

# NENA Standard for Communications Center/PSAP Daily Personnel Operations

**Abstract:** Recommendations to develop PSAP Operational Guidelines & Schedules.



NENA Standard for Communications Center/PSAP Daily Personnel Operations

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## **1 Executive Overview**

Public Safety Answering Points (PSAP)s and Emergency Communications Centers (ECC)s occur in many forms, sizes, and models across the United States and the world; despite differences among and between PSAPs, certain fundamental similarities occur. This document provides comprehensive guidelines to help PSAP leadership develop sound practices and policies for topics that fall outside call processing and technical development paradigms. Indeed, our most valuable resource is our people, as such management of our people and workplace to create a sound environment helps improve many aspects of 9-1-1 services, such as retention, performance, and maintenance of public trust. The document strives to provide a holistic view of the daily operations in a PSAP, ensuring that telecommunicators are well-prepared, operations run smoothly, and security is maintained at all times. Each section addresses a critical aspect of PSAP operations and offers recommendations for best practices and considerations for policy development and staff management.

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## 2 Document Conventions

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This section defines keywords, as they should be interpreted in NENA documents. The form of emphasis (UPPER CASE) shall be consistent and exclusive throughout the document. Any of these words used in lower case and not emphasized do not have special significance beyond normal usage.

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

These definitions are based on IETF RFC 2119 [2].

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### 2.3 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 54-001	November 18, 2004	Initial Document
NENA 54-001.1	May 30, 2015	Update web page links.
NENA-STA-014.2-2025	March 24, 2025	Major rewrite, changed to STA, and addition of scheduling guidance.

## 3 Daily PSAP Operations

### 3.1 Reporting for Duty

Employees SHALL report for their scheduled shift on and fit for duty. On time means the employee has been fully briefed and prepared. Fit for duty means an employee is physically and mentally capable of safely performing the essential functions of their role.

### 3.2 Start of Shift

Employees are responsible for having all tools and information necessary to perform their duties. Examples include, but are not limited to, the following:

- Conduct daily briefing and/or roll call.
- Review the daily log.
- Review the shift schedule, seat assignments, rotations, and breaks.
- Review all communications, policy, and procedure updates.
- Review calls for service that may carry over.
- Relieve the previous shift.
- Start a new shift log.
- Log into systems (CAD (Computer Aided Dispatch), phones, computers, etc.).
- Log into ancillary and supplemental resources.
- Ensure equipment is in working order (telephone, radio, recording, computer, etc.).
- Confirm backup resources are in place (CAD, Phone, Radio, Cards, etc.).
- Report any needs or problems to the appropriate party.

### **3.3 End of Shift**

Employees SHOULD ensure that their shift responsibilities are completed and that oncoming personnel are positioned for transfer of responsibilities:

- Complete shift log/paperwork.
- Complete any ongoing tasks.
- Fully brief the oncoming shift.
- Clean/sanitize the work area.
- Return resources to their proper place.
- Properly log out of systems.
- Report any needs/problems to the appropriate party.
- Dispose of unnecessary paperwork and display or file important operational documents.
- Receive approval to be relieved by oncoming shift.

### **3.4 General Rules of Conduct**

The nature of Public Safety Communications requires that the general public and field responders respect and trust telecommunicators. Every employee SHALL be familiar with, and follow all rules, regulations, policies, and directives.

Examples of general rules of conduct are the following:

- Consoles will be kept clean and uncluttered.
- Information will be kept confidential.
- All written and verbal communications are subject to review and SHOULD be professional and work-appropriate.
- A telecommunicator SHALL NOT intentionally violate any federal, state, tribal, or local law, or regulation of the respective governing body or communications center.



- A telecommunicator SHALL NOT engage in any criminal, dishonest, immoral, notoriously disgraceful, or other conduct that would discredit the communications center.
- A telecommunicator SHALL NOT misuse their position or resources to influence the outcome of field operations.
- Telecommunicators SHOULD conduct themselves, both on and off duty, in such a manner as to reflect favorably on the communications center.
- Telecommunicators SHALL NOT knowingly disobey or ignore the lawful direction of a superior.
- Threatening, abusive, or insulting language or behaving in an insubordinate or disrespectful manner SHALL NOT be tolerated.
- Telecommunicators SHALL NOT publicly speak disrespectfully, publicly criticize, or ridicule any official action that impacts the public trust of the communications center, while on duty or acting as an agent of the organization.
- Telecommunicators SHALL NOT attempt to originate, create, incite, cause, or join any seditious movement within the communications center.
- Communications center business is confidential and SHALL NOT be discussed with those without legal cause for the information.
  - The security of confidential and/or sensitive information MUST be ensured.
  - Telecommunicators SHALL NOT give interviews or make public speeches concerning the center without permission from their agency.
  - Telecommunicators SHALL NOT produce any outward-facing communication, imagery, or information relating to the communications center without permission from their agency.
- Telecommunicators SHALL NOT purchase or consume alcohol, or other substances that alter cognition, while on duty or while wearing agency-issued equipment.
- Telecommunicators SHALL NOT report for duty, while under the influence of any controlled substance, alcohol, narcotic, or hallucinogens to the extent that it impairs their performance of duty.
- Telecommunicators SHALL advise their agency or appropriate designee when taking or prescribed substances that may impact work performance.
- Telecommunicators SHALL NOT join or otherwise affiliate themselves with any organization which may in any manner exact prior allegiance, or consideration, which would prevent telecommunicators from performing their duty.
- Telecommunicators SHALL NOT, as a representative of the communications center, sign any petition without permission from their agency.
- Telecommunicators SHALL NOT accept any bribe, gift, token, money, or other things of value that could be perceived as an inducement to perform or refrain from performing any official act.

