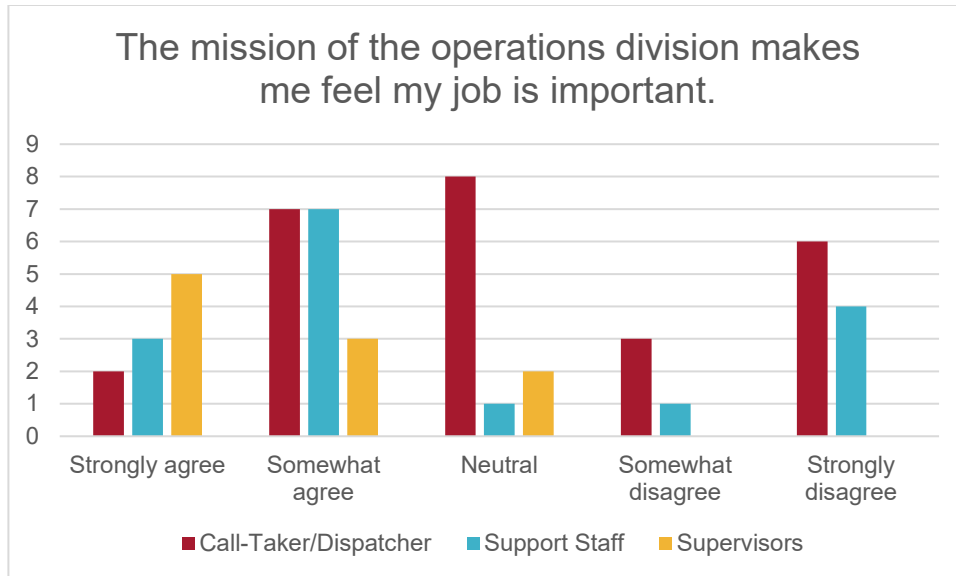


Figure 12: Operations Division Mission Survey Results

Employees desire to be a part of something, and in turn, find value in the work they perform each day. Human beings, in general, want to believe what they do matters—they want to be a part of something with purpose, something that has importance. Employees who are not connected to their position or the work of the organization are more likely to lose their sense of purpose, and the risk of that employee resigning is increased.

Great managers continually strive to help employees understand how the company's mission or purpose directly relates to individual duties. This relationship helps employees find a connection between the company's values and their own. Every employee has different values. Some value competition, others value service, others value technical competence. Great managers translate the company's purpose into language that each employee can understand.

Outstanding workplaces never confuse strategy with purpose. Purpose is constant. It is the heartbeat of the company and provides the company with power and guidance. Strategy answers the question, "How will we get to where we are going?" Strategies do change. In fact, companies constantly devise new strategies to find the most efficient path toward their business goals. The frequent evolution of strategies does not necessarily indicate a lack of purpose. Great organizations emphasize how new strategies support the broader organizational purpose. Great managers always help to keep the distinction clear for each employee.

"Item 8: My Company's Mission or Purpose: The twelve key dimensions that describe great workgroups". Gallup. (1999). Retrieved August 3, 2021, from <https://www.gallup.com/workplace/237554/item-company-mission-purpose.aspx>

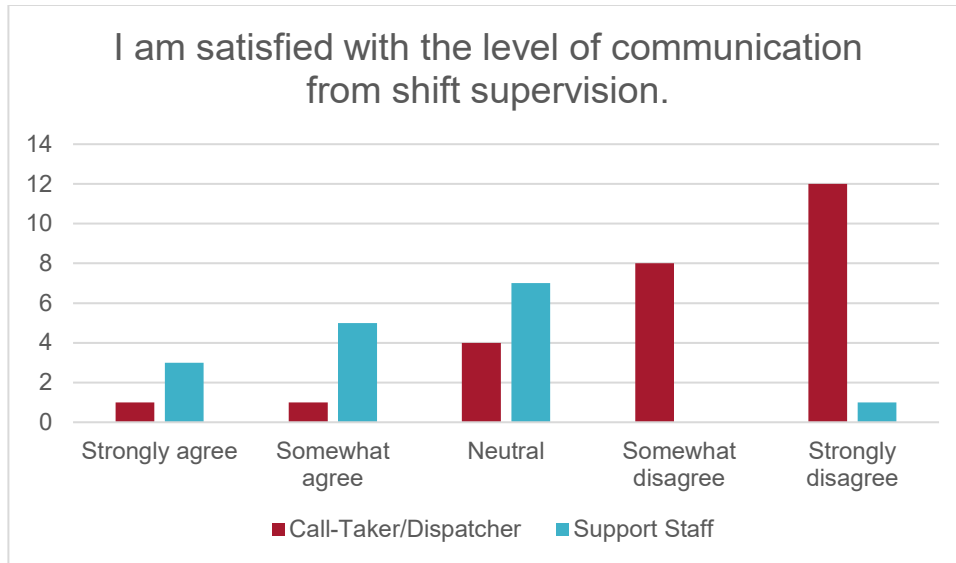


Figure 13: Supervisor Communication Survey Results

The call-taker/dispatcher and support staff surveys sought to determine what employees think about the level of communication from shift supervisors. Of call-taker/dispatcher respondents, 77% are not satisfied with the level of communications, while 50% of support staff respondents are satisfied.

Throughout the data collection process, numerous individuals reported that the sworn shift supervisors within the Division do not have the requisite training to address issues specific to public safety communications. The sergeants and lieutenants are skilled in law enforcement and overall supervision subject areas but do not have the public safety communications knowledge or direct job experience to properly address those issues that arise within the 9-1-1 Center.

Communication skills – whether verbal or written – are core competencies expected in virtually any position within the workplace. The ability to communicate with employees at every level in the organization is especially important for supervisors who want to improve department operations and the performance and productivity of the employees under their supervision.

Supervisors are responsible for providing employees with constructive feedback about performance and workplace behavior. Effective communication between supervisor and employee is important because the way supervisors interact with employees affects how well employees receive supervisor feedback. A supervisor with the capability to communicate work directives and employee feedback clearly, succinctly and in a manner that motivates employees instead of alienating them is a more effective leader.

“Importance of Communication Skills for Supervisors”. (2021) Chron. Retrieved July 30, 2021, from <https://smallbusiness.chron.com/importance-communication-skills-supervisors-10255.html>

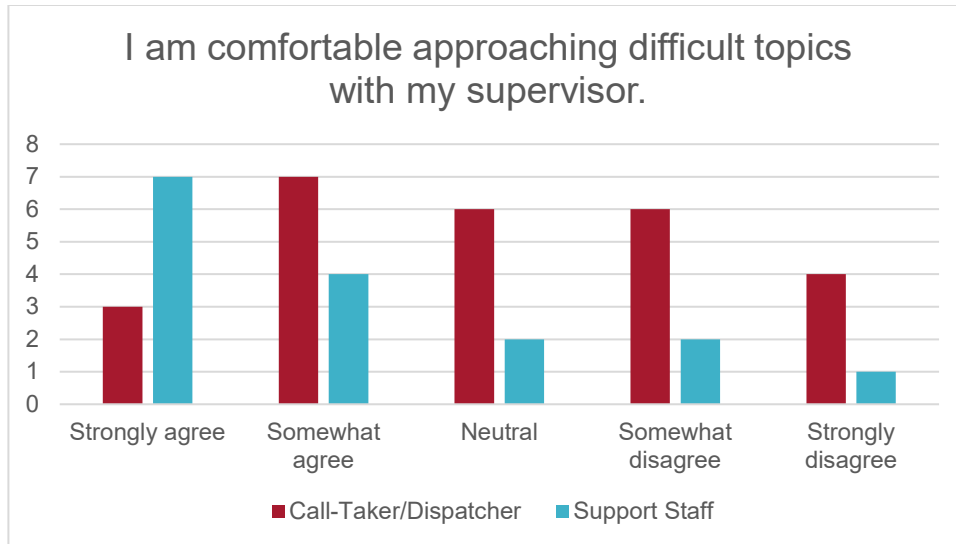


Figure 14: Supervisor Approachability Survey Results

Call-taker/dispatcher respondents were split equally with this question—38% are comfortable, and 38% are uncomfortable broaching difficult topics with their supervisor. Of support staff respondents, 68% are comfortable broaching difficult topics with their supervisor.

Approaching one’s supervisor with a difficult discussion or topic is not an easy task. This is true in any industry, and public safety communications is no exception. Appropriate communication between a supervisor and their subordinates is not a one-way delivery but rather a two-way exchange of information.

Supervisors, in their daily duties, inherently provide information both positive and negative to their subordinates. Supervisors must be approachable to make successful communication possible as a team.

Effective leaders draw people to them rather than ruling with an iron fist. The latter may be respected, but it’s difficult for employees to make a deep connection with someone who manages through pressure or intimidation. Great managers — and managers who effectively retain talent — build lasting connections and create relationships in which employees deliver, even in challenging circumstances.

“Approachable people have an information advantage over those who are more difficult to talk to,” Robin Camarote, Founder of Work Life Lab, writes in her blog. “If you’re a skilled conversationalist and able to keep up a good rapport with people, you’ll get the scoop earlier than those not as skilled. Not being approachable could be your biggest leadership blind spot.”

By its very nature, leadership status puts a wall between you and your employees. Great managers take steps to connect in appropriate ways.

“Leadership: 10 Tips to Be Approachable (and Why it Matters)”. (2021). Lois L. Lindauer Searches, LLC. Retrieved July 30, 2021, from <https://www.lindauerglobal.com/insights/2019/05/leadership-10-tips-to-be-approachable-and-why-it-matters>

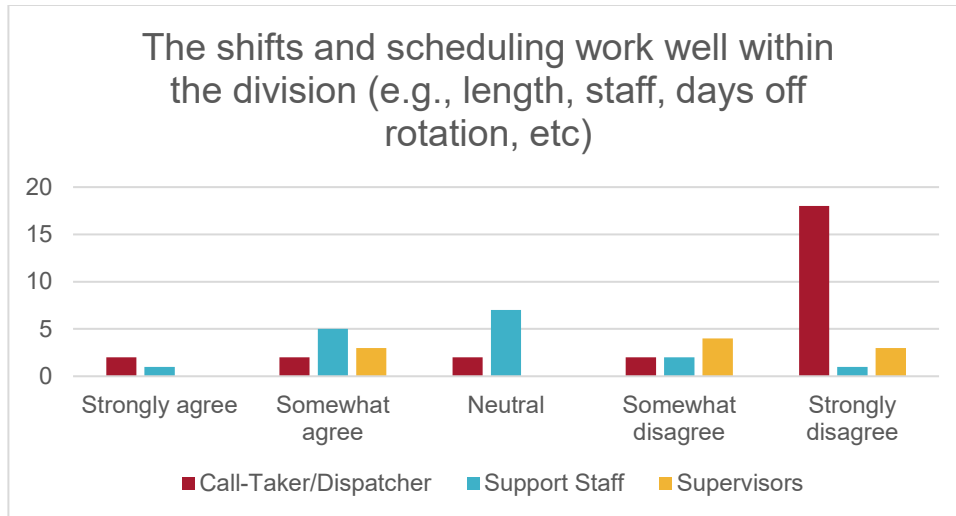


Figure 15: Shifts and Scheduling Survey Results

Of the call-taker/dispatcher and supervisor respondents, 77% and 70%, respectively, do not think the current shifts and scheduling process within the Division works well. Conversely, 38% of support staff respondents believe that the shifts and scheduling process work well within the Division.

Many employees interviewed voiced their displeasure with how the scheduling process is handled—particularly the fact that they are ordered to work on their days off or ordered to extend their current shift to handle vacancies in the schedule. A work-life balance is extremely important to the health and mental well-being of an employee. Working large amounts of overtime each week with little time away from work prevents an employee—regardless of their tenure or position—from unwinding and allowing their body to relax and recharge. This can have many negative effects on an employee, but especially on those in an already high-stress environment.

Work-life balance is an important aspect of a healthy work environment. Maintaining work-life balance helps reduce stress and helps prevent burnout in the workplace. Chronic stress is one of the most common health issues in the workplace. It can lead to physical consequences such as hypertension, digestive troubles, chronic aches and pains and heart problems. Chronic stress can also negatively impact mental health because it's linked to a higher risk of depression, anxiety, and insomnia.

Too much stress over a long period of time leads to workplace burnout. Employees who work tons of overtime hours are at a high risk of burnout. Burnout can cause fatigue, mood swings, irritability, and a decrease in work performance. This is bad news for employers because according to Harvard Business Review, the psychological and physical problems of burned-out employees cost an estimated \$125 billion to \$190 billion a year in healthcare spending in the United States.

Kohll, Alan. "The Evolving Definition Of Work-Life Balance". (2018). Retrieved July 30, 2021, from <https://www.forbes.com/sites/alankohll/2018/03/27/the-evolving-definition-of-work-life-balance/?sh=5b6d33629ed3>

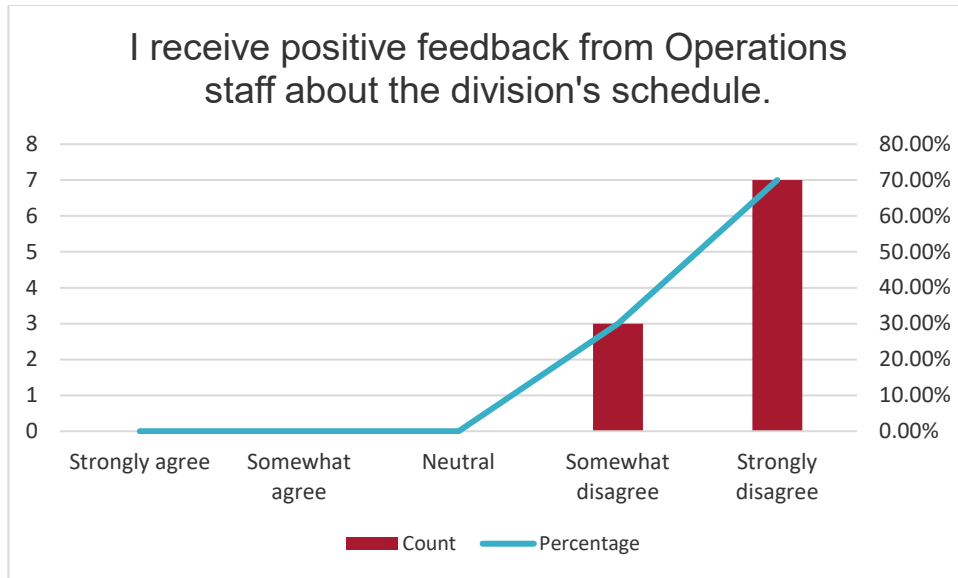


Figure 16: Supervisor Schedule Feedback Survey Results

Additionally, supervisor respondents were asked about the feedback they receive from Division staff about the Division’s schedule. Of the supervisor respondents, 100% reported that feedback from staff about the Division’s schedule is negative. One can assume that this perception is reflected in the number of staff vacancies on the schedule during any shift and the number of times that a supervisor must order a call-taker or dispatcher to work overtime to cover the vacancy.

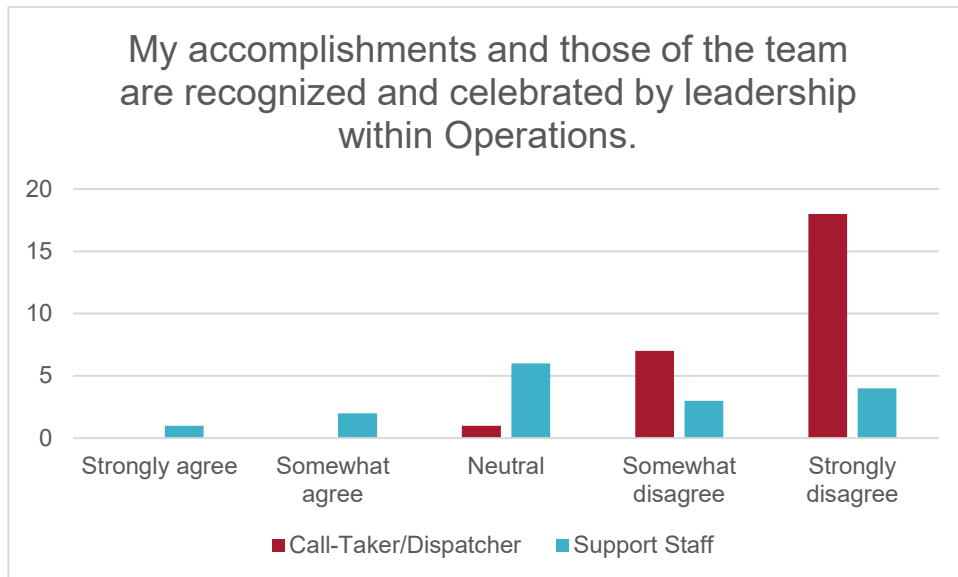


Figure 17: Accomplishment Recognition Survey Results

Of the call-taker/dispatcher and support staff respondents, 96% and 44%, respectively, think their accomplishments are not recognized or celebrated by organizational leadership.⁸⁵

During data collection, several interviewees stated that mistakes were pointed out frequently, and recognition for positive accomplishments is not provided. This perceived lack of recognition can be damaging to an organization and potentially drive lower retention rates. Employees whose mistakes are constantly discussed, while their accomplishments are largely ignored, may become disgruntled or disenfranchised over time and depart the agency—taking valuable experience and organizational knowledge with them and driving staffing to even more critical levels.

We all appreciate when others recognize our contributions and achievements. Recognition serves as a tool for reinforcing the behaviors that drive an organization to excellence and gives a vital boost to employees' engagement that has a "ripple effect" that reaches beyond the recipient.

As managers, our recognition lets employees know that we care about creating an environment where individuals feel appreciated for their contributions and their accomplishments. Through recognition, we also build a culture that attracts and retains the best talent.

"Recognizing and Rewarding Your Staff". (2021). Harvard University. Retrieved July 31, 2021, from <https://hr.fas.harvard.edu/recognition>

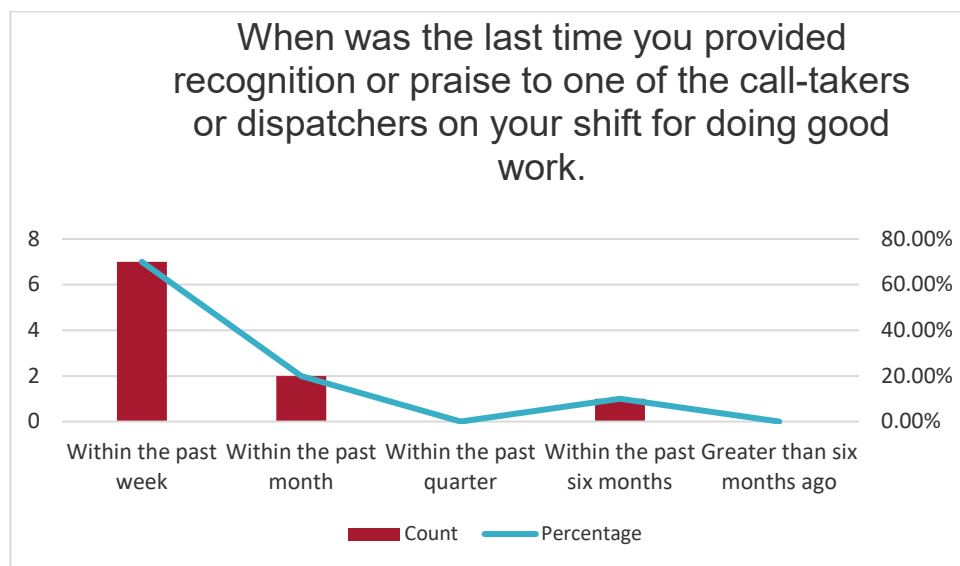


Figure 18: Supervisor Recognition or Praise Survey Results

⁸⁵ When those respondents who selected a neutral response are added, these numbers increase to 100% and 81% respectively.

Supervisors were asked if they believe that the lieutenants and sergeants assigned to the Division celebrated or acknowledged the achievements and professional accomplishments of staff. Of the respondents, 80% believe this occurs, while 10% believe it does not. A companion question was asked: “When was the last time you provided recognition or praise to one of the call-takers or dispatchers on your shift for doing good work?” Of the respondents, 70% said they had given recognition or praise within the past week, 20% said within the last month, and 10% said within the past six months.

Sometimes words of praise are not a part of a person’s vocabulary. People often have to learn employee recognition program phrases and see examples of how others are recognising (sic) employees before they can start to recognise (sic) employees...

Employee Recognition Program Phrases of Praise Examples:

- I appreciate...*
- Thank you for...*
- You rock!*
- I want to recognise (sic) you for...*
- Great idea!*
- You really helped us out when...*
- I am so happy you are a part of our team.*

“Notice Me! Why Don’t Managers Praise Employees?” Engage for Success. (2021). Retrieved August 3, 2021, from <https://engageforsuccess.org/engaging-managers/notice-me-why-dont-managers-praise-employees/>

It can be theorized that staff do not “hear” the praises that the supervisors believe they provide. This could be because staff feel that they are constantly being told what they have done wrong and not enough of what they have done right.

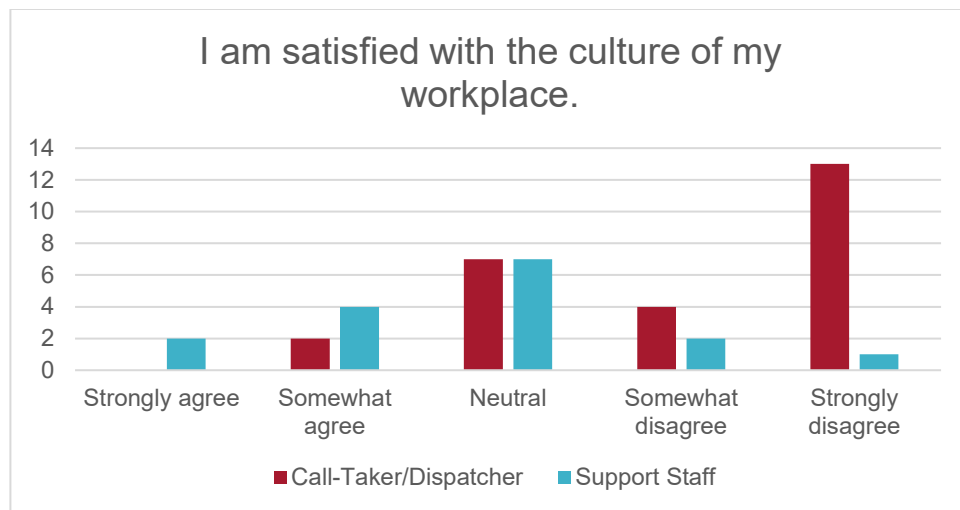


Figure 19: Workplace Culture Survey Results

Of the call-taker/dispatcher respondents, 65% reported that they are not satisfied with the Division’s workplace culture; of support staff respondents, 38% reported being satisfied. Staff reported an “us-versus-them” mentality among the different workgroups.

A positive organizational culture is important to any agency or business. A poor organizational culture can doom an otherwise healthy organization. A poor organizational culture can negatively affect employees—reducing employee productivity and quality, decreasing retention, etc.

When a company culture goes bad it may be marked by political infighting, interpersonal conflict, discriminatory practices, and subpar performance. But there can be an impact beyond a company’s bottom line and its employees. When there is no “true north” or accountability for acting in a fair, open and ethical way, a bad company culture can promote unethical behavior that negatively affects not only the workforce but also a company’s customers.

Brown, Tris. “How a Bad Company Culture Impacts Business Results.” (2019). Retrieved July 31, 2021, from <https://www.linkedin.com/pulse/how-bad-company-culture-impacts-business-results-tris-brown/>

Only in extraordinary circumstances and with a very strong, determined leader can a single individual have more influence on changing a corporate culture than the majority of the workers. By design or by default, for good and for bad, a company’s culture shapes the way most of the employees think and behave. Those that do not “fit” the organizational culture tend to leave or lose functional status and effectiveness.

LSA Global. “The Power of Workplace Culture to Drive Behavior.” (nd). Retrieved July 31, 2021, from <https://lsaglobal.com/blog/power-workplace-culture-to-drive-behavior/>

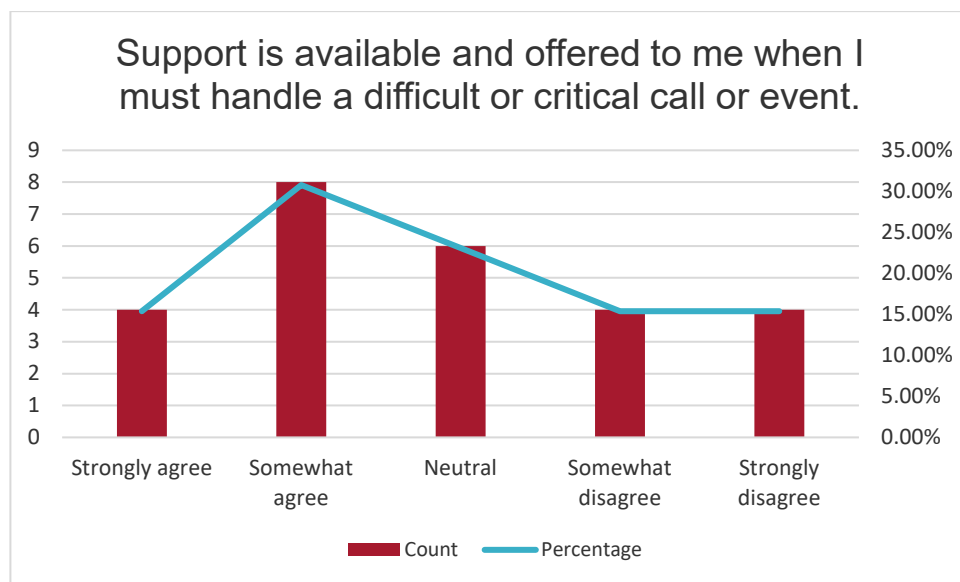


Figure 20: Call-Taker/Dispatcher Support Survey Results

Call-takers and dispatchers were asked about the support available to them when handling critical calls or events. Respondents were split—46% think support is available to them, and 31% think it is not. Employee support can come in a variety of ways for a telecommunicator, including emotional support during a difficult period of their life, assistance handling a difficult or challenging incident, and almost anything in between. Staff have access to the Boston Area Peer Support Team⁸⁶ for critical incident debriefing.

Division personnel have developed an all-civilian peer support team to better assist staff in dealing with critical or high-stress incidents. Approximately ten civilian Division employees have received training to participate in this endeavor. A radio dispatcher serves as the team's coordinator, while the director of quality assurance serves as the team's director. The team was recently recognized officially by the Massachusetts Peer Support network and is being overseen by a clinician and sergeant of the Boston Police Peer Support Unit.

Employees want to be valued in the workplace and receiving support from management is a critical element in this process.

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⁸⁶ <https://www.demometrowestcreative.com/initiatives/cism-and-peer-support/>

Employers value dedication and loyalty. Committed employees perform better at work, are absent less frequently, and are less likely to quit their job. Employees, meanwhile, also want the organisation (sic) to value them.

When employees feel their contribution is valued, that the organisation (sic) cares about their wellbeing and is ready to offer help when needed, this is referred to as “perceived organisational (sic) support”. This review of over 70 scientific studies investigated the effects of perceived organisational (sic) support, along with the factors that can increase perceived support in the workplace.

The main effects of perceived support are:

1. Increased commitment
2. Improved job satisfaction and mood
3. Increased interest in work
4. Increased performance
5. Decreased psychological strain
6. Increased desire to remain working for the organization
7. Decreased withdrawal (including decreased lateness, absenteeism, and turnover)

The main influences on perceived support are:

- Fairness in the workplace
- Support from supervisors
- Rewards and good job conditions

Rhoades L, Eisenberger R. “What is the effect of an employer being supportive, valuing and caring for their employees?”. (2002). Retrieved July 30, 2021, from https://www.rtwknowledge.org/article_print.php?article_id=192

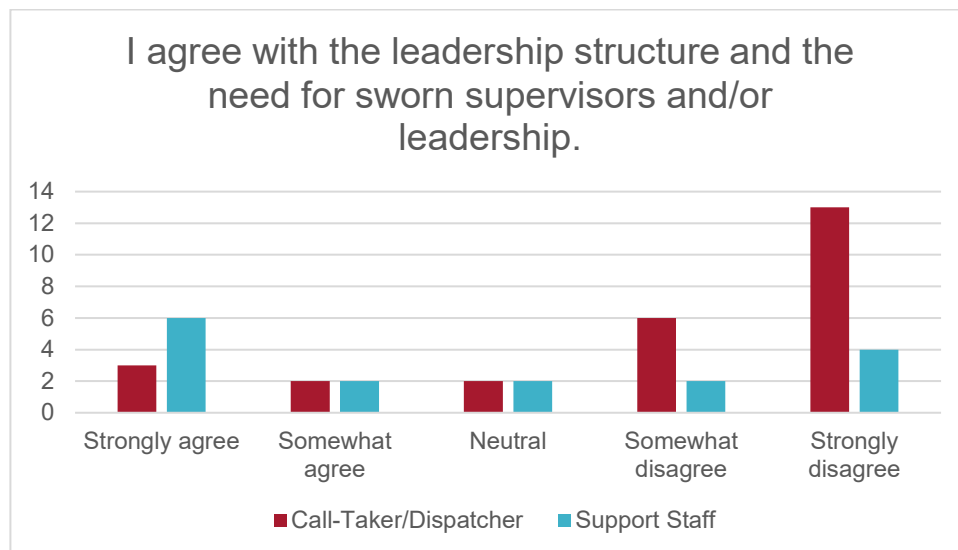


Figure 21: Leadership Structure Opinion

During data collection, the subject of using sworn or non-sworn (civilian) leadership was discussed by many staff members. Staff responses were mixed between those individuals who think the Division should be led by sworn personnel and those that vehemently believe that sworn personnel should not be involved with the Division in any way.

The sworn supervisors—sergeants and lieutenants—are in an untenable situation. Daily, they are required to order call-takers and dispatchers to cover open shifts in the schedule. Staffing and job performance issues comprise a significant part of their daily routine, leaving a decreased opportunity to have positive interactions with staff. Based on the comments made both during MCP’s onsite data collection and in the workforce engagement survey, many call-takers and dispatchers do not view the supervisors in a positive light, thus creating an “us-versus-them” situation. The morale of the sworn supervisors and the civilian call-takers and dispatchers is sub-par and may be partially affecting the overall staffing situation in a never-ending cycle.

The supervisor respondents acknowledged the situation of the Division, recognizing the negative effect it has on morale. The supervisors attempt to do the “right thing” in most instances, but the position they are in has created situations of distrust and anger from the call-takers and dispatchers through no malicious wrongdoing on their part. The morale of the supervisor respondents is also in a decreasing spiral, a situation that in and of itself is not sustainable.

Looking around big organizations today and leaving out the contentious topics of politics, race or gender, there are a myriad of largely unchallenged “Us Vs. Them” attitudes. There’s “Management vs The Rest”; “IT and Business”; lately and worryingly “Doers and Thinkers” “Old Timers vs. Millennials (or any other kind of new-comers)”; and even, maybe the worst one or all - “Company versus Customers”. Incidentally, they all have a flip side and the vice-versa is true but in the case of this last one, when customers have perceived the implied “versus” and decide to turn the coin, that spells the beginning of the end for the respective enterprise.

Blomstrom, Duena. “Why A Culture Of “Us Vs. Them” Is Deadly.” (2019). Retrieved August 20, 2021, from <https://www.forbes.com/sites/duenablomstrom/2019/02/06/why-a-culture-of-us-vs-them-is-deadly/?sh=639d3e307520>

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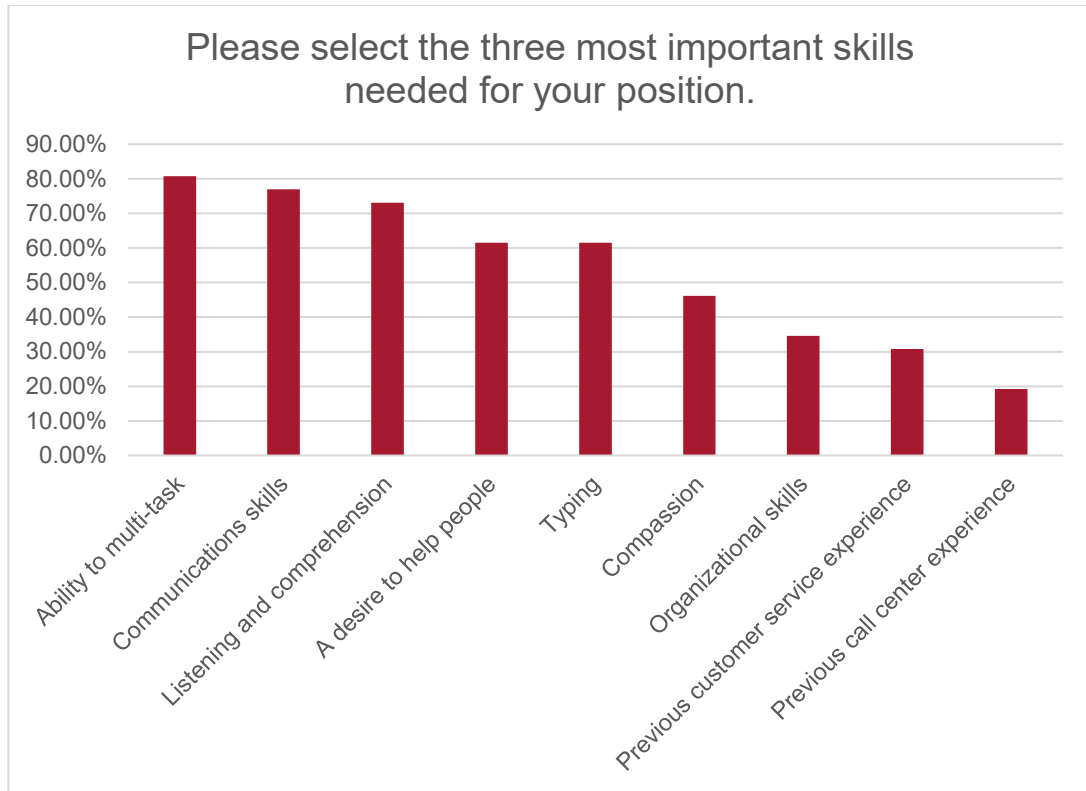


Figure 22: Call-taker/Dispatcher Skills Survey Results

As part of the engagement effort, call-taker and dispatcher respondents were requested to list the three most important skills needed for their position. In calculating the results of this question, each respondents' answers were categorized to equalize responses among all participants. This resulted in over 20 skills listed, with the following skills suggested the most:

- Ability to multi-task
- Communications skills
- Listening and comprehension
- A desire to help people
- Typing
- Compassion
- Organizational skills
- Previous customer service experience
- Previous call center experience

These represent significant skill sets that largely cannot be taught in a training course; these skills must be inherent to the individual (e.g., an individual cannot be taught to have a desire to help someone). Some skills—typing and organization—can be taught, or at least enhanced through training and years of service, but for the most part, these skills are innate to an individual. These are skills that should be sought when

completing the hiring process, which can give an individual a better chance for completion of training and long-term success as a public safety telecommunicator.

Dubbed “soft skills,” they are behaviors, personality traits and work habits, such as collaboration, critical thinking, perseverance, and communication, that help people prosper at work. Think of it this way: A talented graphic designer might wow people with her creations, but if she constantly misses deadlines or doesn’t listen to feedback—leading to costly project delays or upset clients—her career might stall.

There are many ways a lack of soft skills such as dependability, time management and critical thinking can derail an employee with solid technical skills. According to LinkedIn’s 2019 Global Talent Trends report, 89 percent of recruiters say when a hire doesn’t work out, it usually comes down to a lack of soft skills.

Rockwood, Kate. “The Hard Facts About Soft Skills.” (2021). Retrieved July 31, 2021, from <https://www.shrm.org/hr-today/news/hr-magazine/summer2021/pages/why-soft-skills-are-important.aspx>

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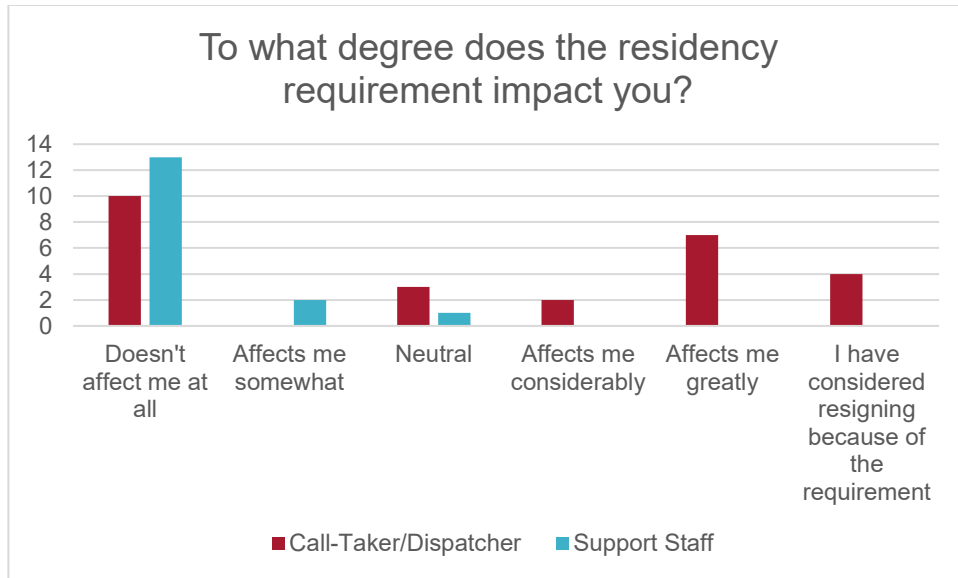


Figure 23: Residency Requirement Survey Results

When asked how the residency policy affects each employee, of the call-taker and dispatcher respondents, 38% reported no impact, and 50% reported a negative impact, while 94% of support staff respondents reported no impact. Of the call-taker and dispatcher respondents, 15% reported that they have considered resigning due to the residency policy (included in the 50% negative responses).

During data collection and interviews, the subject of the City's current residency policy was discussed on numerous occasions—on many occasions in a negative light. When combined, those who have been affected negatively and those who have considered resigning comprise 50% of the overall respondents. Many people interviewed stated that the staffing situation harmed the overall condition of the workplace—should many people resign due to the City's residency policy, the staffing situation and overall workplace morale will only worsen. The residency requirement may also reduce the number of potentially qualified applicants applying for the job vacancies.

Residency requirements in big cities are not as common as they used to be. “It can be pitched as a free choice issue, but on the other hand the whole purpose of residency requirements is to give public employees a real stake in the cities they serve, and of course to capture the revenues that they’ve generated,” said Peter Eisinger, a professor for The New School for Management and Urban Policy in New York who has studied residency requirements.

Philadelphia police several years ago negotiated a contract provision that allows them to live outside the city after five years on the job. Minnesota repealed the Minneapolis residency requirement in 1999, and Missouri lifted residency requirements for St. Louis police in 2005 and for firefighters in 2010.

The Ohio legislature passed a measure banning municipal residency requirements in 2006, which the state Supreme Court upheld in 2009.

Maynard, Melissa. “Should Public Workers Have to Live Where They Work?” (2013). Retrieved August 3, 2021, from <https://www.pewtrusts.org/en/research-and-analysis/blogs/stateline/2013/03/18/should-public-workers-have-to-live-where-they-work>

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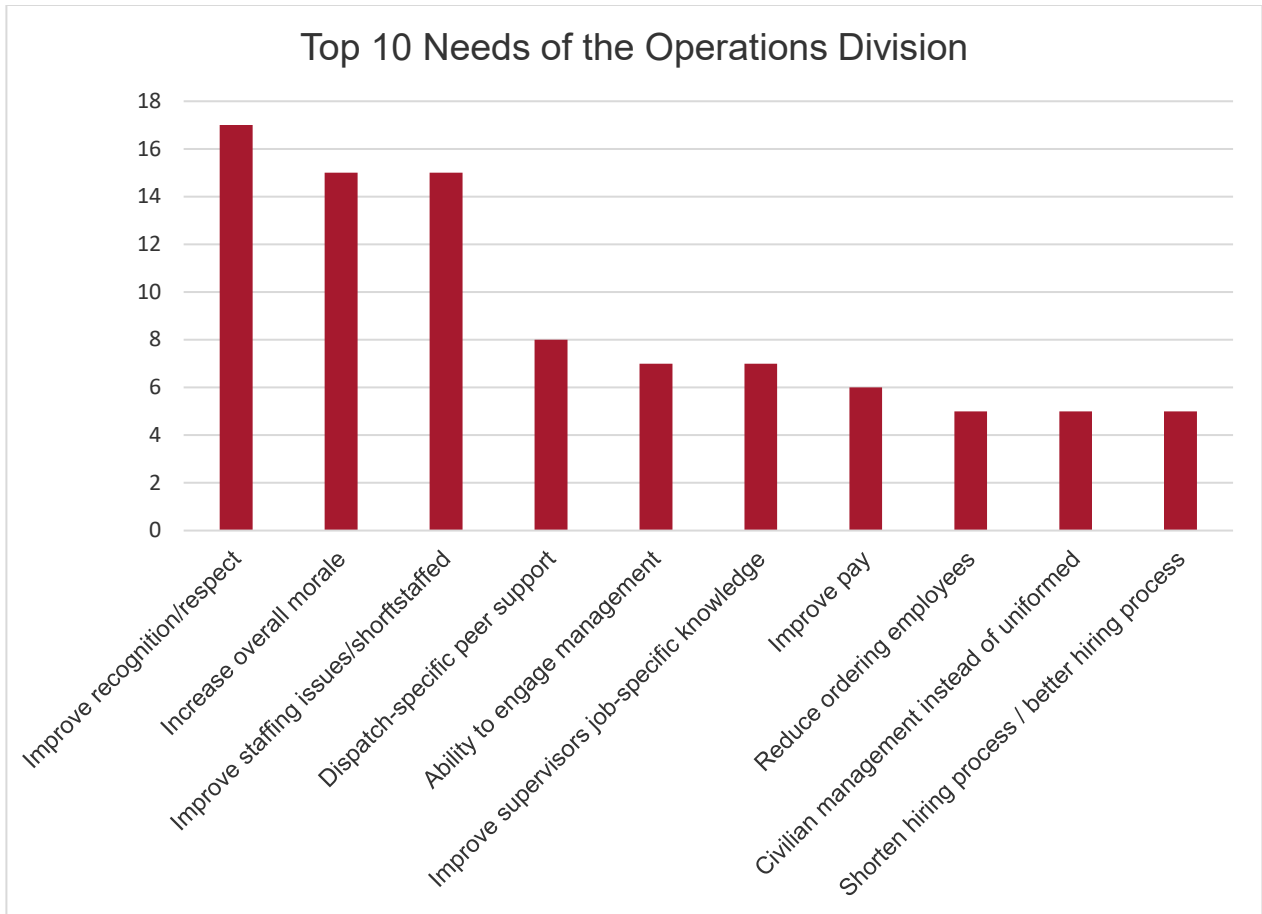


Figure 24: Call-taker-Dispatcher Survey Results

Like the most important skills question, respondents were asked to identify the top ten needs of the Division. Information was derived in the same manner but aggregated respondent data into like categories. This resulted in a list of the ten most pressing needs from the employees' perspective.

1. Recognition/respect
2. Improved morale
3. Resolve staffing issues/short-staffed
4. Increased use of dispatch-specific peer support
5. Management engagement
6. Supervisors need job-specific (public safety communications) knowledge
7. Resolve low pay/underpaid
8. Stop being ordered to work overtime
9. Civilian management instead of uniformed
10. Shorten the hiring process/better hiring process

Presumably, call-takers and dispatchers may have a different perspective on the needs of the Division versus management. Management personnel tend to look at an organization through the lens of their role as a leader of the organization, yet this view may not necessarily identify the various issues plaguing the organization or which may be important to the workforce. Seeking input from the workforce allows management to see what these issues are and to help guide their decision-making process.

It has often been said that the success of your business is dependent upon the quality of the people in your organization. Your ability as a leader to create and sustain momentum is a function of knowing how to enable the unique skills and competencies of others. Recruiting and retaining the right people that fit the corporate culture and that can continually add-value to the workplace experience is essential. Success is a result of teamwork with purpose and the desire to perform at the highest levels to eventually achieve significance. While these points are all important for your business to succeed, many leaders will often neglect these key factors (in particular their employees) by taking a more top-down, rather than bottom-up approach. This often leads to silos and a more fragmented organization that begins to isolate its rich talent pool – losing trust and loyalty in the process.

Llopis, Glenn. "Ask Your Employees What They Need Before Your Business Begins to Fail." (2012). Retrieved July 31, 2021, from <https://www.forbes.com/sites/glennllopis/2012/12/03/ask-your-employees-what-they-need-before-your-business-begins-to-fail/?sh=66cf917441d4>

While not called out as a specific part of the survey, MCP received comments regarding the dress code within the Division and the lack of uniforms for civilian staff. Uniforms can make employees feel they are part of a team and invoke a professional appearance and sense of pride. During observations onsite, MCP observed a wide range of clothing worn by the civilian staff. A polo shirt and khakis would be appropriate uniforms and are less expensive for operations staff. Article 19, Section 2, of the CBA, states:

Subject to operational needs and budgetary constraints the parties agree that all Departments may issue uniform clothing with consultation of the Union and that the bargaining unit members shall be obligated to wear such uniform clothing so issued. If a Department issues the uniform, employees shall be obligated to wear the uniform for the entire fiscal year as duties require and dictate.

So long as the Department provides and replaces said uniform(s) when necessary, employees shall be expected to keep their uniforms in good, clean condition and shall be obligated to wear said uniform as duties require and dictate. Failure to comply may lead to progressive discipline, consistent with Article 6 of the CBA.

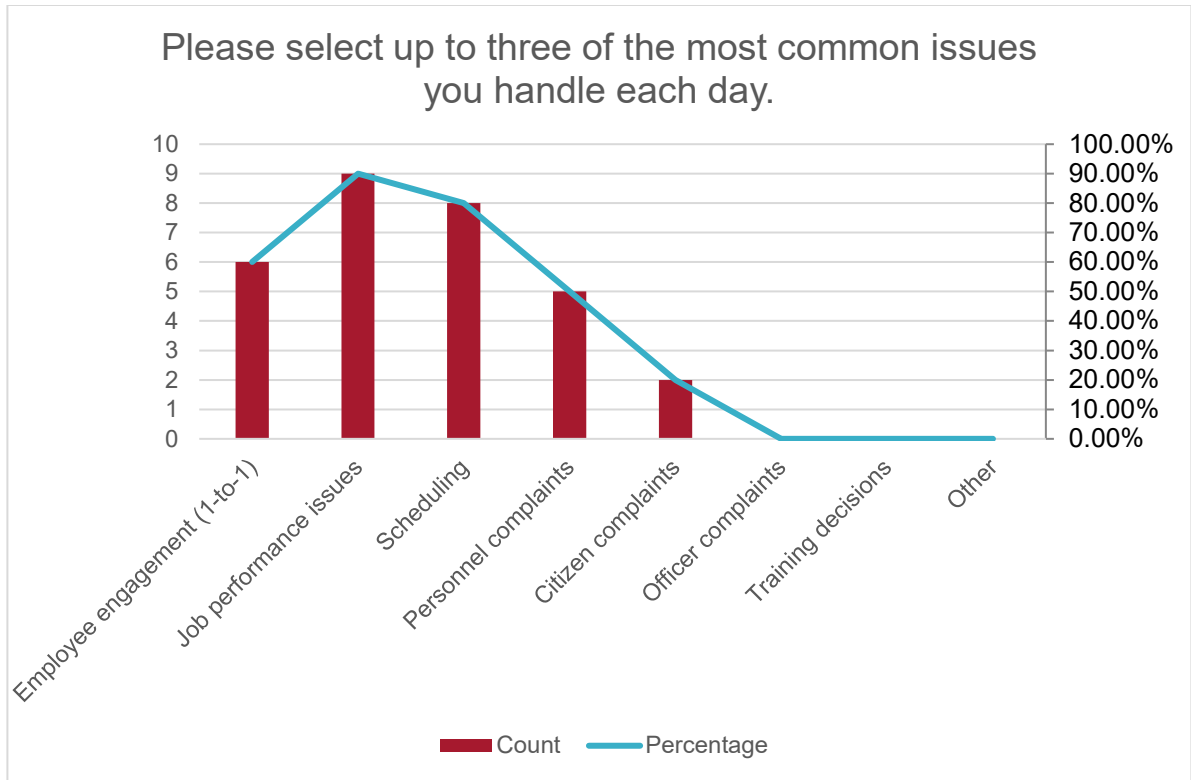


Figure 25: Common Supervisory Issues Survey Results

Supervisors were asked to identify the common issues they must deal with daily. The top three responses were:

- Job performance issues (90%)
- Scheduling/staffing (80%)
- Employee engagement (one-to-one) (60%)

These issues coincide with comments made during the various staff interviews and survey responses. Supervisors are the only personnel permitted to order an employee to work a coverage shift. Also, call-takers and dispatchers have the perception that supervisors are always pointing out the negative and not praising employees when they have done good work. However, as noted above, 70% of supervisors responded that they had provided recognition or praise within the last week.

