

NENA Succession Planning Information Document

Abstract: This NENA Information Document is provided to assist Public Safety Answering Points (PSAPs) and governing 9-1-1 authorities with information to identify and plan for changes in critical and specialized tasks positions.



NENA Succession Planning Information Document

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1 Executive Overview

Historically, Disaster Planning for the PSAP has focused on equipment and infrastructure. While this approach is not misguided, it ignores the most important asset, the professionals who make the system work. This document will evaluate key positions and functions within the PSAP in the same manner as Contingency Plans evaluate key components. By proactively planning for key individuals to leave, for any reason, PSAP Administrators can improve overall system performance and reduce issues caused by personnel change and departure.

This NENA Information Document is provided to assist Public Safety Answering Points (PSAPs) and governing 9-1-1 authorities with information to identify and plan for changes in critical and specialized tasks positions.

The unique nature of Communications Centers/PSAPs means that no Operational Document can fully capture the needs of all PSAPs. This document is intended to provide guidance and is not intended to be all encompassing.

This document includes information for agencies to consider:

- Critical Tasks
- Human Resources
- Recruitment
- Policies and Procedures
- Training
- Currency
- Accessibility
- Public Education

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Reason for Issue/Reissue

NENA reserves the right to modify this document. Upon revision, the reason(s) will be provided in the table below.

Document Number	Approval Date	Reason For Issue/Reissue
NENA-INF-010.1-2014	10/06/2014	Initial Document
NENA-INF-010.2-2018	05/24/2018	This document was updated and reissued by NENA to ensure content was current with industry changes and advancements made since the original issue date.

2 Operational Description

Redundancy and diversity are well established methods of preventing a critical component failure to adversely affect PSAP operations. The failure, or removal, of a critical human component is not as well established and has the same level of impact on service and operations. "Succession planning increases the availability of experienced and capable employees that are prepared to assume these roles as they become available."¹ Succession planning is essential to identify and develop staff with the potential to fill critical roles before the need arises. The first step in implementing an effective succession plan is to ensure PSAP administrators and/or managers clarify their expectations and support for the process. Succession planning is a long-term commitment that continually requires time, funding, ability, and a willingness to support procedural change.

Operational Description

Planning Processes

- Identifying Critical Tasks/Positions
- Developing Personnel
- Identifying Successors
- Developmental Assignments

Organizational Elements & Considerations

- Agency Leadership
- Supervisory
- Administrative Support Staff
- Computer Aided Dispatch (CAD)
- Mapping
- Information System and Technology IS/IT Customer Premise Equipment
- Emerging Technologies
- Radio
- Terminal Access Control (TAC) Officer
- Quality Management
- Quality Improvement
- Human Resources
- Recruitment
- Policies and Procedures
- Documentation
- Training

¹ Charan, Drotter, Noel, 2001 *The Leadership Pipeline How to Build the Leadership - Powered Company*

2.1 Identifying Critical Tasks and Positions

Competency models provide PSAP leaders profiles of potential candidates at present and in the future and set the stage for reducing gaps between employee competencies and PSAP needs. Tool 1 (exhibit 1) helps the PSAP leader to project current and future readiness to fill critical positions and identify critical PSAP position vulnerabilities.

2.2 Identifying Successors

Identifying potential successors requires planning. To develop a successful succession program the agency will need to identify what tasks and positions should be included and what skills and competencies are required for each task and position. It is equally important that the agency consider how a candidate will be considered as a potential successor, what skills and characteristics are deemed required to assume the responsibilities, and the willingness of the candidate to accept a promotional or lateral position.

Succession planning like any training program is an investment. It is recommended that agencies not focus on a single candidate, which could result in a loss of investment due to the person leaving or not fulfilling expectations. The planning process should be inclusive and include a pool of candidates who have expressed an interest in the position. This would encourage individuals to take more responsibility for their own individual career development. This emphasis on self-direction replaces the organization's control over career development and redirects responsibility to the individual employee. (Eskierka, 2011)

Agencies should be aware of potential issues resulting from identifying and training potential successors. Common pit falls include: the appearance of favoritism, entitlement, and stifling incentives for staff to exert effort or apply for consideration. Because of the many different governance models it would be impossible to list even a fraction of the issues that should be considered; however administrators should check collective bargaining agreements, agency and Authority Having Jurisdiction (AHJ) employment rules prior to implementing a succession program.