Supervisors stated during interviews that they do not have the proper training and support to successfully supervise 9-1-1 operations. As an example, they cited receiving little or no training when the current CAD system was implemented.

When asked to name three things that could improve the Division, the top three were staffing, training, and improved communications.

3.5.3 Recommendations

Table 27: Workforce Engagement Recommendations and Outcomes

Recommendations	Outcomes
<p>Establish workforce engagement committee to develop engagement initiatives, for example:</p> <ul style="list-style-type: none"> – In advance of State recognition, formally recognize 9-1-1 call-takers and dispatchers as first responders – Have relief dispatchers answer 9-1-1 calls until time to relieve someone for breaks (or give call-takers breaks) – If call-takers do not get breaks, dispatchers do not get breaks – Include discussions on employee health and wellness 	<ul style="list-style-type: none"> • Improves employee management relationship • Provides regular staff recognition • Acknowledges staff contribution to emergency services • Increases morale • Improves retention • Improves communications • Improves overall employee health and decrease call-outs
<p>Establish training committee</p>	<ul style="list-style-type: none"> • Improves training outcomes and success rates
<p>Move to a 12-hour shift configuration</p> <ul style="list-style-type: none"> – Within that configuration include dispatchers and, when trained, shift supervisors working call-taker positions (at least for overtime) 	<ul style="list-style-type: none"> • Increases number of staff available per shift • Reduces overtime burden on staff • Rescinds emergency alternative routing policy • Improves call answer times • Improves staff work-life balance
<p>Leverage alternate routing plan (and communicate to stakeholders and public, including marketing for recruiting)</p> <ul style="list-style-type: none"> – Stop overtime for half of the staff for two weeks – Other half signs up for two days each week – Switch after two weeks – Continue rotation for three months, then reevaluate 	<ul style="list-style-type: none"> • Reduces overtime burden on staff • Provides rest needed to improve call-taker and dispatcher mental health and job performance • Increases retention • Demonstrates knowledge and understanding of the challenges staff face
<p>Implement auto-attendant in addition to existing automatic call distribution (ACD) with auto-answer (e.g., 1 for police, 2 for fire, 3 for EMS; if you are unsure or unable, just remain on the line)</p> <ul style="list-style-type: none"> – Default rings to primary PSAP if no key is pressed – Continue to monitor effects of updated alternate routing plan (last updated 06/24/21) 	<ul style="list-style-type: none"> • Streamlines workload by potentially reducing incoming call volumes • Reduces call transfer times • Provides connection to appropriate emergency resources for fire and EMS faster • Reduces the number of simultaneous incoming calls into the primary PSAP (currently set at 25)

Recommendations	Outcomes
Supplement operations floor staff with other qualified personnel <ul style="list-style-type: none"> – Use trained office and support staff to cover breaks or high-volume hours – If Fire Alarm is not short-staffed, offer them call-taker overtime⁸⁷ 	<ul style="list-style-type: none"> • Reduces overtime burden on staff • Rescinds emergency alternative routing policy • Increases retention • Demonstrates knowledge and understanding of the challenges staff face
Increase support for employee wellness program <ul style="list-style-type: none"> – Investigate wellness programs available by the current healthcare provider Increase support for a peer support group	<ul style="list-style-type: none"> • Helps employees cope with ongoing and increasing job stress • Reduces burnout and call off's • Improves overall employee health
Begin implementing uniforms for the Division's civilian employees	<ul style="list-style-type: none"> • Increases recognition as part of the BPD team • Leads to pride and professionalism

3.6 Other Considerations

3.6.1 Summary of Findings

Findings Summary

- The lack of a communications-focused strategic plan for the Division could be a roadblock to more effective leadership and planning.
- There is not a formalized change management plan that is consistently used and addresses both technology and operations to decrease risk.
- Discussions regarding alternative responses to requests for services that involve individuals in mental health crises begin in the communications center and, to be as effective as possible, requires a proactive assessment of all call types prior to implementing Division-wide policy changes.
- The current backup facility cannot accommodate the needs of the Division or BPD in its current configuration and especially during COVID-19 or other extended-use periods.

3.6.2 Analysis

Strategic Planning

A strategic plan is essential to an organization's ability to achieve the long-term goals of the organization proactively and incrementally. A concise and well-formatted strategic plan that establishes annual

⁸⁷ This recommendation requires resolving potential challenges associated with the Fire Alarm Operator classification as civil service and costs associated with higher compensation than BPD call-takers.

commitments (initiatives) and maintains a rhythm for alignment and accountability can mitigate being distracted by activities that do not improve emergency response (see Appendix B, Strategic Planning).

APCO's *Core Competencies and Minimum Training Standards for Public Safety Communications Manager/Director*, Section 7.2.3, requires the Manager/Director to “demonstrate the ability to manage strategic planning.

“7.2.3.1 The Manager/Director shall demonstrate the ability to identify industry trends,

7.2.3.2 The Manager/Director shall demonstrate the ability to develop, implement, evaluate, and review the annual work plan, and

7.2.3.3 The Manager/Director shall demonstrate the ability to develop and maintain a long-term strategic plan.”⁸⁸

The Division's goals and objectives are included in a broader agency strategic plan. While common, this does not allow for the level of detail and complexity required of 9-1-1 centers. In primary and secondary PSAP relationships, it can be more practical to combine strategic planning efforts to develop a holistic approach to advance public safety communications systemwide. A Division-focused strategic plan can also protect the 9-1-1 Center from the impacts for rotational leadership, retirements, and promotions, thereby improving the execution of initiatives and building of leaderships' influence long term.

Reengineering PSAP Response to Public Safety Calls for Service

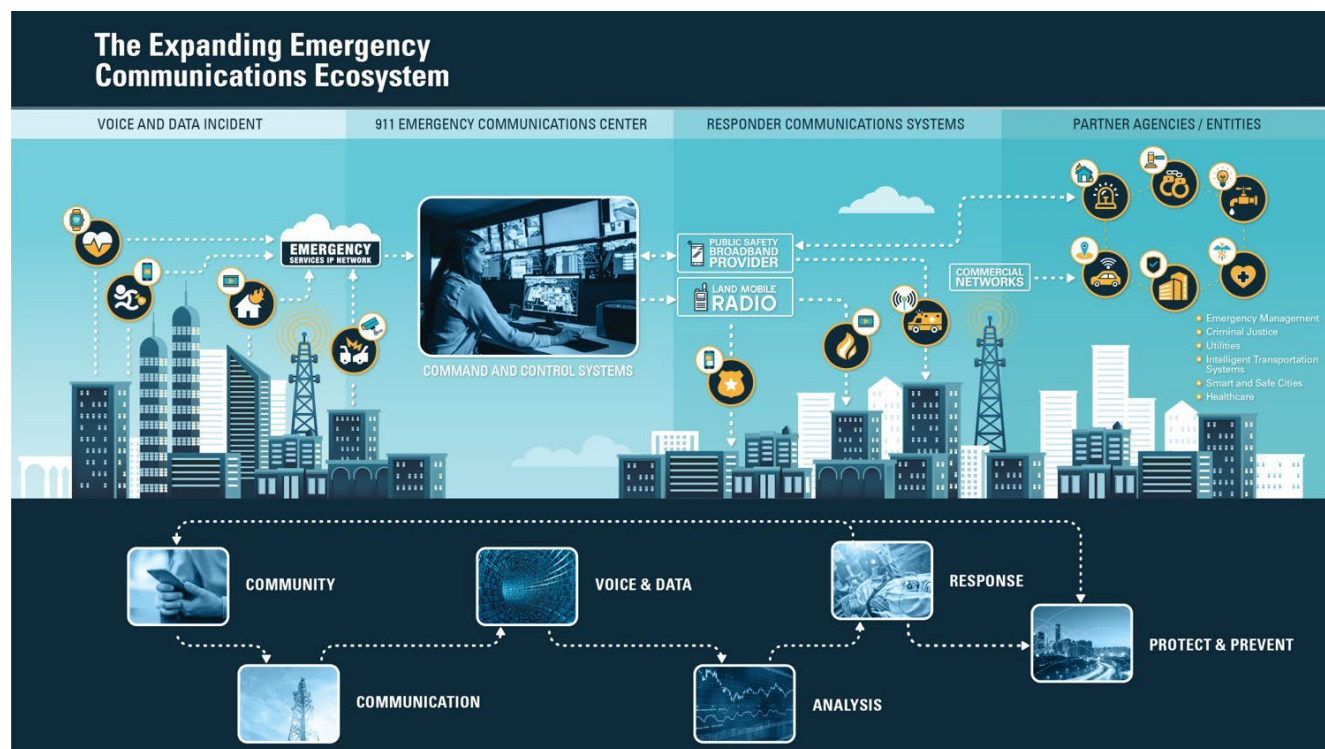
Since 9-1-1's inception in 1968, public safety officials have continued to leverage technology advancements to make emergency response even more efficient and effective. The counterbalance is these advancements occurred in distinct silos that developed within the emergency communications ecosystem (enhanced 9-1-1 service, CAD systems, and digital radio networks).

Today, we stand on the precipice of another evolution in the ecosystem—like the advent of 9-1-1. As public safety moves through this transformation over the next several years and beyond, agencies must begin thinking of the ecosystem as a holistic network, that is, a network of networks with increasingly complex interconnecting relationships.

The expanding public safety ecosystem interconnects on many levels to enable the smooth flow of critical and relevant data to provide emergency responders with the best information to perform their duties. Alternatively, the data and information flowing through the ecosystem may redirect callers to a more appropriate resource or response. In addition to the partners and agencies depicted on the far-right side of the graphic below, there are other agencies and partners to integrate with (e.g., other city services and

⁸⁸ APCO International, “*Core Competencies and Minimum Training Standards for Public Safety Communications Manager/Director*.” <https://www.apcointl.org/standards/standards-to-download/>

partners). Potential solutions include technical, operational, and policy-driven approaches that leverage this ecosystem.



The overarching goal of the public safety community is to help individuals receive the most appropriate response as quickly as possible when services are requested. But achieving a balance between sending the most applicable resources within an expected or needed amount of time is challenging.

A significant portion of the calls coming into today’s ECCs do not require traditional police, fire, or EMS responses. Communities across the nation are identifying that other government resources and/or community groups can respond and provide support on a variety of social and community situations. These alternative responses can free up emergency responders, who can focus on calls for help, potentially improving response times, increasing community engagement, decreasing the risk to public safety personnel and the public and, most importantly, saving lives.

MCP recommends public safety entities, and their emergency communications organizations explore re-engineering today’s workflows. The Division can do this by conducting a comprehensive assessment that defines the current operational responses and technology capabilities to clearly define the foundation on which to launch forward-thinking approaches to redirecting incoming calls and new response options to bring a re-engineered response vision to reality.

Continuity of Operations and Disaster Recovery Planning

Continuity of operations and disaster recovery (COOP/DR) planning is an effort to assure the stability of critical government functions during a wide range of potential emergencies or disruptive events. Communities place a high level of trust in 9-1-1 systems and the ability of public safety agencies to deliver services regardless of emergency circumstances. Unfortunately, as with other essential services, public safety personnel, facilities, equipment, and communications infrastructure are susceptible to a wide range of digital and physical threats. As such, the public safety sector is one of 16 critical infrastructure sectors defined under Presidential Policy Directive (PPD) 7 and PPD 21 and addressed by the *National Infrastructure Protection Plan (NIPP)*⁸⁹.

NENA's *Communications Center/PSAP Disaster and Contingency Plans Model Recommendation*⁹⁰ provides general guidelines for circumstances that may adversely impact a 9-1-1 center's ability to receive, process, dispatch, and monitor emergency calls for assistance.

As a result of the current coronavirus global health crisis, a new level of awareness has emerged regarding the need for COOP/DR plans that require considerations beyond evacuation to a neighboring 9-1-1 center.

Additional COOP/DR standards include:

- APCO/NENA ANS 1.102.3-2020, Emergency Communications Center (ECC) Service Capability Criteria Rating Scale
- FEMA Continuity Guidance Circular (CGC) 1 and 2
- NENA 04-503, Network/System Access Security
- NENA-INF-019.2-2916, Hazard and Vulnerability Analysis Information Document
- NFPA 1221, Standard for the Installation, Maintenance, and Use of Emergency Services Communications Systems
- NFPA 1600, Standard on Continuity, Emergency, and Crisis Management
- NIST⁹¹ SP 800-184, Guide for Cybersecurity Event Recovery

As a result of the current coronavirus global health crisis, a new level of awareness has emerged regarding the need for COOP/DR plans that require considerations beyond evacuation to a neighboring PSAP. The Division is encouraged to become familiar with these standards.

⁸⁹ "National Infrastructure Protection Plan," Cybersecurity & Infrastructure Security Agency. <https://www.cisa.gov/national-infrastructure-protection-plan>

⁹⁰ "PSAP Disaster and Contingency Plans Model Recommendation," NENA. <https://www.nena.org/page/PSAPDisasterContingencyPlans>

⁹¹ National Institute of Standards and Technology

COVID-19 Response

The Division faced many challenges because of the COVID-19 pandemic. The Division published a COOP plan that included COVID-19 operational strategies on March 17, 2020. In addition, the Division provided MCP with copies of various status updates and email communications provided to staff members. Highlights of the Division's response and the challenges faced regarding the COVID-19 pandemic and the impact on 9-1-1 are below.

- The Division followed City, State, and Federal guidelines and orders related to the pandemic.
- Call-taking and dispatch protocols were implemented for call screening and field response.
- The City implemented infection prevention self-screening measures and issued personal protection equipment (PPE).
 - The Division deputy superintendent reported difficulty in obtaining PPE, such as N-95 masks and cleaning supplies, for staff based on a supply shortage.
 - The deputy superintendent purchased some items for the Division at her own expense.
- Beginning in March 2020, the 9-1-1 Center was cleaned three times a day. It was difficult to coordinate with facilities management to maintain the daily deep cleaning of the 9-1-1 Center.
- Some personnel were resistant to the mask mandate, and enforcement became challenging.
- Social distancing measures were implemented, and a temporary relocation center was set up in the former BPD headquarters daycare center for evacuation and cleaning.
- The Division initially considered 12-hour shifts but did not implement them as part of the pandemic response.
- Plexiglas partitions were requested in January 2021 and installed in February 2021.
- Air purification units were installed in three locations in the 9-1-1 Center to supplement the building's filtration system.
- The Division captain sent regular emails updating staff and held supervisor briefings.
- The COOP plan provided procedures for relocating operations to the backup PSAP.
- An alternate training plan was implemented to increase social distancing.

Backup PSAP

MCP toured the 9-1-1 Center's current backup center located in the basement of Boston Fire Headquarters; BEMS' backup facilities are co-located within the facility. While the current backup center provides the basic capabilities needed for BPD call-taking and dispatching, several deficiencies were noted. The area is approximately 30 feet by 30 feet with no room for expansion and is inadequate to support a city the size of Boston. For BPD 9-1-1 operations, there are eight 9-1-1 call-taker and six radio dispatch positions set up on traditional office desks rather than ergonomic workstations. There is only one ingress/egress to the center. There are no dedicated operations supervisor desk or supervisor clerk desks. The restroom/break facilities are not appropriate for 24 x 7 operations. The backup center was recently tested to ensure it was functional should it be needed during the COVID-19 pandemic. However, due to space constraints, there is little ability to social distance.

If the current BPD headquarters needs to be evacuated for any reason, the backup site could not support non-PSAP personnel, which would result in the loss of service to city residents and visitors. The current Operations Division conference room also functions as a command center for BPD command staff during planned or large-scale incidents. The backup facility does not have this capability. This should be addressed as part of BPD’s COOP plan.

The facility is not hardened and is located close to the outflows of the Charles River. The facility has a backup generator that also supports Fire Alarm and an uninterruptible power system (UPS). It was reported that the city is considering other locations for a new backup center, and emergency management also is looking for a location for a new emergency operations center (EOC). MCP agrees that this should be a priority.

3.6.3 Recommendations

Table 28: Other Considerations Recommendations and Outcomes

Recommendations	Outcomes
Work with emergency management to identify potential locations for a new PSAP/EOC and/or backup facility	<ul style="list-style-type: none"> • Critical step identified for the improved working environment and facility conditions for 9-1-1 staff • Potential locations to evaluate for enhancing backup capabilities • Plan for technology upgrades needed at the current and future backup facility
Review current backup center PSAP technology	<ul style="list-style-type: none"> • Ensures that current equipment can support operational needs now and, in the future,
Conduct a comprehensive assessment of all incoming call types and their associated responses	<ul style="list-style-type: none"> • Reduces incoming call volume and call answering times • Improves access to appropriate services at first contact • Improves caller experience • Frees resources to focus on emergency requests • Less demand on limited 9-1-1 call-taker resources • Reduces emergency room traffic • Reduces the potential for law enforcement escalation • Increases community engagement

Recommendations	Outcomes
Develop a Division-focused multi-year strategic plan	<ul style="list-style-type: none"> • Provides oversight of strategic goals and strategy modifications • Coordinates and leverages funding opportunities and helps maintain the availability of funds • Facilitates jurisdictional and interdepartmental collaboration • Improves ability to direct resources to accomplish goals • Provides leadership and support for initiatives • Supports project and project components by communicating the vision and working to reduce barriers and improve outcomes
Review and update the Division-focused COOP plan using an all-hazards approach	<ul style="list-style-type: none"> • Enhances the 9-1-1 Center's abilities to maintain normal operations using standard operating procedures (SOPs) during a disaster and/or emergency • Enables continuation of essential functions • Improves performance and communication to support essential functions throughout the Division • Expand COOP plan to include non-COVID-19 operational impacts

4 Conclusion

Daily, dedicated Division personnel work so that all field responders and members of the community are served when emergencies arise. Those that remain under these trying conditions are to be commended for their commitment to continual provision and improvement of 9-1-1 and emergency services. As evidenced by the commissioning of this report, the current leadership is concerned and has a strong desire to make improvements.

Achieving improvements in the current environment will be a challenge and one that will be arduous and met with many roadblocks. Despite the challenges highlighted in this report, the remaining staff, although frustrated and exhausted, are proving to be a steadfast group of dedicated professionals committed to the mission and service they provide.

While there is a desire for improvements to be made in the focus areas of this report, leadership cannot resolve all the issues and make the needed changes without commitment to the outcomes from multiple stakeholders, including the police commissioner, mayor, city council, each labor union, and—importantly—the staff who need to stick together and see it through to better times. This includes understanding that, although there is a role for them, the best organizational structure for the Division does not necessarily include sworn personnel at the helm of the operations floor. That said, it will take time before the Division can implement structural changes of this magnitude, which represents a major cultural shift for the Division.

Even with all the creativity and ingenuity brought to bear—by both Division leadership and MCP—to cover the minimum required positions with the existing staff, the numbers are the numbers. As such, MCP offered solutions that only partially achieved the objectives. Long term, it will require continued nurturing by Division leadership and commitment from stakeholders to explore retention and filling the open positions and any additional staff as quickly as possible to slow and then reverse the current decline.

Overall, the recommendations presented, although challenging, should lend themselves well to support the current activities and future of the Division. Leadership is encouraged to consider engaging in a strategic planning methodology specific to the Division to support these efforts and measure progress.

The first step in realizing the goals and objectives is for Division leadership, the police commissioner, mayor, council members, labor unions and staff to have a visual of the relationships between the Division objectives and the constraints and external drivers of change. That understanding includes an awareness that without significant change in recruitment and hiring—including waiving the residency requirement and providing civilian leadership for the operations floor—the current short-staffing⁹² and extreme levels of overtime being borne by the call-takers and dispatchers will not go away overnight. Current services are

⁹² Short-staffed means a center is operating with vacancies within their number of authorized personnel. Under-staffed means a center's authorized strength is insufficient to effectively handle the workload.

being provided at the expense of staff working an unsustainable mandatory level of overtime, including being ordered to stay over or come in early day after day after day without a City executive or elected level champion to fight for relief.

Now that the Division, BPD, and the City possess the visual into these relationships, recommendations have been made to implement operational efficiencies with the resources that the Division has today, including establishing metrics to measure progress, with an eye toward the future. That future involves exploring alternative organizational structures and policies targeted at recruiting and retaining professional public safety communications staff in parallel with addressing underlying issues to provide the best in class and modern 9-1-1 services to the city of Boston. This approach is expected to enable the Division to gradually, yet continually, make progress. With a commitment to the outcomes, MCP is confident that the Operations Division can:

- Resolve the staffing crisis (recruiting, hiring, training and retention)
- Modernize the organizational structure
- Improve employee engagement and job satisfaction (work-life balance, career opportunities, and employee health and wellness)
- Reduce the overtime budget

MCP recommends Division leadership prioritize the recommendations and then develop a strategy to address them. Setting goals and executing them will show measurable results. The goals created should be visited often to provide confidence that the initiatives are progressing toward the desired results. Despite the challenges that have arisen, given time and determination, the Division can successfully meet its goals and objectives to serve its communities and field personnel while establishing a strong, resilient, and organizationally healthy professional workforce.

Appendix A – Recommended Minimum Training Guidelines for the Telecommunicator

A breakdown of the subjects in each area of the National 911 Program's *Recommended Minimum Training Guidelines for the Telecommunicator* is provided below. The list below is excerpted from that document.

- Roles and Responsibilities
 - Introduction, Mission, Terminology
 - Public Safety Team
 - Ethics, Professionalism, Values, Personal Conduct, Image
 - Policies, Procedures, Rules, Regulations
 - Duties and Responsibilities
 - Communities and Agencies Served
 - Responder Safety
- Legal Concepts
 - Liability, Confidentiality, Negligence, Duty
 - Law Enforcement Agencies
 - Fire/Rescue Agencies
 - EMS Agencies
 - Public Safety Communications Agencies
 - Documentation, Freedom of Information Act (FOIA), Recording, and Records Retention
 - Privacy Laws
- Interpersonal Communications
 - Communication Techniques
 - Information Processing, Communication Cycle
 - Problem Solving, Critical Thinking
 - Customer Service
 - Diversity/Demographics
 - Non-Native-Language Callers
 - Communication-Impaired callers *[sic]*
- Emergency Communications Technology
 - Telephony Technologies (e.g., PBX/MLTS/VoIP)
 - Basic 9-1-1 and Enhanced 9-1-1
 - Automatic Number Identification (ANI)/Automatic Location Identification (ALI)
 - Wireless Phase I and Phase II
 - Next Generation 9-1-1 (NG9-1-1)
 - Telecommunications Device for the Deaf (TDD)/Teletypewriter (TTY)/Telephone Relay Service (TRS)

- Text to 9-1-1
 - Telematics
 - Computerized Mapping/Geographic Information System (GIS)
 - Logging Recorders
 - Computer-Aided Dispatch (CAD) Systems
 - Mobile Data Systems, Automatic Vehicle Location (AVL), Paging, Alarms, etc.
 - Call Transfers, Alternate and Default Routing, etc.
 - Mass Notification
 - Security Breaches, Cybersecurity Threats
- Call Processing
 - Call Receiving
 - Interviewing/Interrogation Techniques
 - Controlling the Call
 - Managing High-Risk Calls
 - Managing Specialty Calls
 - Call Categorization/Prioritization
 - Event Categorization
 - Homeland Security/Terrorism/Weapons of Mass Destruction (WMD)
 - Aircraft/Rail Incidents/Marine
 - Hazardous Materials Incidents
 - Missing/Exploited/Trafficked Persons
 - Fire Service Overview
 - Fire Service Call Processing
 - Fire Service Dispatching
 - EMS Overview
 - EMS Call Processing
 - EMS Call Dispatching
 - Structured Call-Taking Protocols and Standards Overview
 - Law Enforcement Overview
 - Law Enforcement Call Processing
 - Law Enforcement Dispatching
 - Responder-Initiated Calls
 - Special-Needs Callers
- Emergency Management
 - Introduction to Incident Command System (ICS)
 - National Incident Management System (NIMS)
 - Emergency Management Roles and Responsibilities
 - Disaster Preparedness
 - Mutual-Aid/Telecommunicator Emergency Response Taskforce (TERT)

- Radio Communication
 - Radio Communication Techniques
 - Radio Technology and Equipment
 - Rationale for Radio Procedures and Protocols
 - Radio Discipline
 - Federal Communications Commission (FCC) Rules

- Stress Management
 - Definition, Causation, Identification
 - Strategies for Dealing with Stress
 - Management of Critical Incident Stress

- Quality Assurance
 - Quality Assurance (QA)/Quality Control (QC)/Quality Improvement (QI)
 - DOR/Skills Performance Testing/Performance Standards
 - Identify Trends from QA to Address in Continuing Education/In-Service for QI

Appendix B – Strategic Planning

The modern public safety communications ecosystem is a technologically sophisticated environment that is essential to effective emergency response operations. The more complex the ecosystem gets and the faster it expands, the harder it is to maintain clarity of direction and keep everyone in alignment. It is common for organizations to have strategic plans with numerous pages of wordy narrative, combined with appendices and supporting memorandums, policies, and e-mails, each claiming to provide direction and clarity regarding the organization's vision, mission, and strategy. The problem is that these plans are not actionable. The staff does not have the time to read, let alone develop, pages and pages of information that experience has shown will most likely sit on a shelf. Additionally, many traditional strategic plans often include numerous unclear and even contradictory statements about the organization is, what it does, and how.

To become and remain effective, an organization needs three things:

- A framework that identifies and supports the organizational strategy
- A common language in which to express strategy
- A well-developed habit of using the framework and language to continually evaluate the organization's strategic progress

Most importantly, a strategic plan needs to be kept simple. Strategic insight must be and can be concentrated into a powerful, useable, and post-able format. A one-page strategic planning approach, outside of the municipality construct, at the PSAP level would provide a simple yet powerful tool that will help edit a vision and strategy down to a single, action-oriented page that could provide alignment between the stakeholders, providing an effective and executable strategic plan with the intention to help improve public safety emergency response.

Appendix C – Workforce Engagement Survey Questions

Boston PD Support Staff Engagement

Workforce engagement survey for the PD staff serving as Support Staff.

The Boston Police Department is seeking to qualitatively assess the Operations Division from an employee's perspective through the use of this survey to assess current needs and/or conditions of the Operations Division from an employee perspective. Your participation is greatly appreciated and **completely** anonymous.

There are 42 questions in this survey

General Questions

1 []

To what shift are you assigned? *

Please choose **only one** of the following:

- Days
- First Half
- Second Half
- Other

2 [] **What is your current job classification ? ***

Please choose **only one** of the following:

- Support Service Unit
- Supervisors Clerks
- 9-1-1 Call Taker
- Police Dispatcher
- Head Trainer
- Tape Librarian

3 [] **How many years have you worked for the Boston Police Department? ***

Please choose **only one** of the following:

- 1 to 4 years
- 5 to 10 years
- 11 to 15 years
- 15+ years

4 []

I am satisfied with the work I perform. *

Please choose **only one** of the following:

- Strongly agree
- Somewhat agree
- Neutral
- Somewhat disagree
- Strongly disagree

5 []I know what is expected of me at work. *

Please choose **only one** of the following:

- Strongly agree
- Somewhat agree
- Neutral
- Somewhat disagree
- Strongly disagree

6 []I have the materials and equipment I need to do my job correctly. *

Please choose **only one** of the following:

- Strongly agree
- Somewhat agree
- Neutral
- Somewhat disagree
- Strongly disagree

7 []At work, I have the opportunity to do what I do best everyday. *

Please choose **only one** of the following:

- Strongly agree
- Somewhat agree
- Neutral
- Somewhat disagree
- Strongly disagree

8 []In the last seven days I have received recognition or praise for doing good work. *

Please choose **only one** of the following:

- Strongly agree
- Somewhat agree
- Neutral
- Somewhat disagree
- Strongly disagree

9 []My supervisor, or someone at work, seems to care about me as a person. *

Please choose **only one** of the following:

- Strongly agree
- Somewhat agree
- Neutral
- Somewhat disagree
- Strongly disagree

10 []There is someone at work that encourages my development. *

Please choose **only one** of the following:

- Strongly agree
- Somewhat agree
- Neutral
- Somewhat disagree
- Strongly disagree

11 []At work, my opinions seem to count. *

Please choose **only one** of the following:

- Strongly agree
- Somewhat agree
- Neutral
- Somewhat disagree
- Strongly disagree

12 []The mission of the operations division makes me feel my job is important. *

Please choose **only one** of the following:

- Strongly agree
- Somewhat agree
- Neutral
- Somewhat disagree
- Strongly disagree

13 []My coworkers are committed to doing good work. *

Please choose **only one** of the following:

- Strongly agree
- Somewhat agree
- Neutral
- Somewhat disagree
- Strongly disagree

14 []In the past 6 months, someone has talked with me about my job performance. *

Please choose **only one** of the following:

- Strongly agree
- Somewhat agree
- Neutral
- Somewhat disagree
- Strongly disagree

15 []During the past year, I have had opportunities at work to learn and grow. *

Please choose **only one** of the following:

- Strongly agree
- Somewhat agree
- Neutral
- Somewhat disagree
- Strongly disagree

Management and Professional Development2

16 [] I agree with the leadership structure and the need for sword supervisors and/or leadership. *

Please choose **only one** of the following:

- Strongly agree
- Somewhat agree
- Neutral
- Somewhat disagree
- Strongly disagree

17 []

I am satisfied with the level of communication from shift supervision. *

Please choose **only one** of the following:

- Strongly agree
- Somewhat agree
- Neutral
- Somewhat disagree
- Strongly disagree

18 []

My supervisor effectively manage day-to-day operations. *

Please choose **only one** of the following:

- Strongly agree
- Somewhat agree
- Neutral
- Somewhat disagree
- Strongly disagree

19 [I feel supported by management. *

Please choose **only one** of the following:

- Strongly agree
- Somewhat agree
- Neutral
- Somewhat disagree
- Strongly disagree

20 []

In relation to the question above, why or why not? *

Please write your answer here:

21 []

I am comfortable approaching difficult topics with my supervisor. *

Please choose **only one** of the following:

- Strongly agree
- Somewhat agree
- Neutral
- Somewhat disagree
- Strongly disagree

22 []

There are opportunities for advancement within the division and/or department for non-sworn/civilian personnel. *

Please choose **only one** of the following:

- Strongly agree
- Somewhat agree
- Neutral
- Somewhat disagree
- Strongly disagree

23 []

I am satisfied with the opportunities for advancement within the division and/or department. *

Please choose **only one** of the following:

- Strongly agree
- Somewhat agree
- Neutral
- Somewhat disagree
- Strongly disagree

24 []From your perspective, what are the current needs of the operations division? *

Please write your answer here:

A large empty rectangular box intended for the respondent to write their answer to the question above.

Scheduling

25 []The shifts and scheduling process within the division work well in relation to my life outside of work. *

Please choose **only one** of the following:

- Strongly agree
- Somewhat agree
- Neutral
- Somewhat disagree
- Strongly disagree

26 []How satisfied are you with days off and the schedule? *

Please choose **only one** of the following:

- Highly satisfied
- Satisfied
- Neutral
- Somewhat dissatisfied
- Highly dissatisfied

27 []

Please share your suggestions for improving the scheduling process. *

Please write your answer here:

Organizational Culture

28 []

When at work, I feel like I am part of a team? *

Please choose **only one** of the following:

- Strongly agree
- Somewhat agree
- Neutral
- Somewhat disagree
- Strongly disagree

29 []

How would you describe your work environment? (Select all that apply) *

Please choose **all** that apply:

- Team environment
- Fun
- Stressful
- Supportive
- Collaborative
- Encouraging
- Trusting
- Divisive
- Competitive
- Micromanaged
- Little oversight
- Unorganized
- Organized

30 []

My accomplishments and those of the team are recognized and celebrated by leadership within Operations. *

Please choose **only one** of the following:

- Strongly agree
- Somewhat agree
- Neutral
- Somewhat disagree
- Strongly disagree

31 []

My accomplishments and those of the team are recognized and celebrated by leadership within the police department. *

Please choose **only one** of the following:

- Strongly agree
- Somewhat agree
- Neutral
- Somewhat disagree
- Strongly disagree

32 []

What type of employee recognition would you appreciate most? *

Please choose **only one** of the following:

- Awards
- Preferred parking
- Recognition by supervisors
- Professional training
- On-the-job perks (i.e., free lunch, time off)
- Other

33 []

What type of employee recognition would you appreciate the least? *

Please choose **only one** of the following:

- Awards
- Preferred parking
- Recognition by supervisors
- Professional training
- On-the-job perks (i.e., free lunch, time off)
- Other

34 []

I am satisfied with the culture of my workplace. *

Please choose **only one** of the following:

- Strongly agree
- Somewhat agree
- Neutral
- Somewhat disagree
- Strongly disagree

35 []What comments do you have to share about the current organizational culture? *

Please write your answer here:

Recruitment and Training

36 []

**What were your motivating factors for wanting to work for the police department?
(Select all that apply) ***

Please choose **all** that apply:

- Helping my community
- Job stability
- Compensation
- Hours
- Being a part of a team
- Other:

37 []

The classroom training I received when I started my position adequately prepared me for the expectations of the position. *

Please choose **only one** of the following:

- Strongly agree
- Somewhat agree
- Neutral
- Somewhat disagree
- Strongly disagree

38 []

The one-on-one training received when I started my position adequately prepared me for the expectations of the position. *

Please choose **only one** of the following:

- Strongly agree
- Somewhat agree
- Neutral
- Somewhat disagree
- Strongly disagree

39 []I am satisfied with the continuing education opportunities provided by the organization. *

Please choose **only one** of the following:

- Strongly agree
- Somewhat agree
- Neutral
- Somewhat disagree
- Strongly disagree

40 []I am satisfied with the investment the department makes in training and education. *

Please choose **only one** of the following:

- Strongly agree
- Somewhat agree
- Neutral
- Somewhat disagree
- Strongly disagree

Residency

41 []To what degree does the residency requirement impact you? *

Please choose **only one** of the following:

- Doesn't affect me at all
- Affects me somewhat
- Neutral
- Affects me considerably
- Affects me greatly
- I have considered resigning because of the requirement

Miscellaneous

42 []Are there any other concerns you would like to share that have not been addressed in this survey? *

Please write your answer here:

06-04-2021 – 23:59

Submit your survey.
Thank you for completing this survey.

Boston PD Supervisor Engagement

Workforce engagement survey for the PD staff serving as Supervisors.

The Boston Police Department is seeking to qualitatively assess the Operations Division from an employee's perspective through the use of this survey to assess current needs and/or conditions of the Operations Division from an employee perspective. Your participation is greatly appreciated and **completely** anonymous.

There are 36 questions in this survey

General Questions

1 []What is your current job classification? *

Please choose **only one** of the following:

- Sergeant
- Lieutenant
- Captain or higher
- Other

2 []To what shift are you currently assigned? *

Please choose **only one** of the following:

- Days
- First Half
- Second Half
- Other

3 []How many years have you worked for the Boston Police Department? *

Please choose **only one** of the following:

- 1 to 4 years
- 5 to 10 years
- 11 to 15 years
- 15+ years

4 []How many years have you been assigned to Operations? *

Please choose **only one** of the following:

- 1 to 4 years
- 5 to 10 years
- 11 to 15 years
- 15+ years

5 []

I am satisfied with the work I perform. *

Please choose **only one** of the following:

- Strongly agree
- Somewhat agree
- Neutral
- Somewhat disagree
- Strongly disagree

6 []I know what is expected of me at work. *

Please choose **only one** of the following:

- Strongly agree
- Somewhat agree
- Neutral
- Somewhat disagree
- Strongly disagree

7 []I have the materials and equipment I need to do my job correctly. *

Please choose **only one** of the following:

- Strongly agree
- Somewhat agree
- Neutral
- Somewhat disagree
- Strongly disagree

8 []At work, I have the opportunity to do what I do best everyday. *

Please choose **only one** of the following:

- Strongly agree
- Somewhat agree
- Neutral
- Somewhat disagree
- Strongly disagree

9 []In the last seven days I have received recognition or praise for doing good work. *

Please choose **only one** of the following:

- Strongly agree
- Somewhat agree
- Neutral
- Somewhat disagree
- Strongly disagree

10 []My supervisor, or someone at work, seems to care about me as a person. *

Please choose **only one** of the following:

- Strongly agree
- Somewhat agree
- Neutral
- Somewhat disagree
- Strongly disagree

11 []There is someone at work that encourages my development. *

Please choose **only one** of the following:

- Strongly agree
- Somewhat agree
- Neutral
- Somewhat disagree
- Strongly disagree

12 []At work, my opinions seem to count. *

Please choose **only one** of the following:

- Strongly agree
- Somewhat agree
- Neutral
- Somewhat disagree
- Strongly disagree

13 []The mission of the operations division makes me feel my job is important. *

Please choose **only one** of the following:

- Strongly agree
- Somewhat agree
- Neutral
- Somewhat disagree
- Strongly disagree

14 []My coworkers are committed to doing good work. *

Please choose **only one** of the following:

- Strongly agree
- Somewhat agree
- Neutral
- Somewhat disagree
- Strongly disagree

15 []In the past 6 months, someone has talked with me about my job performance. *

Please choose **only one** of the following:

- Strongly agree
- Somewhat agree
- Neutral
- Somewhat disagree
- Strongly disagree

16 []During the past year, I have had opportunities at work to learn and grow. *

Please choose **only one** of the following:

- Strongly agree
- Somewhat agree
- Neutral
- Somewhat disagree
- Strongly disagree

17 []Please select up to three of the most common issues you handle each day. *

Please choose **all** that apply:

- Employee engagement (1-to-1)
- Job performance issues
- Scheduling
- Personnel complaints
- Citizen complaints
- Officer complaints
- Training decisions
- Other:

18 []What is the number one item you focus on daily? *

Please write your answer here:

19 []List three items you believe would improve the Operations division. *

Please write your answer(s) here:

Item 1:

Item 2:

Item 3:

Management and Professional Development

20 []I communicate with the employees on my shift regularly. *

Please choose **only one** of the following:

- Strongly agree
- Somewhat agree
- Neutral
- Somewhat disagree
- Strongly disagree

21 []My employees understand what is expected of them.

Please choose **only one** of the following:

- Strongly agree
- Somewhat agree
- Neutral
- Somewhat disagree
- Strongly disagree

22 []I understand the expectations of my job as a Dispatch supervisor.

Please choose **only one** of the following:

- Strongly agree
- Somewhat agree
- Neutral
- Somewhat disagree
- Strongly disagree

23 []The Operations employees are supported by management within the police department. *

Please choose **only one** of the following:

- Strongly agree
- Somewhat agree
- Neutral
- Somewhat disagree
- Strongly disagree

24 []

The Operations staff on my shift are adequately trained to perform their job duties. *

Please choose **only one** of the following:

- Strongly agree
- Somewhat agree
- Neutral
- Somewhat disagree
- Strongly disagree

25 []There is opportunity for advancement within the division and/or department for non-sworn/civilian personnel. *

Please choose **only one** of the following:

- Strongly agree
- Somewhat agree
- Neutral
- Somewhat disagree
- Strongly disagree

26 []I am properly trained to offer assistance to Operations staff when they are handling a difficult or critical call. *

Please choose **only one** of the following:

- Strongly agree
- Somewhat agree
- Neutral
- Somewhat disagree
- Strongly disagree

Scheduling

27 []The shifts and scheduling work well within the division (e.g. length, staff, days off rotation, etc) *

Please choose **only one** of the following:

- Strongly agree
- Somewhat agree
- Neutral
- Somewhat disagree
- Strongly disagree

28 []I receive positive feedback from Operations staff about the division's schedule. *

Please choose **only one** of the following:

- Strongly agree
- Somewhat agree
- Neutral
- Somewhat disagree
- Strongly disagree

29 []In relation to the previous question, what are the main scheduling concerns raise by the Operations staff on your shift? *

Please write your answer here:

30 []Please share your suggestions for improving the scheduling process. *

Please write your answer here:

A large empty rectangular box intended for the user to write their suggestions for improving the scheduling process.

31 []As a supervisor, what is your biggest challenge when ordering staff to fill shift vacancies? *

Please write your answer here:

Organizational Culture

32 []How would you describe the work environment in Operations? *

Please choose **all** that apply:

- Team environment
- Fun
- Stressful
- Supportive
- Collaborative
- Encouraging
- Trusting
- Divisive
- Competitive
- Micromanaged
- Little oversight
- Unorganized
- Organized
- Other:

33 []Supervisors assigned to Operations celebrate/acknowledge the achievements and professional accomplishments of staff. *

Please choose **only one** of the following:

- Strongly agree
- Somewhat agree
- Neutral
- Somewhat disagree
- Strongly disagree

34 []What can be done to improve the current work environment in Operations? *

Please write your answer here:

A large empty rectangular box intended for writing the answer to the question above.

35 []When was the last time you provided recognition or praise to one of the call-takers or dispatchers on your shift for doing good work. *

Please choose **only one** of the following:

- Within the past week
- Within the past month
- Within the past quarter
- Within the past six months
- Greater than six months ago

Miscellaneous

36 []Please provide any other feedback you would like to share. You may reference any question above if necessary.

Please write your answer here:

06-04-2021 – 23:59

Submit your survey.
Thank you for completing this survey.

Boston PD Call-Taker/Dispatcher Engagement

Workforce engagement survey for Operations staff serving as Call-Takers or Dispatchers.

The Boston Police Department is seeking to qualitatively assess the Operations Division from an employee's perspective through the use of this survey to assess current needs and/or conditions of the Operations

Division from an employee perspective. Your participation is greatly appreciated and **completely** anonymous.

There are 45 questions in this survey

General Questions

1 []

To what shift are you assigned?

*

Please choose **only one** of the following:

- Days
- First Half
- Second Half
- Other

2 [] **What is your current job classification ? ***

Please choose **only one** of the following:

- Support Service Unit
- Supervisors Clerks
- 9-1-1 Call Taker
- Police Dispatcher
- Head Trainer
- Tape Librarian

3 [] **How many years have you worked for the Boston Police Department? ***

Please choose **only one** of the following:

- 1 to 4 years
- 5 to 10 years
- 11 to 15 years
- 15+ years

4 []

I am satisfied with the work I perform. *

Please choose **only one** of the following:

- Strongly agree
- Somewhat agree
- Neutral
- Somewhat disagree
- Strongly disagree

5 []I know what is expected of me at work. *

Please choose **only one** of the following:

- Strongly agree
- Somewhat agree
- Neutral
- Somewhat disagree
- Strongly disagree

6 []I have the materials and equipment I need to do my job correctly. *

Please choose **only one** of the following:

- Strongly agree
- Somewhat agree
- Neutral
- Somewhat disagree
- Strongly disagree

7 []At work, I have the opportunity to do what I do best everyday. *

Please choose **only one** of the following:

- Strongly agree
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- Somewhat disagree
- Strongly disagree

8 []In the last seven days I have received recognition or praise for doing good work. *

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9 []My supervisor, or someone at work, seems to care about me as a person. *

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- Neutral
- Somewhat disagree
- Strongly disagree

11 []At work, my opinions seem to count. *

Please choose **only one** of the following:

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12 []The mission of the operations division makes me feel my job is important. *

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- Somewhat agree
- Neutral
- Somewhat disagree
- Strongly disagree

13 []My coworkers are committed to doing good work. *

Please choose **only one** of the following:

- Strongly agree
- Somewhat agree
- Neutral
- Somewhat disagree
- Strongly disagree

14 []In the past 6 months, someone has talked with me about my job performance. *

Please choose **only one** of the following:

- Strongly agree
- Somewhat agree
- Neutral
- Somewhat disagree
- Strongly disagree

15 []During the past year, I have had opportunities at work to learn and grow. *

Please choose **only one** of the following:

- Strongly agree
- Somewhat agree
- Neutral
- Somewhat disagree
- Strongly disagree

Management and Professional Development

16 [] I agree with the leadership structure and the need for sworn supervisors and/or leadership. *

Please choose **only one** of the following:

- Strongly agree
- Somewhat agree
- Neutral
- Somewhat disagree
- Strongly disagree

17 []

I am satisfied with the level of communication from shift supervision. *

Please choose **only one** of the following:

- Strongly agree
- Somewhat agree
- Neutral
- Somewhat disagree
- Strongly disagree

18 []

My supervisor effectively manage day-to-day operations. *

Please choose **only one** of the following:

- Strongly agree
- Somewhat agree
- Neutral
- Somewhat disagree
- Strongly disagree

19 []I feel supported by management. *

Please choose **only one** of the following:

- Strongly agree
- Somewhat agree
- Neutral
- Somewhat disagree
- Strongly disagree

20 []

In relation to the question above, why or why not? *

Please write your answer here:

21 []

I am comfortable approaching difficult topics with my supervisor. *

Please choose **only one** of the following:

- Strongly agree
- Somewhat agree
- Neutral
- Somewhat disagree
- Strongly disagree

22 []

There are opportunities for advancement within the division and/or department for non-sworn/civilian personnel. *

Please choose **only one** of the following:

- Strongly agree
- Somewhat agree
- Neutral
- Somewhat disagree
- Strongly disagree

23 []

I am satisfied with the opportunities for advancement within the division and/or department. *

Please choose **only one** of the following:

- Strongly agree
- Somewhat agree
- Neutral
- Somewhat disagree
- Strongly disagree

24 []

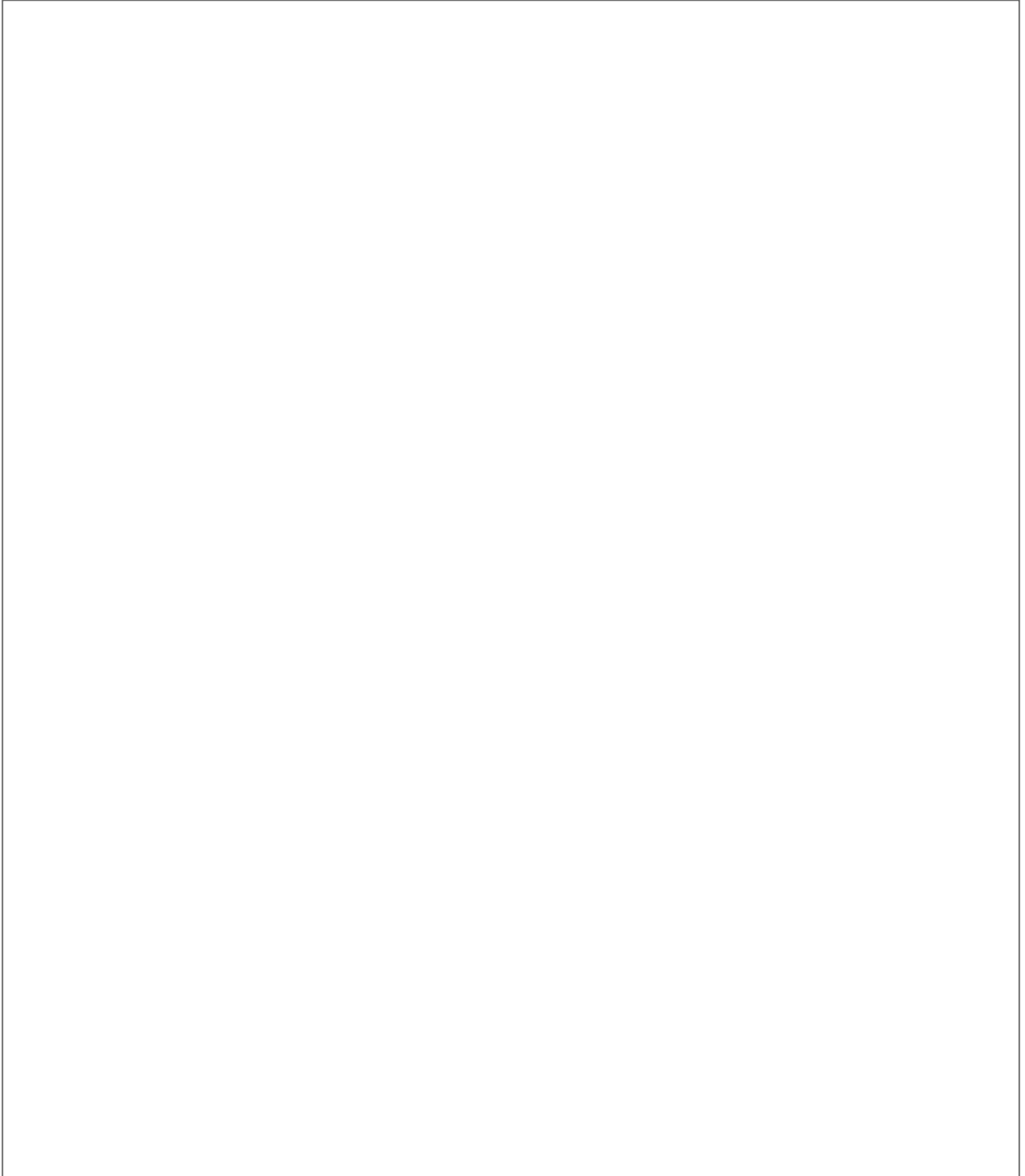
Support is available and offered to me when I must handle a difficult or critical call or event. *

Please choose **only one** of the following:

- Strongly agree
- Somewhat agree
- Neutral
- Somewhat disagree
- Strongly disagree

25 []From your perspective, what are the current needs of the operations division? *

Please write your answer here:

A large, empty rectangular box with a thin black border, intended for the respondent to write their answer to the question above. The box is currently blank.