The form listed as Tool 2 Candidate Targeting Initiative (exhibit 9.2) gives PSAP leaders a snapshot of where the current candidates are in terms of experience and education at a given moment in time. The information gleaned from this tool assists the decision maker in identifying future successors and/or gaps in education, training, or experience that can be addressed through individualized development plans.

The list below is not meant to be all inclusive, it was developed to provide a starting point to better gather information and formulate ideas to distinguish those who may be identified as potential successors. Local job descriptions will provide the essential knowledge, skills and abilities for the task and position.

Traits: Ex. Self-confident, articulate, empathetic,

Characteristics
Motivation
Education/certification
Experience
Social aspects
Job specific Skills

Tool 3 (exhibit 3) helps PSAP leaders to identify individual strengths and weaknesses in potential candidates. By utilizing this tool, time and resources can be invested in areas where further development is identified before a critical position is vacated.

Tool 4 (exhibit 4) was designed to be a summary of all candidates strengths and weaknesses.

2.3 Developing Successors

Developing successors provides a pool of potential staff and continuity of knowledge. In addition to providing staff available to perform critical tasks, developing successors provides for a more seamless transition. A succession program shows that an organization values and is willing to invest in their staff this may lead to an increase in ownership of the organization and a desire to excel.

An organization that is committed to developing its staff provides an ongoing career path for staff which may increase retention and encourage personal development. These things can be fostered through individual development plans.

Once candidates have been identified as possible successors, individual development plans can be used to narrow developmental gaps. The individual development plan is a tool used by both the employee and the supervisor to help organize and plan learning and development in order to build necessary competencies. Development is then interwoven between work and training (Rothwell, et al., 2005). Some recommended methods for developing successors through individual development plans include:

- Coaching: Focusing on tasks to develop skills.
- Mentoring: Process of working with a more experienced person for development.
- Training: Process of learning and enhancing skills to perform a task.
- Education: Formal process of enhancing knowledge through an accredited source such as College and University.
- Professional recognition: Affiliation, education and certifications with Professional organizations.

- Shadowing: Informal process of observing another perform the tasks for the purpose of being able to complete the task independently.

2.4 Developmental Assignments

Assignments designed to provide the candidate with real world experience to draw out observable skills and behaviors needed for a position. Assignments should be given in a controlled environment with lifeline support.

2.5 Administrative Succession Planning

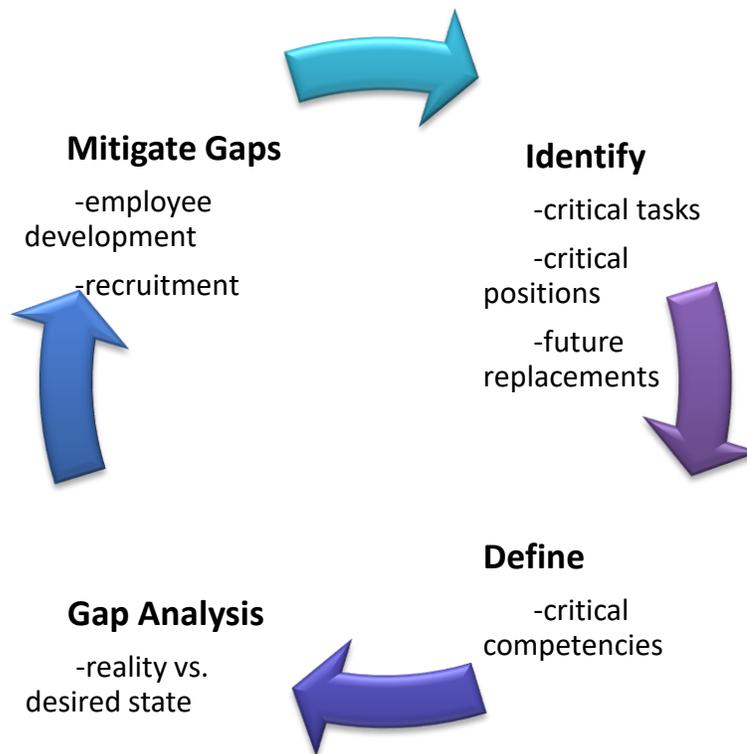
It is important to understand and adapt to the different requirements of technical and administrative positions and tasks regarding succession planning. While more technical tasks may require additional training and ongoing currency to seamlessly maintain operations; administrative tasks may require additional preplanning. Critical administrative tasks may involve the ability to access and provide data. It is important that critical administrative tasks are assessed and documented to provide the ability for a successor to gain access to needed information, such as permission to access a website or computer file. It is equally important that key dates and background information, when applicable, be accessible to provide the successor with the needed information to perform the tasks in a timely and efficient manner. The successor should have complete familiarity with the organization's disaster and contingency plans.

2.6 Critical Tasks/Positions

Each PSAP should evaluate Tasks and Positions they consider to be critical. A task or position is considered critical if a failure to complete it in a timely and efficient manner would have a negative effect on service, perception or confidence in the organization.

PSAPs should also evaluate core competencies for critical tasks and positions. Competencies are the skills, knowledge, and abilities required to perform a task or function. Often these core competencies are found in job descriptions. While this may seem redundant, competency assessments are meant to address how well a task will be performed, rather than simply saying it can be done. They also identify how effectively and efficiently particular functions may be accomplished. If the core competencies or tasks for a position change due to succession planning activities, it is highly recommended that the job description be reevaluated and update as appropriate.

The next step is a gap analysis to identify any disparities between a PSAP's current state, and the ideal.



Identified competencies can then be linked back to the employee development and recruiting processes, mitigating the risk of an agency being unprepared for an unexpected loss of a critical position.

Expectations and roles should be clearly defined by the agency within policy.

Examples of task sheets may be found as Exhibit 1. These sheets may be used as templates to provide guidance regarding a critical position's daily, weekly, quarterly, yearly and ad hoc tasks necessary to fulfill the role during unforeseen events and transition.

2.7 Agency Leadership

Continuity in leadership provides a consistent direction, which may instill confidence and stability in the organization. A change of leadership has the potential for undesirable effects including: morale issues caused by unreasonable or perceived expectations, loss of historical knowledge, and a loss of credibility.

While leadership change is often necessary, it is imperative that the transition be completed quickly, seamlessly and openly. When possible, a mentoring period should be provided to reduce knowledge gaps and the learning curve for the new leader. If a mentoring period is not possible, it is important that staff and stakeholders know who is in

charge and what authority they have to make decisions. This planning can provide reassurance that the transition is being done in a prudent and thoughtful manner.

Sample Considerations:

- What important meetings does the incumbent attend?
- Where can information be found to prepare for the meetings?
- Where can governance documents (MOUs, rules and regulations, etc.) be found?
- Are there approvals needed to attend the meetings?
- Key contact lists (vendors, liaisons, stakeholders)
- What skills/knowledge is required for leaders?
- Does the agency have leadership training?
- Does the agency have a chain of command policy?
- What are the statutory or otherwise established authorities granted this position?
- Are there mandatory training requirements for this position?

2.8 Supervisory

Supervisory personnel have critical influence on the morale, professionalism and service level of the PSAP. Supervisors set the tone and provide the example of acceptable performance. Frequently supervisors are the intermediary between agency management and staff. They are often the first level for inquiries and complaints from citizens, responders and staff. Supervisors also provide guidance and advice on needs and issues.

Sample Considerations:

- What skills/knowledge is required for supervisors?
- Does the agency have a mentoring or professional development program for prospective supervisors?
- Does the agency have a training program for supervisory staff?
- Does the agency have assistant supervisors?
- How is staff supervised when the supervisor is on leave?
- Does supervisory staff have additional (non-operational duties)?

2.9 Computer Aided Dispatch (CAD)

Many agencies have CAD specialists on staff to perform day to day tasks and/or maintain the operational availability of the system.

Sample Considerations:

- What tasks are performed in house and what tasks are performed by agency IT and vendors?
- Would a vacancy in that position adversely impact operations?
- What operational information would be delayed if these tasks were not completed in a timely manner?
- What risks would be introduced by even a short delay?
- Are there frequent interactions with other system specialists that must be maintained?