Scheduling

26 []

The shifts and scheduling process within the division work well in relation to my life outside of work. *

Please choose **only one** of the following:

- Strongly agree
- Somewhat agree
- Neutral
- Somewhat disagree
- Strongly disagree

27 [] **How satisfied are you with days off and the schedule? ***

Please choose **only one** of the following:

- Highly satisfied
- Satisfied
- Neutral
- Somewhat dissatisfied
- Highly dissatisfied

28 []

What suggestions do you have for improving the scheduling process within the department? *

Please write your answer here:

Organizational Culture

29 []

When at work, I feel like I am part of a team? *

Please choose **only one** of the following:

- Strongly agree
- Somewhat agree
- Neutral
- Somewhat disagree
- Strongly disagree

30 []

How would you describe your work environment? (Select all that apply)

*

Please choose **all** that apply:

- Team environment
- Fun
- Stressful
- Supportive
- Collaborative
- Encouraging
- Trusting
- Divisive
- Competitive
- Micromanaged
- Little oversight
- Unorganized
- Organized

31 []

My accomplishments and those of the team are recognized and celebrated by leadership within Operations. *

Please choose **only one** of the following:

- Strongly agree
- Somewhat agree
- Neutral
- Somewhat disagree
- Strongly disagree

32 []

My accomplishments and those of the team are recognized and celebrated by leadership within the police department. *

Please choose **only one** of the following:

- Strongly agree
- Somewhat agree
- Neutral
- Somewhat disagree
- Strongly disagree

33 []

What type of employee recognition would you appreciate most?

Please choose **only one** of the following:

- Awards
- Preferred parking
- Recognition by supervisors
- Professional training
- On-the-job perks (i.e., free lunch, time off)
- Other

34 []

What type of employee recognition would you appreciate the least?

*

Please choose **only one** of the following:

- Awards
- Preferred parking
- Recognition by supervisors
- Professional training
- On-the-job perks (i.e., free lunch, time off)
- Other

35 []

I am satisfied with the culture of my workplace. *

Please choose **only one** of the following:

- Strongly agree
- Somewhat agree
- Neutral
- Somewhat disagree
- Strongly disagree

36 []What comments do you have to share about the current organizational culture? *

Please write your answer here:

A large empty rectangular box provided for writing the answer to the question above.

Recruitment & Training

37 []

**What were your motivating factors for wanting to work for the police department?
(Select all that apply)**

*

Please choose **all** that apply:

- Helping my community
- Job stability
- Compensation
- Hours
- Being a part of a team
- Other:

38 []The skills posted as required for the position are the skills that are necessary to do the job effectively. *

Please choose **only one** of the following:

- Strongly agree
- Somewhat agree
- Neutral
- Somewhat disagree
- Strongly disagree

39 []

Please select the three most important skills needed for your position.

*

Please choose **all** that apply:

- Previous call center experience
- A desire to help people
- Previous customer service experience
- Compassion
- Communications skills
- Organizational skills
- Ability to multi-task
- Typing
- Listening and comprehension

40 []

The classroom training I received when I started my position adequately prepared me for the expectations of the position. *

Please choose **only one** of the following:

- Strongly agree
- Somewhat agree
- Neutral
- Somewhat disagree
- Strongly disagree

41 []

The one-on-one training I received when I started my position adequately prepared me for the expectations of the position. *

Please choose **only one** of the following:

- Strongly agree
- Somewhat agree
- Neutral
- Somewhat disagree
- Strongly disagree

42 []I am satisfied with the continuing education opportunities provided by the organization. *

Please choose **only one** of the following:

- Strongly agree
- Somewhat agree
- Neutral
- Somewhat disagree
- Strongly disagree

43 []I am satisfied with the investment the department makes in training and education. *

Please choose **only one** of the following:

- Strongly agree
- Somewhat agree
- Neutral
- Somewhat disagree
- Strongly disagree

Residency

44 []To what degree does the residency requirement impact you? *

Please choose **only one** of the following:

- Doesn't affect me at all
- Affects me somewhat
- Neutral
- Affects me considerably
- Affects me greatly
- I have considered resigning because of the requirement

Miscellaneous

45 []Are there any other concerns you would like to share that have not been addressed in this survey? *

Please write your answer here:

06-04-2021 – 23:59

Submit your survey.
Thank you for completing this survey.

Appendix D – Workforce Engagement Survey Results



Results

Survey 347566

Number of records in this query:	26
Total records in survey:	26
Percentage of total:	100.00%



Field summary for G01

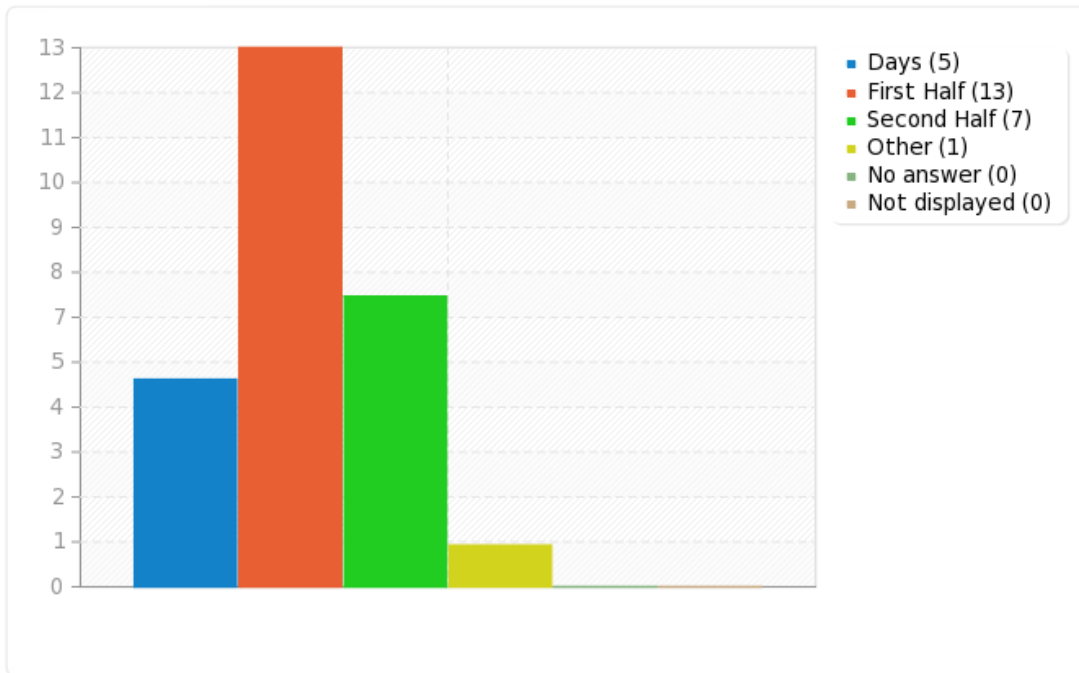
To what shift are you assigned?

Answer	Count	Percentage
Days (1)	5	19.23%
First Half (2)	13	50.00%
Second Half (3)	7	26.92%
Other	1	3.85%
No answer	0	0.00%
Not displayed	0	0.00%



Field summary for G01

To what shift are you assigned?





Field summary for G02

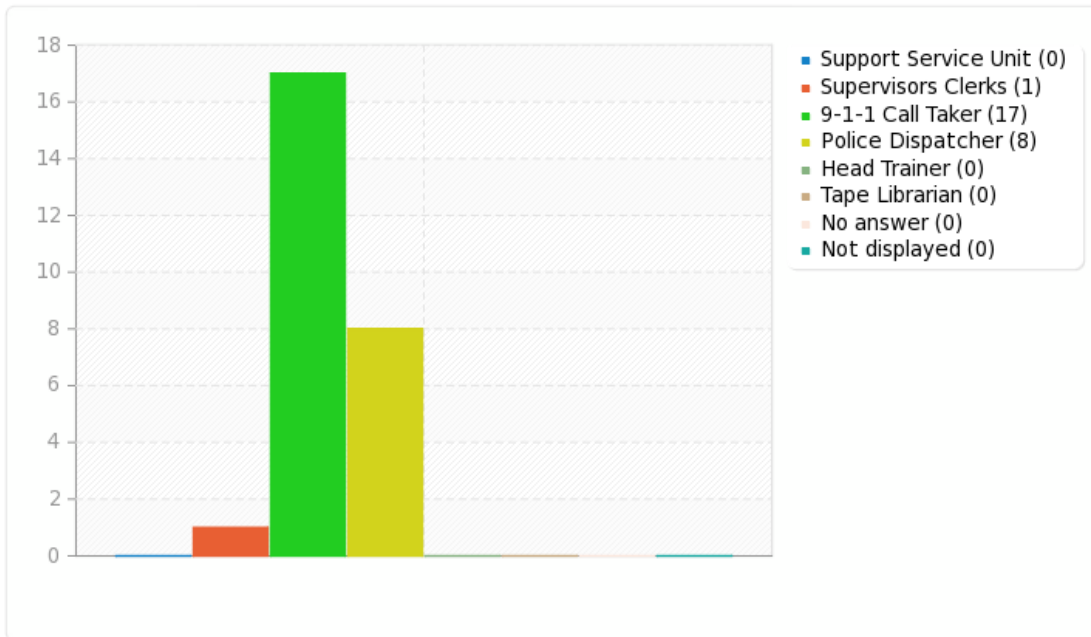
What is your current job classification ?

Answer	Count	Percentage
Support Service Unit (1)	0	0.00%
Supervisors Clerks (6)	1	3.85%
9-1-1 Call Taker (2)	17	65.38%
Police Dispatcher (3)	8	30.77%
Head Trainer (4)	0	0.00%
Tape Librarian (5)	0	0.00%
No answer	0	0.00%
Not displayed	0	0.00%



Field summary for G02

What is your current job classification ?





Field summary for G03

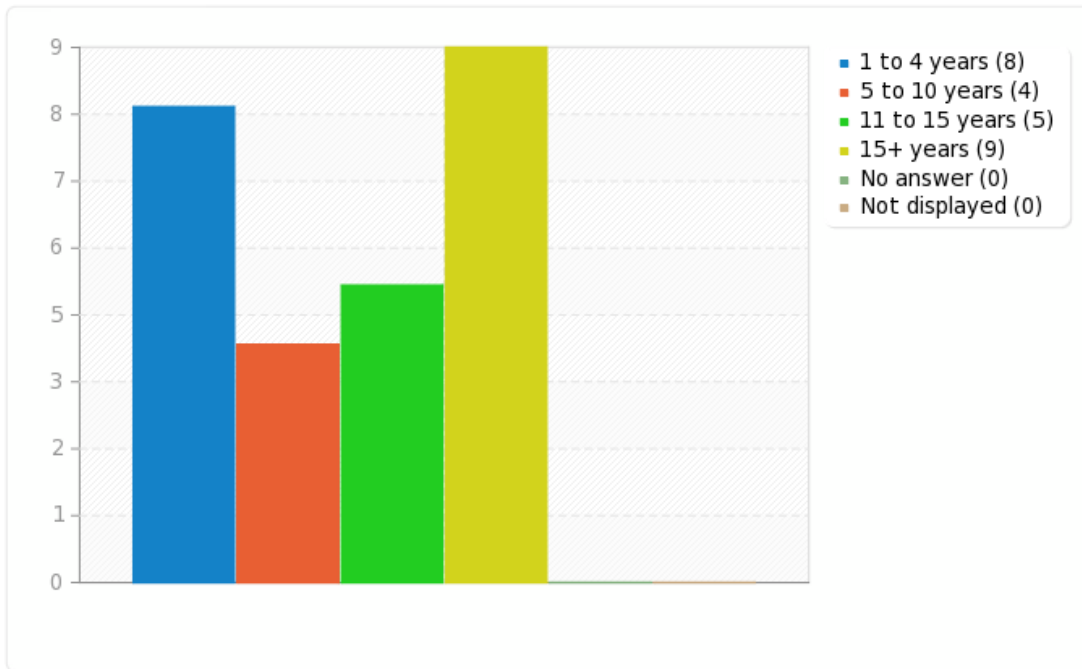
How many years have you worked for the Boston Police Department?

Answer	Count	Percentage
1 to 4 years (A1)	8	30.77%
5 to 10 years (A2)	4	15.38%
11 to 15 years (A3)	5	19.23%
15+ years (A4)	9	34.62%
No answer	0	0.00%
Not displayed	0	0.00%



Field summary for G03

How many years have you worked for the Boston Police Department?





Field summary for G04

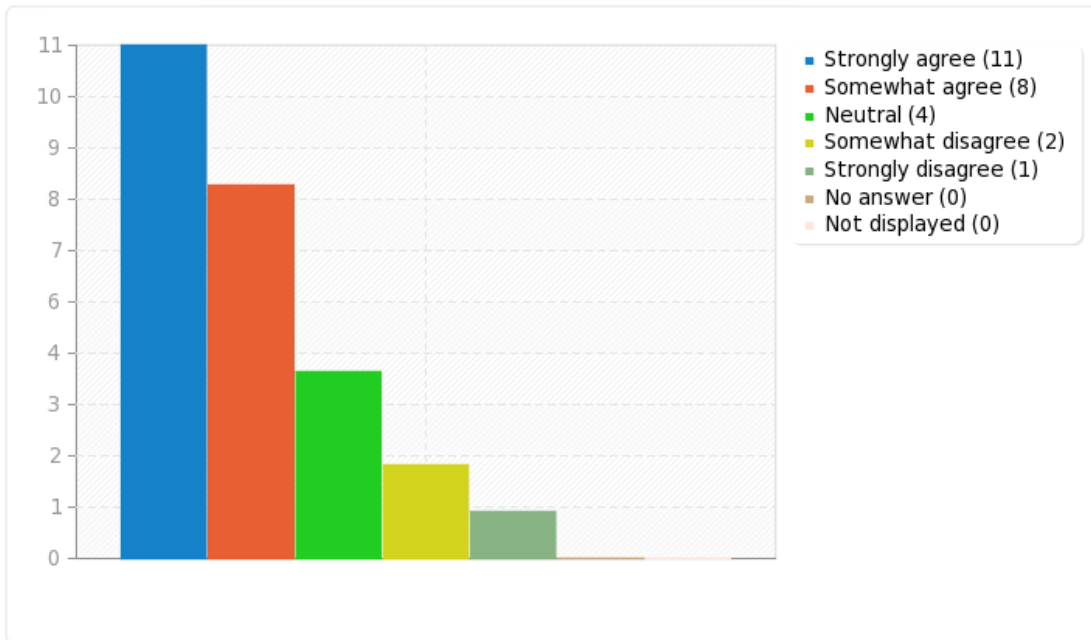
I am satisfied with the work I perform.

Answer	Count	Percentage
Strongly agree (A1)	11	42.31%
Somewhat agree (A2)	8	30.77%
Neutral (A3)	4	15.38%
Somewhat disagree (A4)	2	7.69%
Strongly disagree (A5)	1	3.85%
No answer	0	0.00%
Not displayed	0	0.00%



Field summary for G04

I am satisfied with the work I perform.





Field summary for G05

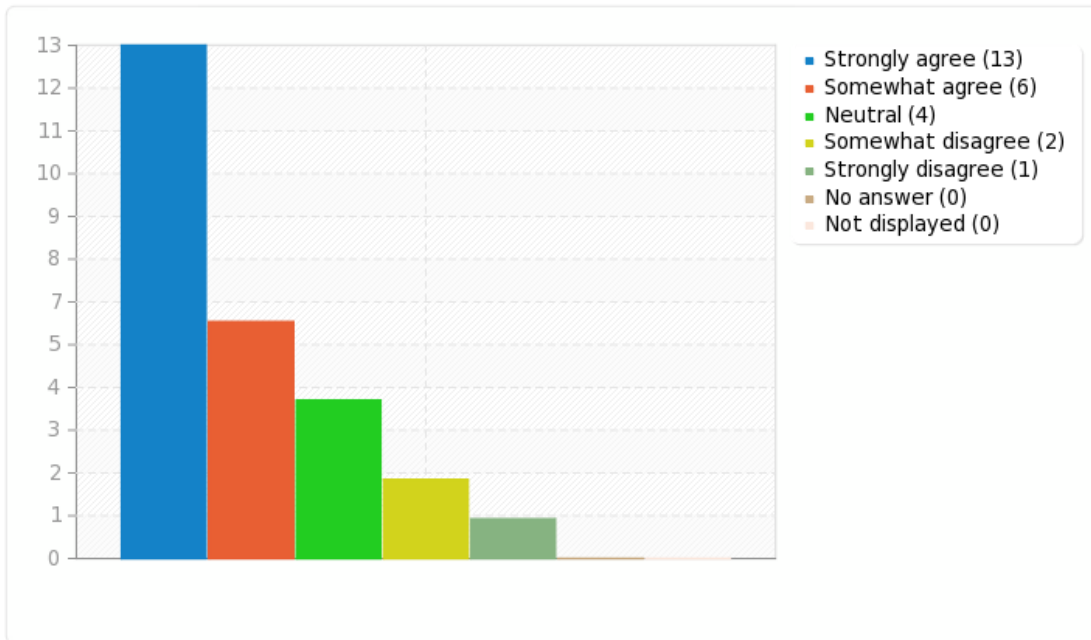
I know what is expected of me at work.

Answer	Count	Percentage
Strongly agree (A1)	13	50.00%
Somewhat agree (A2)	6	23.08%
Neutral (A3)	4	15.38%
Somewhat disagree (A4)	2	7.69%
Strongly disagree (A5)	1	3.85%
No answer	0	0.00%
Not displayed	0	0.00%



Field summary for G05

I know what is expected of me at work.





Field summary for G06

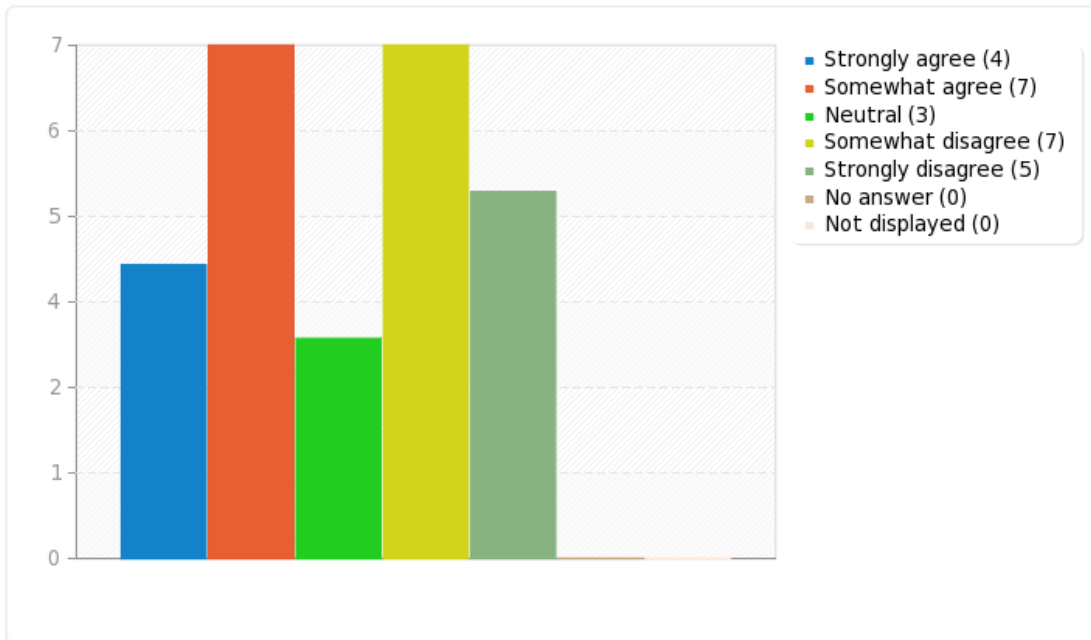
I have the materials and equipment I need to do my job correctly.

Answer	Count	Percentage
Strongly agree (A1)	4	15.38%
Somewhat agree (A2)	7	26.92%
Neutral (A3)	3	11.54%
Somewhat disagree (A4)	7	26.92%
Strongly disagree (A5)	5	19.23%
No answer	0	0.00%
Not displayed	0	0.00%



Field summary for G06

I have the materials and equipment I need to do my job correctly.





Field summary for G07

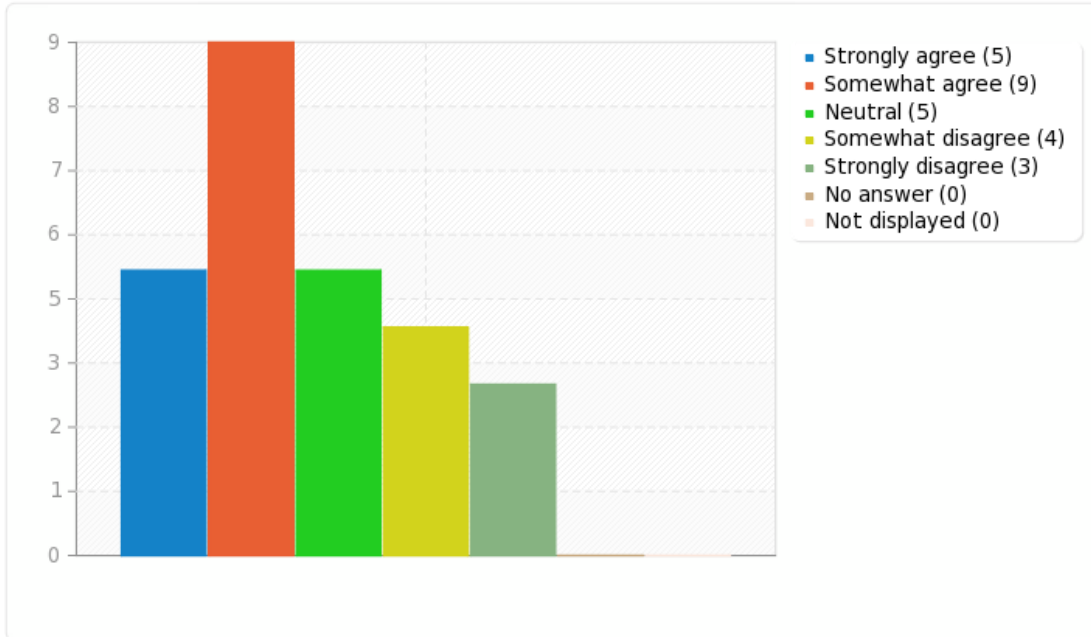
At work, I have the opportunity to do what I do best everyday.

Answer	Count	Percentage
Strongly agree (A1)	5	19.23%
Somewhat agree (A2)	9	34.62%
Neutral (A3)	5	19.23%
Somewhat disagree (A4)	4	15.38%
Strongly disagree (A5)	3	11.54%
No answer	0	0.00%
Not displayed	0	0.00%



Field summary for G07

At work, I have the opportunity to do what I do best everyday.





Field summary for G08

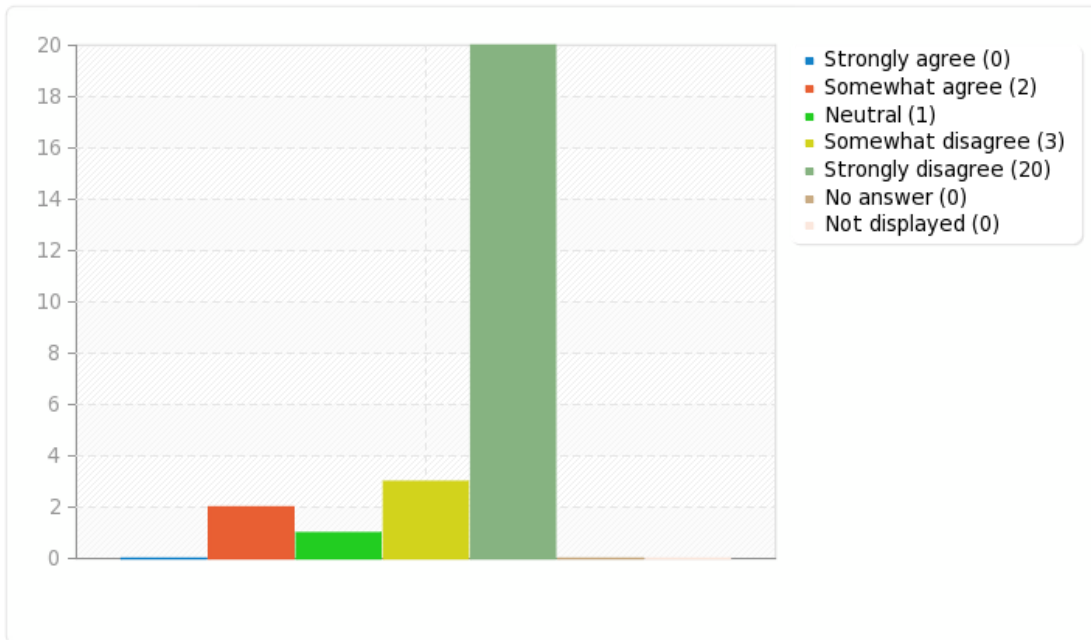
In the last seven days I have received recognition or praise for doing good work.

Answer	Count	Percentage
Strongly agree (A1)	0	0.00%
Somewhat agree (A2)	2	7.69%
Neutral (A3)	1	3.85%
Somewhat disagree (A4)	3	11.54%
Strongly disagree (A5)	20	76.92%
No answer	0	0.00%
Not displayed	0	0.00%



Field summary for G08

In the last seven days I have received recognition or praise for doing good work.





Field summary for G09

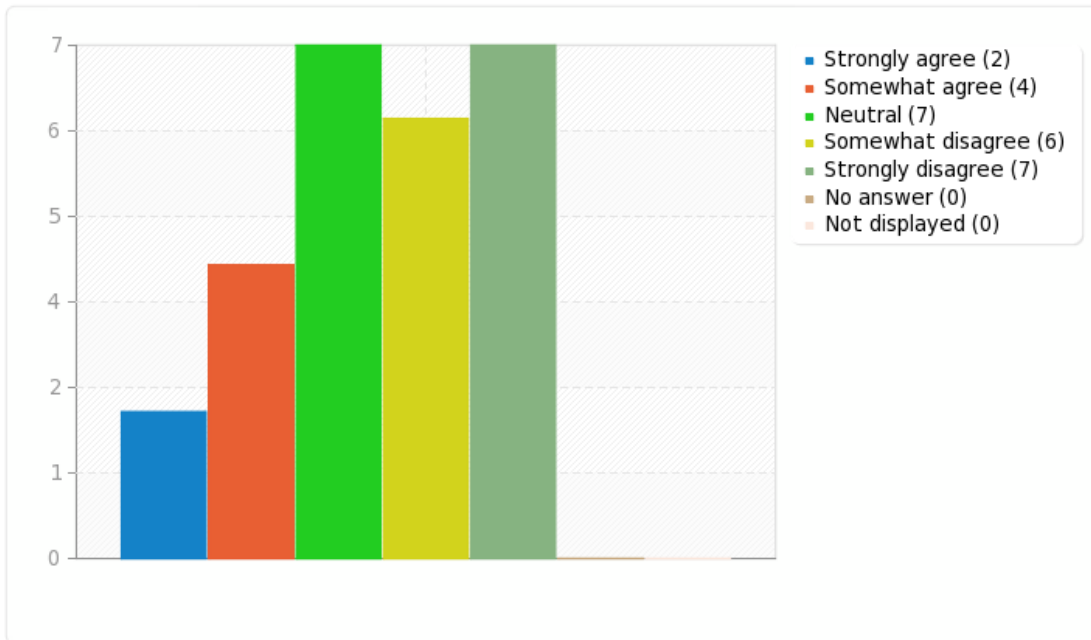
My supervisor, or someone at work, seems to care about me as a person.

Answer	Count	Percentage
Strongly agree (A1)	2	7.69%
Somewhat agree (A2)	4	15.38%
Neutral (A3)	7	26.92%
Somewhat disagree (A4)	6	23.08%
Strongly disagree (A5)	7	26.92%
No answer	0	0.00%
Not displayed	0	0.00%



Field summary for G09

My supervisor, or someone at work, seems to care about me as a person.





Field summary for G10

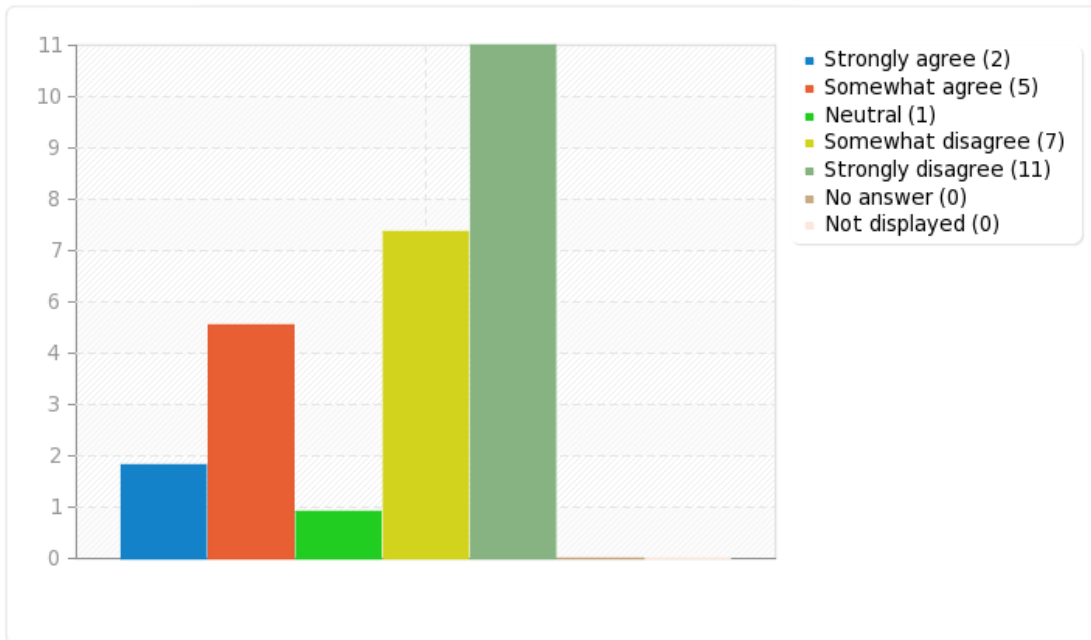
There is someone at work that encourages my development.

Answer	Count	Percentage
Strongly agree (A1)	2	7.69%
Somewhat agree (A2)	5	19.23%
Neutral (A3)	1	3.85%
Somewhat disagree (A4)	7	26.92%
Strongly disagree (A5)	11	42.31%
No answer	0	0.00%
Not displayed	0	0.00%



Field summary for G10

There is someone at work that encourages my development.





Field summary for G11

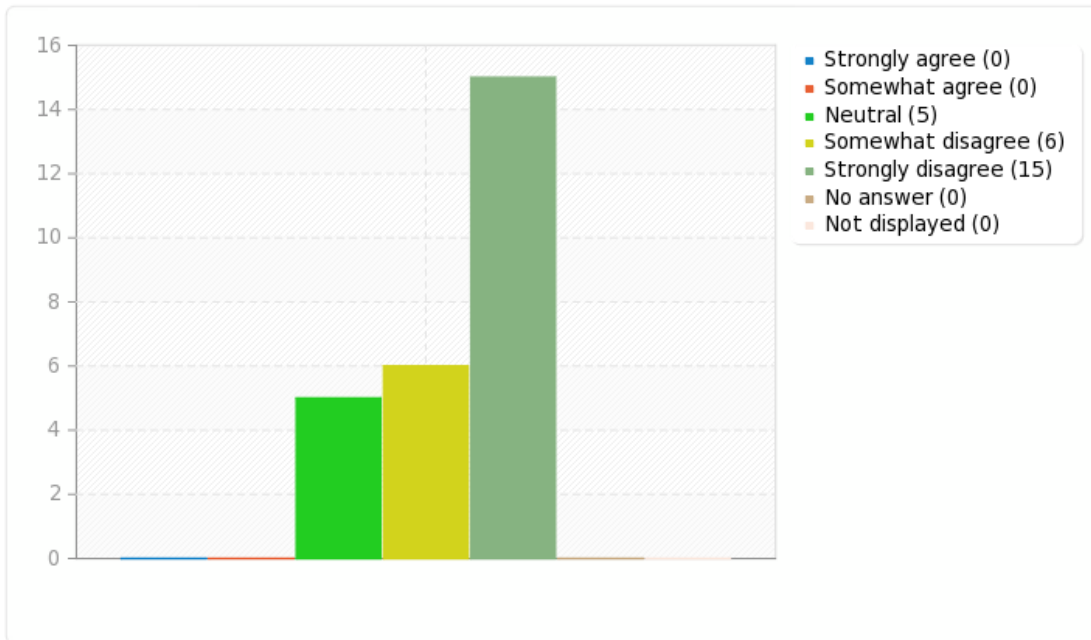
At work, my opinions seem to count.

Answer	Count	Percentage
Strongly agree (A1)	0	0.00%
Somewhat agree (A2)	0	0.00%
Neutral (A3)	5	19.23%
Somewhat disagree (A4)	6	23.08%
Strongly disagree (A5)	15	57.69%
No answer	0	0.00%
Not displayed	0	0.00%



Field summary for G11

At work, my opinions seem to count.





Field summary for G12

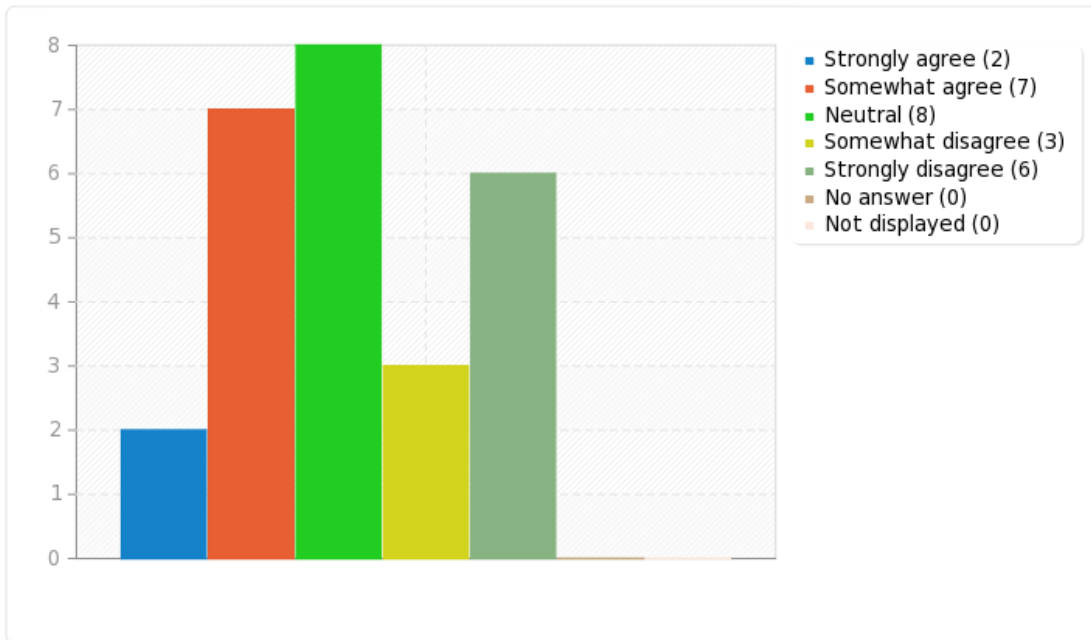
The mission of the operations division makes me feel my job is important.

Answer	Count	Percentage
Strongly agree (A1)	2	7.69%
Somewhat agree (A2)	7	26.92%
Neutral (A3)	8	30.77%
Somewhat disagree (A4)	3	11.54%
Strongly disagree (A5)	6	23.08%
No answer	0	0.00%
Not displayed	0	0.00%



Field summary for G12

The mission of the operations division makes me feel my job is important.





Field summary for G13

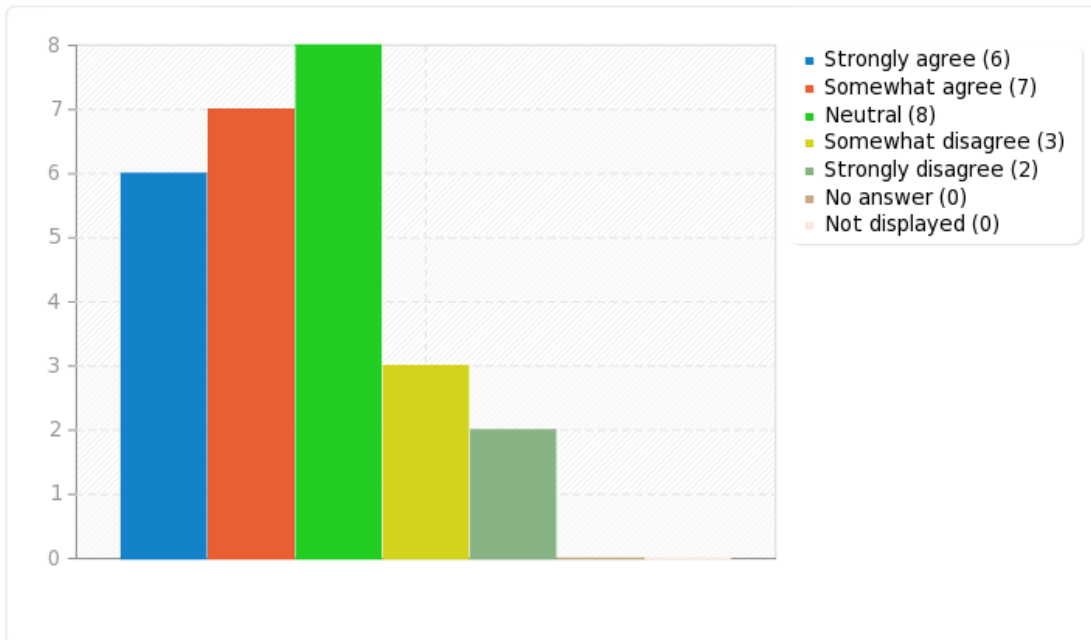
My coworkers are committed to doing good work.

Answer	Count	Percentage
Strongly agree (A1)	6	23.08%
Somewhat agree (A2)	7	26.92%
Neutral (A3)	8	30.77%
Somewhat disagree (A4)	3	11.54%
Strongly disagree (A5)	2	7.69%
No answer	0	0.00%
Not displayed	0	0.00%



Field summary for G13

My coworkers are committed to doing good work.





Field summary for G14

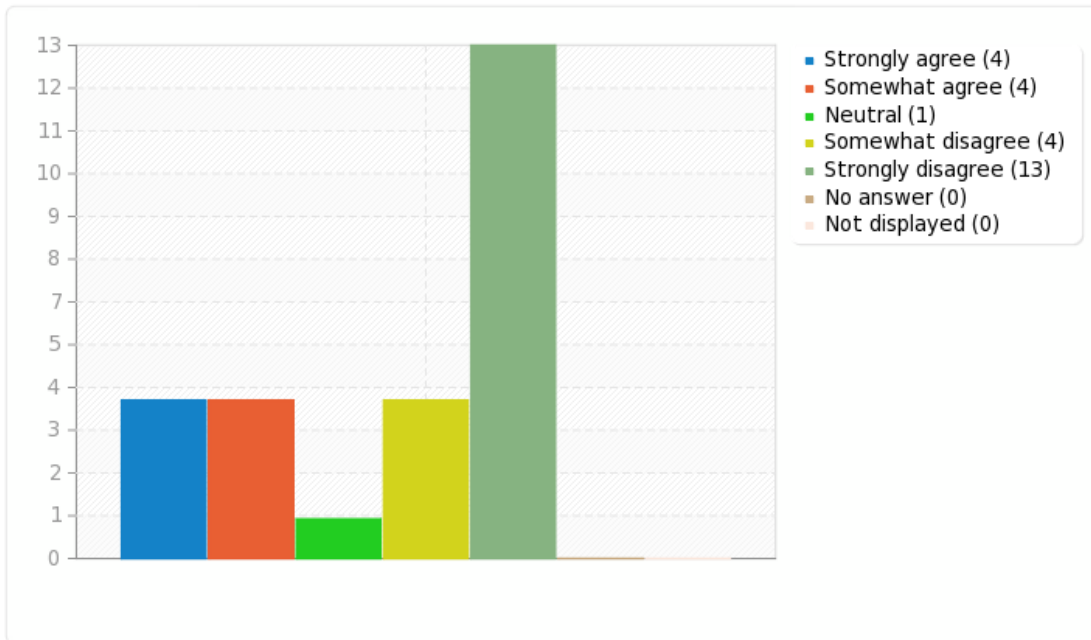
In the past 6 months, someone has talked with me about my job performance.

Answer	Count	Percentage
Strongly agree (A1)	4	15.38%
Somewhat agree (A2)	4	15.38%
Neutral (A3)	1	3.85%
Somewhat disagree (A4)	4	15.38%
Strongly disagree (A5)	13	50.00%
No answer	0	0.00%
Not displayed	0	0.00%



Field summary for G14

In the past 6 months, someone has talked with me about my job performance.





Field summary for G15

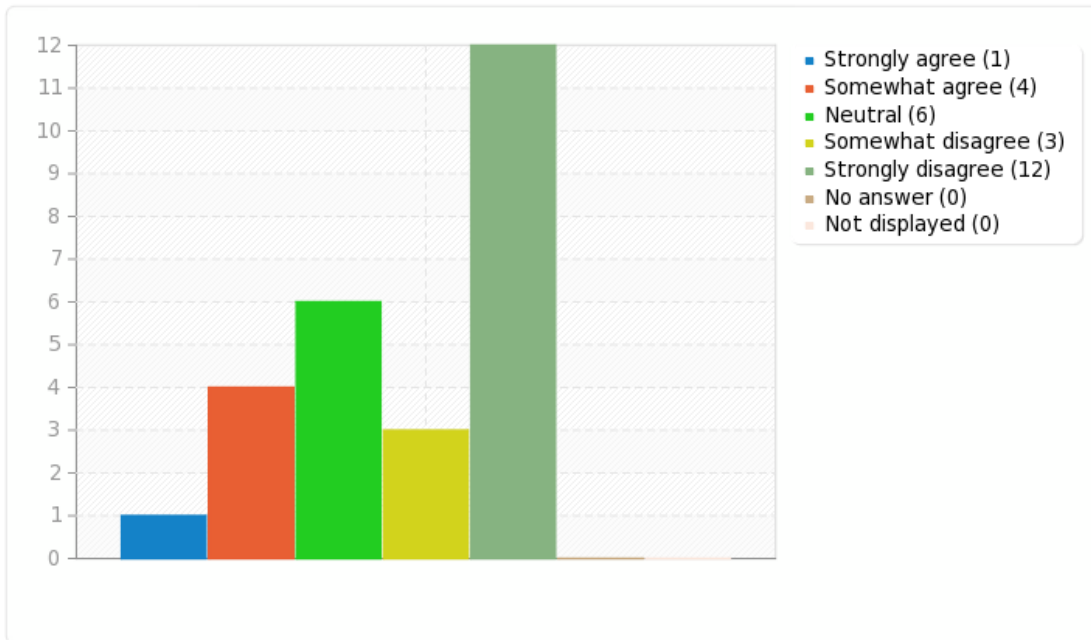
During the past year, I have had opportunities at work to learn and grow.

Answer	Count	Percentage
Strongly agree (A1)	1	3.85%
Somewhat agree (A2)	4	15.38%
Neutral (A3)	6	23.08%
Somewhat disagree (A4)	3	11.54%
Strongly disagree (A5)	12	46.15%
No answer	0	0.00%
Not displayed	0	0.00%



Field summary for G15

During the past year, I have had opportunities at work to learn and grow.





Field summary for M01

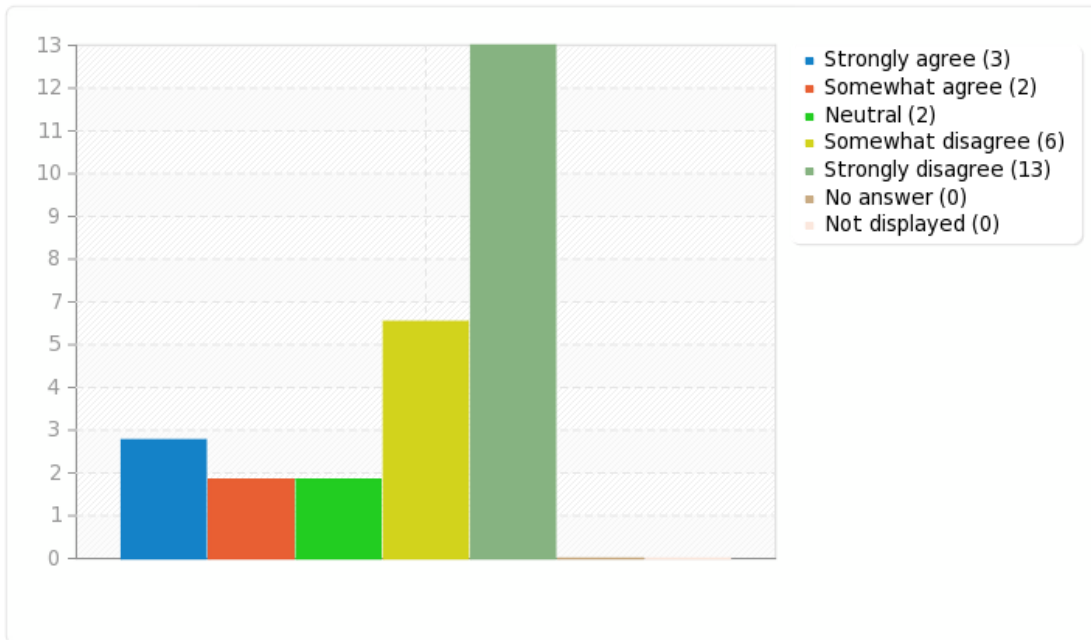
I agree with the leadership structure and the need for sworn supervisors and/or leadership.

Answer	Count	Percentage
Strongly agree (A1)	3	11.54%
Somewhat agree (A2)	2	7.69%
Neutral (A3)	2	7.69%
Somewhat disagree (A4)	6	23.08%
Strongly disagree (A5)	13	50.00%
No answer	0	0.00%
Not displayed	0	0.00%



Field summary for M01

I agree with the leadership structure and the need for sworn supervisors and/or leadership.





Field summary for M02

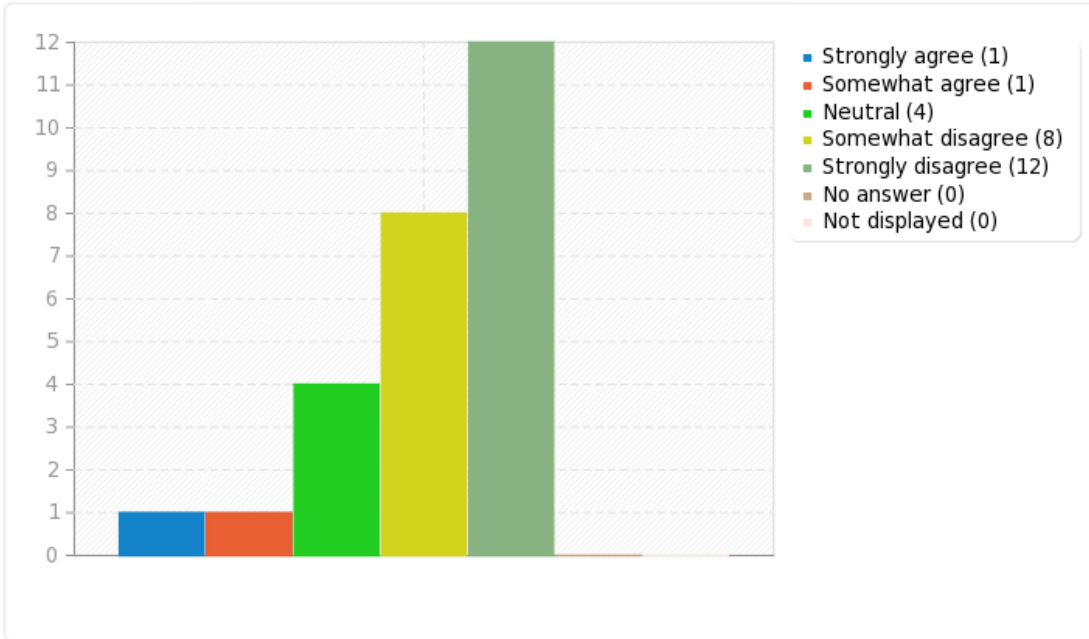
I am satisfied with the level of communication from shift supervision.

Answer	Count	Percentage
Strongly agree (A1)	1	3.85%
Somewhat agree (A2)	1	3.85%
Neutral (A3)	4	15.38%
Somewhat disagree (A4)	8	30.77%
Strongly disagree (A5)	12	46.15%
No answer	0	0.00%
Not displayed	0	0.00%



Field summary for M02

I am satisfied with the level of communication from shift supervision.