2.10 Administrative Support Staff

The significance of administrative support staff to a smooth-running agency is often overlooked. Administrative support often is the glue that keeps an agency running effectively even when the leadership changes or other staff positions are in flux. Consideration of on-going administrative support and succession planning for these positions is essential.

Sample Considerations:

- Is there a written policy or descriptive notes on where supplies are obtained or how they are ordered?
- Is there documentation that describes the processes used by administrative staff?
- Is there a manual or written documentation of the job functions of administrative staff?

2.11 Mapping/GIS

Many agencies have mapping specialists on staff to perform day to day tasks and maintain the operational availability of the system.

Sample Considerations:

- Would a vacancy in that position adversely impact operations?
- What operational information would be delayed if these tasks were not completed in a timely manner?
- What risks would be introduced by even a short delay?

- What tasks are performed in house and what tasks are performed by another agency or vendor(s)?
- Are there frequent interactions with other system specialists that must be maintained? Are there frequent high skill level special requests that must be accommodated?

2.12 Customer Premise Equipment/NG 9-1-1 Hosted/Managed Environment

Which tasks are maintained by the agency personnel, for example: create new users, change speed dials, passwords and layouts? What tasks does the agency maintain in the NG environment for call processing; for example Policy Routing Function (PRF)?

Sample Considerations:

- What tasks are performed in house and what tasks are performed by another agency, integrator or vendor(s)?
- Would a vacancy in that position adversely impact operations?
- What operational information would be delayed if these tasks were not completed in a timely manner?
- What risks would be introduced by even a short delay?
- Is the issue reporting and escalation procedure defined and available to all those who may need to access.

2.13 Radio & External Communication Services (FirstNet LTE devices)

Does the agency provide any service for radios, such as, programming, channel lineup, inventory control, special event radios or assistance on major events? Does the agency provide external communication devices and related support? Does the agency maintain the access to FirstNet?

Sample Considerations:

- What tasks are performed in house and what tasks are performed by another agency or vendor(s)?
- Is there a procedure defined and available for issuing of radio equipment?
- Would a vacancy in that position adversely impact operations?
- What operational information would be delayed if these tasks were not completed in a timely manner?
- What risks would be introduced by even a short delay?

- Is the issue reporting and escalation procedure defined and available to all those who may need to access.

2.14 Law Enforcement Data/i.e. Terminal Access Control (TAC) Officer

Does the agency interface with the National Crime Information Center or other law enforcement database which requires a certified point of contact?

Sample Considerations:

- Does the Authority Having Jurisdiction (AHJ) or other oversight entity have minimum standards or requirements for performing this task?
- Is there a recommendation process from the AHJ to other oversight entities?
- What security measures have been taken to protect information?
- Would a vacancy in that position adversely impact operations?
- What risks would be introduced by even a short delay?
- What training, certification is required for future successor in this position?

2.15 Quality Assurance/Quality Improvement

For jurisdictions that have requirements for Quality reviews.

Sample Considerations:

- Does the AHJ or other oversight entity have minimum standards or certification requirements for performing this task?
- Is this position the custodian of records?

2.16 Human Resources

It is imperative that PSAP administrators work with their Human Resources department to provide the ability to create redundancy within tasks. Agencies covered under collective bargaining should consider working with Human Resources to achieve a mutually agreeable solution.

Sample Considerations:

- Have critical competencies been identified and included in job descriptions?
- Do job descriptions and/or Bargaining agreements allow for staff to perform additional duties?

- Is criminal background checks (finger printing, polygraph, etc.) required/performed in a timely manner on new hires?
- Do you have personnel that can perform as an “Acting” supervisor, director, manager etc.?

2.17 Recruitment

Recruitment strategies should be tailored to include the availability of additional tasks. After critical tasks and competencies are defined, recruitment strategies should be reviewed to incorporate new requirements or adjust existing ones.

Sample Considerations:

- Are job descriptions reviewed periodically with key personnel and recruiters?
- Is there a method to update the recruitment process as to the short and long term, success of the applicants?
- Does the recruitment process integrate aptitude for entry level and advanced level positions?
- Does the agency maintain a pool of qualified applicants for the required positions

2.18 Recruiters

Continuity requires that recruiters understand and are aligned with the organizational goals and strategies. Does the organization have a process to ensure consistent hiring practices?