Field summary for M03

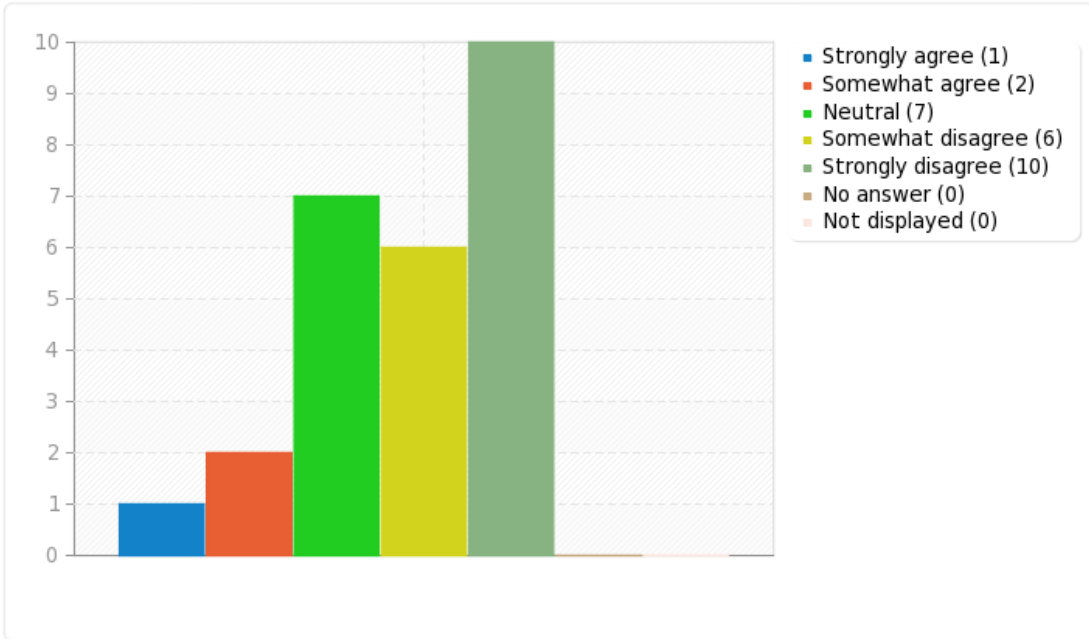
My supervisor effectively manage day-to-day operations.

Answer	Count	Percentage
Strongly agree (A1)	1	3.85%
Somewhat agree (A2)	2	7.69%
Neutral (A3)	7	26.92%
Somewhat disagree (A4)	6	23.08%
Strongly disagree (A5)	10	38.46%
No answer	0	0.00%
Not displayed	0	0.00%



Field summary for M03

My supervisor effectively manage day-to-day operations.





Field summary for M04

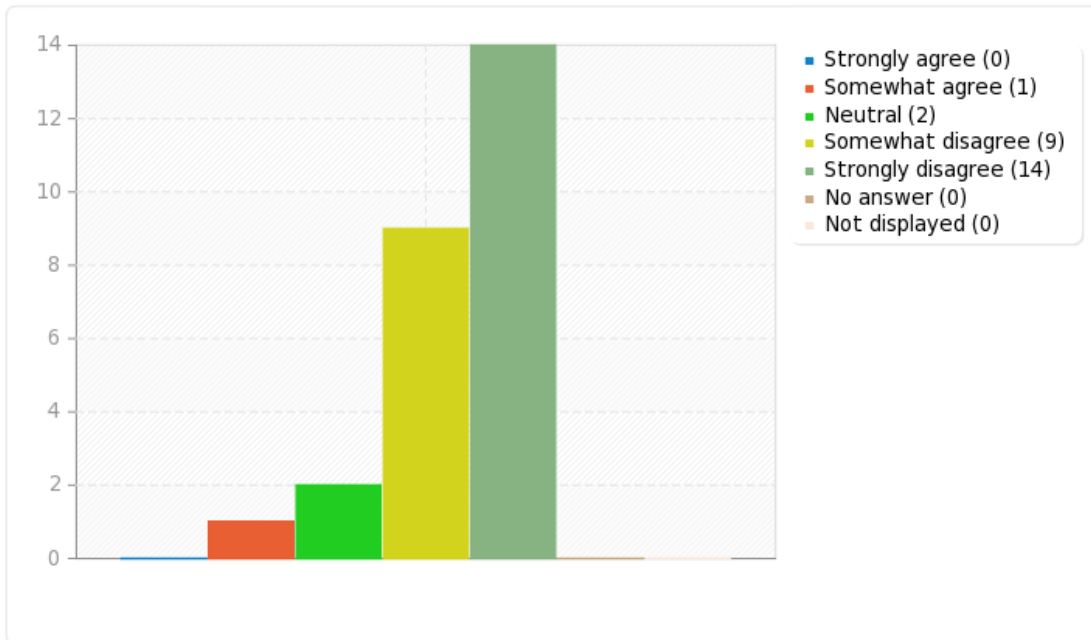
I feel supported by management.

Answer	Count	Percentage
Strongly agree (A1)	0	0.00%
Somewhat agree (A2)	1	3.85%
Neutral (A3)	2	7.69%
Somewhat disagree (A4)	9	34.62%
Strongly disagree (A5)	14	53.85%
No answer	0	0.00%
Not displayed	0	0.00%



Field summary for M04

I feel supported by management.





Field summary for M05

In relation to the question above, why or why not?

Answer	Count	Percentage
Answer	26	100.00%
No answer	0	0.00%
Not displayed	0	0.00%



Field summary for M06

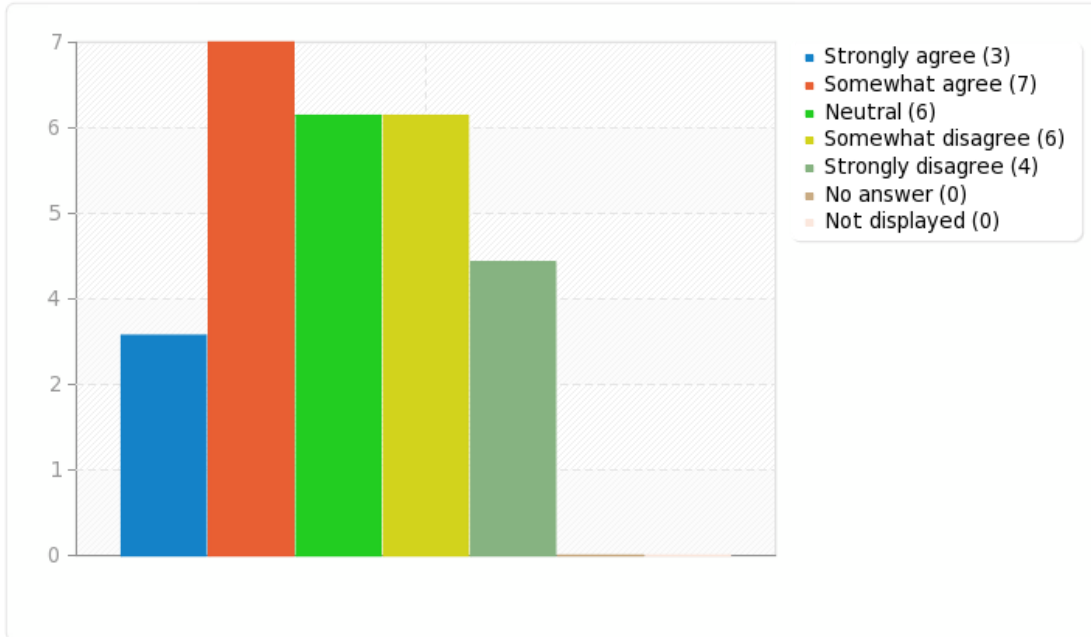
I am comfortable approaching difficult topics with my supervisor.

Answer	Count	Percentage
Strongly agree (A1)	3	11.54%
Somewhat agree (A2)	7	26.92%
Neutral (A3)	6	23.08%
Somewhat disagree (A4)	6	23.08%
Strongly disagree (A5)	4	15.38%
No answer	0	0.00%
Not displayed	0	0.00%



Field summary for M06

I am comfortable approaching difficult topics with my supervisor.





Field summary for M07

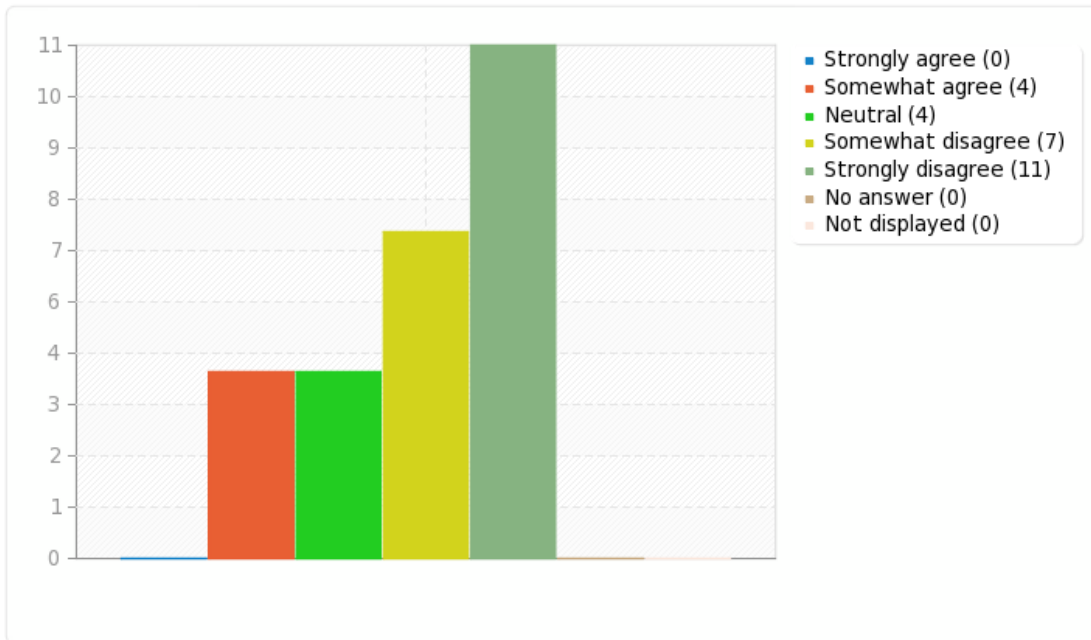
There are opportunities for advancement within the division and/or department for non-sworn/civilian personnel.

Answer	Count	Percentage
Strongly agree (A1)	0	0.00%
Somewhat agree (A2)	4	15.38%
Neutral (A3)	4	15.38%
Somewhat disagree (A4)	7	26.92%
Strongly disagree (A5)	11	42.31%
No answer	0	0.00%
Not displayed	0	0.00%



Field summary for M07

There are opportunities for advancement within the division and/or department for non-sworn/civilian personnel.





Field summary for M08

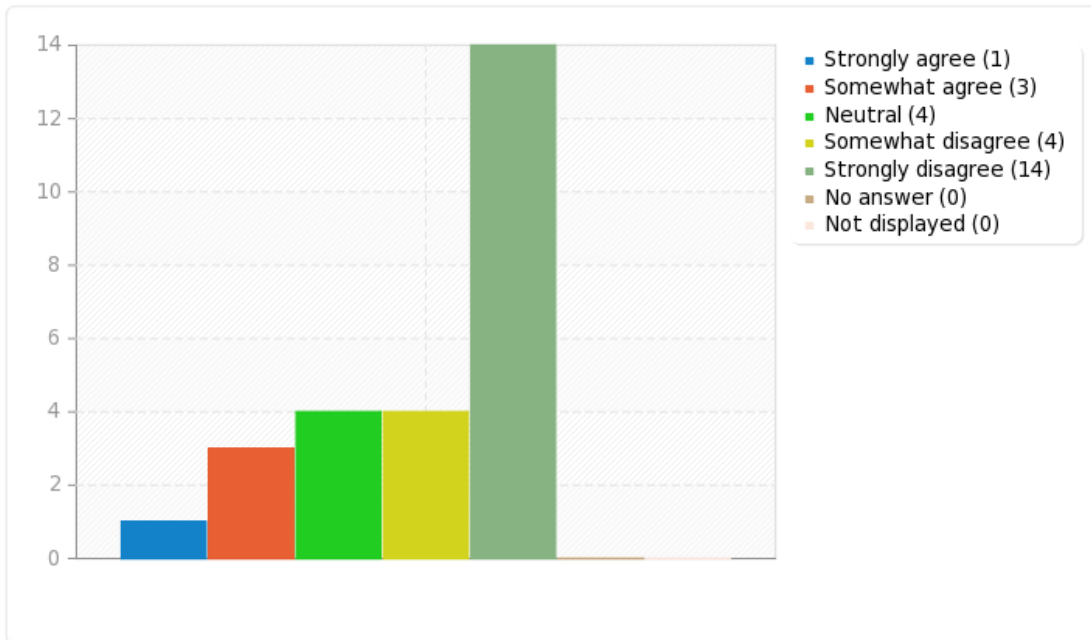
I am satisfied with the opportunities for advancement within the division and/or department.

Answer	Count	Percentage
Strongly agree (A1)	1	3.85%
Somewhat agree (A2)	3	11.54%
Neutral (A3)	4	15.38%
Somewhat disagree (A4)	4	15.38%
Strongly disagree (A5)	14	53.85%
No answer	0	0.00%
Not displayed	0	0.00%



Field summary for M08

I am satisfied with the opportunities for advancement within the division and/or department.





Field summary for M09

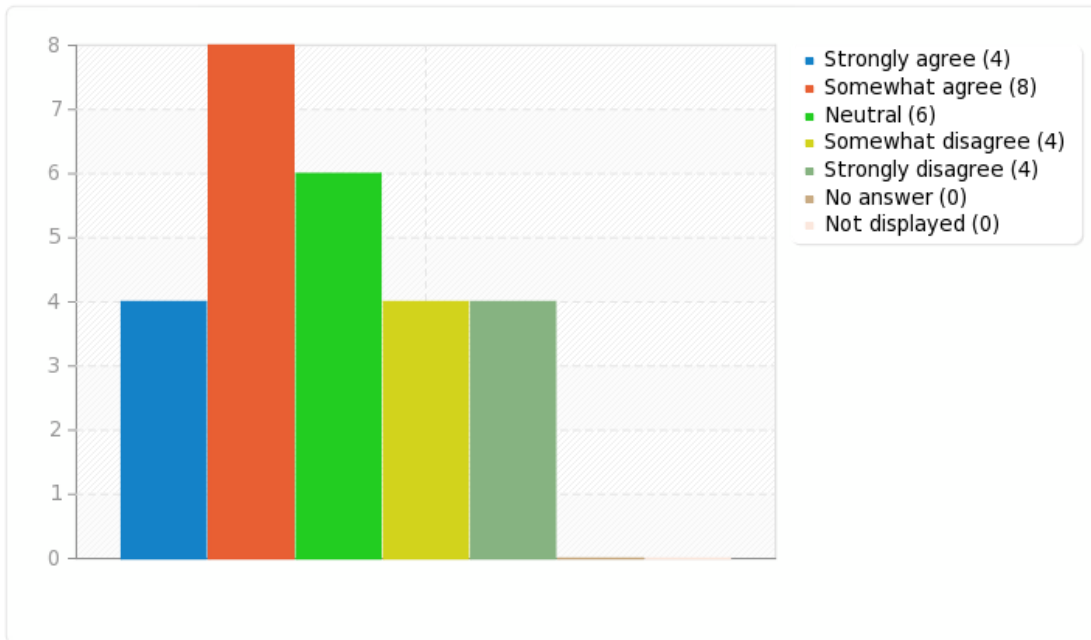
Support is available and offered to me when I must handle a difficult or critical call or event.

Answer	Count	Percentage
Strongly agree (A1)	4	15.38%
Somewhat agree (A2)	8	30.77%
Neutral (A3)	6	23.08%
Somewhat disagree (A4)	4	15.38%
Strongly disagree (A5)	4	15.38%
No answer	0	0.00%
Not displayed	0	0.00%



Field summary for M09

Support is available and offered to me when I must handle a difficult or critical call or event.





Field summary for M10

From your perspective, what are the current needs of the operations division?

Answer	Count	Percentage
Answer	26	100.00%
No answer	0	0.00%
Not displayed	0	0.00%



Field summary for S01

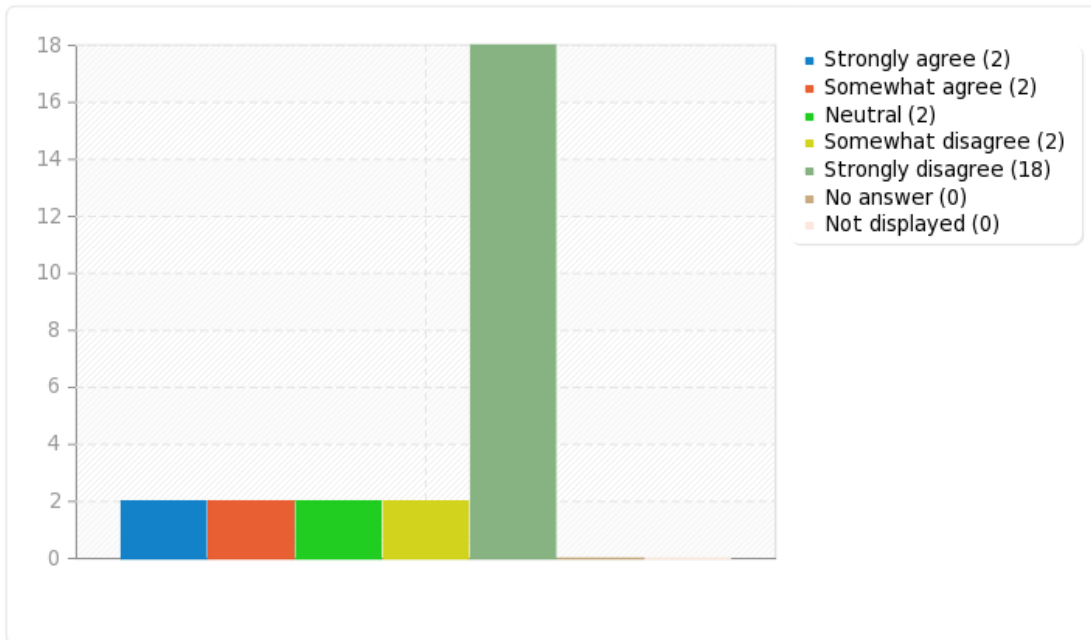
The shifts and scheduling process within the division work well in relation to my life outside of work.

Answer	Count	Percentage
Strongly agree (A1)	2	7.69%
Somewhat agree (A2)	2	7.69%
Neutral (A3)	2	7.69%
Somewhat disagree (A4)	2	7.69%
Strongly disagree (A5)	18	69.23%
No answer	0	0.00%
Not displayed	0	0.00%



Field summary for S01

The shifts and scheduling process within the division work well in relation to my life outside of work.





Field summary for S02

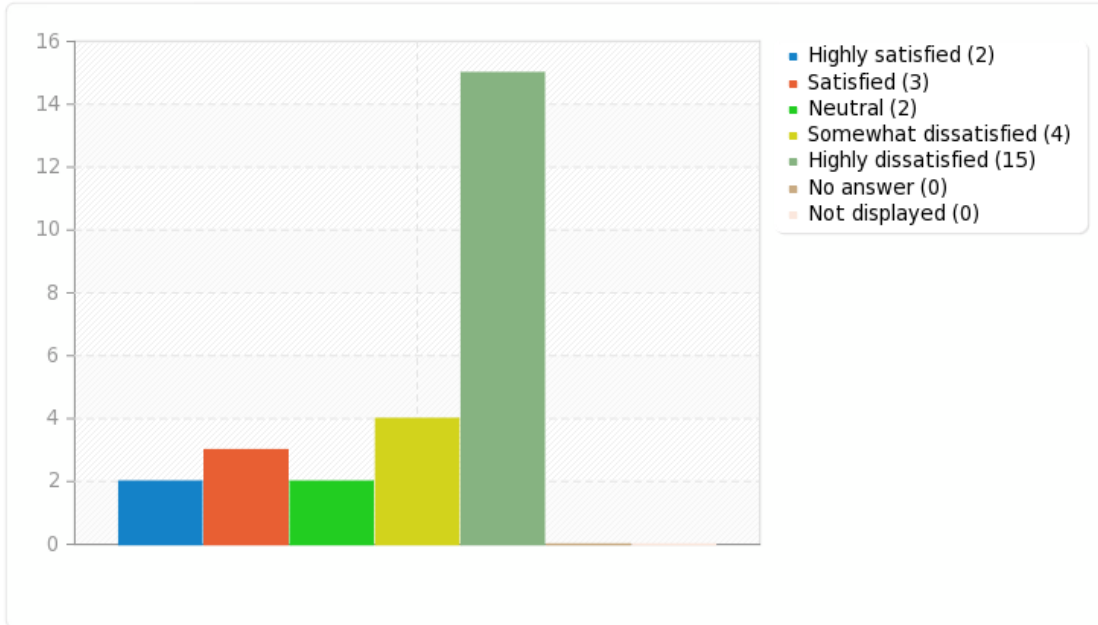
How satisfied are you with days off and the schedule?

Answer	Count	Percentage
Highly satisfied (A1)	2	7.69%
Satisfied (A2)	3	11.54%
Neutral (A3)	2	7.69%
Somewhat dissatisfied (A4)	4	15.38%
Highly dissatisfied (A5)	15	57.69%
No answer	0	0.00%
Not displayed	0	0.00%



Field summary for S02

How satisfied are you with days off and the schedule?





Field summary for S03

What suggestions do you have for improving the scheduling process within the department?

Answer	Count	Percentage
Answer	26	100.00%
No answer	0	0.00%
Not displayed	0	0.00%



Field summary for OC1

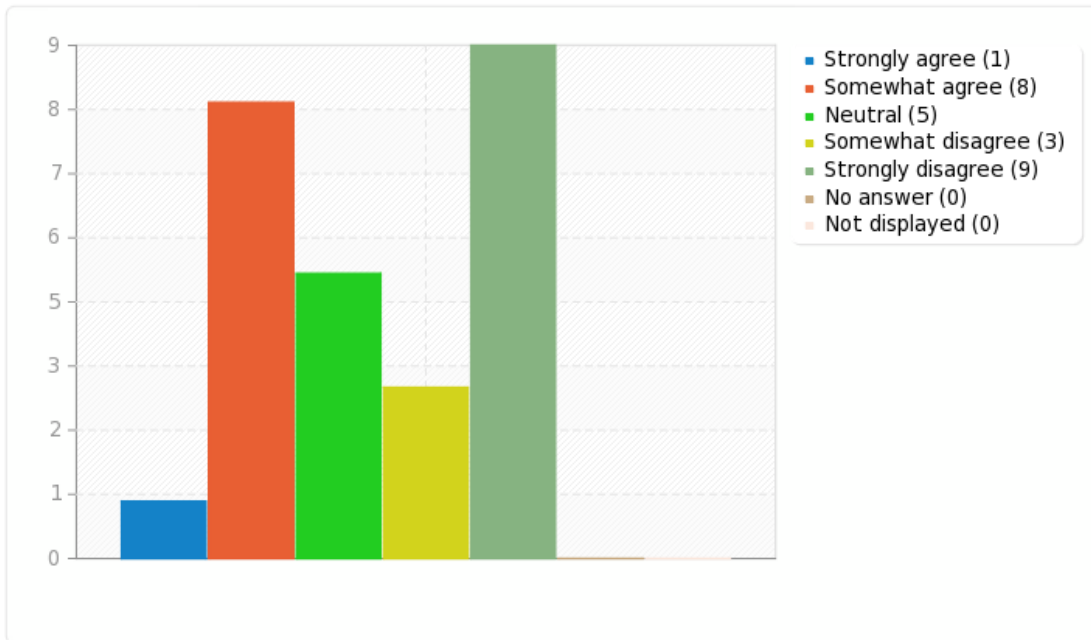
When at work, I feel like I am part of a team?

Answer	Count	Percentage
Strongly agree (A1)	1	3.85%
Somewhat agree (A2)	8	30.77%
Neutral (A3)	5	19.23%
Somewhat disagree (A4)	3	11.54%
Strongly disagree (A5)	9	34.62%
No answer	0	0.00%
Not displayed	0	0.00%



Field summary for OC1

When at work, I feel like I am part of a team?





Field summary for OC2

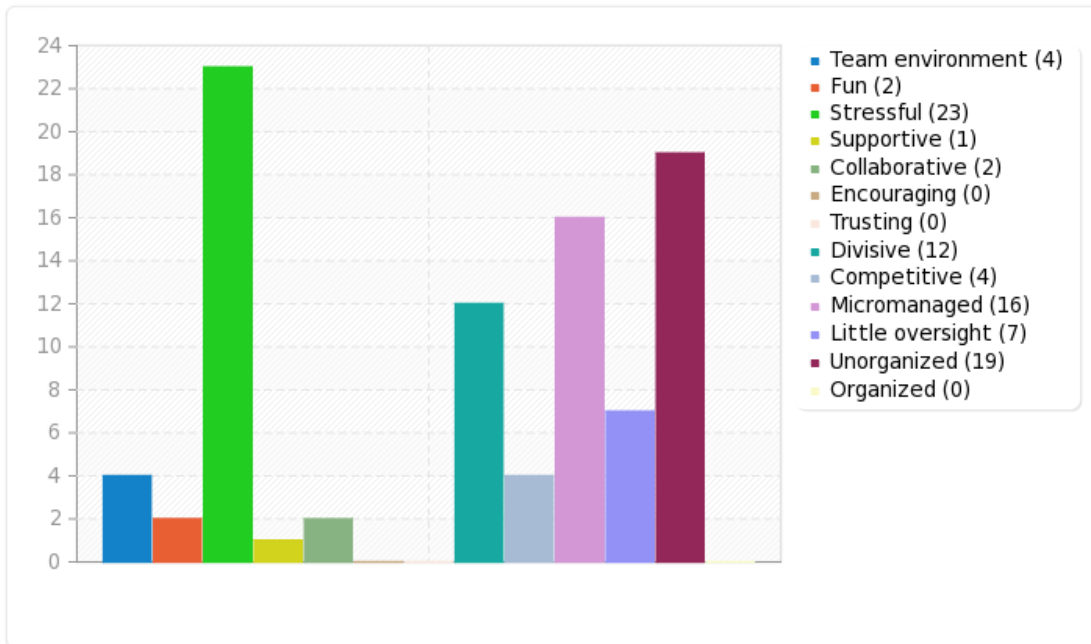
How would you describe your work environment? (Select all that apply)

Answer	Count	Percentage
Team environment (1)	4	15.38%
Fun (2)	2	7.69%
Stressful (3)	23	88.46%
Supportive (4)	1	3.85%
Collaborative (13)	2	7.69%
Encouraging (12)	0	0.00%
Trusting (11)	0	0.00%
Divisive (5)	12	46.15%
Competitive (6)	4	15.38%
Micromanaged (7)	16	61.54%
Little oversight (8)	7	26.92%
Unorganized (9)	19	73.08%
Organized (10)	0	0.00%



Field summary for OC2

How would you describe your work environment? (Select all that apply)





Field summary for OC3

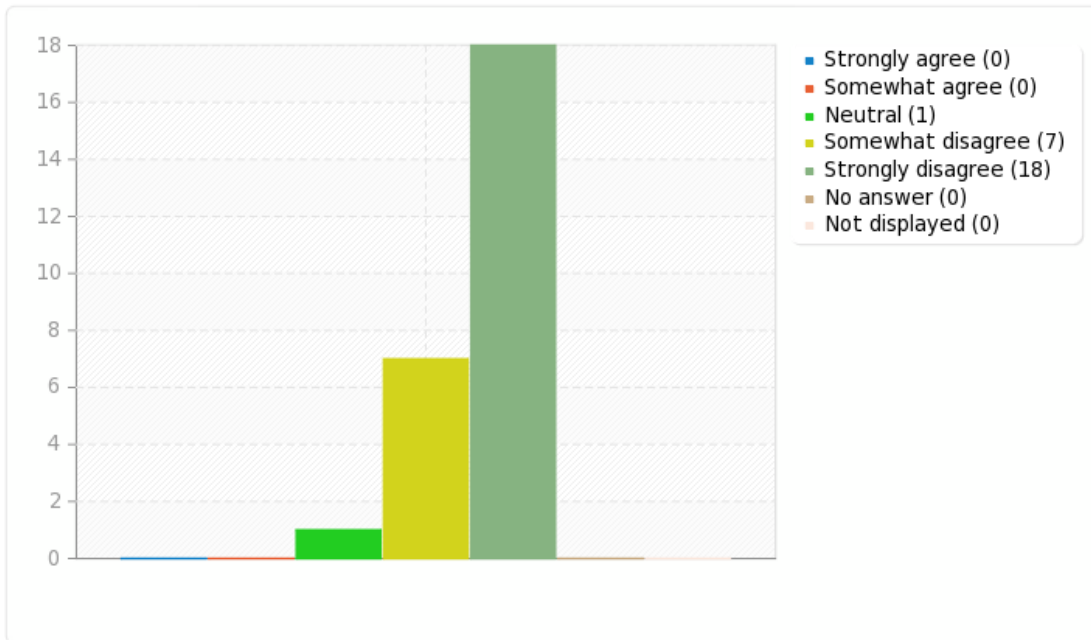
My accomplishments and those of the team are recognized and celebrated by leadership within Operations.

Answer	Count	Percentage
Strongly agree (A1)	0	0.00%
Somewhat agree (A2)	0	0.00%
Neutral (A3)	1	3.85%
Somewhat disagree (A4)	7	26.92%
Strongly disagree (A5)	18	69.23%
No answer	0	0.00%
Not displayed	0	0.00%



Field summary for OC3

My accomplishments and those of the team are recognized and celebrated by leadership within Operations.





Field summary for OC4

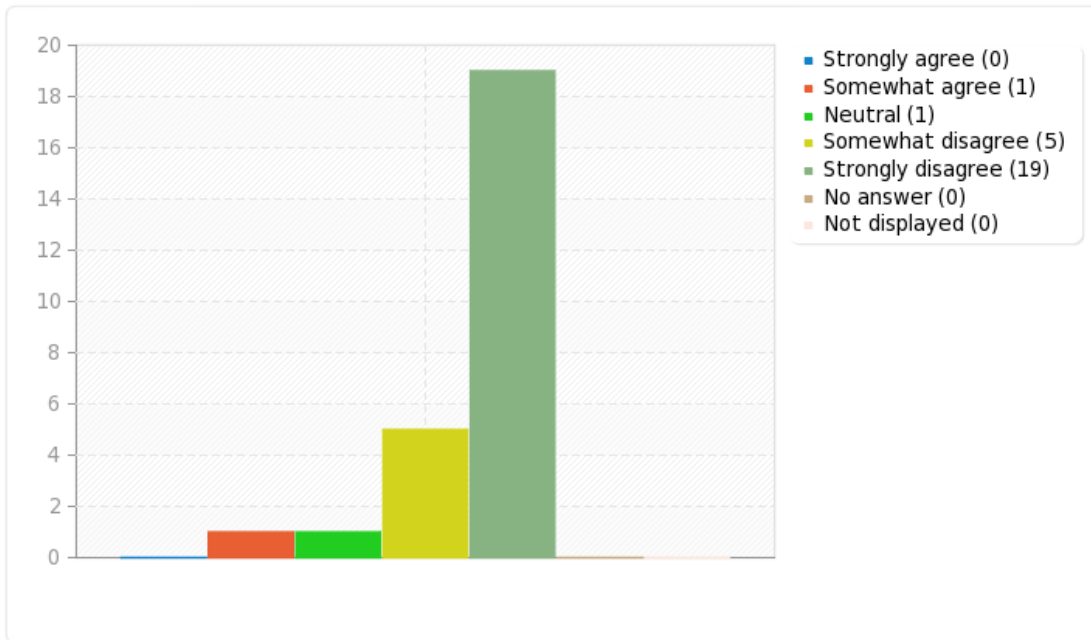
My accomplishments and those of the team are recognized and celebrated by leadership within the police department.

Answer	Count	Percentage
Strongly agree (A1)	0	0.00%
Somewhat agree (A2)	1	3.85%
Neutral (A3)	1	3.85%
Somewhat disagree (A4)	5	19.23%
Strongly disagree (A5)	19	73.08%
No answer	0	0.00%
Not displayed	0	0.00%



Field summary for OC4

My accomplishments and those of the team are recognized and celebrated by leadership within the police department.





Field summary for OC5

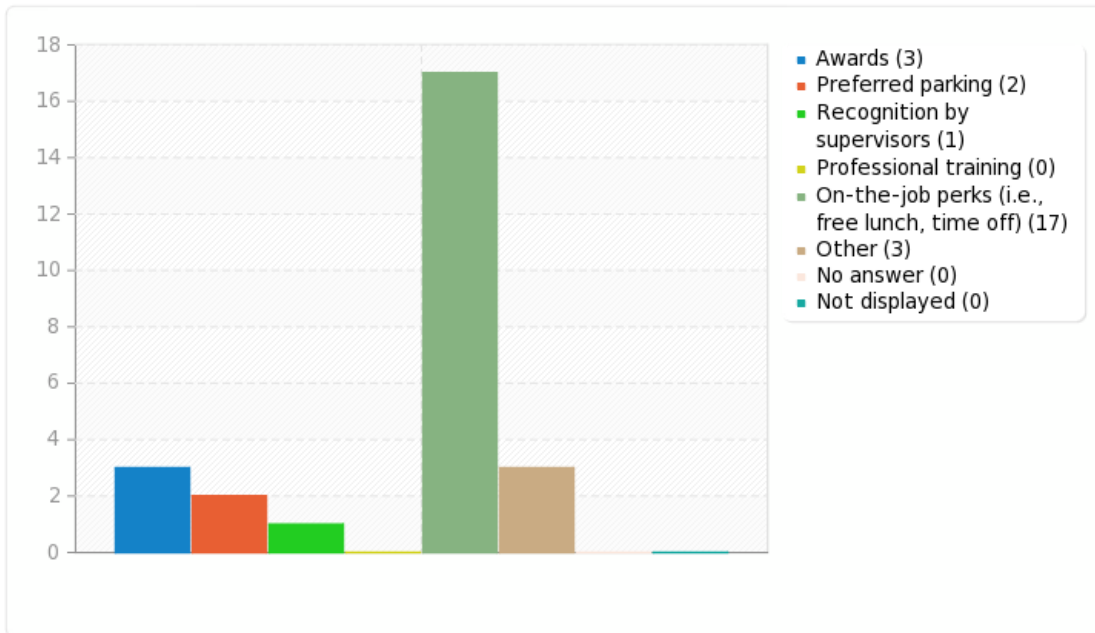
What type of employee recognition would you appreciate most?

Answer	Count	Percentage
Awards (1)	3	11.54%
Preferred parking (2)	2	7.69%
Recognition by supervisors (3)	1	3.85%
Professional training (4)	0	0.00%
On-the-job perks (i.e., free lunch, time off) (5)	17	65.38%
Other	3	11.54%
No answer	0	0.00%
Not displayed	0	0.00%



Field summary for OC5

What type of employee recognition would you appreciate most?





Field summary for OC6

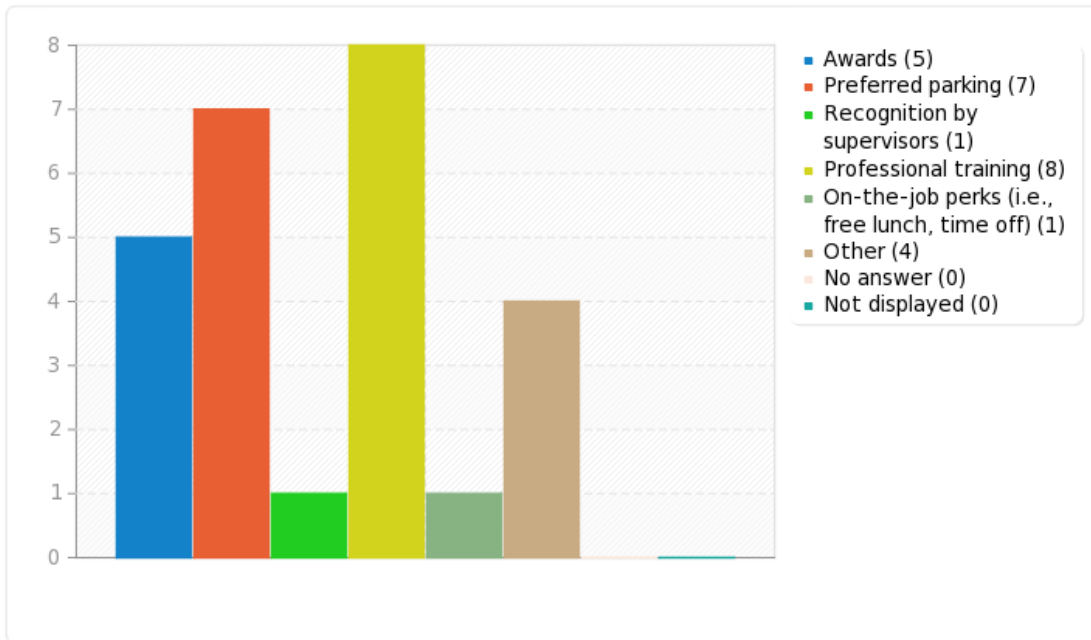
What type of employee recognition would you appreciate the least?

Answer	Count	Percentage
Awards (1)	5	19.23%
Preferred parking (2)	7	26.92%
Recognition by supervisors (3)	1	3.85%
Professional training (4)	8	30.77%
On-the-job perks (i.e., free lunch, time off) (5)	1	3.85%
Other	4	15.38%
No answer	0	0.00%
Not displayed	0	0.00%



Field summary for OC6

What type of employee recognition would you appreciate the least?





Field summary for OC7

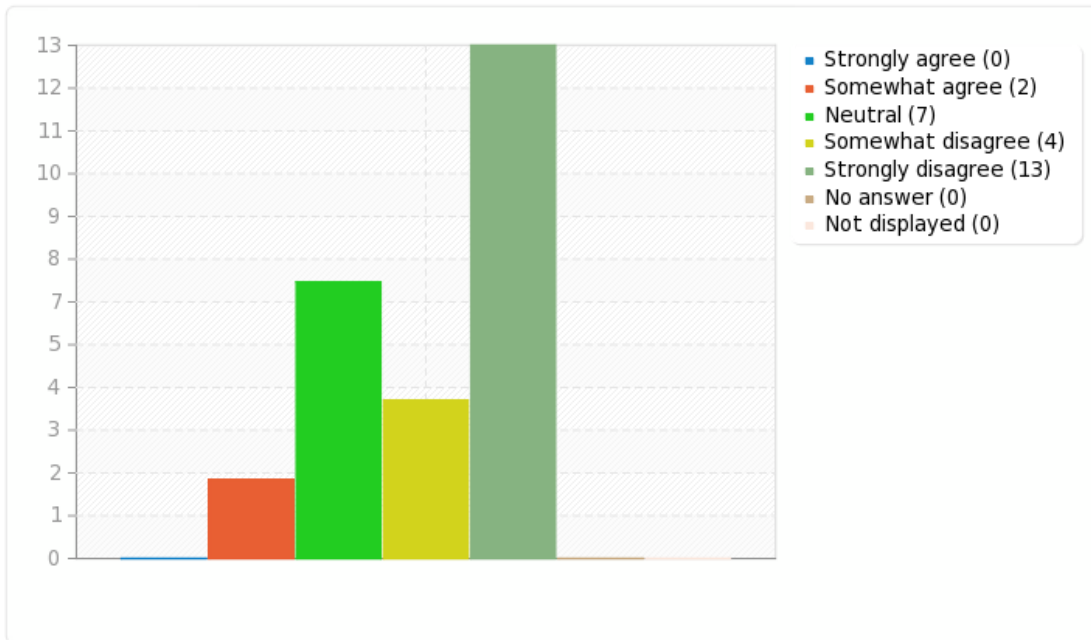
I am satisfied with the culture of my workplace.

Answer	Count	Percentage
Strongly agree (A1)	0	0.00%
Somewhat agree (A2)	2	7.69%
Neutral (A3)	7	26.92%
Somewhat disagree (A4)	4	15.38%
Strongly disagree (A5)	13	50.00%
No answer	0	0.00%
Not displayed	0	0.00%



Field summary for OC7

I am satisfied with the culture of my workplace.





Field summary for OC8

What comments do you have to share about the current organizational culture?

Answer	Count	Percentage
Answer	26	100.00%
No answer	0	0.00%
Not displayed	0	0.00%



Field summary for RT01

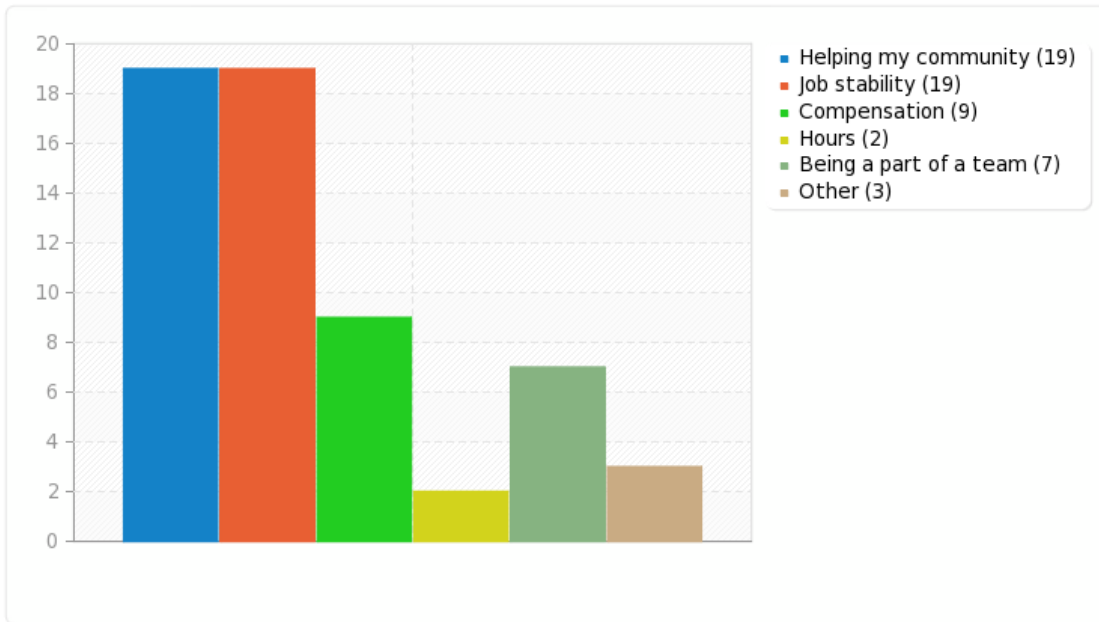
What were your motivating factors for wanting to work for the police department? (Select all that apply)

Answer	Count	Percentage
Helping my community (1)	19	73.08%
Job stability (2)	19	73.08%
Compensation (3)	9	34.62%
Hours (4)	2	7.69%
Being a part of a team (5)	7	26.92%
Other	3	11.54%



Field summary for RT01

What were your motivating factors for wanting to work for the police department? (Select all that apply)





Field summary for RT02

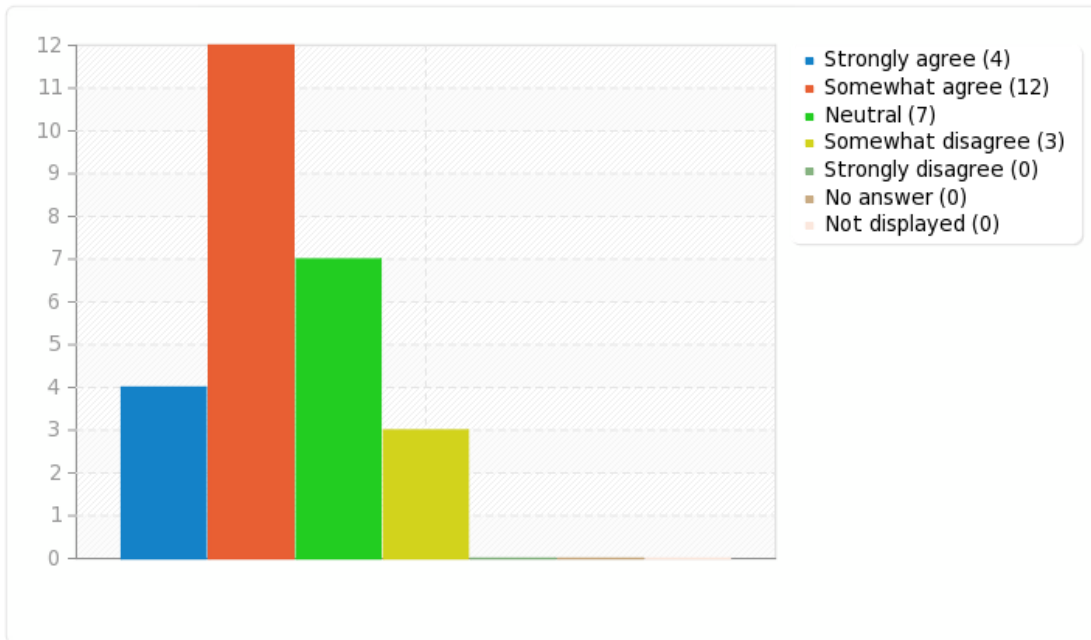
The skills posted as required for the position are the skills that are necessary to do the job effectively.

Answer	Count	Percentage
Strongly agree (A1)	4	15.38%
Somewhat agree (A2)	12	46.15%
Neutral (A3)	7	26.92%
Somewhat disagree (A4)	3	11.54%
Strongly disagree (A5)	0	0.00%
No answer	0	0.00%
Not displayed	0	0.00%



Field summary for RT02

The skills posted as required for the position are the skills that are necessary to do the job effectively.





Field summary for RT03

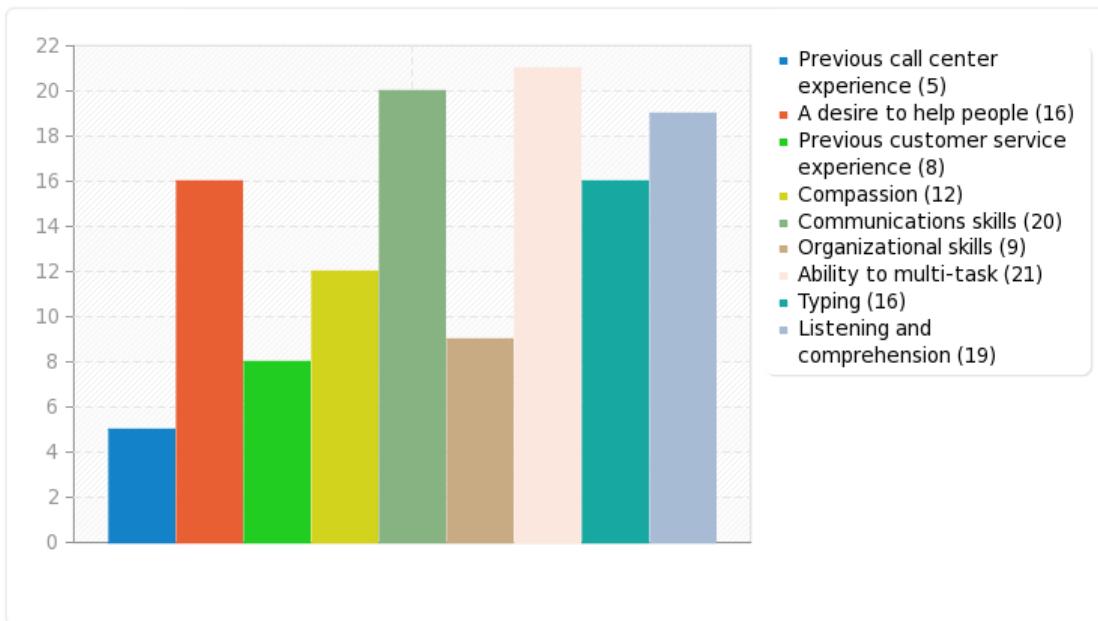
Please select the three most important skills needed for your position.

Answer	Count	Percentage
Previous call center experience (1)	5	19.23%
A desire to help people (2)	16	61.54%
Previous customer service experience (3)	8	30.77%
Compassion (4)	12	46.15%
Communications skills (5)	20	76.92%
Organizational skills (6)	9	34.62%
Ability to multi-task (7)	21	80.77%
Typing (8)	16	61.54%
Listening and comprehension (9)	19	73.08%



Field summary for RT03

Please select the three most important skills needed for your position.