Sample Considerations:

- Is there a checklist in place?
- Do you have listed criteria for hiring?
- Are there resources for finding applicants?
- Is the criteria provided to the applicants?
- What type(s) of testing are done (aptitude, skill level, psychological, physical, vision/hearing, computer competency, poly/background check and interview(s) etc.)?

2.19 Records and Retention

Many PSAPs have a custodian of records or specialist responsible for data, recordings, and multi-media. Some obligations include timely response to requests which require a plan.

Sample Considerations:

- If the assigned person is unavailable, will requests for recordings be received and processed within required/legal time limits?
- Is there a list of requirements that must be fulfilled within required/legal time limits?
- Are there operational impacts if tasks are not completed in a timely manner?
- Are there requirements for personnel fulfilling these tasks?
- Does the agency have a retention and destruction of evidence schedule and procedure?

2.20 Other Duties as required

Each PSAP is unique in resource availability and how resources are utilized. What tasks are being performed that would be delayed if the person completing them was not available? Who deals with the following?

Sample Considerations:

- Fax numbers – maintain and update
- Headset and equipment tracking/repair
- Chair repair
- Communications Vehicle – maintenance log, security
- Mailings – supplies, addresses, etc.
- Public Education and internal communications
- Subpoena processing
- Payroll/Timekeeping

2.21 Policies and Procedures

As tasks and responsibilities are shared it becomes critical that policies and procedures are developed and updated to ensure consistent work flow.

Sample Considerations:

- Who approves policies?
- How are policies distributed?
- Is there a procedure regarding new policies
- Is there a schedule to review existing policies?
- Is there an available format for policies?

- Are policies numbered or categorized for ease of use?
- Is there an index/table of contents?
- Where are policies stored? (electronic, hardcopy, cross referenced, COOP Plan)?

2.22 Documentation

The importance of documentation in succession planning cannot be overstated; it is what will be relied on in the absence of an expert. Documentation should be as complete, accurate and current as possible, and easily accessible.

Sample Considerations:

- Are documents stored in a shared folder virtual or physical drive, or system?
- If an employee leaves the organization, what happens to their saved work, emails, etc.?
- Are documents locked? Where are passwords kept?
- What is the process for requesting access?
- Are hard copies of succession planning documents required in the event of a technology failure?

2.23 Training

When tasks are being shared or a back-up person is used for special occasions, it is imperative that the back-up person remain updated and able to perform the tasks at a comparable level as the primary person. Currency can be achieved by regular participation, drills and exercises or training. Regardless of the method, the risks involved with training a person to do a task and not maintaining currency outweigh having no redundancy in the position.

Sample Considerations:

- Is bridge training required?
- Is there a sign-off process for staff acting as back-up for tasks?
- Is there a process for maintaining currency?

2.24 Training Program

Continuity in formal training programs is critical to maintain operational ability.

Sample Considerations:

- Are training records current, organized and accessible?

- Is training equipment accessible? (I.E. projectors, flip charts, etc.)
- Are lesson plans and training materials accessible and current?
- Training program and trainer's certifications? (APCO Project 33, CALEA, etc.)
- Identify a professional development path for each position in the PSAP (Communications Training Officer, Supervisor, Manager)
- Management of the training program schedule for trainers and trainees
- Management of the continuous professional training for staff after the formal training program

2.25 Information Technology (IT)

Information Technology encompasses a wide spectrum. Succession Planning should account for all operational requirements to ensure redundancy and resiliency regarding IT issues.

Sample Considerations:

2.25.1 In-House

- Who is responsible for IT support?
- Have IT support needs been defined? (in-house / vendor)?
- Has maintenance/repair process (escalation procedures and contact list) been defined and accessible?
- Will outside resources be needed for planning and/implementation?
- If outside resources are utilized are they 24x7?
- Will additional training/certifications be required to provide succession planning?

2.25.2 Vendor

- Has maintenance/repair process (escalation procedures and contract) been defined and accessible?
- What level of support is included in maintenance contract (what is covered 24x7)?
- What does the vendor have in place for Succession Planning?

3 Accessibility Considerations

The work group finds no specific Accessibility issues; however, the agency must provide the same level of accessibility for all performing a task as it does for the primary position. In addition, the candidate must be able to perform the tasks.