Field summary for RT04

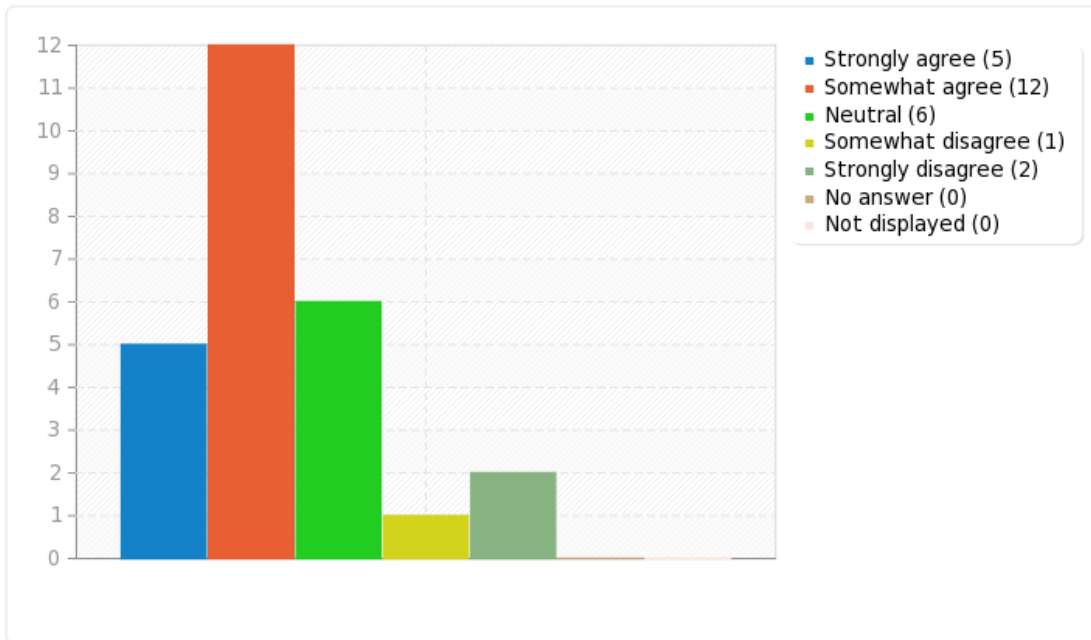
The classroom training I received when I started my position adequately prepared me for the expectations of the position.

Answer	Count	Percentage
Strongly agree (A1)	5	19.23%
Somewhat agree (A2)	12	46.15%
Neutral (A3)	6	23.08%
Somewhat disagree (A4)	1	3.85%
Strongly disagree (A5)	2	7.69%
No answer	0	0.00%
Not displayed	0	0.00%



Field summary for RT04

The classroom training I received when I started my position adequately prepared me for the expectations of the position.





Field summary for RT05

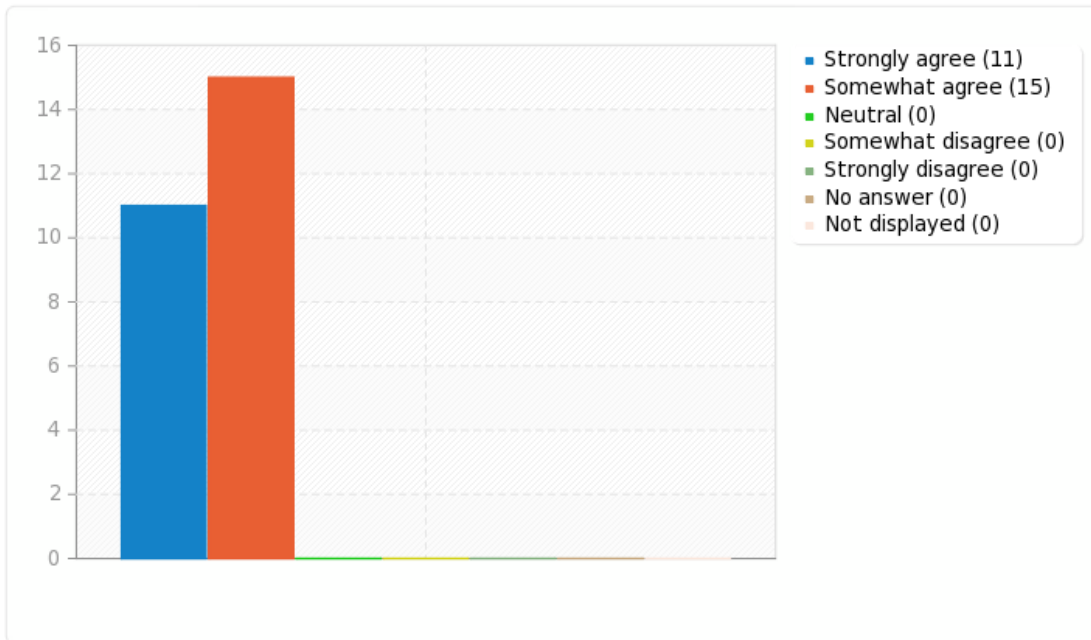
The one-on-one training I received when I started my position adequately prepared me for the expectations of the position.

Answer	Count	Percentage
Strongly agree (A1)	11	42.31%
Somewhat agree (A2)	15	57.69%
Neutral (A3)	0	0.00%
Somewhat disagree (A4)	0	0.00%
Strongly disagree (A5)	0	0.00%
No answer	0	0.00%
Not displayed	0	0.00%



Field summary for RT05

The one-on-one training I received when I started my position adequately prepared me for the expectations of the position.





Field summary for RT06

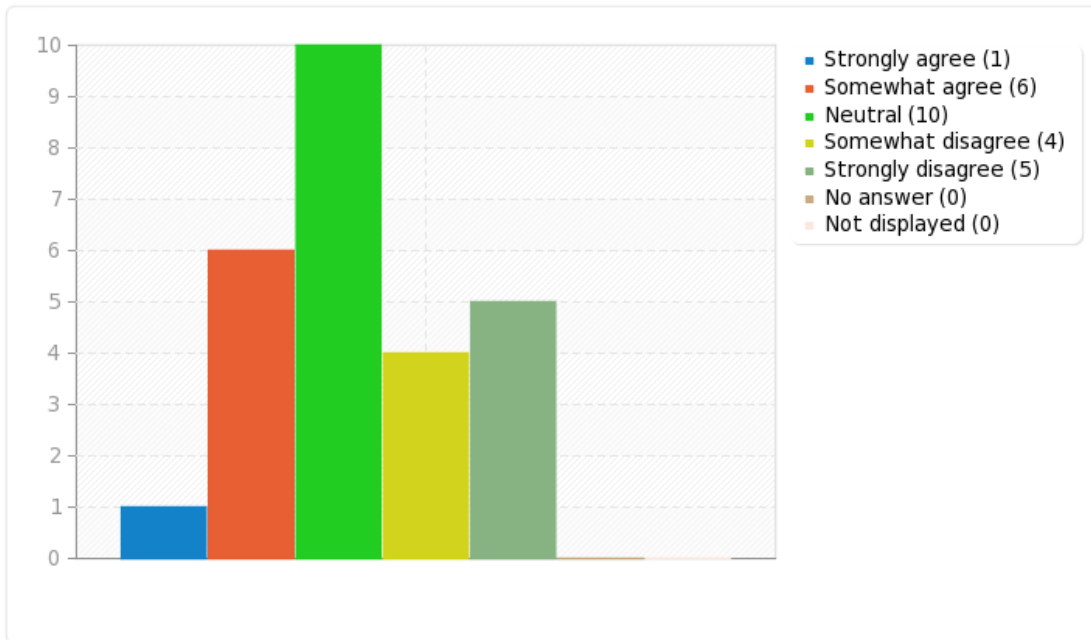
I am satisfied with the continuing education opportunities provided by the organization.

Answer	Count	Percentage
Strongly agree (A1)	1	3.85%
Somewhat agree (A2)	6	23.08%
Neutral (A3)	10	38.46%
Somewhat disagree (A4)	4	15.38%
Strongly disagree (A5)	5	19.23%
No answer	0	0.00%
Not displayed	0	0.00%



Field summary for RT06

I am satisfied with the continuing education opportunities provided by the organization.





Field summary for RT07

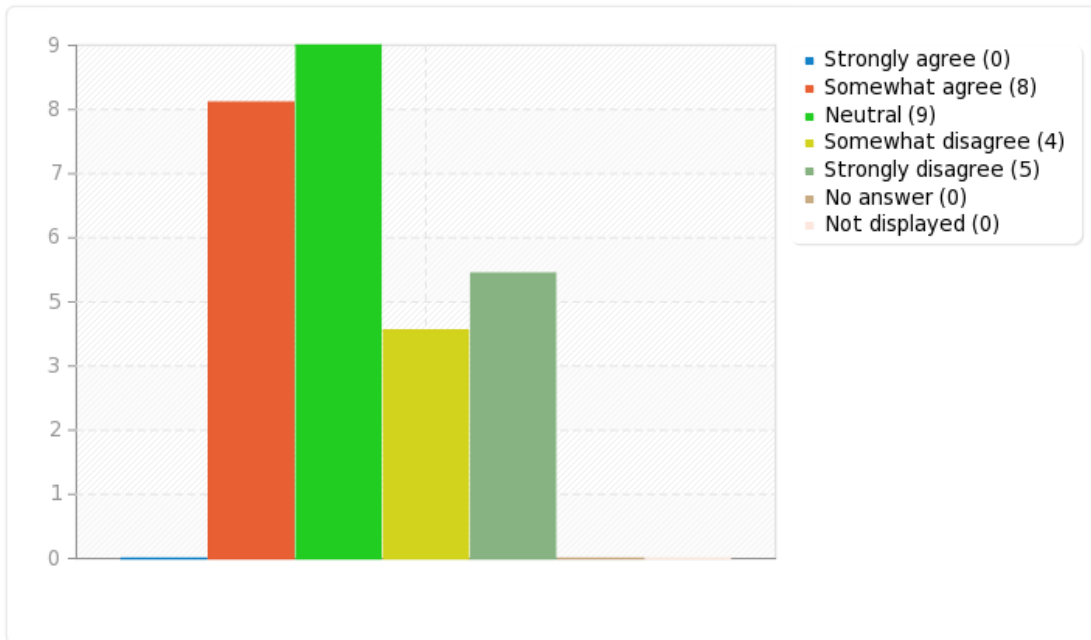
I am satisfied with the investment the department makes in training and education.

Answer	Count	Percentage
Strongly agree (A1)	0	0.00%
Somewhat agree (A2)	8	30.77%
Neutral (A3)	9	34.62%
Somewhat disagree (A4)	4	15.38%
Strongly disagree (A5)	5	19.23%
No answer	0	0.00%
Not displayed	0	0.00%



Field summary for RT07

I am satisfied with the investment the department makes in training and education.





Field summary for RESD1

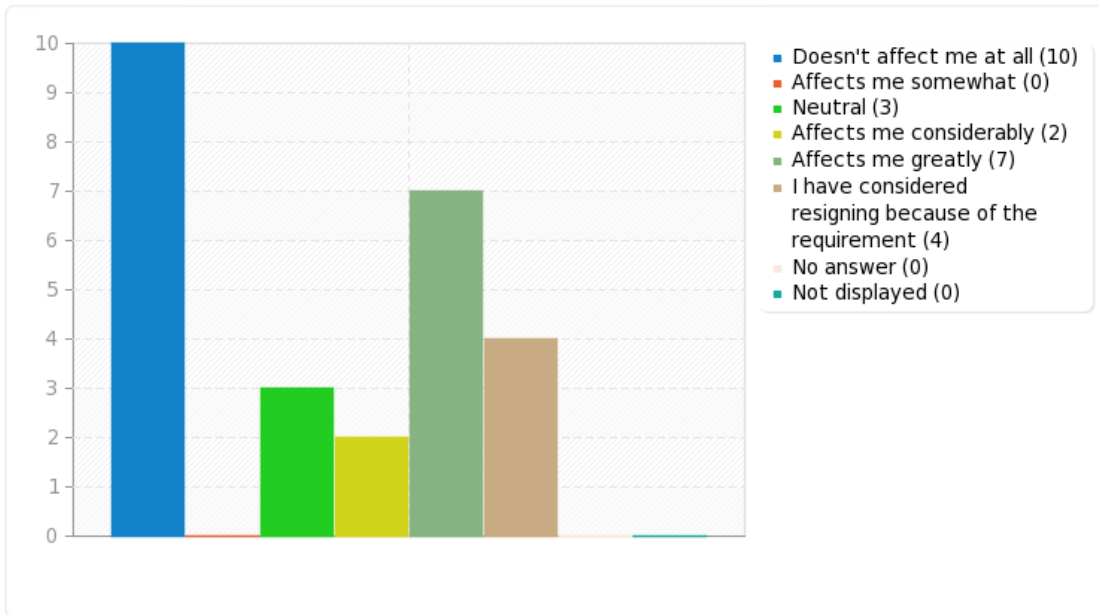
To what degree does the residency requirement impact you?

Answer	Count	Percentage
Doesn't affect me at all (A1)	10	38.46%
Affects me somewhat (A5)	0	0.00%
Neutral (A4)	3	11.54%
Affects me considerably (A3)	2	7.69%
Affects me greatly (A2)	7	26.92%
I have considered resigning because of the requirement (A6)	4	15.38%
No answer	0	0.00%
Not displayed	0	0.00%



Field summary for RESD1

To what degree does the residency requirement impact you?





Field summary for MISC1

Are there any other concerns you would like to share that have not been addressed in this survey?

Answer	Count	Percentage
Answer	26	100.00%
No answer	0	0.00%
Not displayed	0	0.00%



Results

Survey 585817

Number of records in this query:	10
Total records in survey:	10
Percentage of total:	100.00%



Field summary for G01

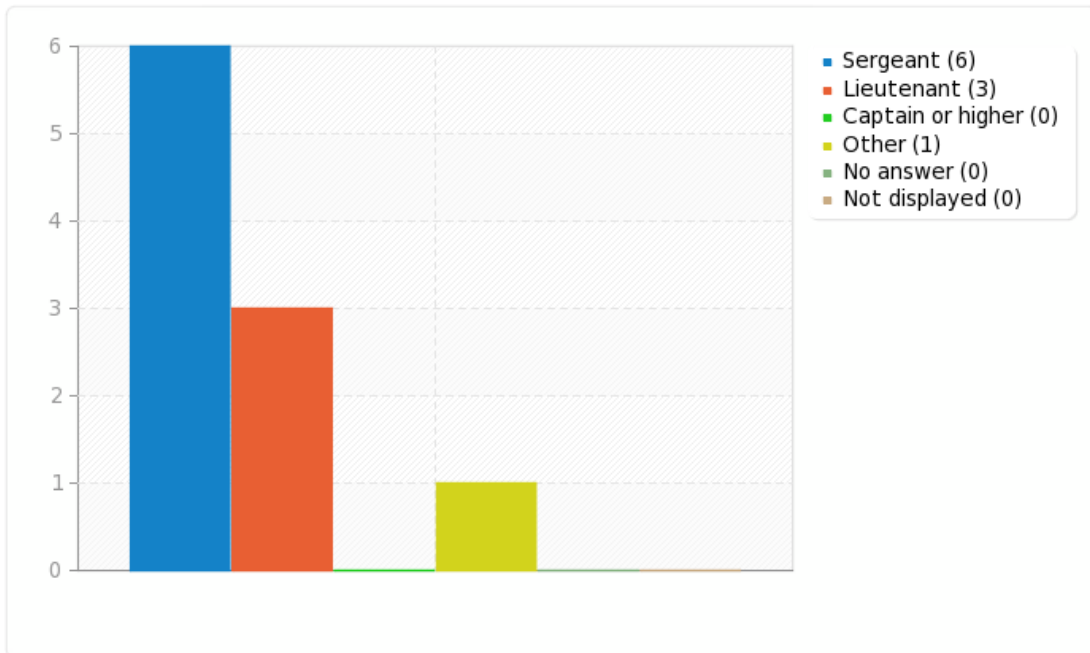
What is your current job classification?

Answer	Count	Percentage
Sergeant (A1)	6	60.00%
Lieutenant (A2)	3	30.00%
Captain or higher (A3)	0	0.00%
Other	1	10.00%
No answer	0	0.00%
Not displayed	0	0.00%



Field summary for G01

What is your current job classification?





Field summary for G02

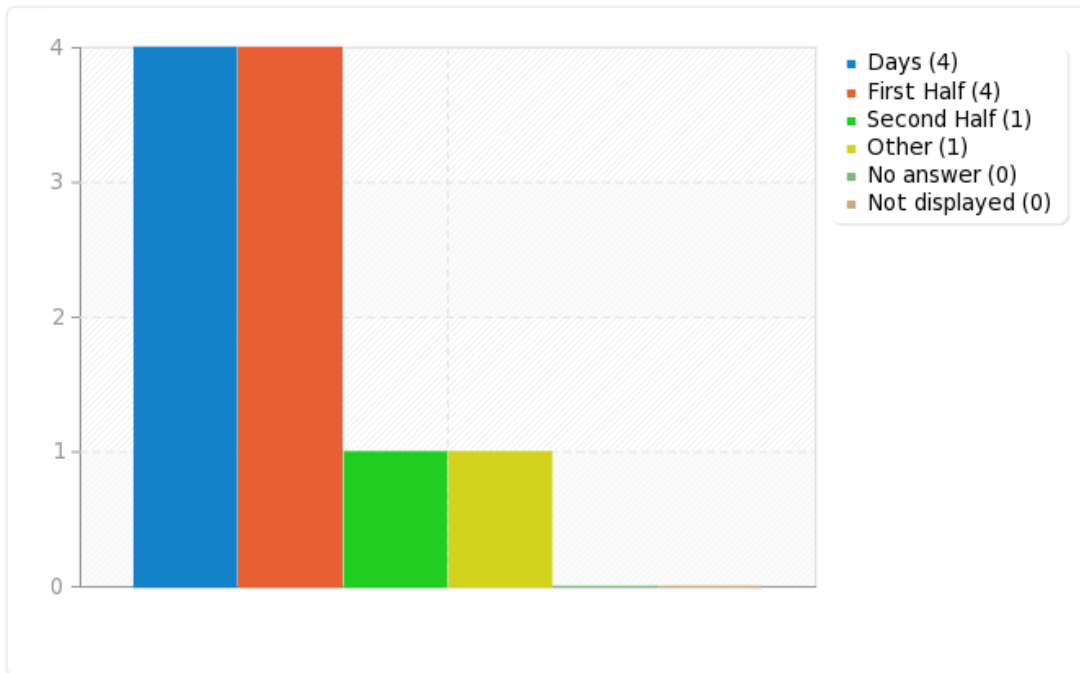
To what shift are you currently assigned?

Answer	Count	Percentage
Days (A1)	4	40.00%
First Half (A2)	4	40.00%
Second Half (A3)	1	10.00%
Other	1	10.00%
No answer	0	0.00%
Not displayed	0	0.00%



Field summary for G02

To what shift are you currently assigned?





Field summary for G03

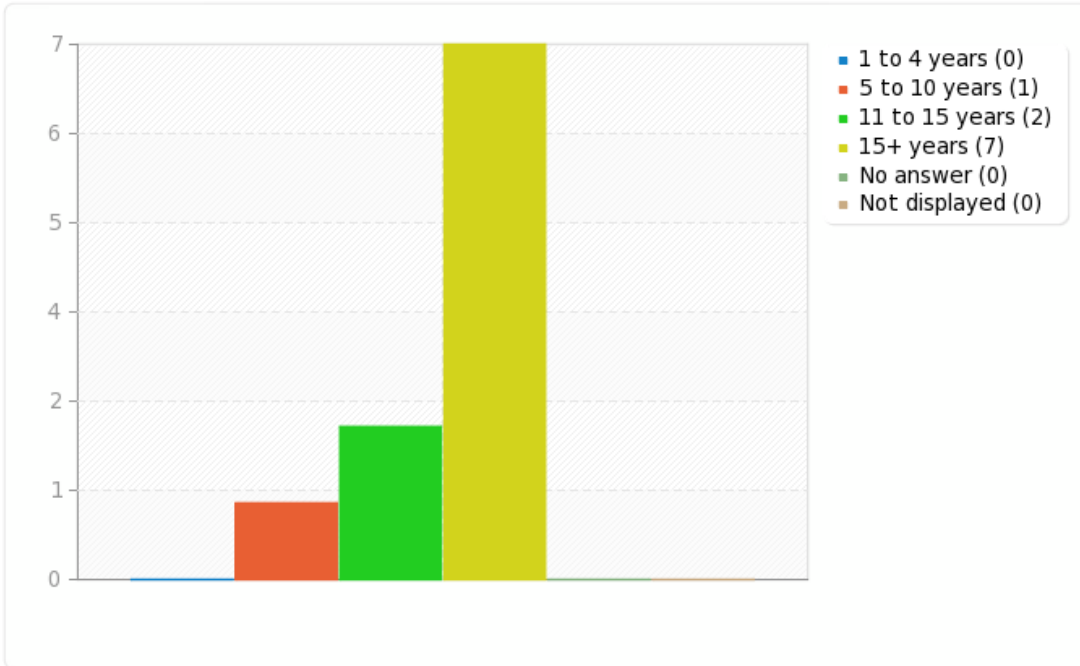
How many years have you worked for the Boston Police Department?

Answer	Count	Percentage
1 to 4 years (A1)	0	0.00%
5 to 10 years (A2)	1	10.00%
11 to 15 years (A3)	2	20.00%
15+ years (A4)	7	70.00%
No answer	0	0.00%
Not displayed	0	0.00%



Field summary for G03

How many years have you worked for the Boston Police Department?





Field summary for G04

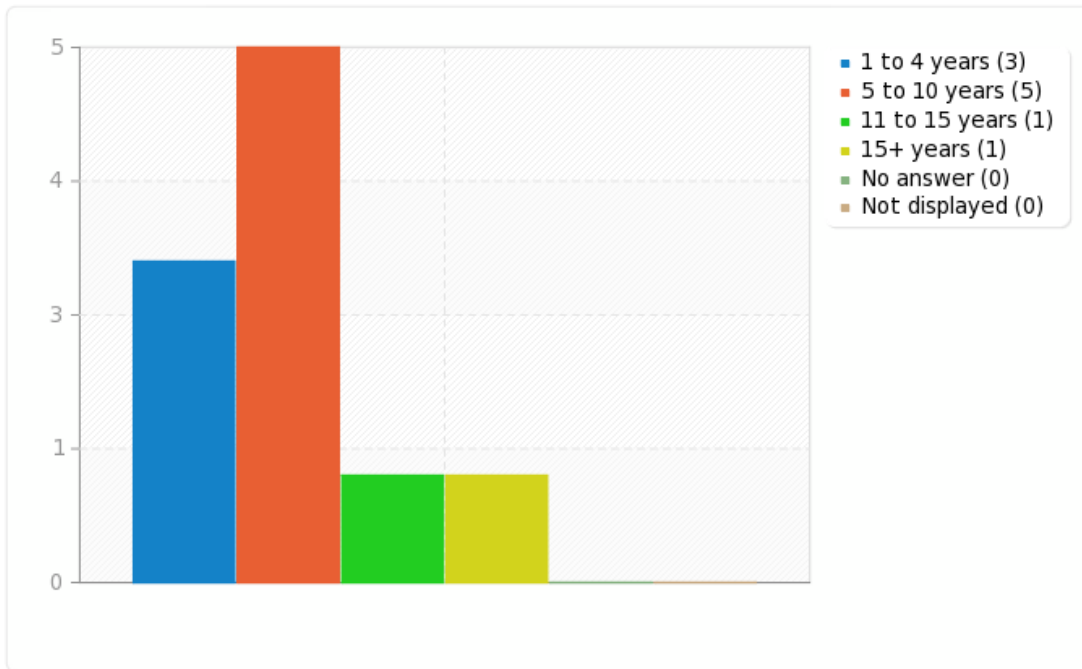
How many years have you been assigned to Operations?

Answer	Count	Percentage
1 to 4 years (A1)	3	30.00%
5 to 10 years (A2)	5	50.00%
11 to 15 years (A3)	1	10.00%
15+ years (A4)	1	10.00%
No answer	0	0.00%
Not displayed	0	0.00%



Field summary for G04

How many years have you been assigned to Operations?





Field summary for G05

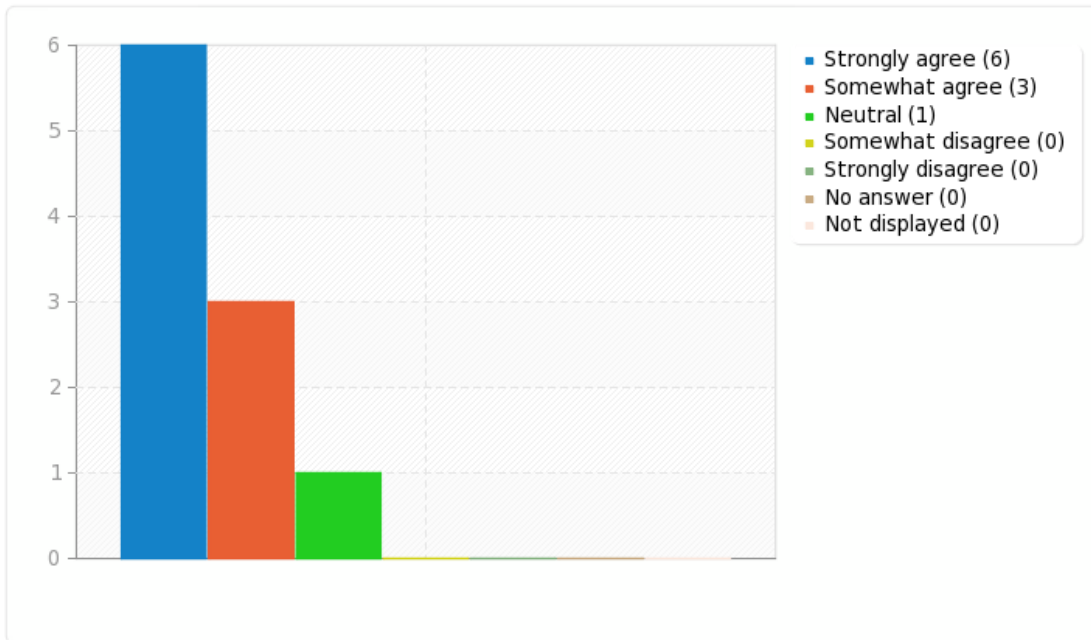
I am satisfied with the work I perform.

Answer	Count	Percentage
Strongly agree (A1)	6	60.00%
Somewhat agree (A2)	3	30.00%
Neutral (A3)	1	10.00%
Somewhat disagree (A4)	0	0.00%
Strongly disagree (A5)	0	0.00%
No answer	0	0.00%
Not displayed	0	0.00%



Field summary for G05

I am satisfied with the work I perform.





Field summary for G06

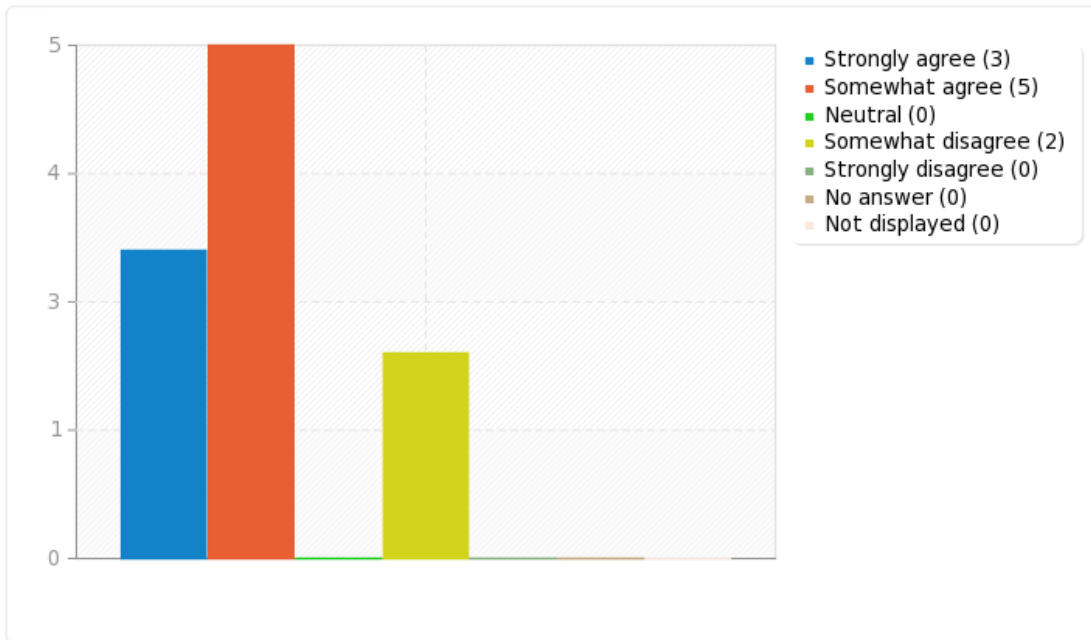
I know what is expected of me at work.

Answer	Count	Percentage
Strongly agree (A1)	3	30.00%
Somewhat agree (A2)	5	50.00%
Neutral (A3)	0	0.00%
Somewhat disagree (A4)	2	20.00%
Strongly disagree (A5)	0	0.00%
No answer	0	0.00%
Not displayed	0	0.00%



Field summary for G06

I know what is expected of me at work.





Field summary for G07

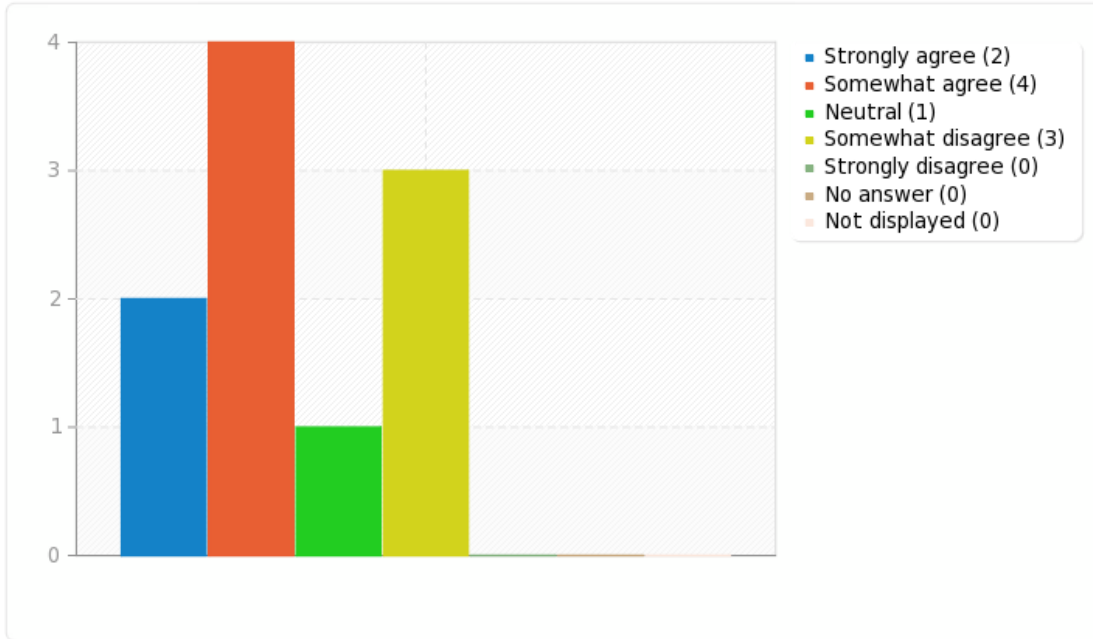
I have the materials and equipment I need to do my job correctly.

Answer	Count	Percentage
Strongly agree (A1)	2	20.00%
Somewhat agree (A2)	4	40.00%
Neutral (A3)	1	10.00%
Somewhat disagree (A4)	3	30.00%
Strongly disagree (A5)	0	0.00%
No answer	0	0.00%
Not displayed	0	0.00%



Field summary for G07

I have the materials and equipment I need to do my job correctly.





Field summary for G08

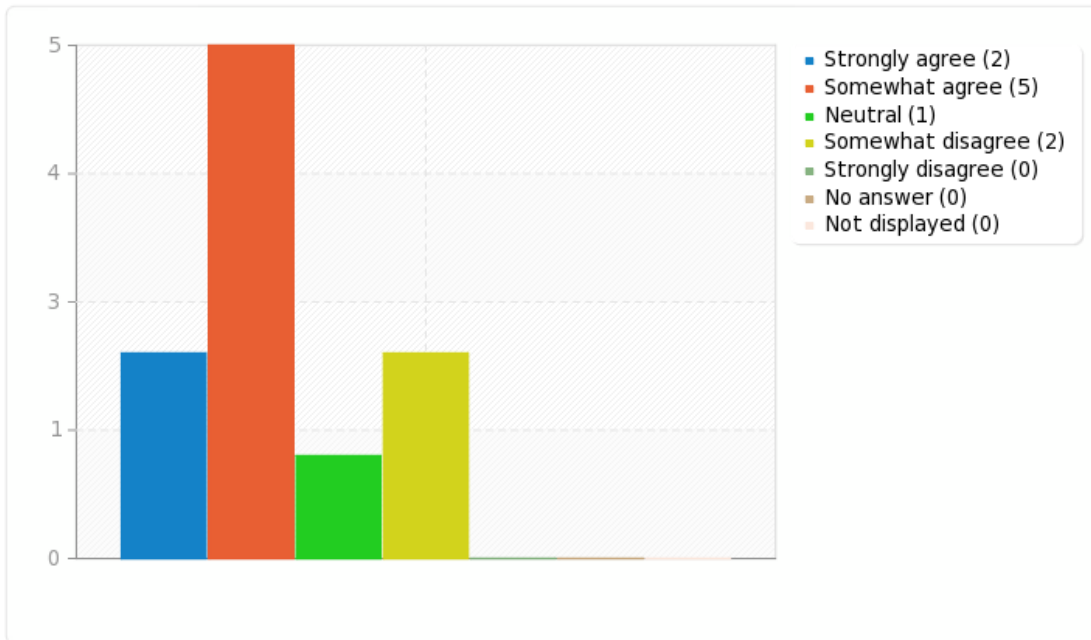
At work, I have the opportunity to do what I do best everyday.

Answer	Count	Percentage
Strongly agree (A1)	2	20.00%
Somewhat agree (A2)	5	50.00%
Neutral (A3)	1	10.00%
Somewhat disagree (A4)	2	20.00%
Strongly disagree (A5)	0	0.00%
No answer	0	0.00%
Not displayed	0	0.00%



Field summary for G08

At work, I have the opportunity to do what I do best everyday.





Field summary for G09

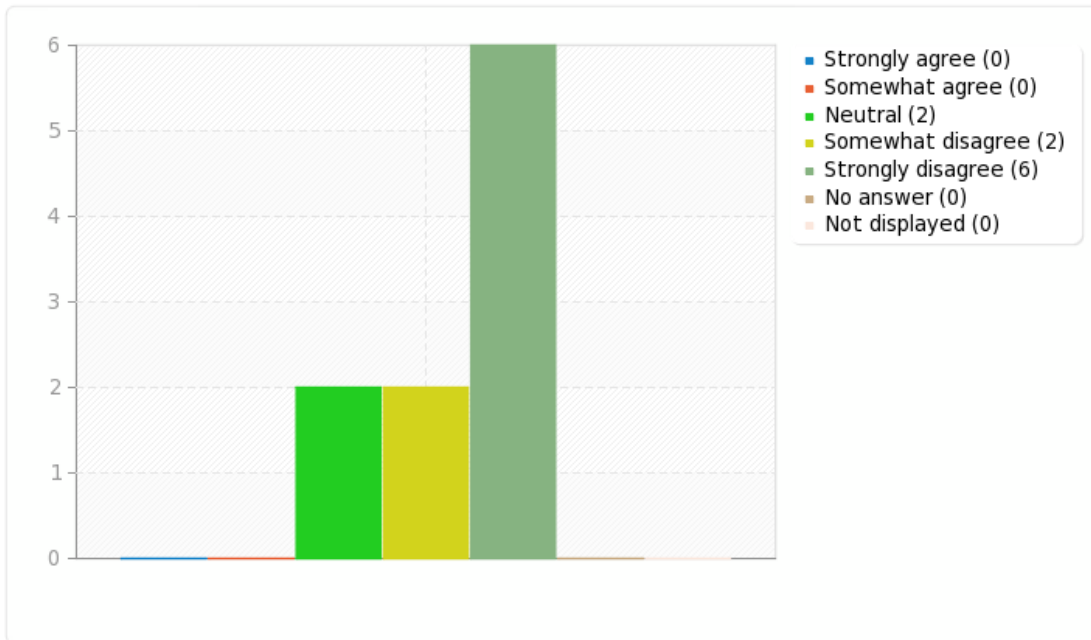
In the last seven days I have received recognition or praise for doing good work.

Answer	Count	Percentage
Strongly agree (A1)	0	0.00%
Somewhat agree (A2)	0	0.00%
Neutral (A3)	2	20.00%
Somewhat disagree (A4)	2	20.00%
Strongly disagree (A5)	6	60.00%
No answer	0	0.00%
Not displayed	0	0.00%



Field summary for G09

In the last seven days I have received recognition or praise for doing good work.





Field summary for G10

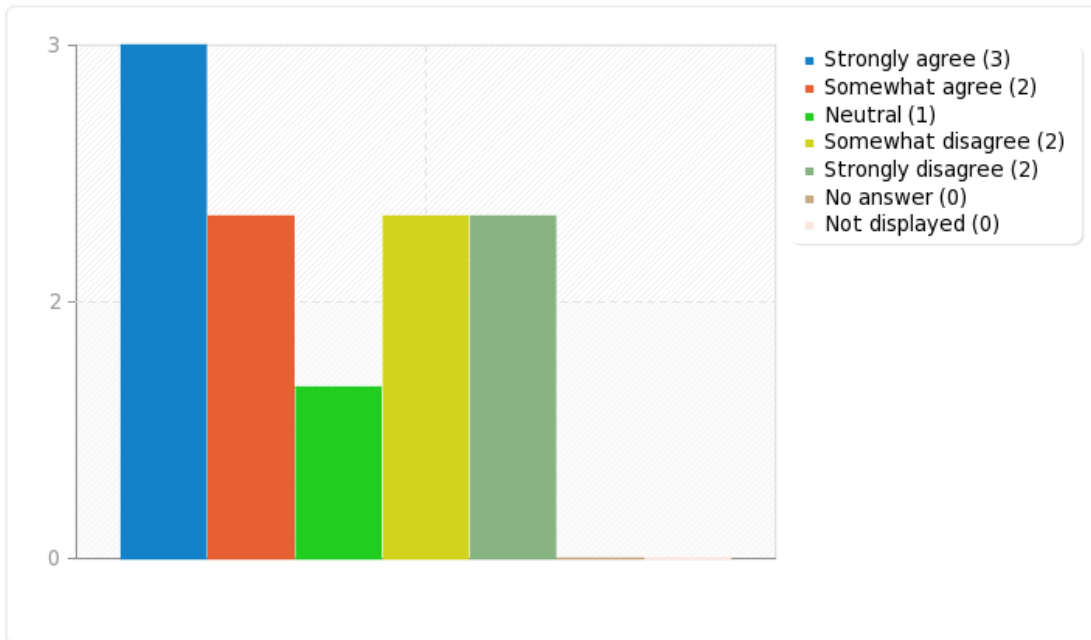
My supervisor, or someone at work, seems to care about me as a person.

Answer	Count	Percentage
Strongly agree (A1)	3	30.00%
Somewhat agree (A2)	2	20.00%
Neutral (A3)	1	10.00%
Somewhat disagree (A4)	2	20.00%
Strongly disagree (A5)	2	20.00%
No answer	0	0.00%
Not displayed	0	0.00%



Field summary for G10

My supervisor, or someone at work, seems to care about me as a person.





Field summary for G11

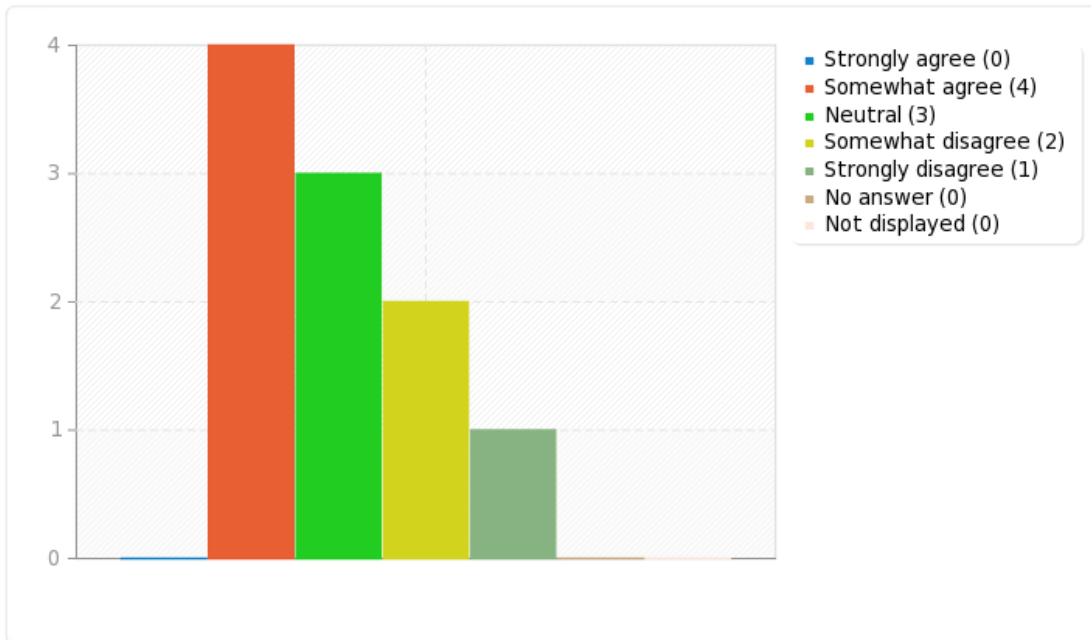
There is someone at work that encourages my development.

Answer	Count	Percentage
Strongly agree (A1)	0	0.00%
Somewhat agree (A2)	4	40.00%
Neutral (A3)	3	30.00%
Somewhat disagree (A4)	2	20.00%
Strongly disagree (A5)	1	10.00%
No answer	0	0.00%
Not displayed	0	0.00%



Field summary for G11

There is someone at work that encourages my development.





Field summary for G12

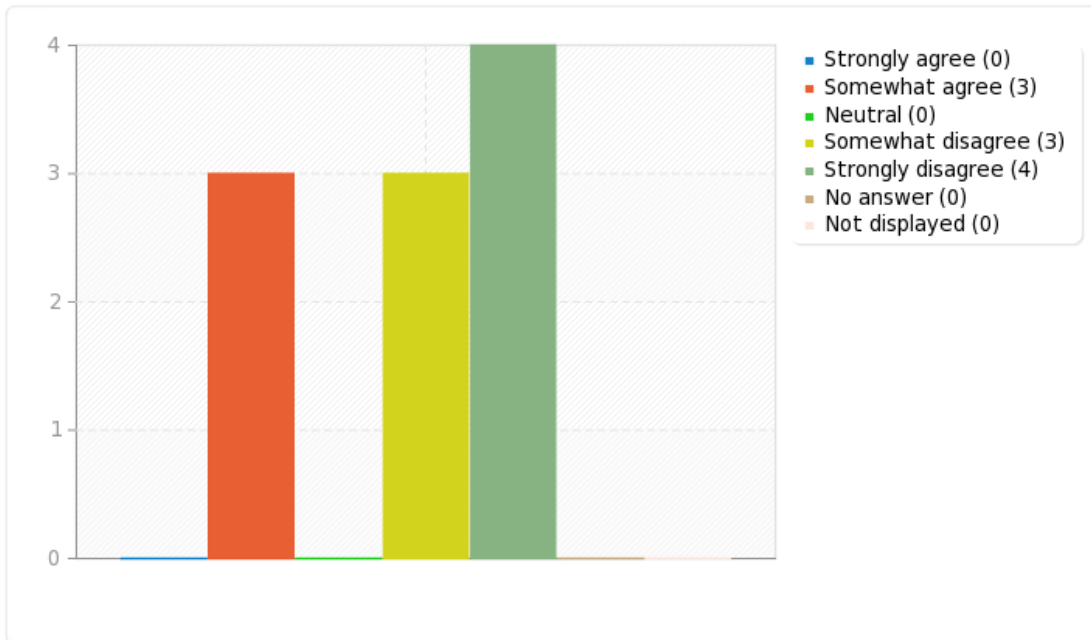
At work, my opinions seem to count.

Answer	Count	Percentage
Strongly agree (A1)	0	0.00%
Somewhat agree (A2)	3	30.00%
Neutral (A3)	0	0.00%
Somewhat disagree (A4)	3	30.00%
Strongly disagree (A5)	4	40.00%
No answer	0	0.00%
Not displayed	0	0.00%



Field summary for G12

At work, my opinions seem to count.





Field summary for G13

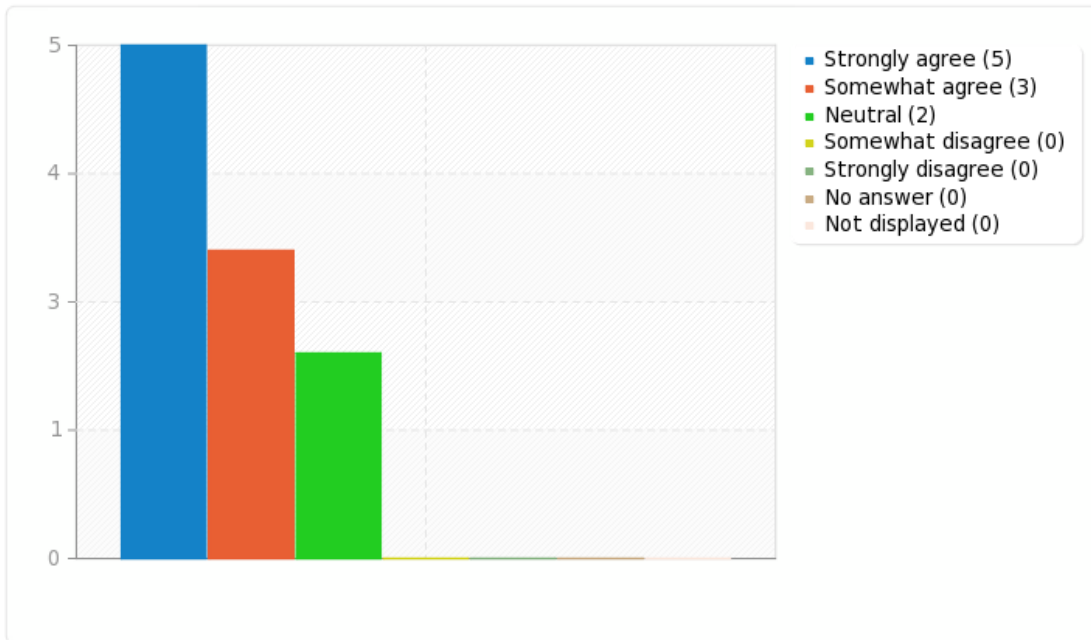
The mission of the operations division makes me feel my job is important.

Answer	Count	Percentage
Strongly agree (A1)	5	50.00%
Somewhat agree (A2)	3	30.00%
Neutral (A3)	2	20.00%
Somewhat disagree (A4)	0	0.00%
Strongly disagree (A5)	0	0.00%
No answer	0	0.00%
Not displayed	0	0.00%



Field summary for G13

The mission of the operations division makes me feel my job is important.





Field summary for G14

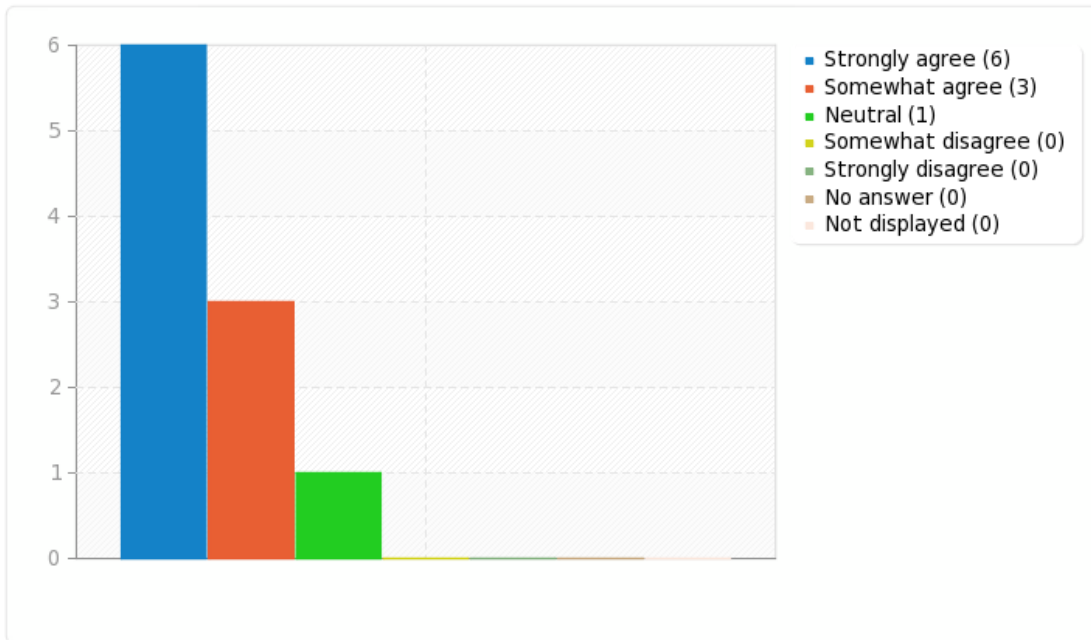
My coworkers are committed to doing good work.

Answer	Count	Percentage
Strongly agree (A1)	6	60.00%
Somewhat agree (A2)	3	30.00%
Neutral (A3)	1	10.00%
Somewhat disagree (A4)	0	0.00%
Strongly disagree (A5)	0	0.00%
No answer	0	0.00%
Not displayed	0	0.00%



Field summary for G14

My coworkers are committed to doing good work.





Field summary for G15

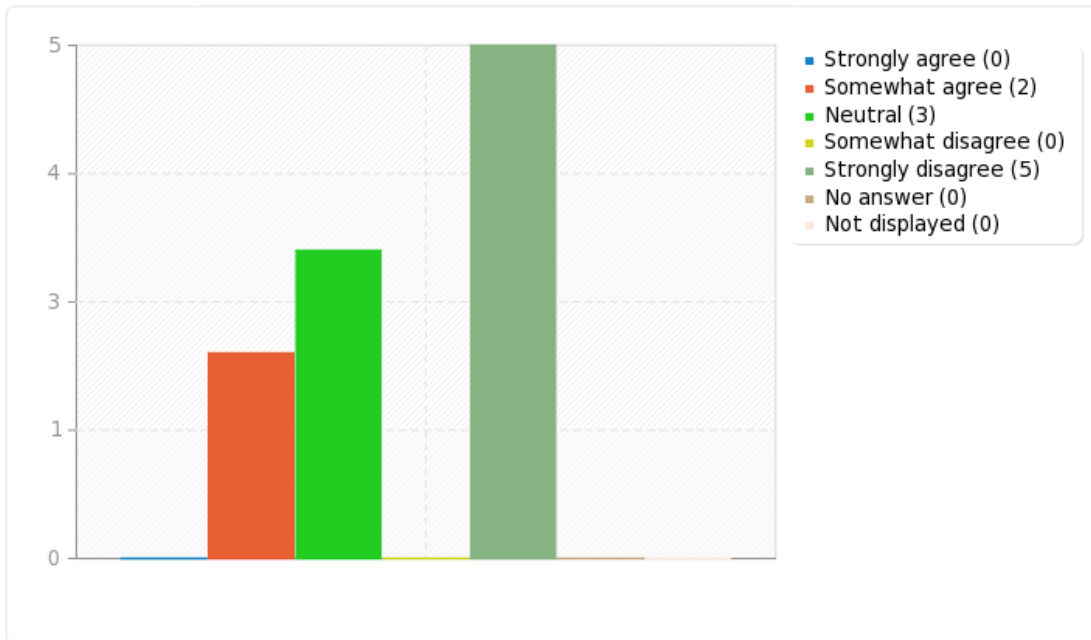
In the past 6 months, someone has talked with me about my job performance.

Answer	Count	Percentage
Strongly agree (A1)	0	0.00%
Somewhat agree (A2)	2	20.00%
Neutral (A3)	3	30.00%
Somewhat disagree (A4)	0	0.00%
Strongly disagree (A5)	5	50.00%
No answer	0	0.00%
Not displayed	0	0.00%



Field summary for G15

In the past 6 months, someone has talked with me about my job performance.





Field summary for G16

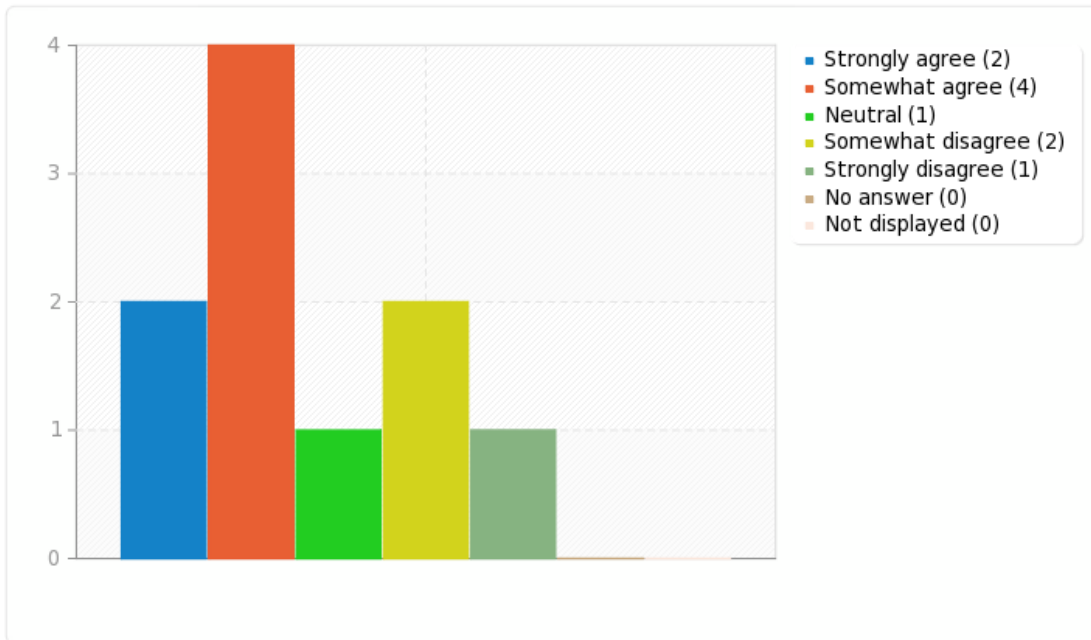
During the past year, I have had opportunities at work to learn and grow.

Answer	Count	Percentage
Strongly agree (A1)	2	20.00%
Somewhat agree (A2)	4	40.00%
Neutral (A3)	1	10.00%
Somewhat disagree (A4)	2	20.00%
Strongly disagree (A5)	1	10.00%
No answer	0	0.00%
Not displayed	0	0.00%



Field summary for G16

During the past year, I have had opportunities at work to learn and grow.





Field summary for G17

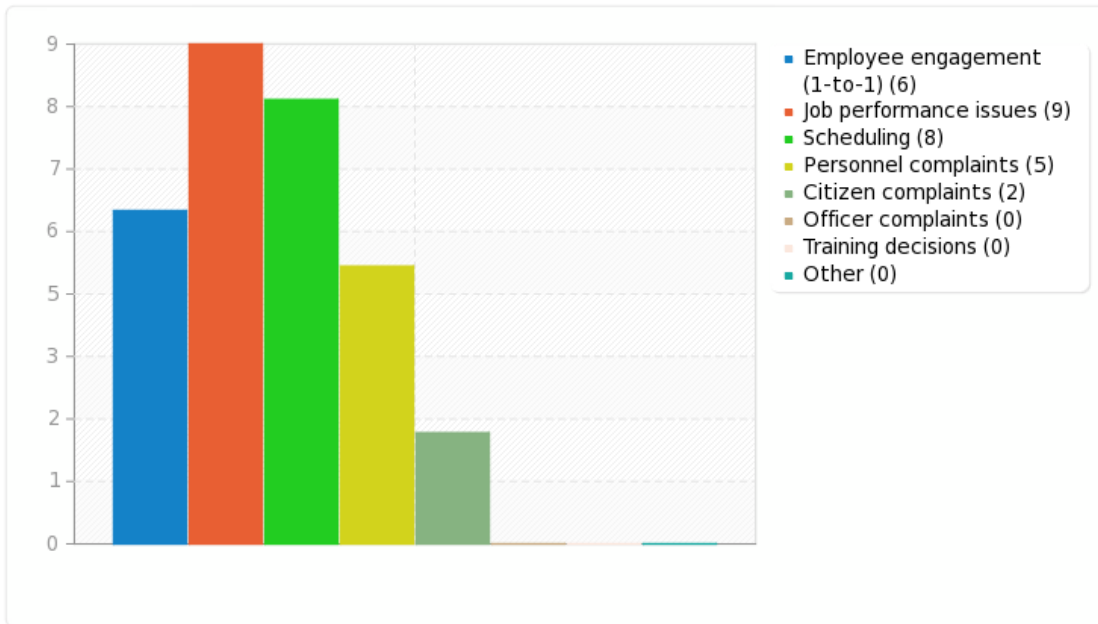
Please select up to three of the most common issues you handle each day.

Answer	Count	Percentage
Employee engagement (1-to-1) (SQ001)	6	60.00%
Job performance issues (SQ007)	9	90.00%
Scheduling (SQ006)	8	80.00%
Personnel complaints (SQ005)	5	50.00%
Citizen complaints (SQ004)	2	20.00%
Officer complaints (SQ003)	0	0.00%
Training decisions (SQ002)	0	0.00%
Other	0	0.00%



Field summary for G17

Please select up to three of the most common issues you handle each day.





Field summary for G17A

What is the number one item you focus on daily?

Answer	Count	Percentage
Answer	10	100.00%
No answer	0	0.00%
Not displayed	0	0.00%



Field summary for G18 [Item 1:]

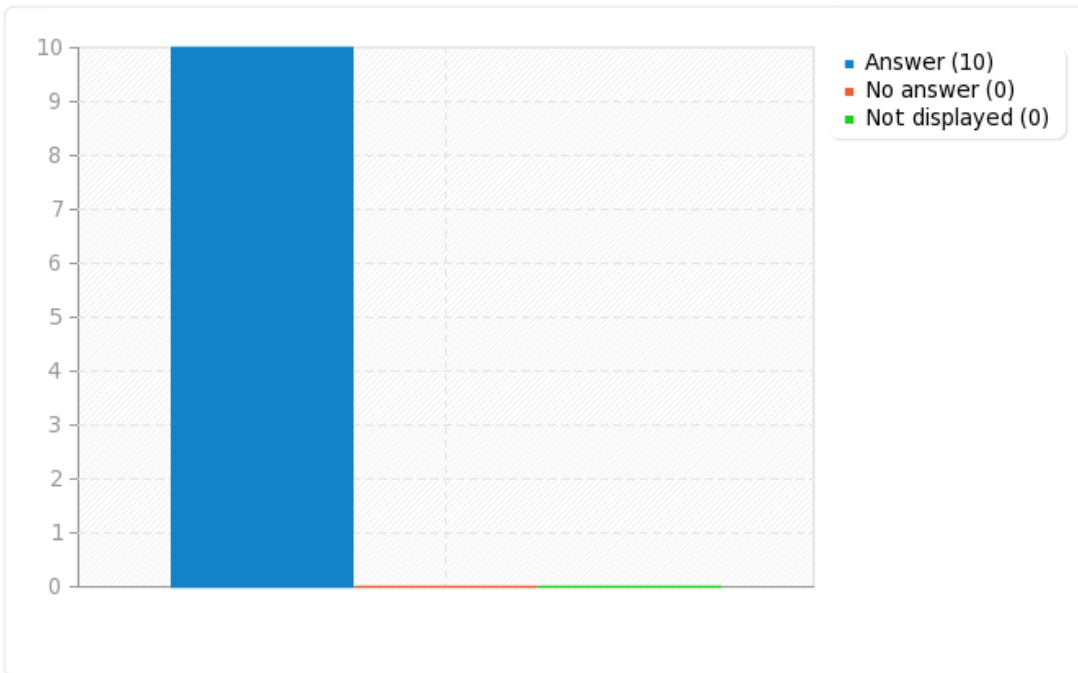
List three items you believe would improve the Operations division.

Answer	Count	Percentage
Answer	10	100.00%
No answer	0	0.00%
Not displayed	0	0.00%



Field summary for G18 [Item 1:]

List three items you believe would improve the Operations division.





Field summary for G18 [Item 2:]

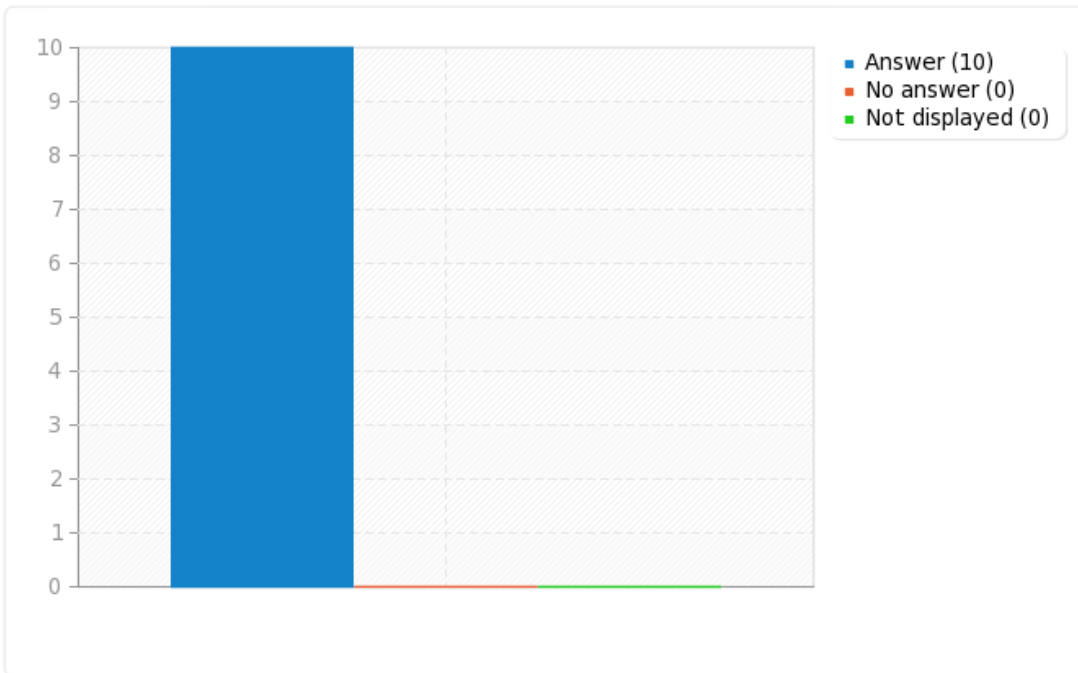
List three items you believe would improve the Operations division.

Answer	Count	Percentage
Answer	10	100.00%
No answer	0	0.00%
Not displayed	0	0.00%



Field summary for G18 [Item 2:]

List three items you believe would improve the Operations division.





Field summary for G18 [Item 3:]

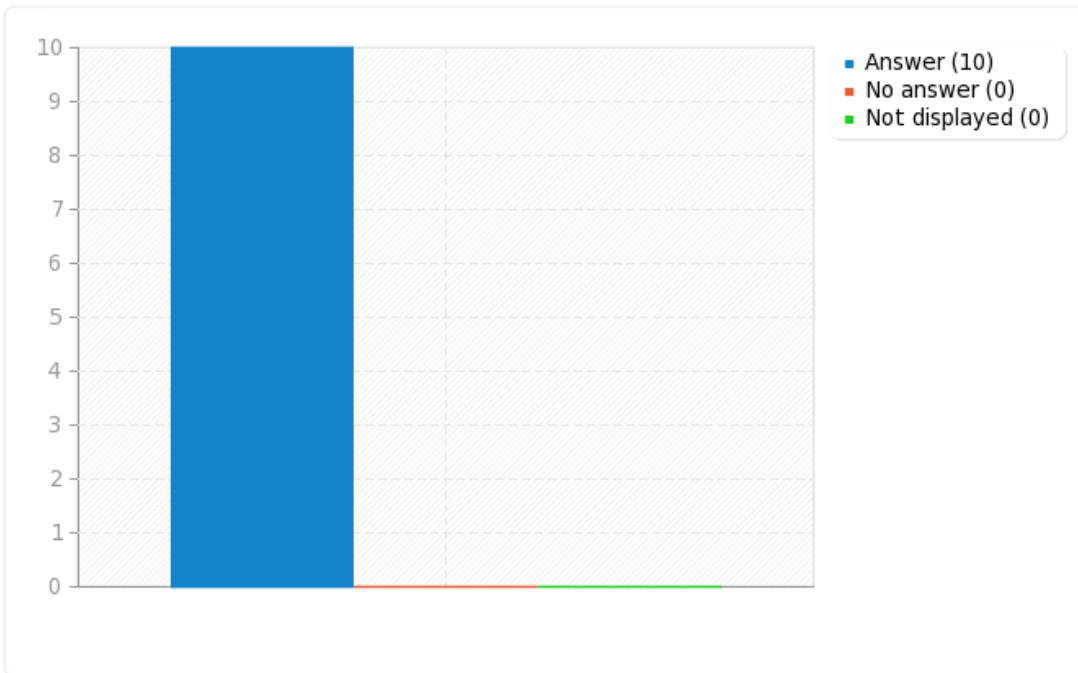
List three items you believe would improve the Operations division.

Answer	Count	Percentage
Answer	10	100.00%
No answer	0	0.00%
Not displayed	0	0.00%



Field summary for G18 [Item 3:]

List three items you believe would improve the Operations division.





Field summary for M01

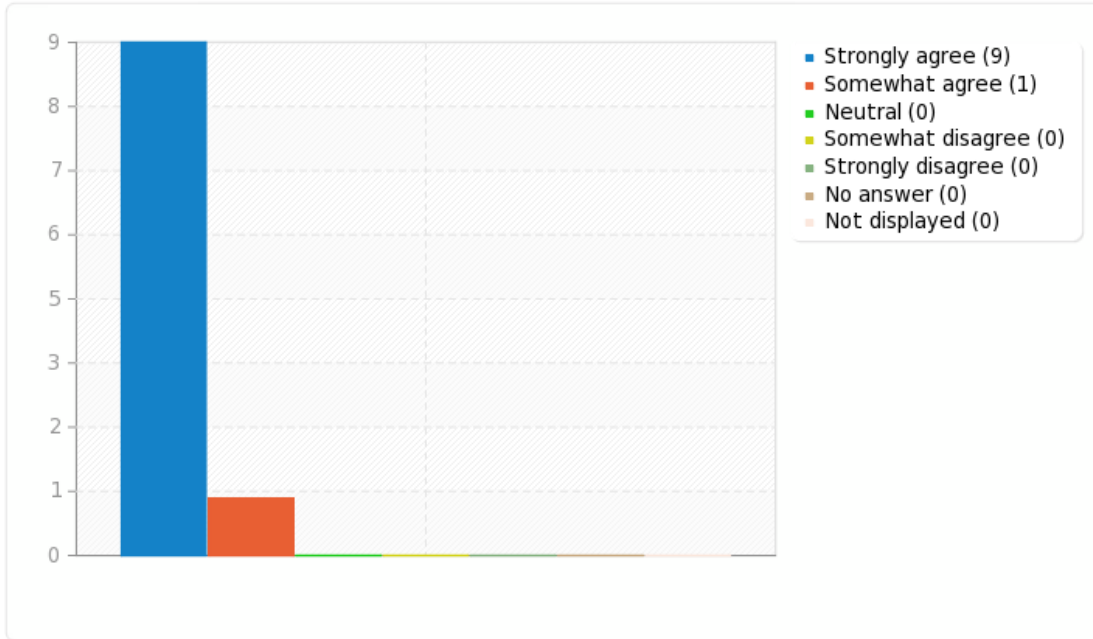
I communicate with the employees on my shift regularly.

Answer	Count	Percentage
Strongly agree (A1)	9	90.00%
Somewhat agree (A2)	1	10.00%
Neutral (A3)	0	0.00%
Somewhat disagree (A4)	0	0.00%
Strongly disagree (A5)	0	0.00%
No answer	0	0.00%
Not displayed	0	0.00%



Field summary for M01

I communicate with the employees on my shift regularly.





Field summary for M01A

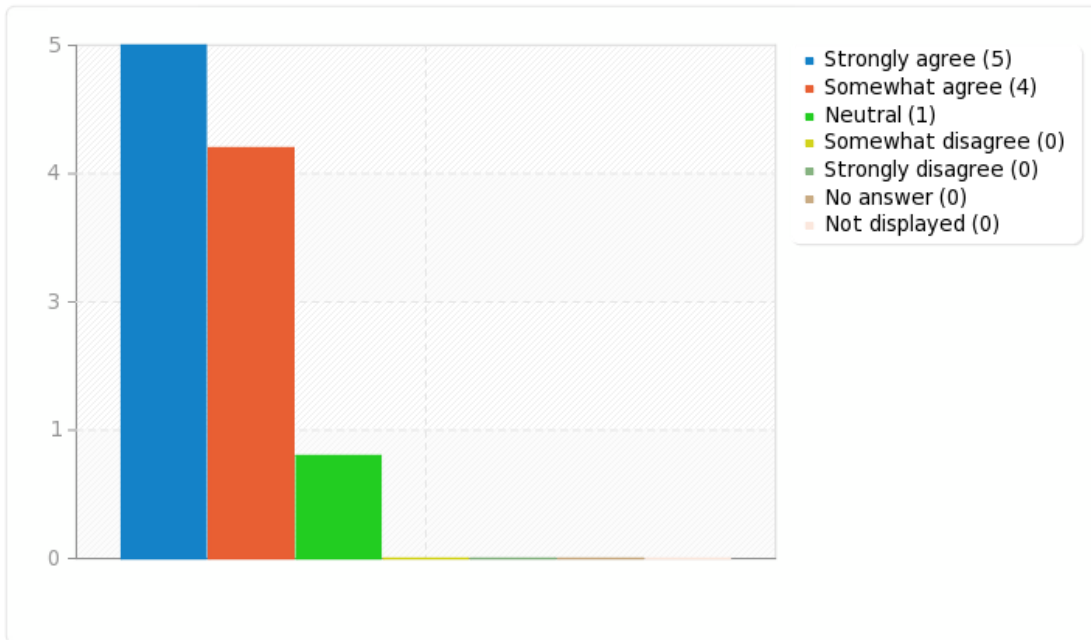
My employees understand what is expected of them.

Answer	Count	Percentage
Strongly agree (A1)	5	50.00%
Somewhat agree (A2)	4	40.00%
Neutral (A3)	1	10.00%
Somewhat disagree (A4)	0	0.00%
Strongly disagree (A5)	0	0.00%
No answer	0	0.00%
Not displayed	0	0.00%



Field summary for M01A

My employees understand what is expected of them.





Field summary for M01B

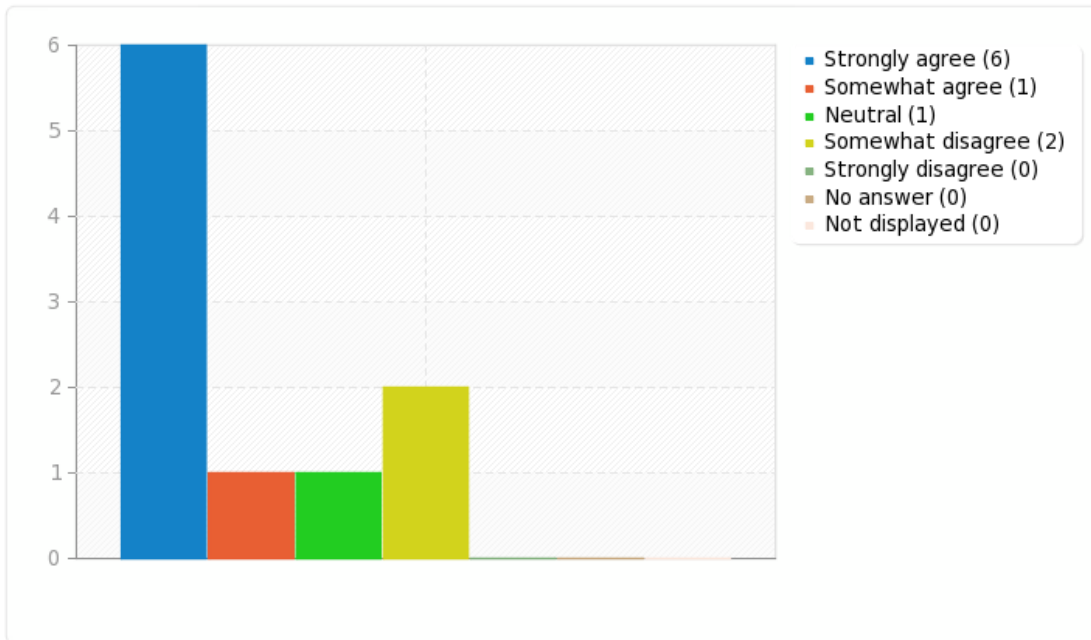
I understand the expectations of my job as a Dispatch supervisor.

Answer	Count	Percentage
Strongly agree (A1)	6	60.00%
Somewhat agree (A2)	1	10.00%
Neutral (A3)	1	10.00%
Somewhat disagree (A4)	2	20.00%
Strongly disagree (A5)	0	0.00%
No answer	0	0.00%
Not displayed	0	0.00%



Field summary for M01B

I understand the expectations of my job as a Dispatch supervisor.





Field summary for M02

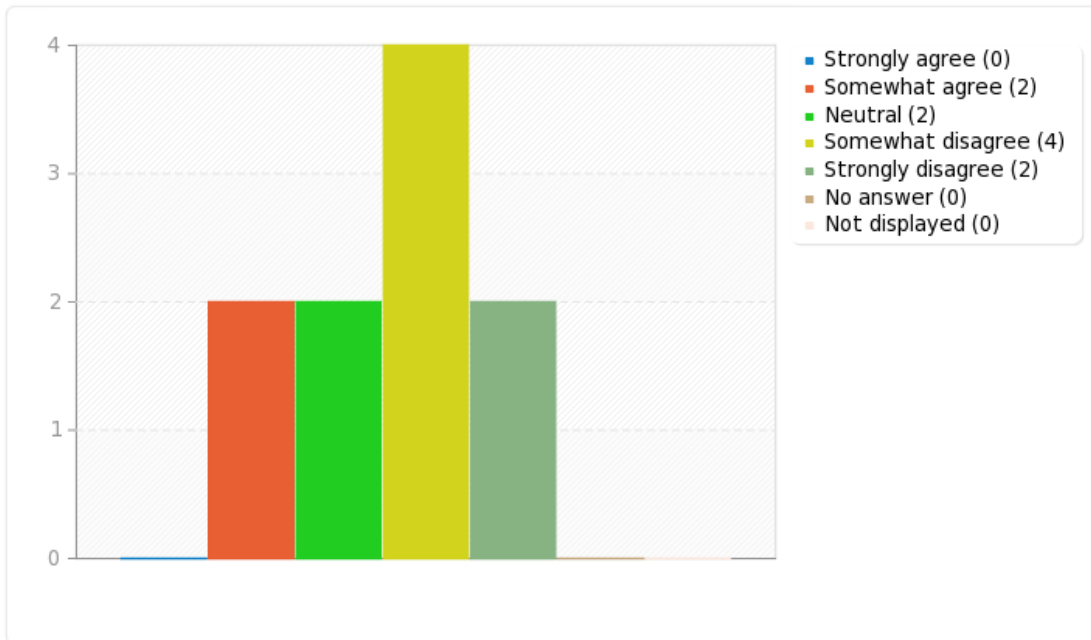
The Operations employees are supported by management within the police department.

Answer	Count	Percentage
Strongly agree (A1)	0	0.00%
Somewhat agree (A2)	2	20.00%
Neutral (A3)	2	20.00%
Somewhat disagree (A4)	4	40.00%
Strongly disagree (A5)	2	20.00%
No answer	0	0.00%
Not displayed	0	0.00%



Field summary for M02

The Operations employees are supported by management within the police department.





Field summary for M03

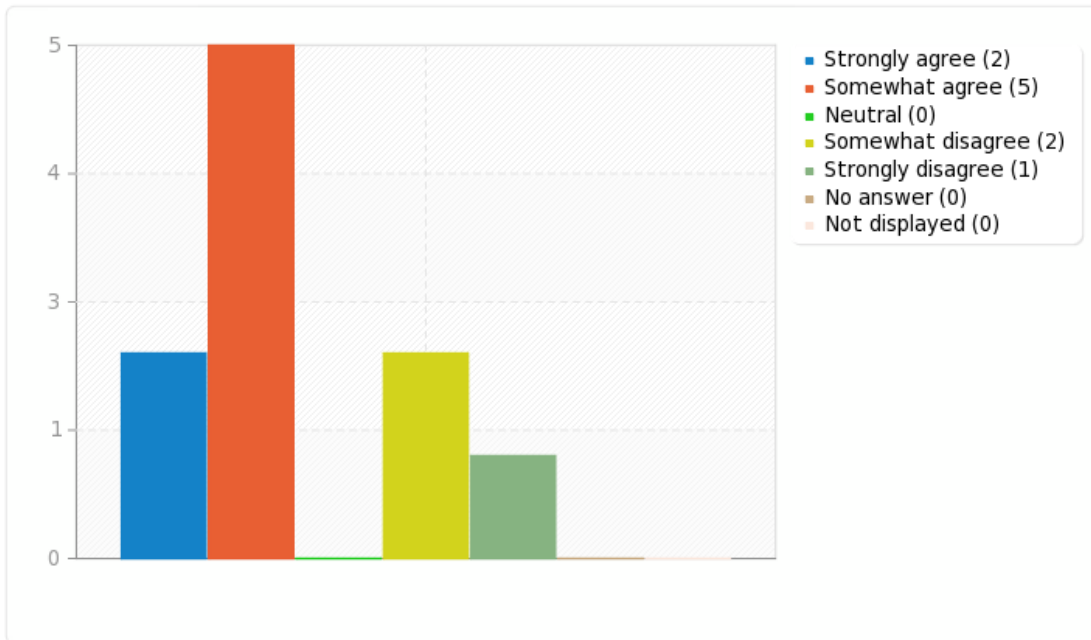
The Operations staff on my shift are adequately trained to perform their job duties.

Answer	Count	Percentage
Strongly agree (A1)	2	20.00%
Somewhat agree (A2)	5	50.00%
Neutral (A3)	0	0.00%
Somewhat disagree (A4)	2	20.00%
Strongly disagree (A5)	1	10.00%
No answer	0	0.00%
Not displayed	0	0.00%



Field summary for M03

The Operations staff on my shift are adequately trained to perform their job duties.





Field summary for M04

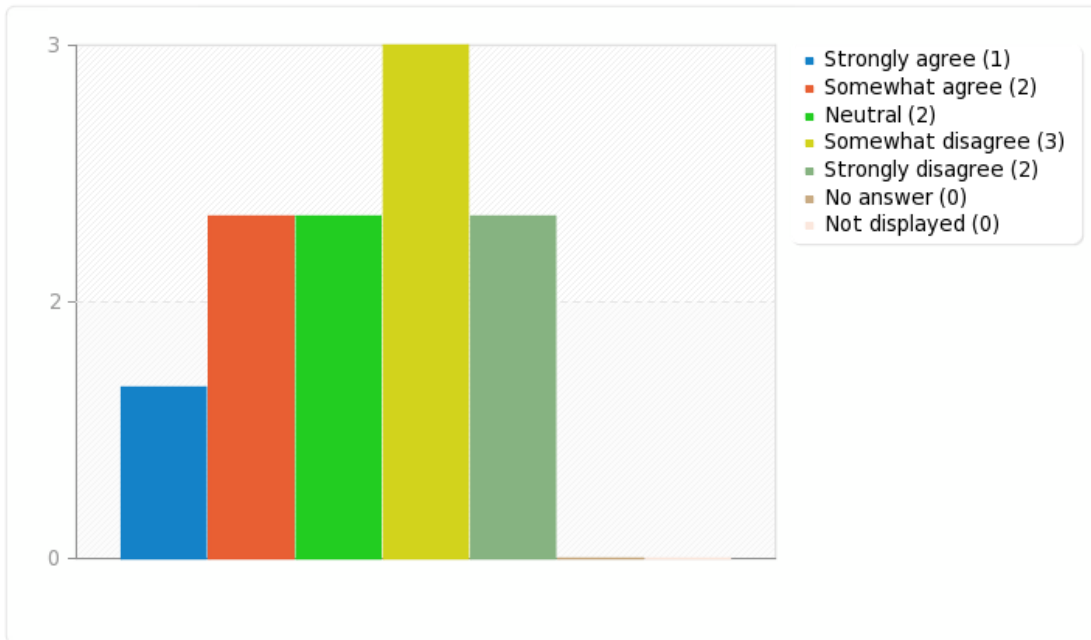
There is opportunity for advancement within the division and/or department for non-sworn/civilian personnel.

Answer	Count	Percentage
Strongly agree (A1)	1	10.00%
Somewhat agree (A2)	2	20.00%
Neutral (A3)	2	20.00%
Somewhat disagree (A4)	3	30.00%
Strongly disagree (A5)	2	20.00%
No answer	0	0.00%
Not displayed	0	0.00%



Field summary for M04

There is opportunity for advancement within the division and/or department for non-sworn/civilian personnel.





Field summary for M05

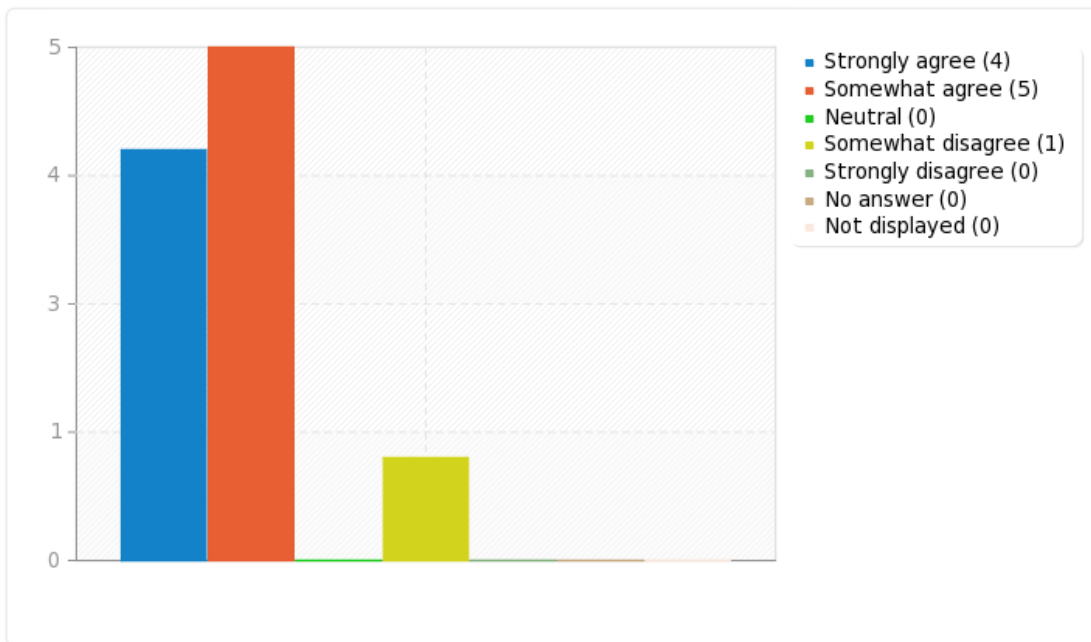
I am properly trained to offer assistance to Operations staff when they are handling a difficult or critical call.

Answer	Count	Percentage
Strongly agree (A1)	4	40.00%
Somewhat agree (A2)	5	50.00%
Neutral (A3)	0	0.00%
Somewhat disagree (A4)	1	10.00%
Strongly disagree (A5)	0	0.00%
No answer	0	0.00%
Not displayed	0	0.00%



Field summary for M05

I am properly trained to offer assistance to Operations staff when they are handling a difficult or critical call.





Field summary for S01

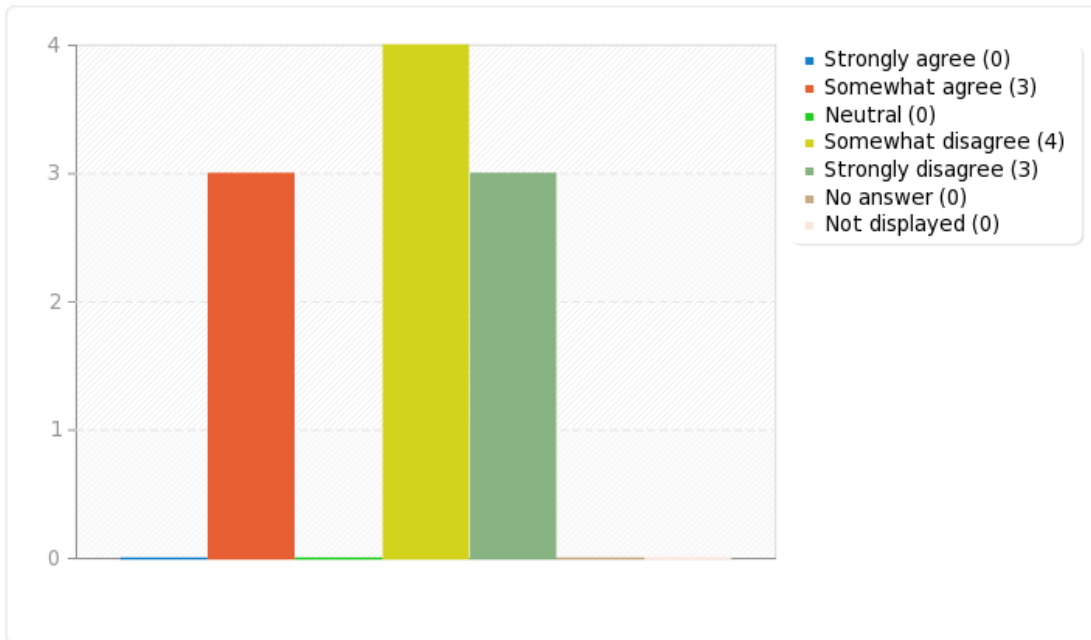
The shifts and scheduling work well within the division (e.g. length, staff, days off rotation, etc)

Answer	Count	Percentage
Strongly agree (A1)	0	0.00%
Somewhat agree (A2)	3	30.00%
Neutral (A3)	0	0.00%
Somewhat disagree (A4)	4	40.00%
Strongly disagree (A5)	3	30.00%
No answer	0	0.00%
Not displayed	0	0.00%



Field summary for S01

The shifts and scheduling work well within the division (e.g. length, staff, days off rotation, etc)





Field summary for S02

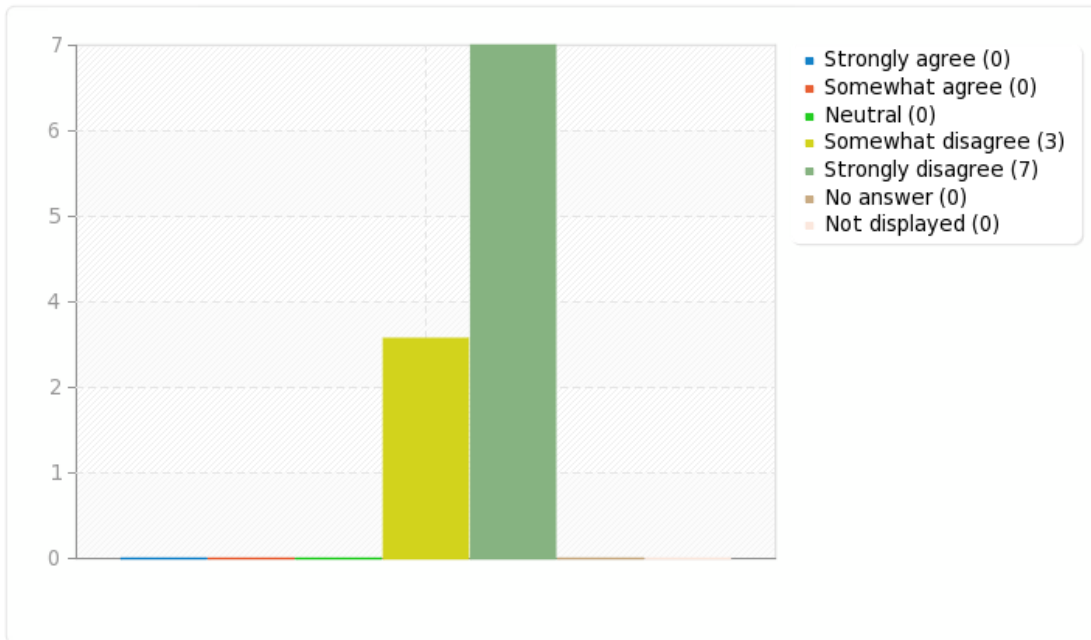
I receive positive feedback from Operations staff about the division's schedule.

Answer	Count	Percentage
Strongly agree (A1)	0	0.00%
Somewhat agree (A2)	0	0.00%
Neutral (A3)	0	0.00%
Somewhat disagree (A4)	3	30.00%
Strongly disagree (A5)	7	70.00%
No answer	0	0.00%
Not displayed	0	0.00%



Field summary for S02

I receive positive feedback from Operations staff about the division's schedule.





Field summary for S03

In relation to the previous question, what are the main scheduling concerns raise by the Operations staff on your shift?

Answer	Count	Percentage
Answer	10	100.00%
No answer	0	0.00%
Not displayed	0	0.00%



Field summary for S04

Please share your suggestions for improving the scheduling process.

Answer	Count	Percentage
Answer	10	100.00%
No answer	0	0.00%
Not displayed	0	0.00%



Field summary for S05

As a supervisor, what is your biggest challenge when ordering staff to fill shift vacancies?

Answer	Count	Percentage
Answer	10	100.00%
No answer	0	0.00%
Not displayed	0	0.00%



Field summary for C01

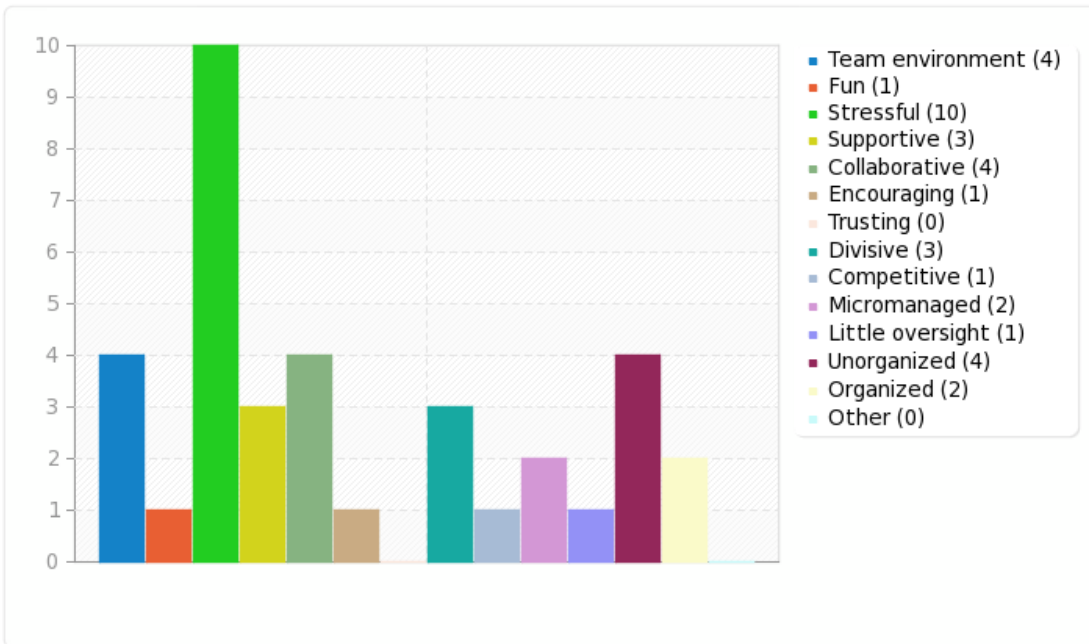
How would you describe the work environment in Operations?

Answer	Count	Percentage
Team environment (SQ001)	4	40.00%
Fun (SQ012)	1	10.00%
Stressful (SQ011)	10	100.00%
Supportive (SQ010)	3	30.00%
Collaborative (SQ009)	4	40.00%
Encouraging (SQ008)	1	10.00%
Trusting (SQ007)	0	0.00%
Divisive (SQ006)	3	30.00%
Competitive (SQ005)	1	10.00%
Micromanaged (SQ004)	2	20.00%
Little oversight (SQ003)	1	10.00%
Unorganized (SQ002)	4	40.00%
Organized (SQ013)	2	20.00%
Other	0	0.00%



Field summary for C01

How would you describe the work environment in Operations?





Field summary for C02

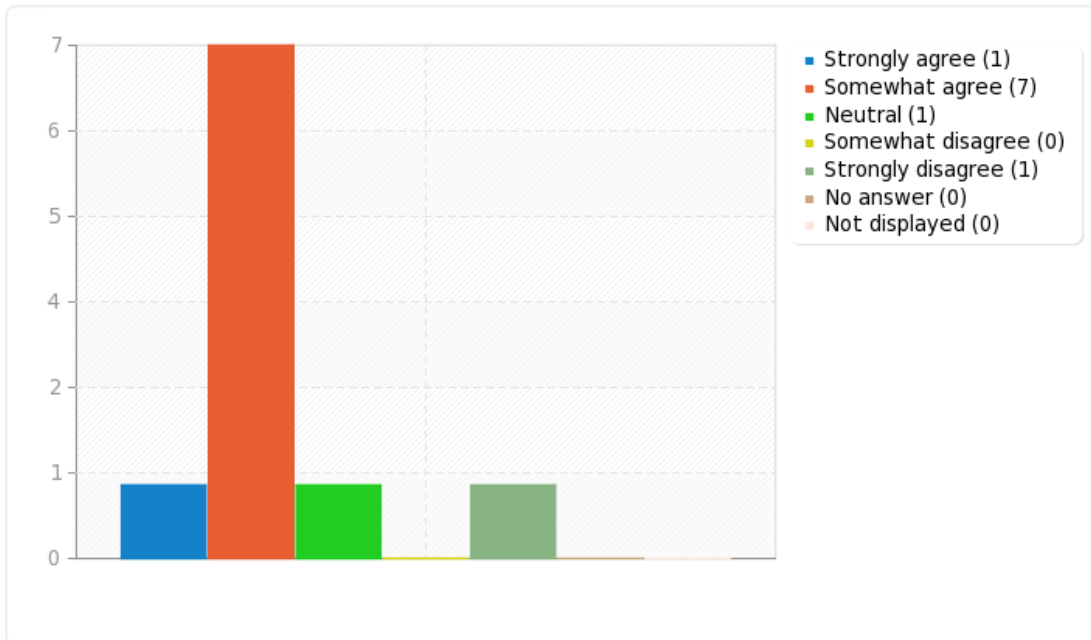
Supervisors assigned to Operations celebrate/acknowledge the achievements and professional accomplishments of staff.

Answer	Count	Percentage
Strongly agree (A1)	1	10.00%
Somewhat agree (A2)	7	70.00%
Neutral (A3)	1	10.00%
Somewhat disagree (A4)	0	0.00%
Strongly disagree (A5)	1	10.00%
No answer	0	0.00%
Not displayed	0	0.00%



Field summary for C02

Supervisors assigned to Operations celebrate/acknowledge the achievements and professional accomplishments of staff.





Field summary for C03

What can be done to improve the current work environment in Operations?

Answer	Count	Percentage
Answer	10	100.00%
No answer	0	0.00%
Not displayed	0	0.00%



Field summary for C04

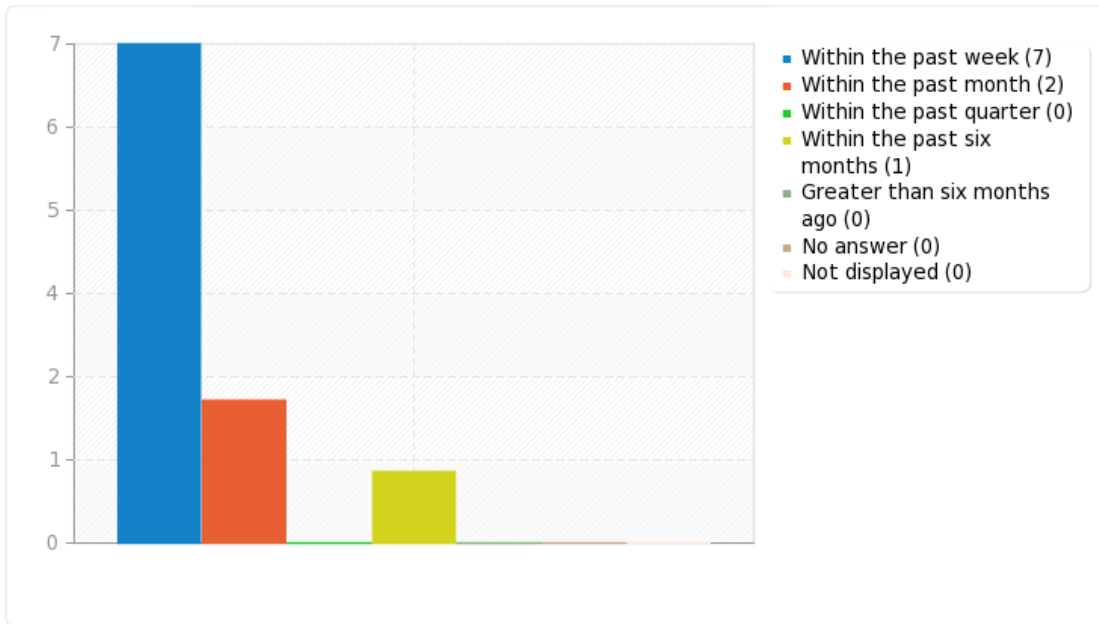
When was the last time you provided recognition or praise to one of the call-takers or dispatchers on your shift for doing good work.

Answer	Count	Percentage
Within the past week (A1)	7	70.00%
Within the past month (A2)	2	20.00%
Within the past quarter (A3)	0	0.00%
Within the past six months (A4)	1	10.00%
Greater than six months ago (A5)	0	0.00%
No answer	0	0.00%
Not displayed	0	0.00%



Field summary for C04

When was the last time you provided recognition or praise to one of the call-takers or dispatchers on your shift for doing good work.





Field summary for MISC1

Please provide any other feedback you would like to share. You may reference any question above if necessary.