Sample Considerations:

- Do potential candidates being considered, as part of succession planning, meet the prerequisites and minimum requirements for the position?

4 Internal Communications

Communications within the PSAP prior to initiating succession planning is critical to success. All staff should understand why changes are being made; what their role is and what opportunities exist because of them.

During Succession Planning when asking these questions of other parties you may need to explain that Succession Planning is about people redundancy not technical redundancy, and why it is important.

Policy and decision makers need to understand and support that succession planning requires the same level of attention that infrastructure protection does.

5 Summary

The time and effort required to fully implement a succession planning program is often the reason agencies do not commit to the program. Unlike planning for technical redundancy, succession planning is dynamic and must be reevaluated to meet the changing roles, responsibilities and expectations of the organization. (impacts, benefits and emotional issues).

6 Impacts, Considerations, Abbreviations, Terms, and Definitions

As the complexities and technologies concerning Public Safety Communications have expanded, the risks involved with key personnel leaving have grown. It is critical that PSAP Administrators understand the potential operational impacts involved when a key position becomes vacant. In addition to critical tasks being slowed or not performed, the loss of historical knowledge and comprehensive understanding of critical tasks can negatively impact PSAP service levels. Managing expectations, training, policy implications and human resources issues must be addressed through succession planning efforts to ensure uninterrupted PSAP operations during transitions.

It is imperative for organizations to develop a culture of succession planning which is embraced at all levels. Setting this groundwork ensures the ongoing success of the organization. Succession planning benefits both the individuals and the organization.

6.1 Operations Impacts Summary

Turnover is inevitable. Lost productivity, increased cost, decrease in morale, and a decrease in service can result from a key staff member leaving the PSAP. By planning for foreseeable and unforeseeable turnover, these adverse effects can be mitigated or controlled.

To be successful in regards to Succession Planning, PSAP Administrators will need to work with their Human Resources staff to ensure that their work rules provide for the ability to develop short and long-term solutions to expand staff members' duties to overlap, including but not limited to additional training, mentoring, and ability to react to turnover and to prepare for future needs.

6.2 Technical Impacts Summary

Technical impacts are beyond the scope of this document.

6.3 Security Impacts Summary

While security is not directly impacted by this document; uninterrupted operations and management of the PSAP should improve overall security. A process should be in place that provides for punctual updates to security related permissions for staff given temporary assignments and for removal of access to departing staff.

6.4 Recommendation for Additional Development Work

No additional work is recommended for this subject at this time.

6.5 Anticipated Timeline

The need for planning is ongoing. Plans, once developed, require review and updates to remain relevant and useful.

6.6 Cost Factors

Potential cost factors include staff time for training, planning and skills retention.

6.7 Cost Recovery Considerations

The authoring group does not foresee any new cost recovery mechanisms.

6.8 Additional Impacts (non-cost related)

Based on the analysis of the authoring group, the information contained in this NENA document is expected to have 9-1-1 Center operations impacts regarding improved long-term service and retention of personnel.

6.9 Abbreviations, Terms, and Definitions

See NENA-ADM-000, NENA Master Glossary of 9-1-1 Terminology, located on the [NENA web site](#) for a complete listing of terms used in NENA documents. All abbreviations used in this document are listed below, along with any new or updated terms and definitions.

Term or Abbreviation (Expansion)	Definition / Description
<i>COOP (Continuity of Operations)</i>	Continuity of Operations, as defined in the National Security Presidential Directive-51/Homeland Security Presidential Directive-20 (NSPD-51/HSPD-20) and the National Continuity Policy Implementation Plan, is an effort within individual executive departments and agencies to ensure that Primary Mission Essential Functions continue to be performed during a wide range of emergencies, including localized acts of nature, accidents and technological or attack-related emergencies. https://www.fema.gov/policy-plans-evaluations
<i>Successor</i>	Person(s) who will or is being trained to assume a position or complete tasks after the incumbent is no longer available.
<i>Critical Task/Position</i>	A task or position that, if not accomplished or filled to the specified standard, results in a serious adverse effect upon service