Answer	Count	Percentage
Answer	7	70.00%
No answer	3	30.00%
Not displayed	0	0.00%



Results

Survey 953374

Number of records in this query:	16
Total records in survey:	16
Percentage of total:	100.00%



Field summary for G01

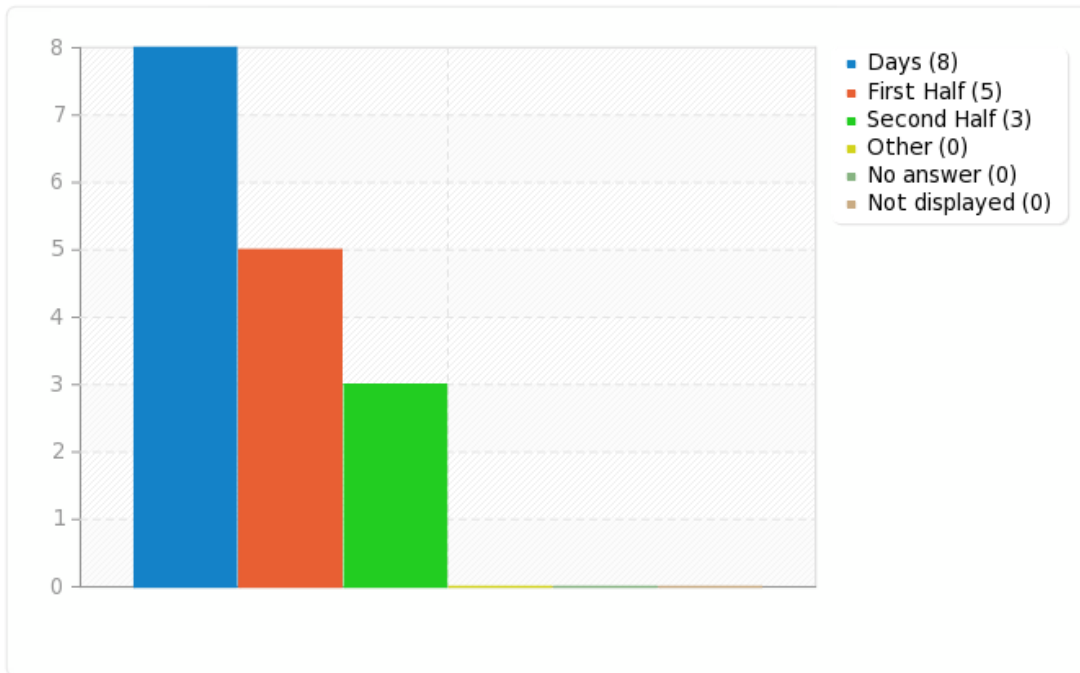
To what shift are you assigned?

Answer	Count	Percentage
Days (1)	8	50.00%
First Half (2)	5	31.25%
Second Half (3)	3	18.75%
Other	0	0.00%
No answer	0	0.00%
Not displayed	0	0.00%



Field summary for G01

To what shift are you assigned?





Field summary for G02

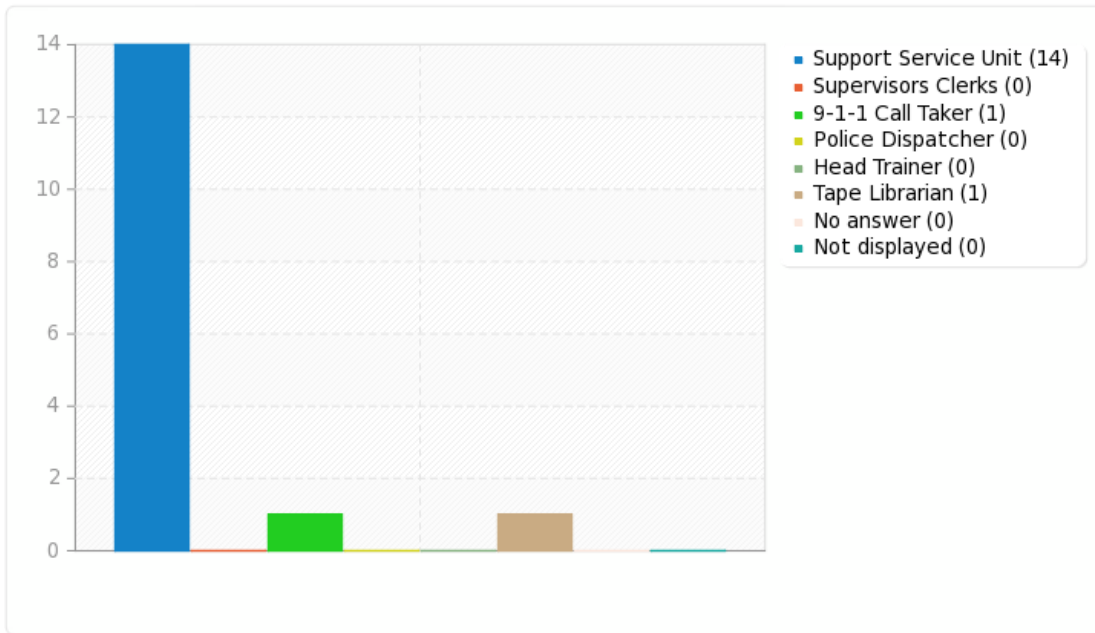
What is your current job classification ?

Answer	Count	Percentage
Support Service Unit (1)	14	87.50%
Supervisors Clerks (6)	0	0.00%
9-1-1 Call Taker (2)	1	6.25%
Police Dispatcher (3)	0	0.00%
Head Trainer (4)	0	0.00%
Tape Librarian (5)	1	6.25%
No answer	0	0.00%
Not displayed	0	0.00%



Field summary for G02

What is your current job classification ?





Field summary for G02A

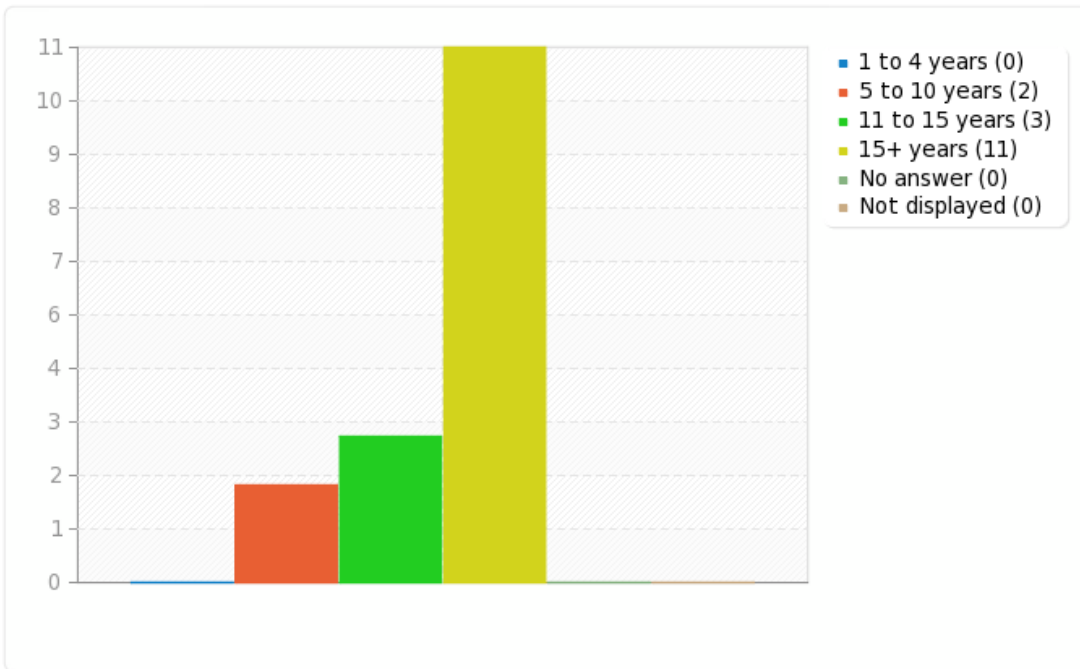
How many years have you worked for the Boston Police Department?

Answer	Count	Percentage
1 to 4 years (A1)	0	0.00%
5 to 10 years (A2)	2	12.50%
11 to 15 years (A3)	3	18.75%
15+ years (A4)	11	68.75%
No answer	0	0.00%
Not displayed	0	0.00%



Field summary for G02A

How many years have you worked for the Boston Police Department?





Field summary for G03

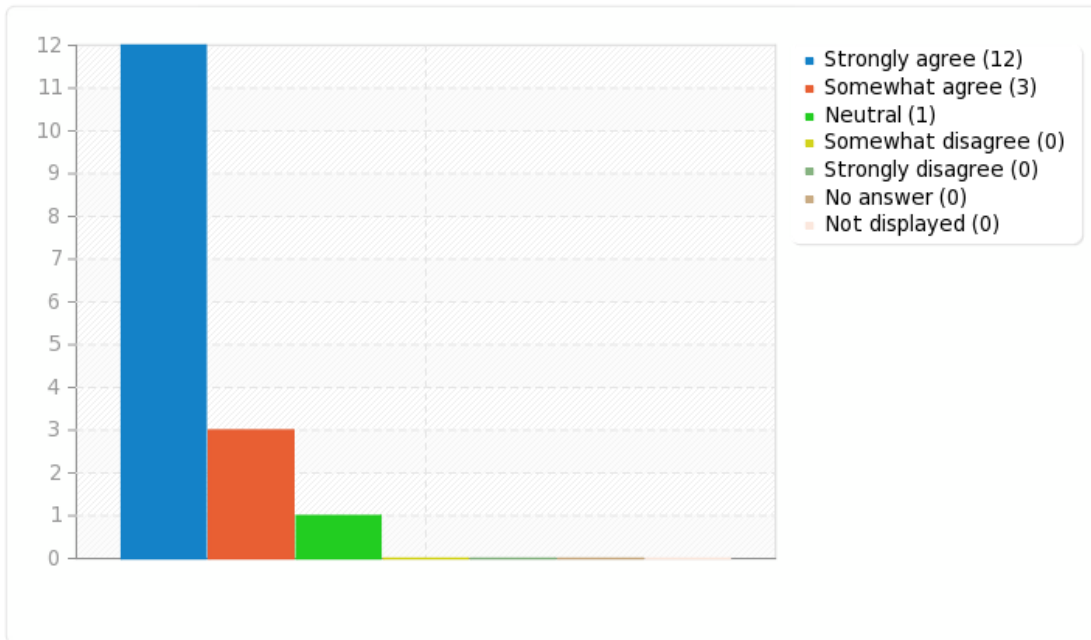
I am satisfied with the work I perform.

Answer	Count	Percentage
Strongly agree (A1)	12	75.00%
Somewhat agree (A2)	3	18.75%
Neutral (A3)	1	6.25%
Somewhat disagree (A4)	0	0.00%
Strongly disagree (A5)	0	0.00%
No answer	0	0.00%
Not displayed	0	0.00%



Field summary for G03

I am satisfied with the work I perform.





Field summary for G04

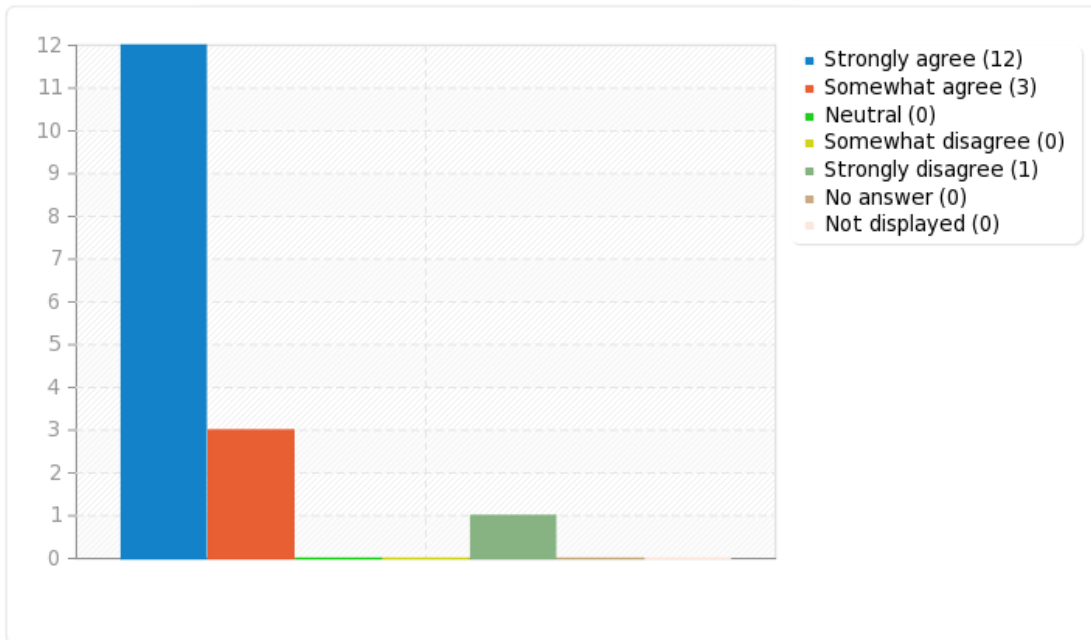
I know what is expected of me at work.

Answer	Count	Percentage
Strongly agree (A1)	12	75.00%
Somewhat agree (A2)	3	18.75%
Neutral (A3)	0	0.00%
Somewhat disagree (A4)	0	0.00%
Strongly disagree (A5)	1	6.25%
No answer	0	0.00%
Not displayed	0	0.00%



Field summary for G04

I know what is expected of me at work.





Field summary for G05

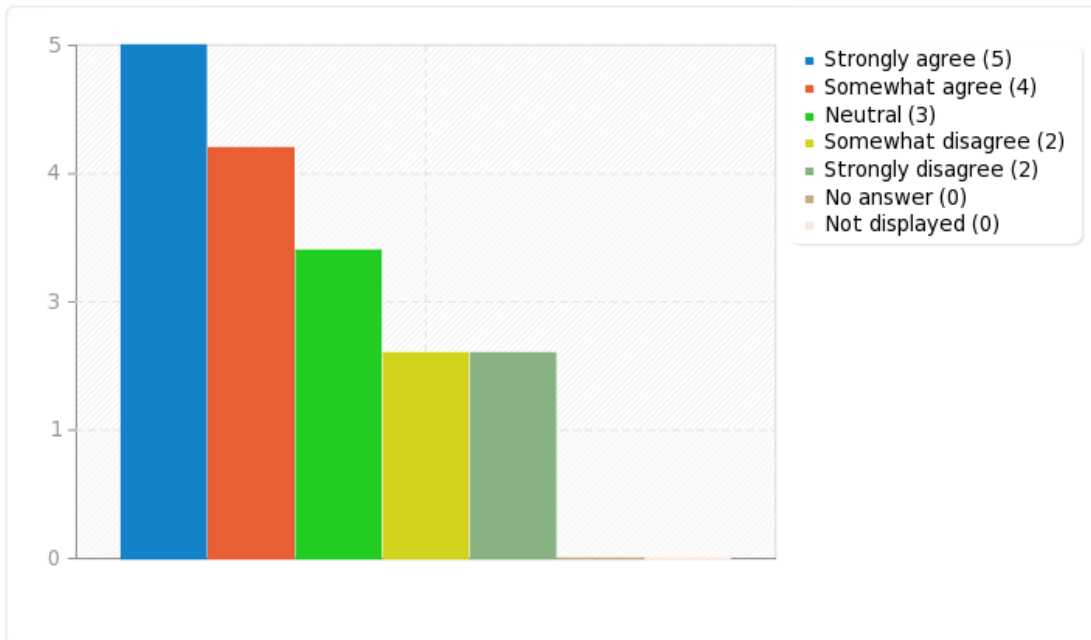
I have the materials and equipment I need to do my job correctly.

Answer	Count	Percentage
Strongly agree (A1)	5	31.25%
Somewhat agree (A2)	4	25.00%
Neutral (A3)	3	18.75%
Somewhat disagree (A4)	2	12.50%
Strongly disagree (A5)	2	12.50%
No answer	0	0.00%
Not displayed	0	0.00%



Field summary for G05

I have the materials and equipment I need to do my job correctly.





Field summary for G06

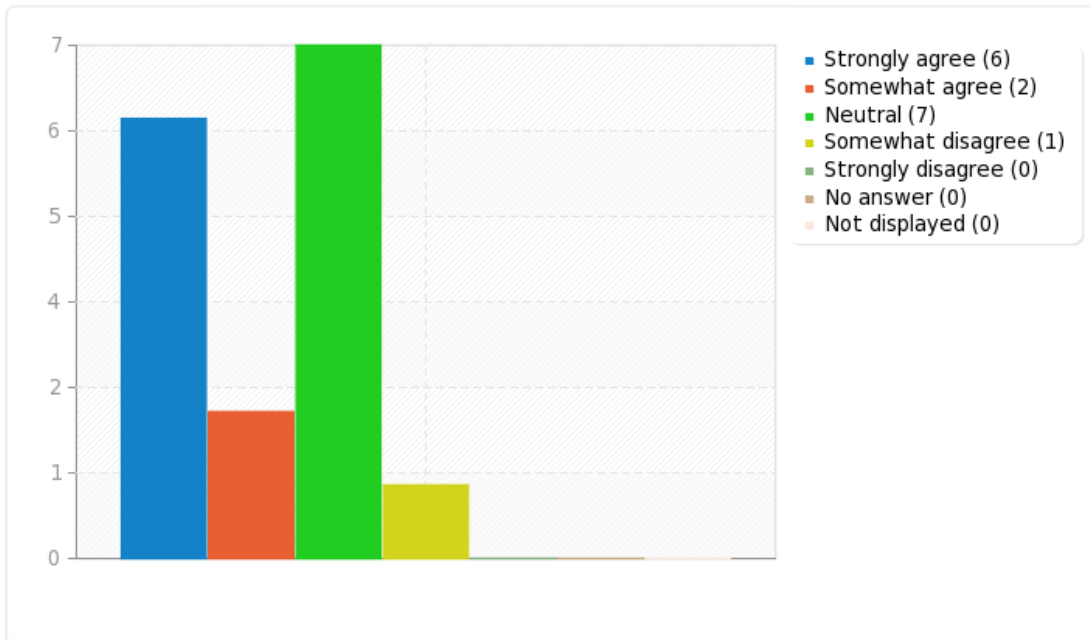
At work, I have the opportunity to do what I do best everyday.

Answer	Count	Percentage
Strongly agree (A1)	6	37.50%
Somewhat agree (A2)	2	12.50%
Neutral (A3)	7	43.75%
Somewhat disagree (A4)	1	6.25%
Strongly disagree (A5)	0	0.00%
No answer	0	0.00%
Not displayed	0	0.00%



Field summary for G06

At work, I have the opportunity to do what I do best everyday.





Field summary for G07

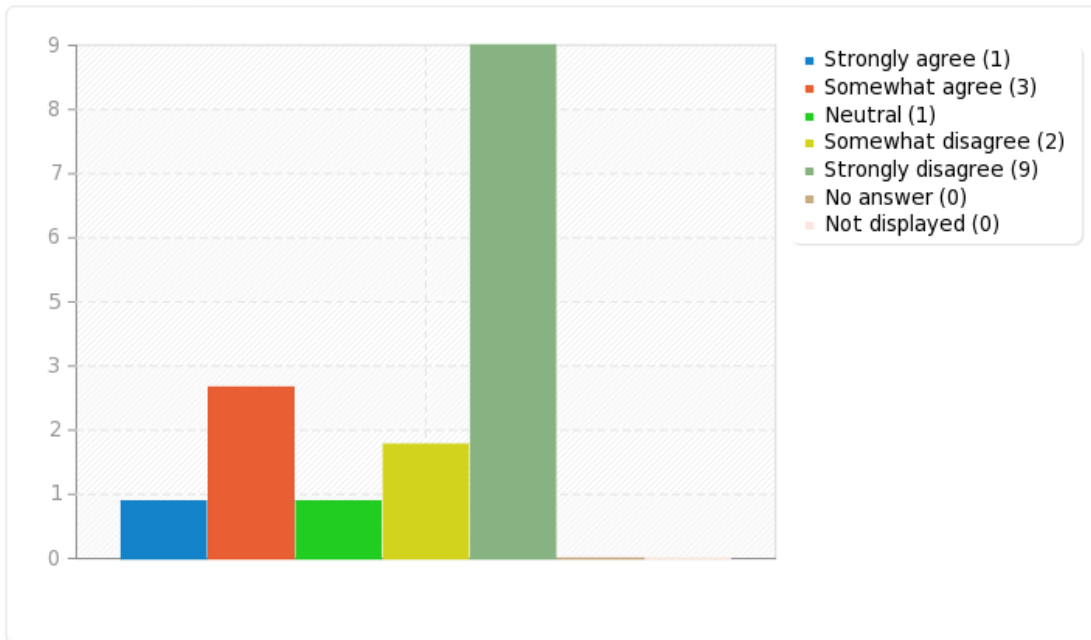
In the last seven days I have received recognition or praise for doing good work.

Answer	Count	Percentage
Strongly agree (A1)	1	6.25%
Somewhat agree (A2)	3	18.75%
Neutral (A3)	1	6.25%
Somewhat disagree (A4)	2	12.50%
Strongly disagree (A5)	9	56.25%
No answer	0	0.00%
Not displayed	0	0.00%



Field summary for G07

In the last seven days I have received recognition or praise for doing good work.





Field summary for G08

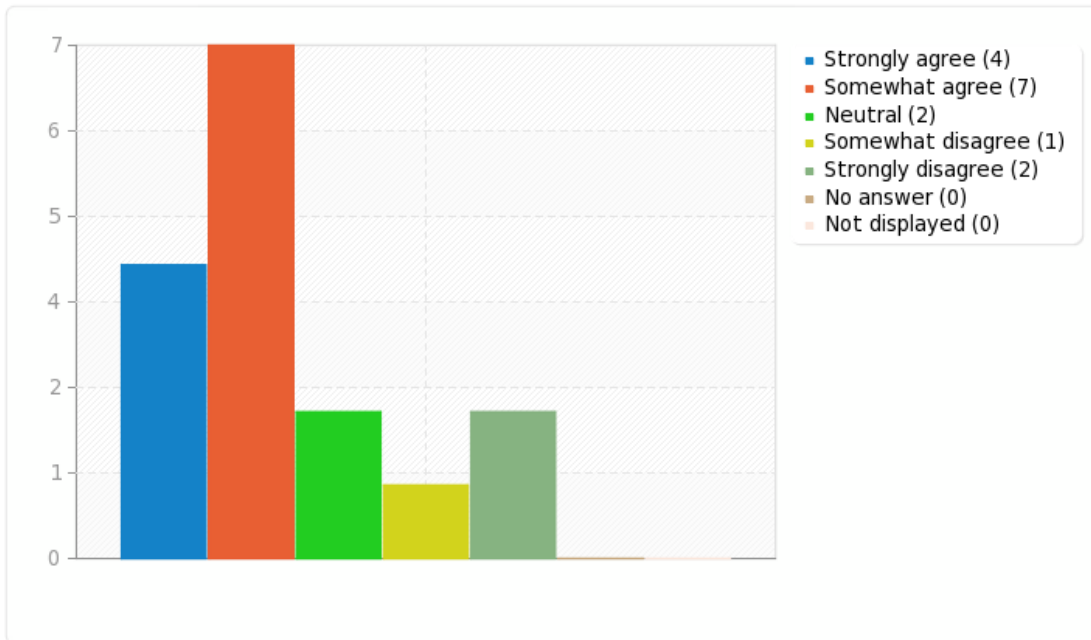
My supervisor, or someone at work, seems to care about me as a person.

Answer	Count	Percentage
Strongly agree (A1)	4	25.00%
Somewhat agree (A2)	7	43.75%
Neutral (A3)	2	12.50%
Somewhat disagree (A4)	1	6.25%
Strongly disagree (A5)	2	12.50%
No answer	0	0.00%
Not displayed	0	0.00%



Field summary for G08

My supervisor, or someone at work, seems to care about me as a person.





Field summary for G09

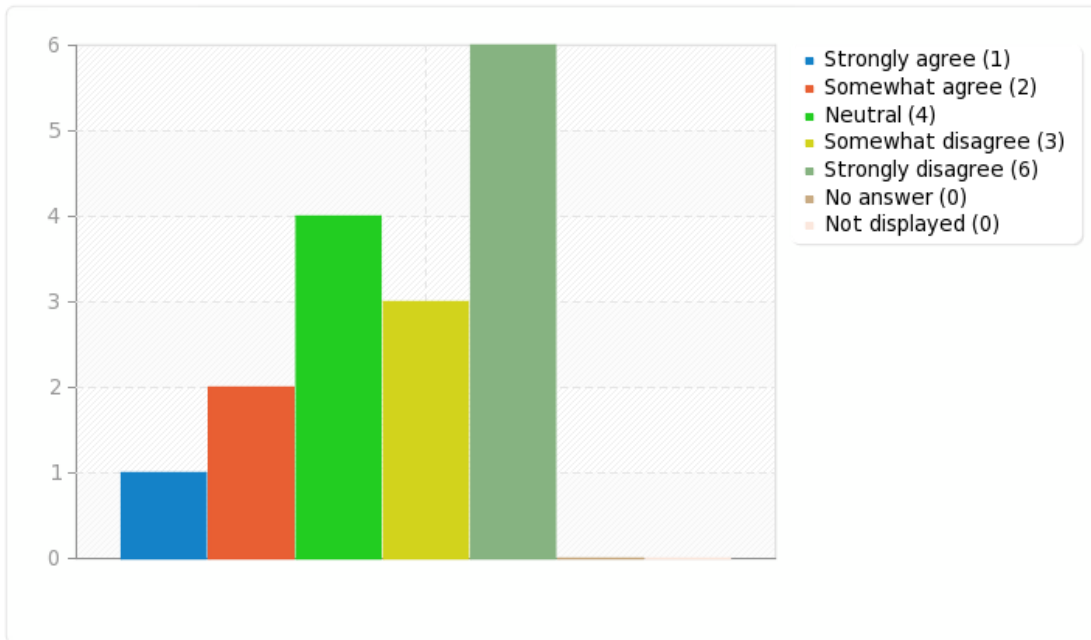
There is someone at work that encourages my development.

Answer	Count	Percentage
Strongly agree (A1)	1	6.25%
Somewhat agree (A2)	2	12.50%
Neutral (A3)	4	25.00%
Somewhat disagree (A4)	3	18.75%
Strongly disagree (A5)	6	37.50%
No answer	0	0.00%
Not displayed	0	0.00%



Field summary for G09

There is someone at work that encourages my development.





Field summary for G10

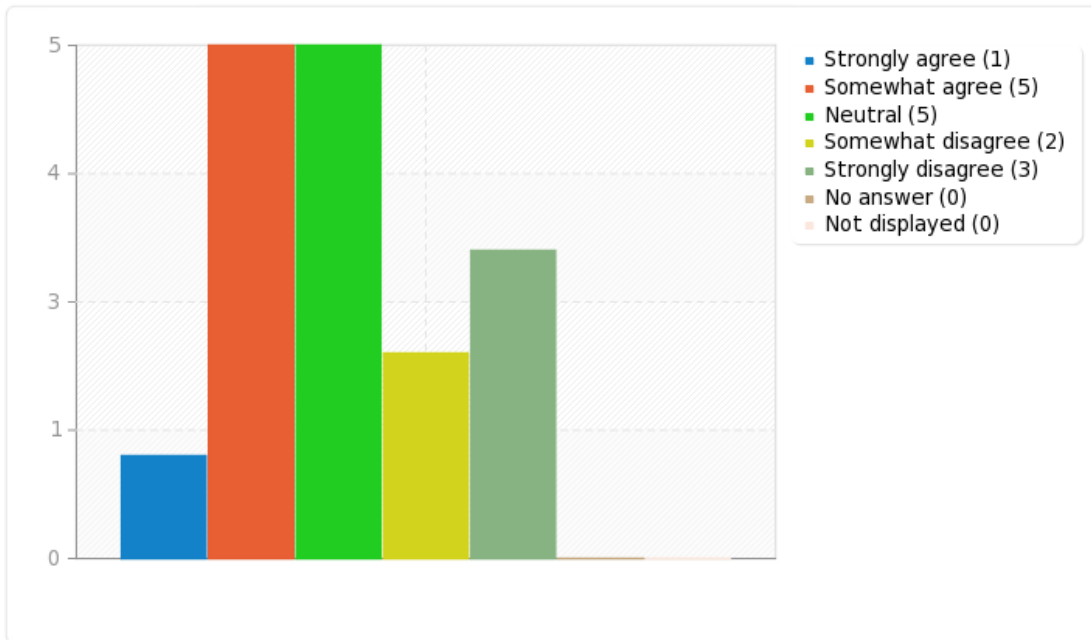
At work, my opinions seem to count.

Answer	Count	Percentage
Strongly agree (A1)	1	6.25%
Somewhat agree (A2)	5	31.25%
Neutral (A3)	5	31.25%
Somewhat disagree (A4)	2	12.50%
Strongly disagree (A5)	3	18.75%
No answer	0	0.00%
Not displayed	0	0.00%



Field summary for G10

At work, my opinions seem to count.





Field summary for G11

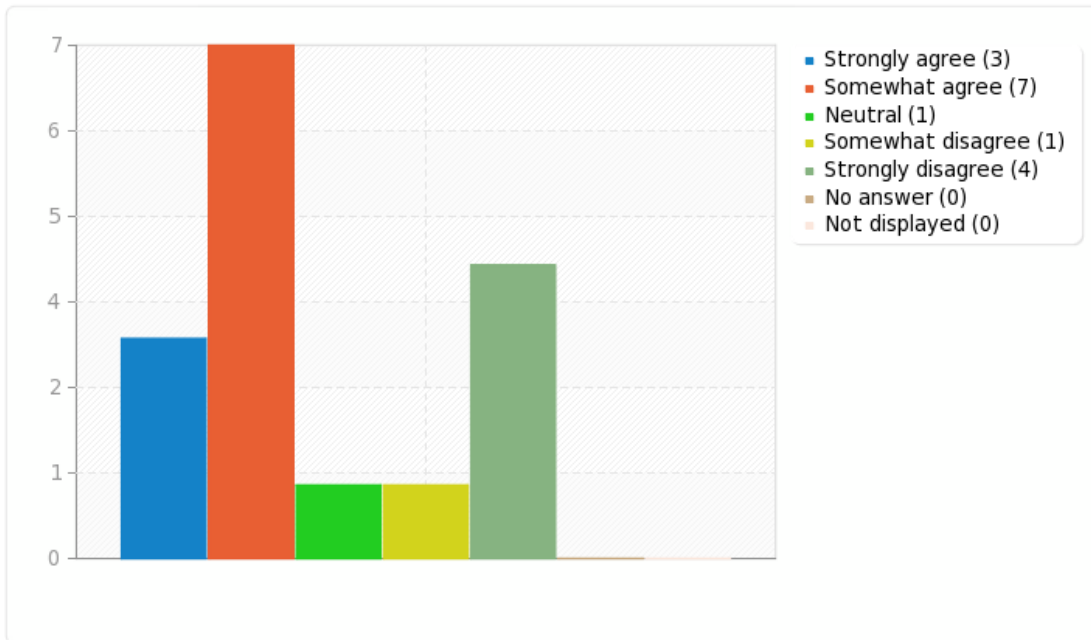
The mission of the operations division makes me feel my job is important.

Answer	Count	Percentage
Strongly agree (A1)	3	18.75%
Somewhat agree (A2)	7	43.75%
Neutral (A3)	1	6.25%
Somewhat disagree (A4)	1	6.25%
Strongly disagree (A5)	4	25.00%
No answer	0	0.00%
Not displayed	0	0.00%



Field summary for G11

The mission of the operations division makes me feel my job is important.





Field summary for G12

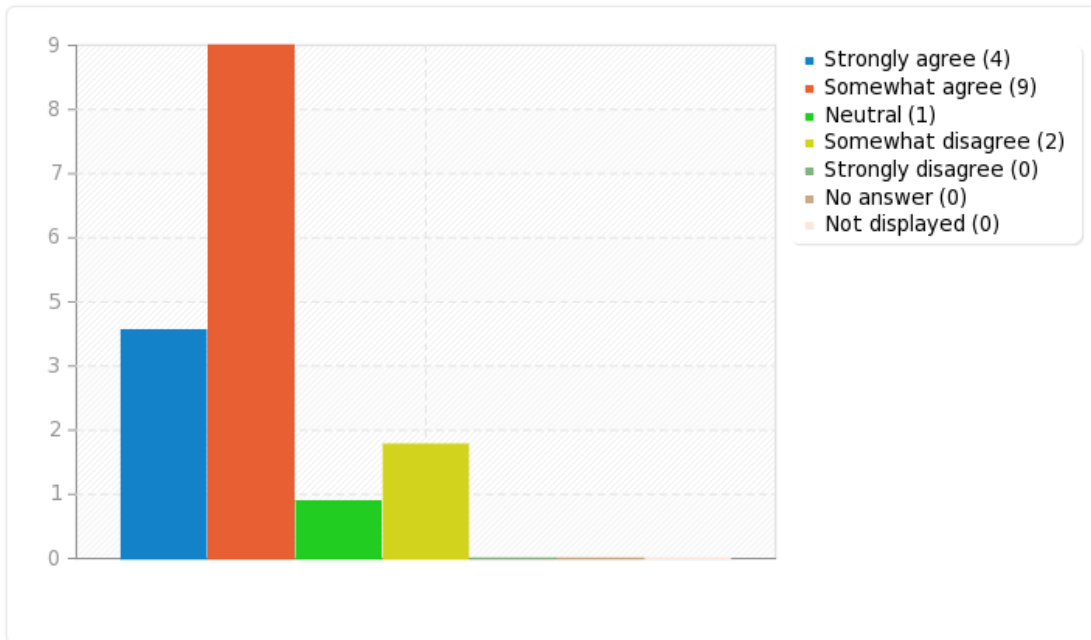
My coworkers are committed to doing good work.

Answer	Count	Percentage
Strongly agree (A1)	4	25.00%
Somewhat agree (A2)	9	56.25%
Neutral (A3)	1	6.25%
Somewhat disagree (A4)	2	12.50%
Strongly disagree (A5)	0	0.00%
No answer	0	0.00%
Not displayed	0	0.00%



Field summary for G12

My coworkers are committed to doing good work.





Field summary for G13

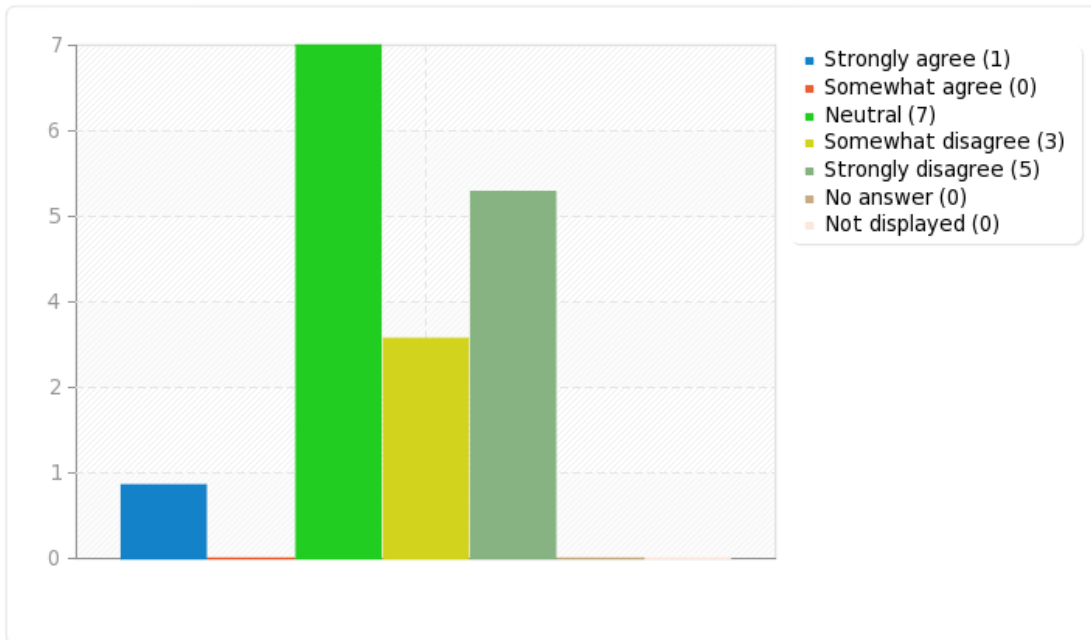
In the past 6 months, someone has talked with me about my job performance.

Answer	Count	Percentage
Strongly agree (A1)	1	6.25%
Somewhat agree (A2)	0	0.00%
Neutral (A3)	7	43.75%
Somewhat disagree (A4)	3	18.75%
Strongly disagree (A5)	5	31.25%
No answer	0	0.00%
Not displayed	0	0.00%



Field summary for G13

In the past 6 months, someone has talked with me about my job performance.





Field summary for G14

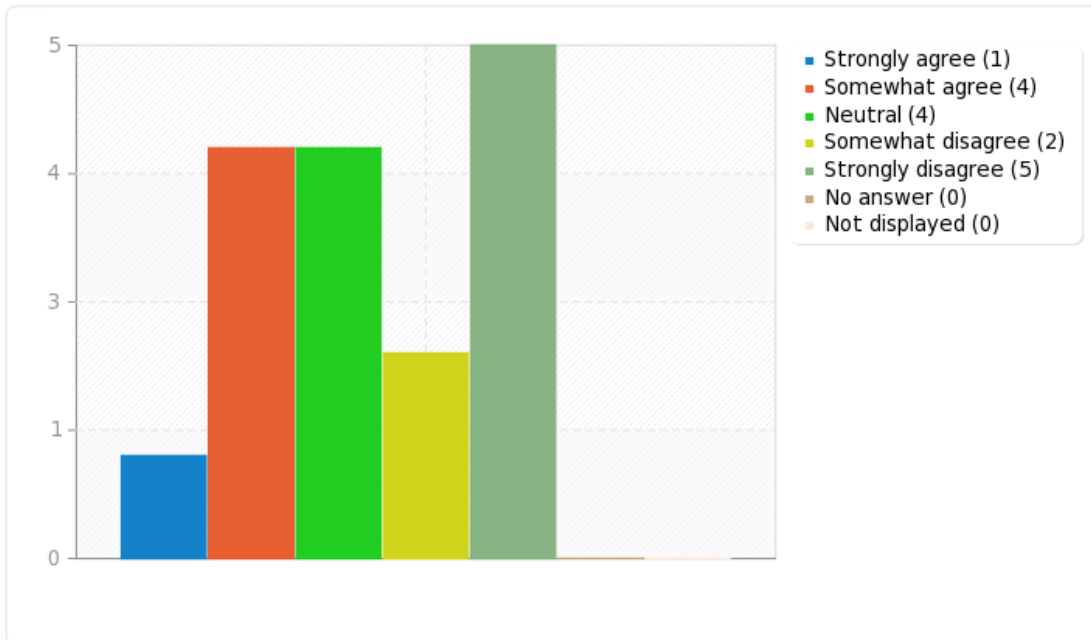
During the past year, I have had opportunities at work to learn and grow.

Answer	Count	Percentage
Strongly agree (A1)	1	6.25%
Somewhat agree (A2)	4	25.00%
Neutral (A3)	4	25.00%
Somewhat disagree (A4)	2	12.50%
Strongly disagree (A5)	5	31.25%
No answer	0	0.00%
Not displayed	0	0.00%



Field summary for G14

During the past year, I have had opportunities at work to learn and grow.





Field summary for M01

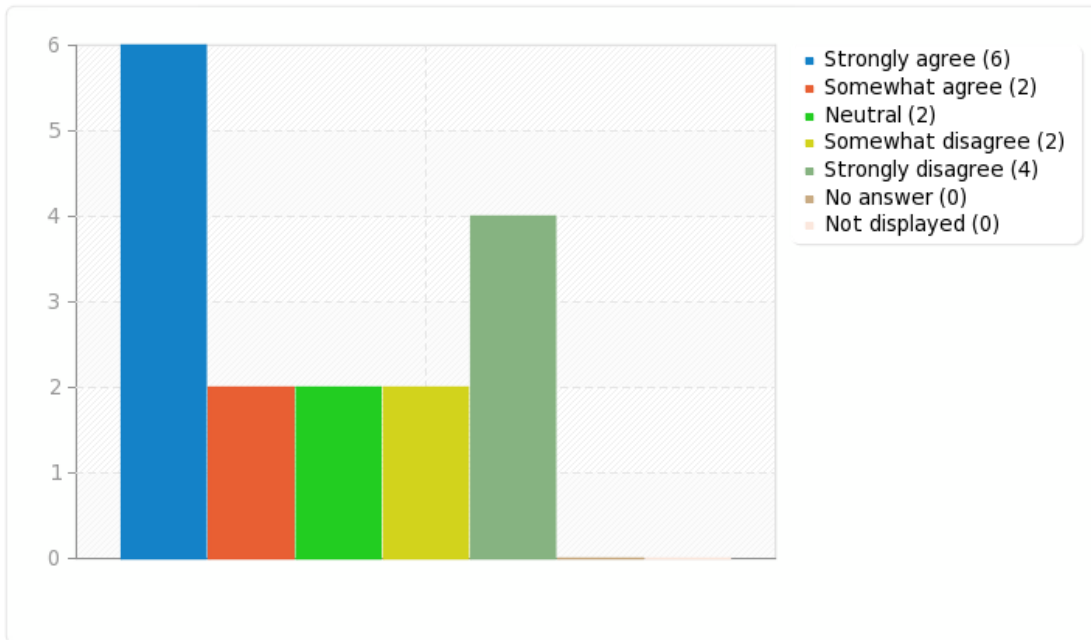
I agree with the leadership structure and the need for sworn supervisors and/or leadership.

Answer	Count	Percentage
Strongly agree (A1)	6	37.50%
Somewhat agree (A2)	2	12.50%
Neutral (A3)	2	12.50%
Somewhat disagree (A4)	2	12.50%
Strongly disagree (A5)	4	25.00%
No answer	0	0.00%
Not displayed	0	0.00%



Field summary for M01

I agree with the leadership structure and the need for sworn supervisors and/or leadership.





Field summary for M02

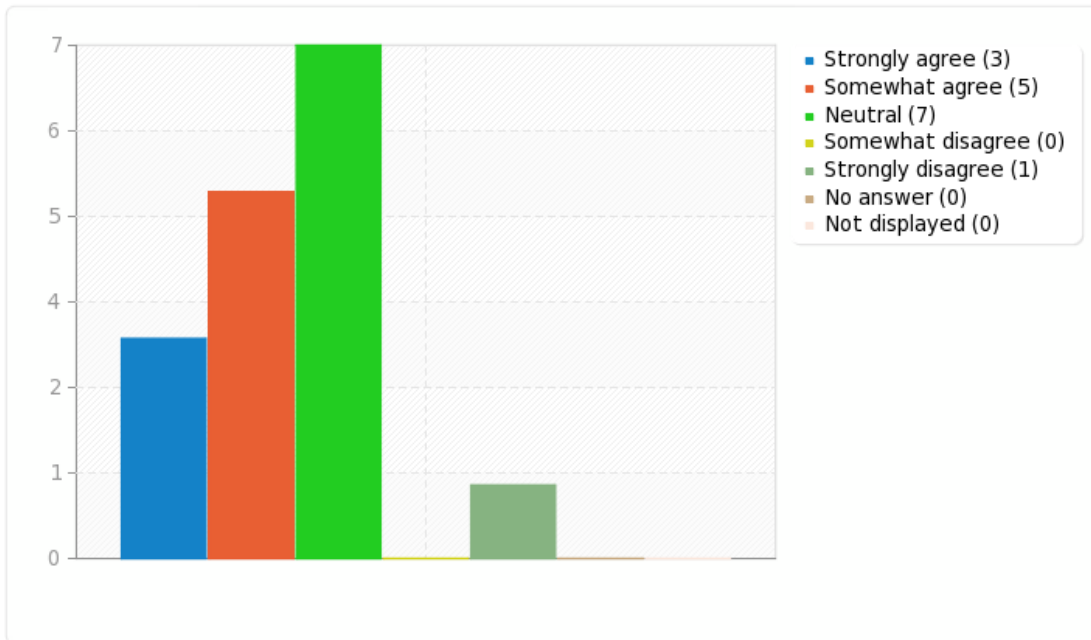
I am satisfied with the level of communication from shift supervision.

Answer	Count	Percentage
Strongly agree (A1)	3	18.75%
Somewhat agree (A2)	5	31.25%
Neutral (A3)	7	43.75%
Somewhat disagree (A4)	0	0.00%
Strongly disagree (A5)	1	6.25%
No answer	0	0.00%
Not displayed	0	0.00%



Field summary for M02

I am satisfied with the level of communication from shift supervision.





Field summary for M03

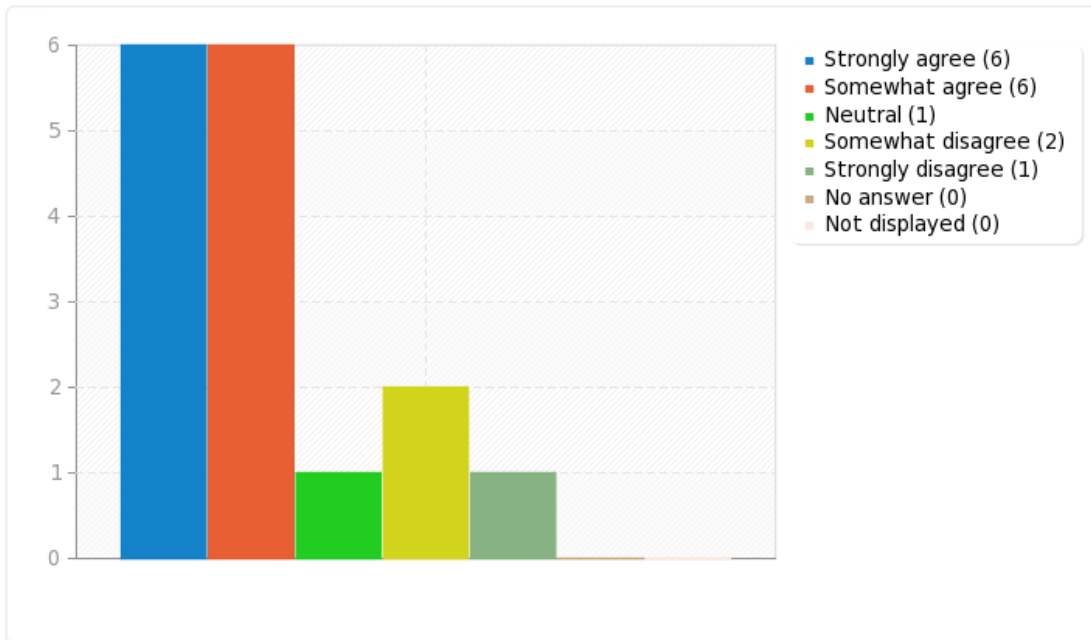
My supervisor effectively manage day-to-day operations.

Answer	Count	Percentage
Strongly agree (A1)	6	37.50%
Somewhat agree (A2)	6	37.50%
Neutral (A3)	1	6.25%
Somewhat disagree (A4)	2	12.50%
Strongly disagree (A5)	1	6.25%
No answer	0	0.00%
Not displayed	0	0.00%



Field summary for M03

My supervisor effectively manage day-to-day operations.





Field summary for M04

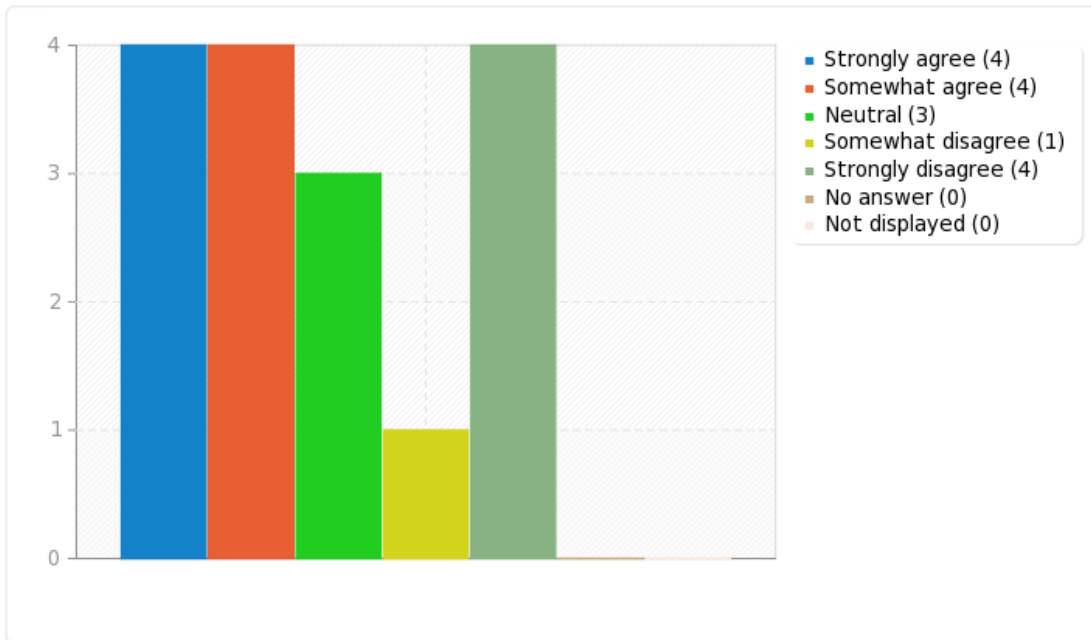
I feel supported by management.

Answer	Count	Percentage
Strongly agree (A1)	4	25.00%
Somewhat agree (A2)	4	25.00%
Neutral (A3)	3	18.75%
Somewhat disagree (A4)	1	6.25%
Strongly disagree (A5)	4	25.00%
No answer	0	0.00%
Not displayed	0	0.00%



Field summary for M04

I feel supported by management.





Field summary for M05

In relation to the question above, why or why not?

Answer	Count	Percentage
Answer	16	100.00%
No answer	0	0.00%
Not displayed	0	0.00%



Field summary for M06

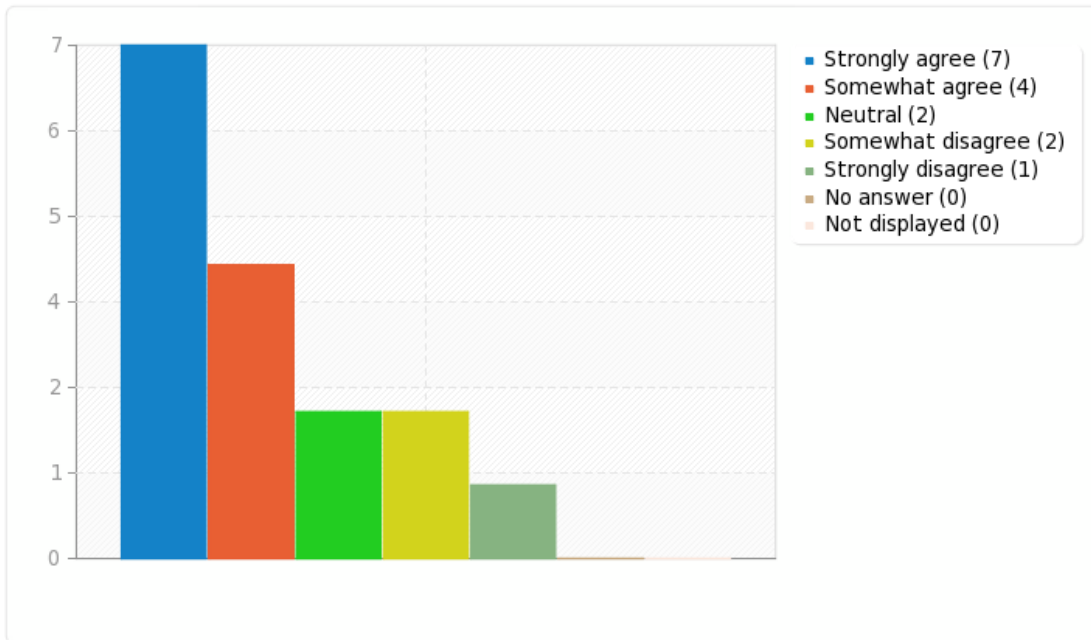
I am comfortable approaching difficult topics with my supervisor.

Answer	Count	Percentage
Strongly agree (A1)	7	43.75%
Somewhat agree (A2)	4	25.00%
Neutral (A3)	2	12.50%
Somewhat disagree (A4)	2	12.50%
Strongly disagree (A5)	1	6.25%
No answer	0	0.00%
Not displayed	0	0.00%



Field summary for M06

I am comfortable approaching difficult topics with my supervisor.





Field summary for M07

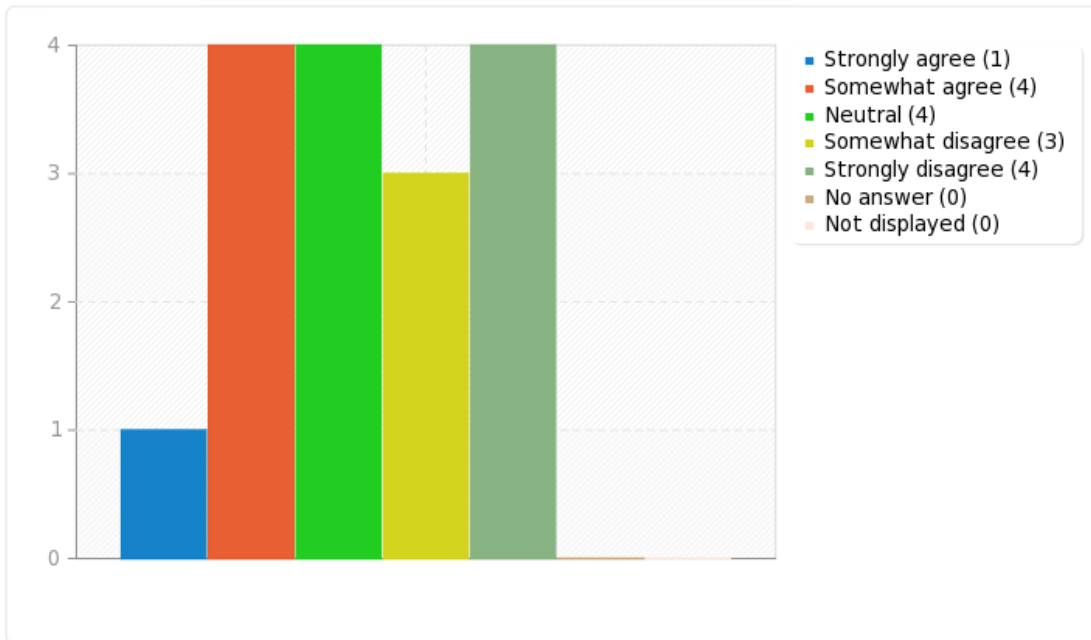
There are opportunities for advancement within the division and/or department for non-sworn/civilian personnel.

Answer	Count	Percentage
Strongly agree (A1)	1	6.25%
Somewhat agree (A2)	4	25.00%
Neutral (A3)	4	25.00%
Somewhat disagree (A4)	3	18.75%
Strongly disagree (A5)	4	25.00%
No answer	0	0.00%
Not displayed	0	0.00%



Field summary for M07

There are opportunities for advancement within the division and/or department for non-sworn/civilian personnel.





Field summary for M08

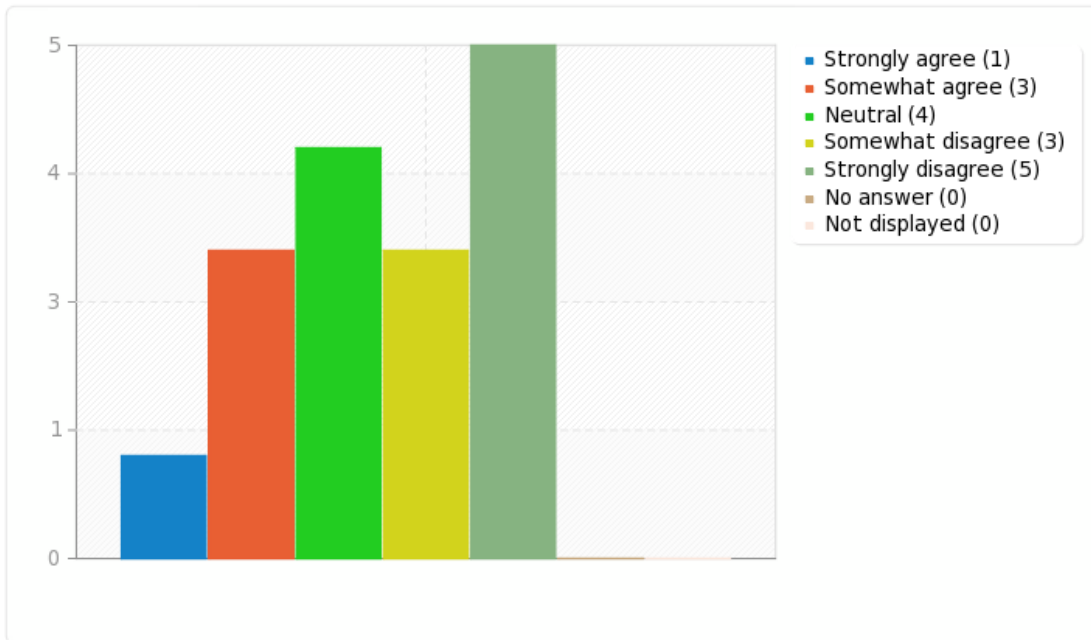
I am satisfied with the opportunities for advancement within the division and/or department.

Answer	Count	Percentage
Strongly agree (A1)	1	6.25%
Somewhat agree (A2)	3	18.75%
Neutral (A3)	4	25.00%
Somewhat disagree (A4)	3	18.75%
Strongly disagree (A5)	5	31.25%
No answer	0	0.00%
Not displayed	0	0.00%



Field summary for M08

I am satisfied with the opportunities for advancement within the division and/or department.





Field summary for M09

From your perspective, what are the current needs of the operations division?

Answer	Count	Percentage
Answer	16	100.00%
No answer	0	0.00%
Not displayed	0	0.00%



Field summary for S01

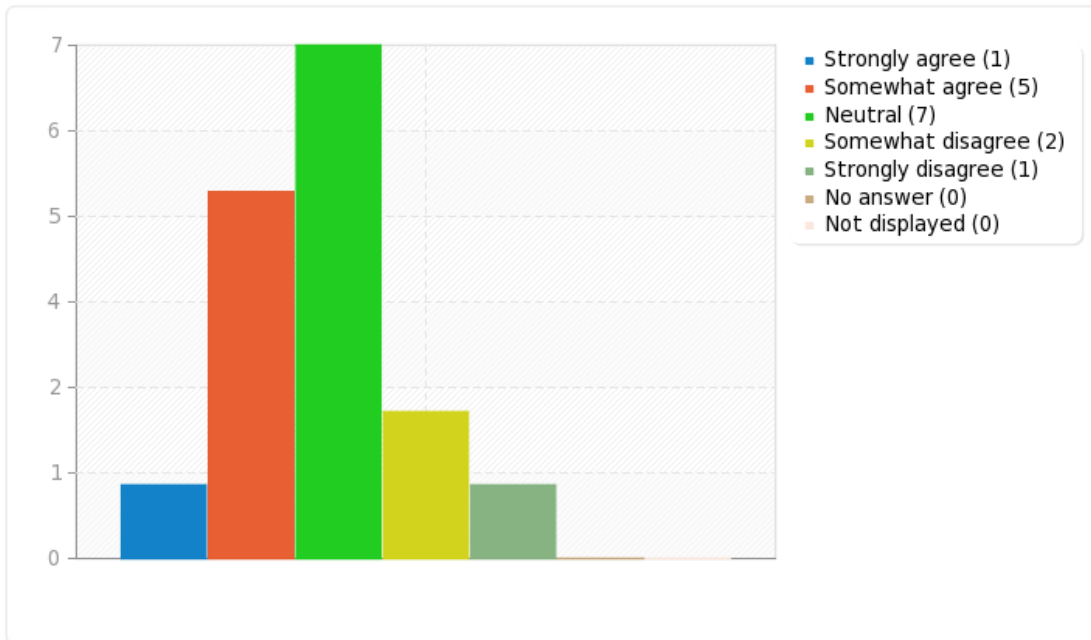
The shifts and scheduling process within the division work well in relation to my life outside of work.

Answer	Count	Percentage
Strongly agree (A1)	1	6.25%
Somewhat agree (A2)	5	31.25%
Neutral (A3)	7	43.75%
Somewhat disagree (A4)	2	12.50%
Strongly disagree (A5)	1	6.25%
No answer	0	0.00%
Not displayed	0	0.00%



Field summary for S01

The shifts and scheduling process within the division work well in relation to my life outside of work.





Field summary for S02

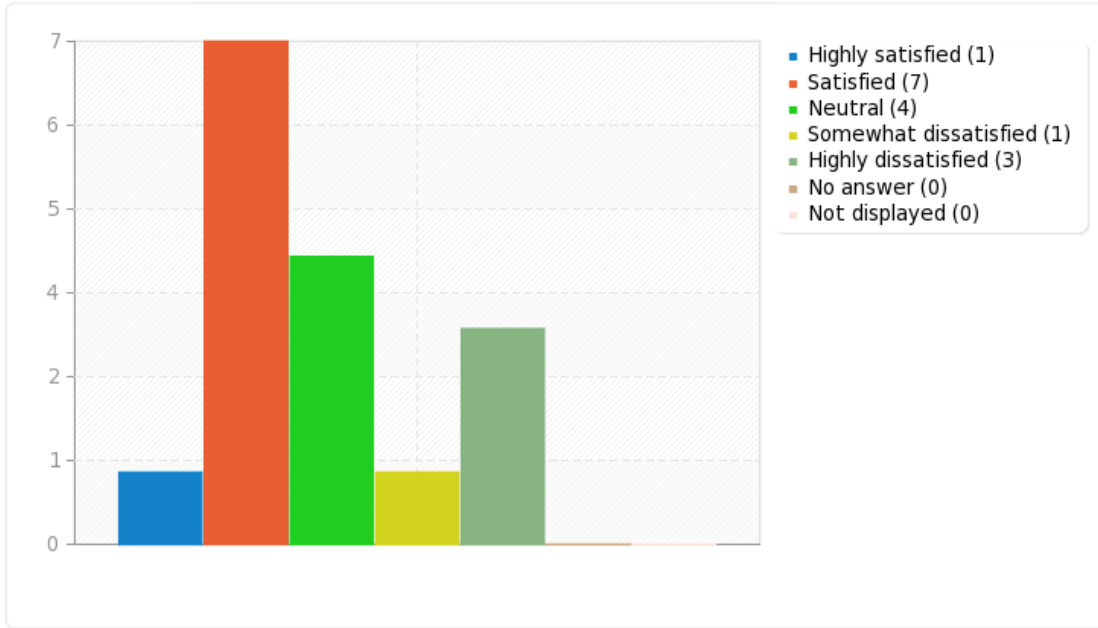
How satisfied are you with days off and the schedule?

Answer	Count	Percentage
Highly satisfied (A1)	1	6.25%
Satisfied (A2)	7	43.75%
Neutral (A3)	4	25.00%
Somewhat dissatisfied (A4)	1	6.25%
Highly dissatisfied (A5)	3	18.75%
No answer	0	0.00%
Not displayed	0	0.00%



Field summary for S02

How satisfied are you with days off and the schedule?





Field summary for S03

Please share your suggestions for improving the scheduling process.

Answer	Count	Percentage
Answer	16	100.00%
No answer	0	0.00%
Not displayed	0	0.00%



Field summary for OC1

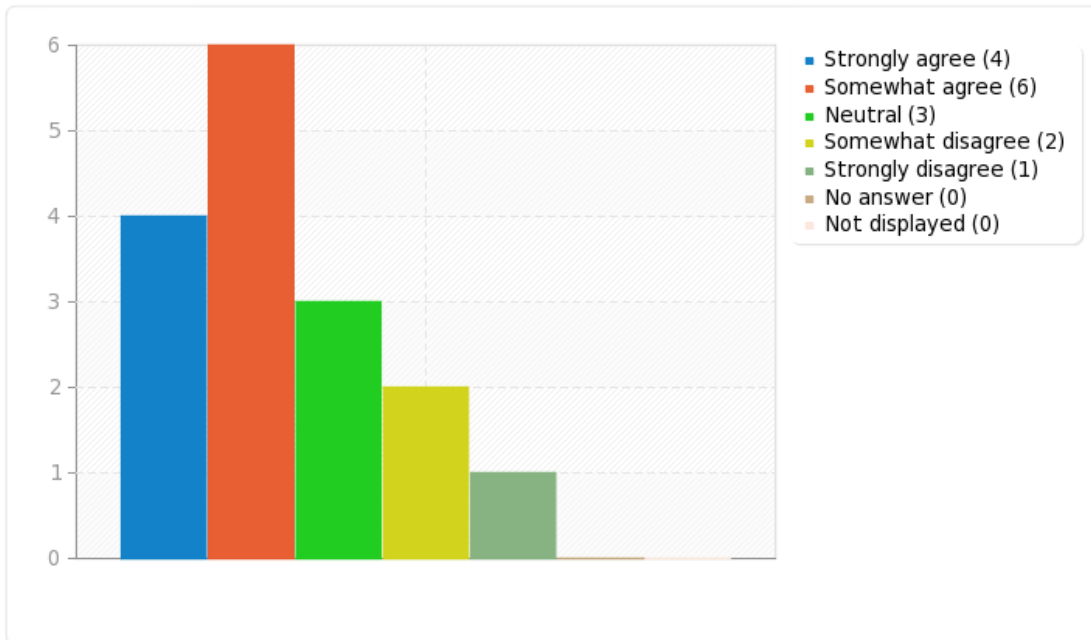
When at work, I feel like I am part of a team?

Answer	Count	Percentage
Strongly agree (A1)	4	25.00%
Somewhat agree (A2)	6	37.50%
Neutral (A3)	3	18.75%
Somewhat disagree (A4)	2	12.50%
Strongly disagree (A5)	1	6.25%
No answer	0	0.00%
Not displayed	0	0.00%



Field summary for OC1

When at work, I feel like I am part of a team?





Field summary for OC2

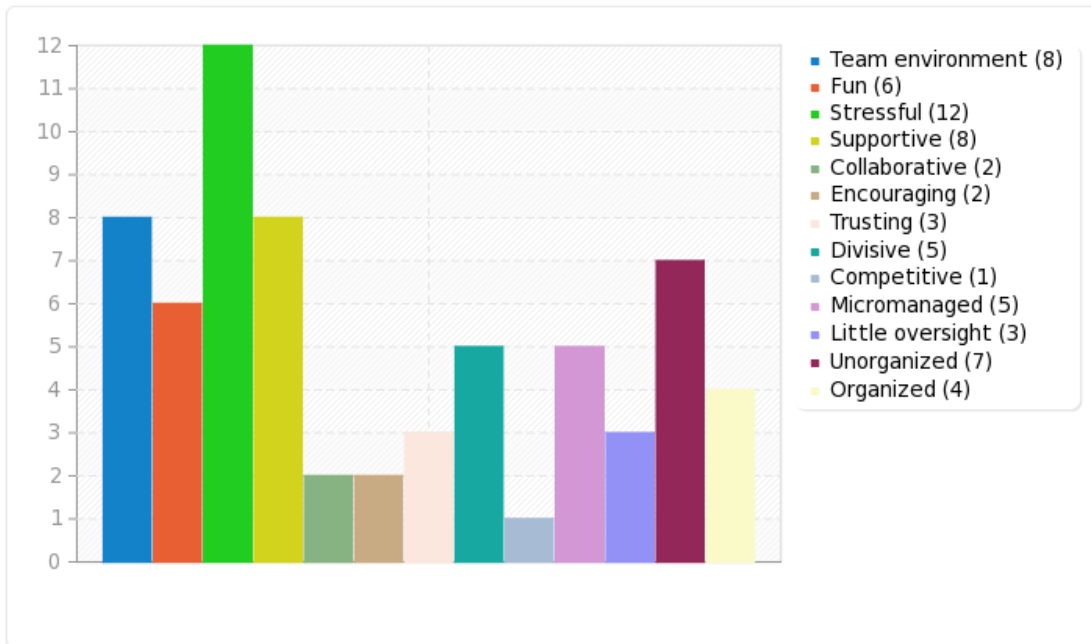
How would you describe your work environment? (Select all that apply)

Answer	Count	Percentage
Team environment (1)	8	50.00%
Fun (2)	6	37.50%
Stressful (3)	12	75.00%
Supportive (4)	8	50.00%
Collaborative (11)	2	12.50%
Encouraging (13)	2	12.50%
Trusting (12)	3	18.75%
Divisive (5)	5	31.25%
Competitive (6)	1	6.25%
Micromanaged (7)	5	31.25%
Little oversight (8)	3	18.75%
Unorganized (9)	7	43.75%
Organized (10)	4	25.00%



Field summary for OC2

How would you describe your work environment? (Select all that apply)





Field summary for OC3

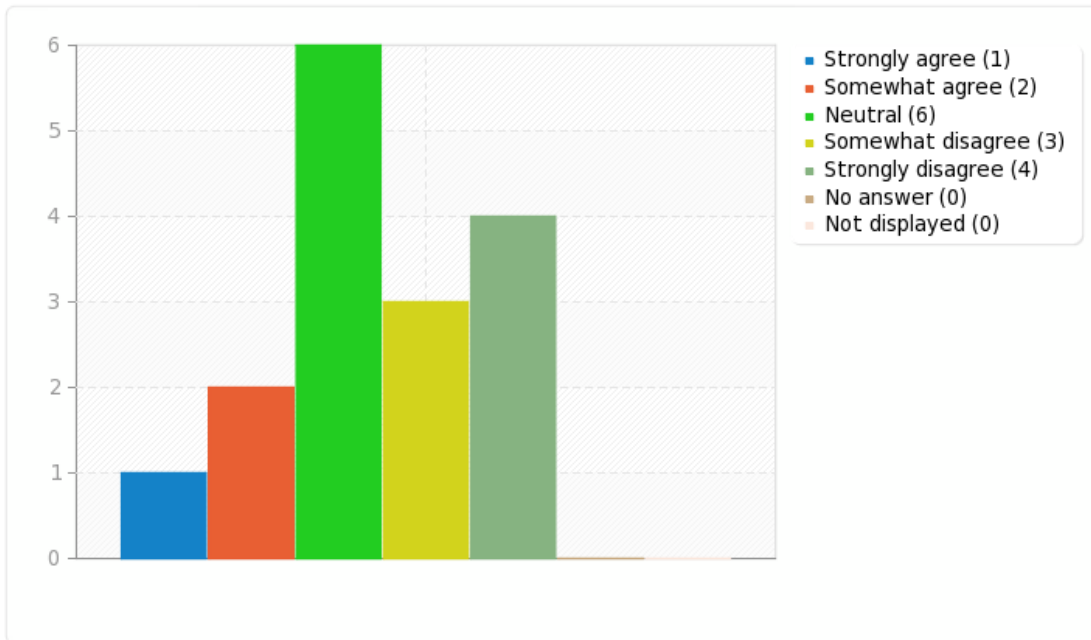
My accomplishments and those of the team are recognized and celebrated by leadership within Operations.

Answer	Count	Percentage
Strongly agree (A1)	1	6.25%
Somewhat agree (A2)	2	12.50%
Neutral (A3)	6	37.50%
Somewhat disagree (A4)	3	18.75%
Strongly disagree (A5)	4	25.00%
No answer	0	0.00%
Not displayed	0	0.00%



Field summary for OC3

My accomplishments and those of the team are recognized and celebrated by leadership within Operations.





Field summary for OC4

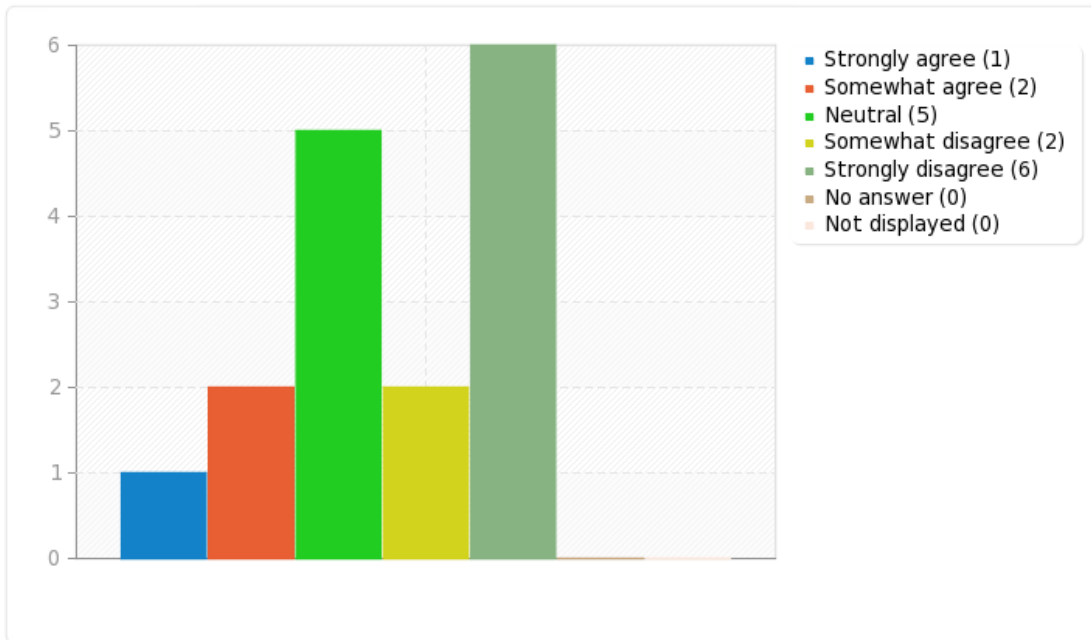
My accomplishments and those of the team are recognized and celebrated by leadership within the police department.

Answer	Count	Percentage
Strongly agree (A1)	1	6.25%
Somewhat agree (A2)	2	12.50%
Neutral (A3)	5	31.25%
Somewhat disagree (A4)	2	12.50%
Strongly disagree (A5)	6	37.50%
No answer	0	0.00%
Not displayed	0	0.00%



Field summary for OC4

My accomplishments and those of the team are recognized and celebrated by leadership within the police department.





Field summary for OC5

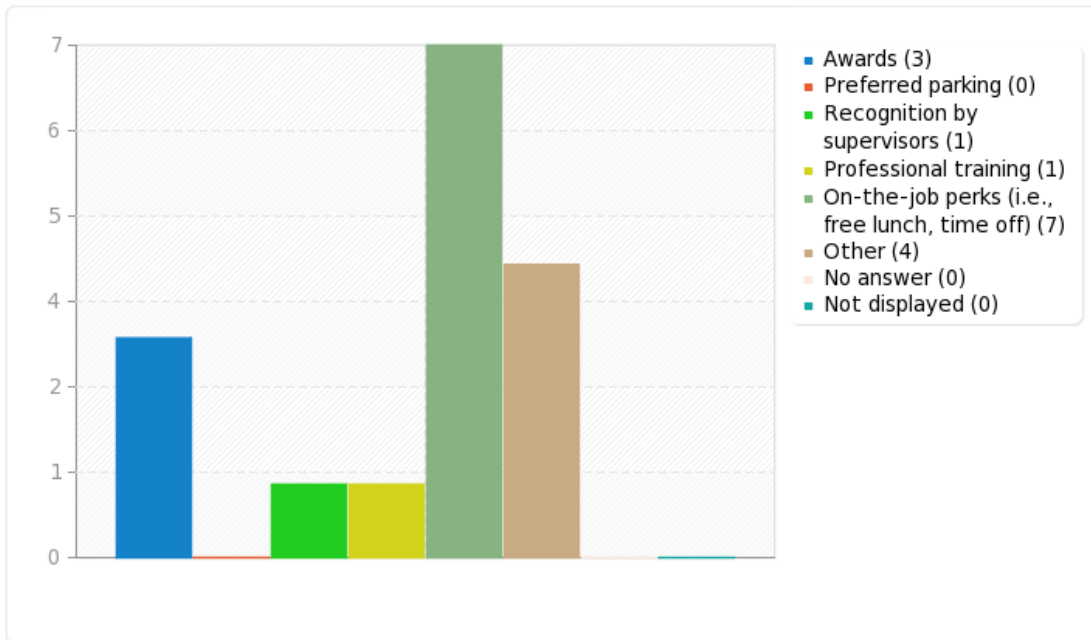
What type of employee recognition would you appreciate most?

Answer	Count	Percentage
Awards (1)	3	18.75%
Preferred parking (2)	0	0.00%
Recognition by supervisors (3)	1	6.25%
Professional training (4)	1	6.25%
On-the-job perks (i.e., free lunch, time off) (5)	7	43.75%
Other	4	25.00%
No answer	0	0.00%
Not displayed	0	0.00%



Field summary for OC5

What type of employee recognition would you appreciate most?





Field summary for OC6

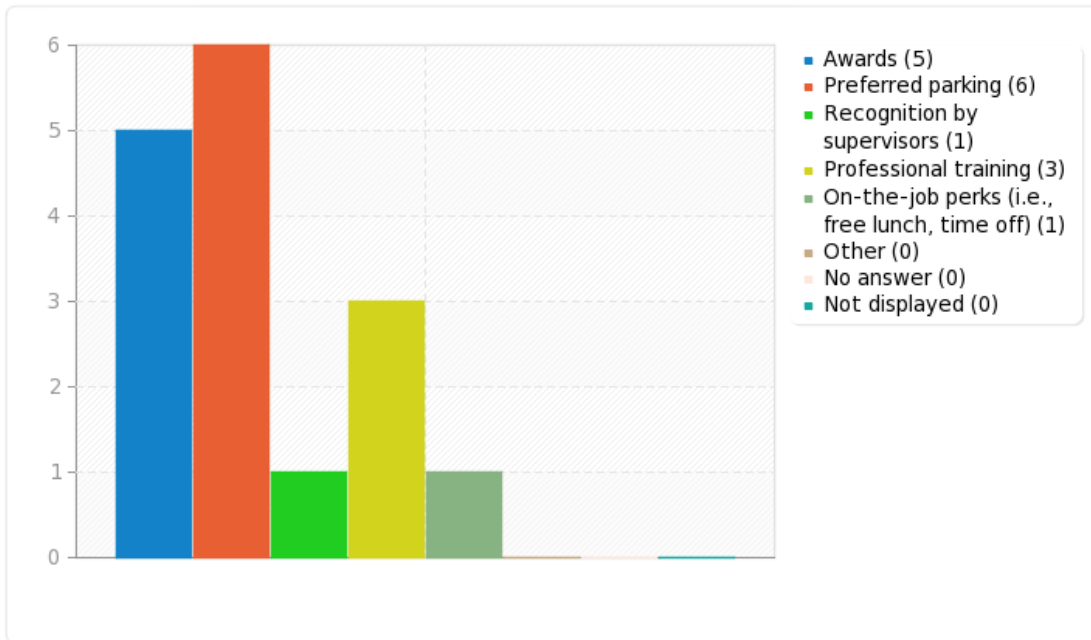
What type of employee recognition would you appreciate the least?

Answer	Count	Percentage
Awards (1)	5	31.25%
Preferred parking (2)	6	37.50%
Recognition by supervisors (3)	1	6.25%
Professional training (4)	3	18.75%
On-the-job perks (i.e., free lunch, time off) (5)	1	6.25%
Other	0	0.00%
No answer	0	0.00%
Not displayed	0	0.00%



Field summary for OC6

What type of employee recognition would you appreciate the least?





Field summary for OC7

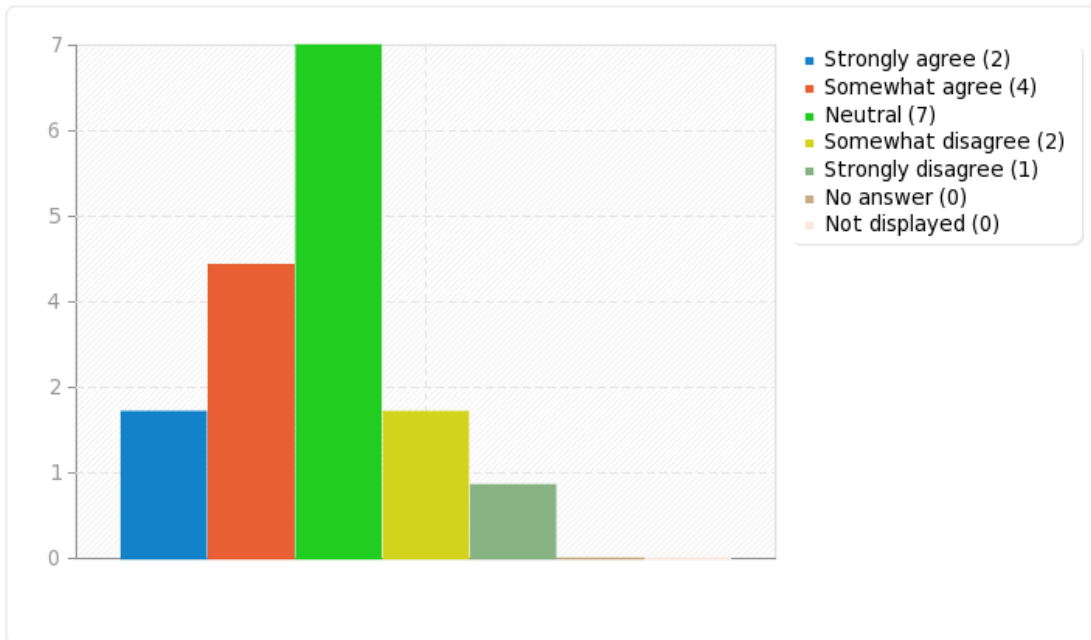
I am satisfied with the culture of my workplace.

Answer	Count	Percentage
Strongly agree (A1)	2	12.50%
Somewhat agree (A2)	4	25.00%
Neutral (A3)	7	43.75%
Somewhat disagree (A4)	2	12.50%
Strongly disagree (A5)	1	6.25%
No answer	0	0.00%
Not displayed	0	0.00%



Field summary for OC7

I am satisfied with the culture of my workplace.





Field summary for OC8

What comments do you have to share about the current organizational culture?

Answer	Count	Percentage
Answer	16	100.00%
No answer	0	0.00%
Not displayed	0	0.00%



Field summary for RT01

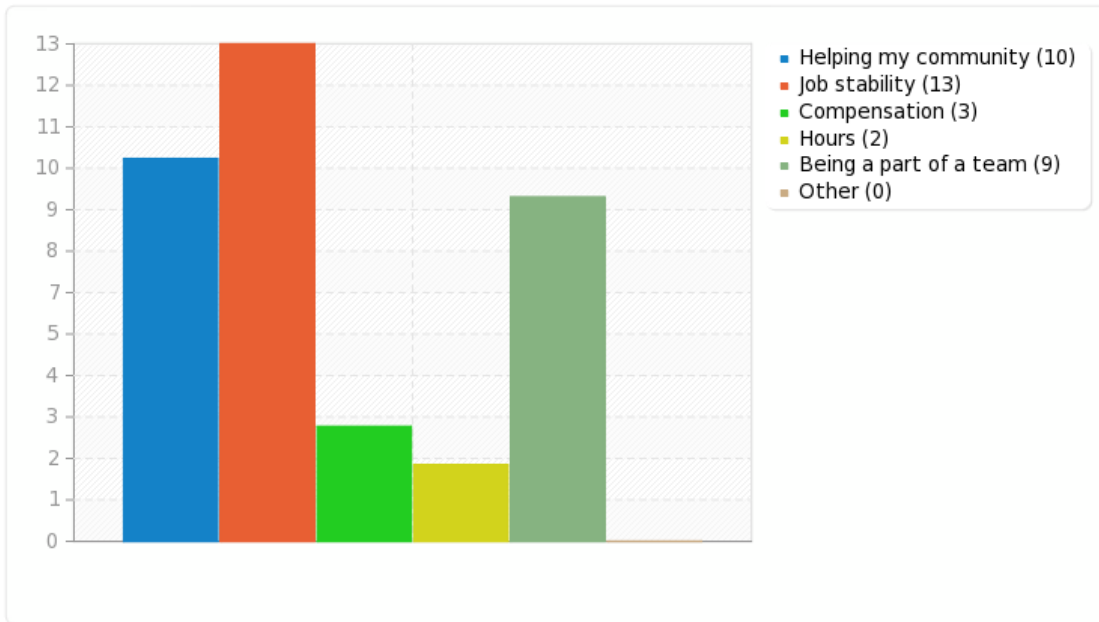
What were your motivating factors for wanting to work for the police department? (Select all that apply)

Answer	Count	Percentage
Helping my community (1)	10	62.50%
Job stability (2)	13	81.25%
Compensation (3)	3	18.75%
Hours (4)	2	12.50%
Being a part of a team (5)	9	56.25%
Other	0	0.00%



Field summary for RT01

What were your motivating factors for wanting to work for the police department? (Select all that apply)





Field summary for RT02

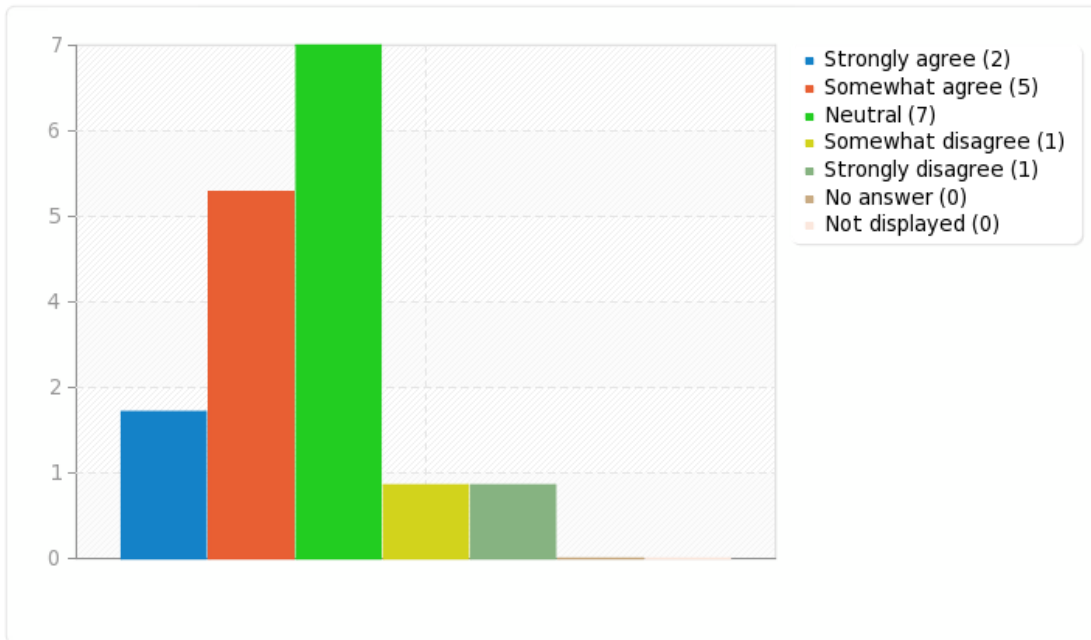
The classroom training I received when I started my position adequately prepared me for the expectations of the position.

Answer	Count	Percentage
Strongly agree (A1)	2	12.50%
Somewhat agree (A2)	5	31.25%
Neutral (A3)	7	43.75%
Somewhat disagree (A4)	1	6.25%
Strongly disagree (A5)	1	6.25%
No answer	0	0.00%
Not displayed	0	0.00%



Field summary for RT02

The classroom training I received when I started my position adequately prepared me for the expectations of the position.





Field summary for RT03

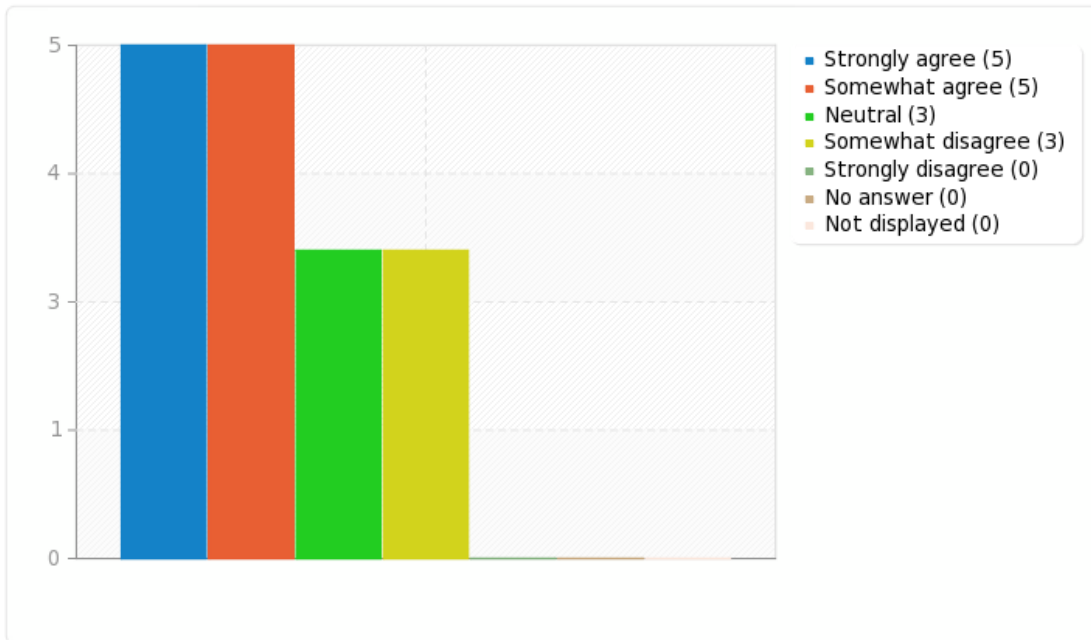
The one-on-one training received when I started my position adequately prepared me for the expectations of the position.

Answer	Count	Percentage
Strongly agree (A1)	5	31.25%
Somewhat agree (A2)	5	31.25%
Neutral (A3)	3	18.75%
Somewhat disagree (A4)	3	18.75%
Strongly disagree (A5)	0	0.00%
No answer	0	0.00%
Not displayed	0	0.00%



Field summary for RT03

The one-on-one training received when I started my position adequately prepared me for the expectations of the position.





Field summary for RT04

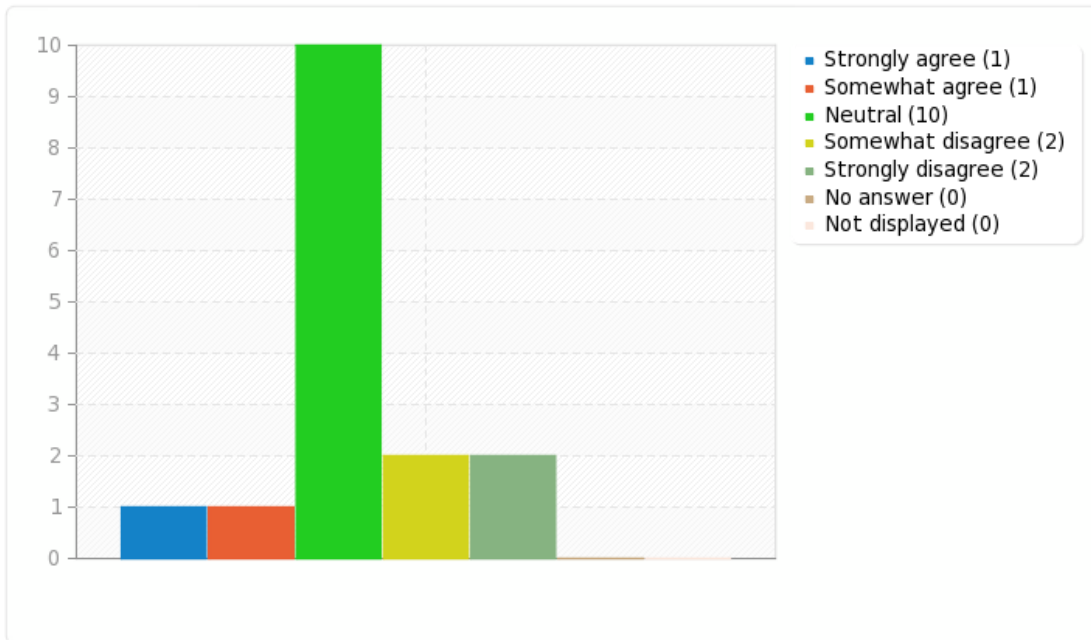
I am satisfied with the continuing education opportunities provided by the organization.

Answer	Count	Percentage
Strongly agree (A1)	1	6.25%
Somewhat agree (A2)	1	6.25%
Neutral (A3)	10	62.50%
Somewhat disagree (A4)	2	12.50%
Strongly disagree (A5)	2	12.50%
No answer	0	0.00%
Not displayed	0	0.00%



Field summary for RT04

I am satisfied with the continuing education opportunities provided by the organization.





Field summary for RT05

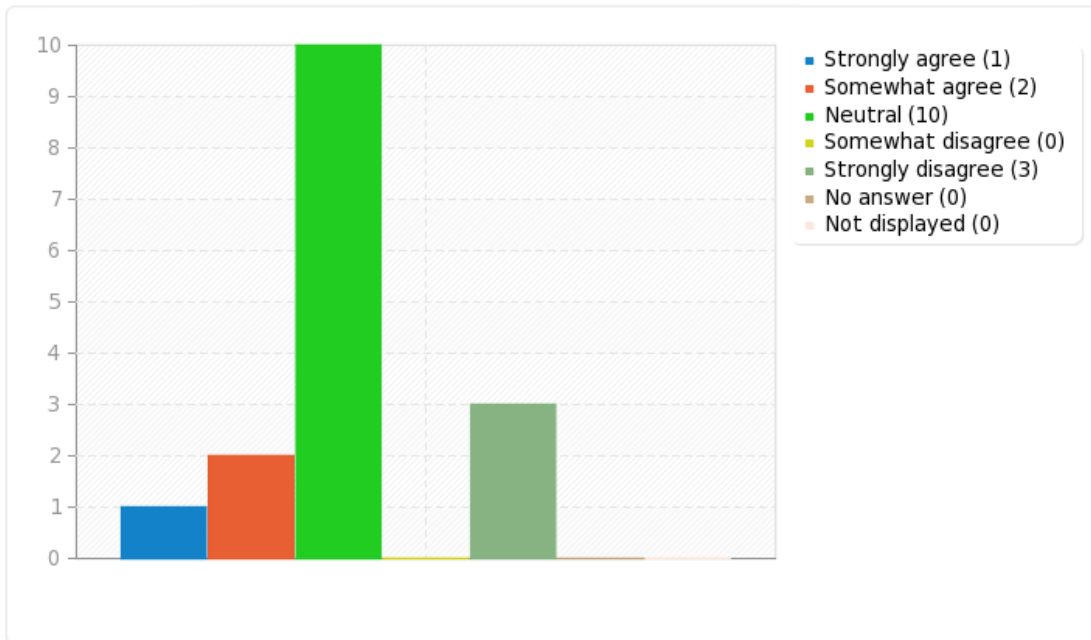
I am satisfied with the investment the department makes in training and education.

Answer	Count	Percentage
Strongly agree (A1)	1	6.25%
Somewhat agree (A2)	2	12.50%
Neutral (A3)	10	62.50%
Somewhat disagree (A4)	0	0.00%
Strongly disagree (A5)	3	18.75%
No answer	0	0.00%
Not displayed	0	0.00%



Field summary for RT05

I am satisfied with the investment the department makes in training and education.





Field summary for RESD1

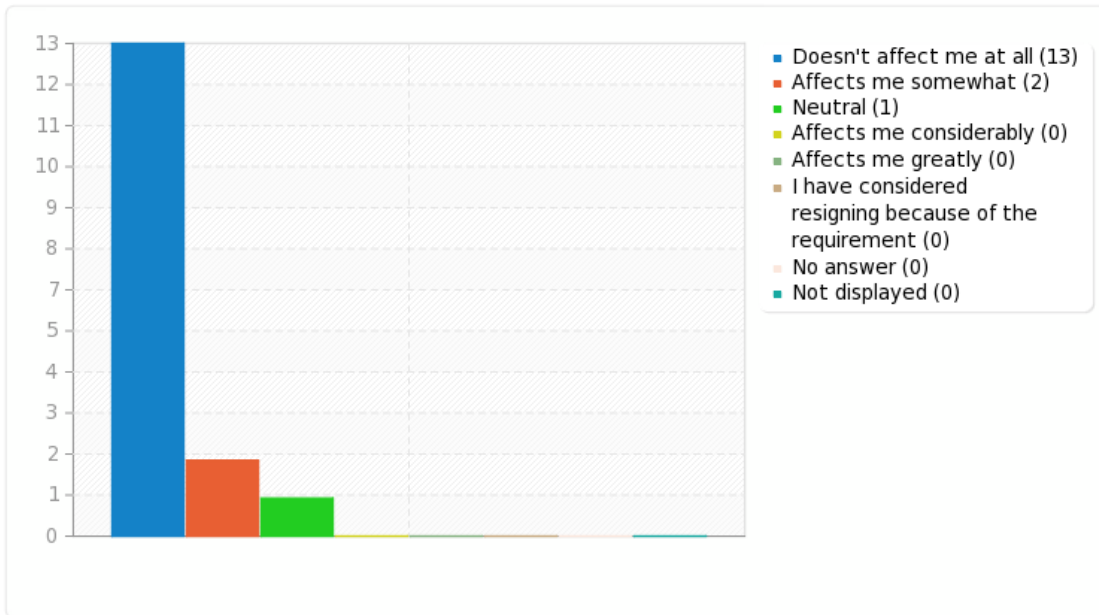
To what degree does the residency requirement impact you?

Answer	Count	Percentage
Doesn't affect me at all (A1)	13	81.25%
Affects me somewhat (A5)	2	12.50%
Neutral (A4)	1	6.25%
Affects me considerably (A3)	0	0.00%
Affects me greatly (A2)	0	0.00%
I have considered resigning because of the requirement (A6)	0	0.00%
No answer	0	0.00%
Not displayed	0	0.00%



Field summary for RESD1

To what degree does the residency requirement impact you?





Field summary for MISC1

Are there any other concerns you would like to share that have not been addressed in this survey?

Answer	Count	Percentage
Answer	16	100.00%
No answer	0	0.00%
Not displayed	0	0.00%