7 Recommended Reading and References

- [1] NENA Master Glossary of 9 1 1 Terminology, [NENA-ADM-000](#)
- [2] Eskierka, J. A. (2011, May 15). *Proposing a Succession Planning and Leadership Development Program for the St. Paul Fire Department*. Deluth, MN, US: UMI Dissertation Publishing (pg 32).
- [3] Rothwell, W.J., Jackson, R.D., Knight, S. C. & Lindholm, J.E. (2005). *Career planning and succession management: Developing your organization's talent - for today and tomorrow*. Westport, CT: Praeger.
- [4] [APCO Project 33- Training Program Certification](#)
- [5] [Commission on Accreditation for Law Enforcement Agencies](#)

8 Exhibits

Task Sheet

Task sheets should be built into agency policy, procedures and/or documents (job descriptions, employee performance evaluations, knowledge management, general orders).

Should be maintained in readily accessible area.

Should be reviewed and updated at a minimum annually or on a more regular basis. Each position should be considered including administration and support.

8.1 Exhibit 1

Tool 1: Succession Readiness Overview

Position	Currently Held By	Vacancy timing	Critical Need	Number of Staff Currently Prepared	Number of Staff Ready in 1 Year	Number of Staff ready in 2-3 Years	Number of Staff ready in 4-5 Years
PSAP Administrator	Employee A	6 months	Y	0	1	2 (who)	3
Shift Manager	Employee B	6 months	N	2	4	6	8
Shift Manager	Employee C	7 years	N	2	4	6	8
Shift Manager	Employee D	2 years	Y	2	4	6	8
Admin Supervisor	Employee F	4 years	N	0	1	3	5
Training Supervisor	Employee G	1 year	N	1	3	5	8
Floor Supervisor	Employee H	3 months	Y	8	10	15	20
Floor Supervisor	Employee I	6 years	Y	8	10	15	20
Floor Supervisor	Employee J	1 month	Y	8	10	15	20
Floor Supervisor	Employee K	4 years	N	8	10	15	20

Note: This tool is designed to project current and future readiness to fill critical positions. Information gleaned from this tool can identify critical PSAP position vulnerabilities. In this example, the PSAP has 100% vulnerability with regard to filling their PSAP Administrator position, one shift manager position, and one floor supervisor position. Note that in the current example, the PSAP currently has no qualified person to fill the PSAP Administrator position.

8.2 Exhibit 2

Tool 2: Candidate Targeting Initiative

POSITION: Communications Administrator

Positional Criteria	Bachelors Degree	Masters Degree	Budget ing	Procurement	> 3 years supv exp.	NENA/APCO Cert	Grant Writing	PSAP Technology Proficiency
Employee A	X	X	X	X	X	X	X	
Employee B			X	X	X	X	X	

Note: This tool is designed to give decision makers a snapshot of where current candidates are in terms of experience and education at a given moment in time.



8.3 Exhibit 3

Tool 3: Recommended for Professional Development

NAME:

POSITION:

NOMINATED BY:

DATE:

Knowledge, Skills, and Abilities	Strength	Proficient	Developmental Need
<i>Knowledge</i>			
Understands technical concepts	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Theories, principles, & practice of PSAP operations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
PSAP office practices & procedures	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Skills</i>			
Establishes & maintains effective working relationships	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Effectively utilizes conflict resolution techniques	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Principles of performance management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Data analysis & decision making	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Procurement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Grant writing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Communicates pleasantly and effectively	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Inspires confidence in subordinate personnel	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Abilities</i>			
Ability to make extensive independent judgments	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ability to manage a budget	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ability to make effective judgments	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Continually exercises initiative to improve processes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ability to plan strategically in alignment with City/County policies & goals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Note: This tool was developed to help decision makers to identify individual strengths and weaknesses in potential candidates.



8.4 Exhibit 4

Tool 4: Summary of Nominated Staff to Receive Professional Development

Name	Knowledge	Skills	Abilities
Employee A	P	S	S
Employee B	S	D	P
Employee C	S	P	S
Employee D	S	S	S
Employee E	P	P	D
Employee F	S	S	P
Employee G	P	S	S
Employee H	S	P	P
Employee I	S	D	P

S = Strength (Presently fully competent)

P = Proficiency (Adequate and showing improvement)

D = Developmental Need (Requires additional experience and/or training)

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