- Telecommunicators SHALL NOT engage in action(s), extortion, or other means of obtaining money or other things of value through their position.
- Telecommunicators SHALL NOT feign illness, be derelict in, or otherwise attempt to shirk their duty.
- Telecommunicators SHALL NOT knowingly make any false official statement or misrepresentation of facts.
- Telecommunicators SHALL be punctual and prompt for scheduled assignments.
- Telecommunicators SHALL immediately notify the agency of the following situations:
  - They learn they are a party in any civil or criminal action or investigation.
  - They have been asked to testify in a non-communications center civil or criminal proceeding as an expert witness (with such expertise developed through their training and experience with the communications center).
  - They received a summons for a traffic or criminal violation.
- Telecommunicators will be courteous, kind, patient, and respectful in dealing with the public, field responders, and peers.
- Behavior on the communications floor will refrain from loud talking, boisterous laughter, improper comments, profanity, arguing, or horseplay.
- Equipment, personnel, and vehicles SHALL NOT be used for personal business.
- Any telecommunicator who believes they are being treated unjustly is encouraged to communicate the concerns with a superior. If the superior is directly involved, the telecommunicator SHOULD follow the chain of command as directed by their agency.

#### **4 Schedules**

PSAP management SHOULD evaluate the number of telecommunicators needed each hour to meet or exceed industry standards and/or government mandates for call processing. This includes evaluating task and workload expectations for minimum staffing numbers, such as the following:

- Number of radio channels monitored
- Simultaneously working radio and call-taking
- Call wrap-up time including data entry into disparate systems, and other tasks

Specific NENA standards and software products can help determine staffing needs, such as the NENA Resource List for Human Resources Information, NENA-REF-004 [3] and the PSAP Staffing Guidelines Report and Staffing Worksheet [4].

PSAPs are encouraged to look beyond the traditional 0800-1700 Monday through Friday work schedule to meet the needs of their PSAP while providing work-life balance for the telecommunicators. PSAPs SHOULD also review staffing levels to ensure staffing levels adequately cover training needs for new and existing staff.

Employee schedules in a 24-hour work environment involve various factors including shift rotation, vacations and other leave, workload distribution, breaks and rest periods, employee health and safety, work/life balance, employee productivity and engagement, and legal and regulatory compliance such as Fair Labor Standards Act (FLSA) standards. Properly managing these factors is essential to ensure the well-being of employees and maintain productivity and efficiency in the workplace. Other considerations may include shift starting times, length of regular shifts and length of overtime shifts (holdovers/in early), supervisor-to-telecommunicator ratio, trainer availability for new personnel, and telecommunicator availability for special assignments, meetings, ongoing training, etc.

Exhibit A — Schedule Examples of this document provides examples of different schedules. Schedules can have fixed days off, rotating days off, rotating shifts, built-in overtime, etc. The example schedules offer variations by hour.

Rotating schedules may refer to rotating days off or rotating hours worked. Each schedule has caveats related to employee availability based on the unique characteristics of the PSAP.

## **5 Developing PSAP Personnel Guidelines**

### **5.1 Personnel Topics**

#### **5.1.1 Leave Request**

PSAPs SHOULD have a policy that outlines leave request procedures that include vacation, shift trades, sick and other unscheduled leave requests, etc. Policies SHOULD include who and when to notify, and SHOULD follow established Human Resources (HR) policies, Collective Bargaining Agreements (CBA)s, etc.

#### **5.1.2 Unscheduled Leave/Absence**

The unscheduled leave/absence policy SHOULD clearly define qualifying events and the notification and coverage processes. The policy SHOULD clearly define what unscheduled leave is, what an absence is, notification processes (that they are taking or requesting unscheduled leave, calling in sick or a last-minute leave request and how their absence will be covered if it creates a vacancy on a shift).

#### **5.1.3 Overtime**

PSAPs SHOULD develop a procedure to address how overtime is distributed, such as voluntary and mandatory overtime assignments. Considerations include the maximum number of hours worked per day, per week, or per pay period — excluding catastrophic events and mandatory rest breaks. Acceptable employee notification processes SHOULD be clearly defined.

#### **5.1.4 Dress Code/Uniforms**

Dress codes are determined by PSAP administration and vary widely depending on assignment and geographic region. Appropriate dress and maintenance of the clothing SHOULD be defined. When uniforms are required there SHOULD be specific policies on how to wear the uniform, the requirements for accessories, and the guidelines for wearing uniform attire off duty.

#### **5.1.5 Wellness**

Employers are encouraged to provide opportunities for and encourage employees to adopt healthy living habits. Employee wellness can correlate to employee sick leave, injury, and resiliency in the stressful dispatch center environment. PSAPs are encouraged to research additional resources available through their local/state agencies.

For long-term wellness, PSAPs MAY establish a Critical Incident Stress Management (CISM) program. Refer to the NENA Standard to Protect the Wellbeing of 9-1-1 Professionals, NENA-STA-002 [5].

#### **5.1.6 Complaint Investigations**

Complaint investigations may be internal or external, informal or formal. Employers SHOULD have a well-crafted investigations-handling policy that considers local, state, and federal regulations, and CBAs. Investigators SHOULD have training in conducting investigations and related regulations and policies and participate in continuing education to maintain knowledge and skills.

The investigator SHOULD have clear criteria for identifying the severity of a complaint and how to document their investigation. For example: even a low-level complaint handled as a verbal coaching/training issue SHOULD be documented thoroughly at every step.

### **5.2 Staff Management**

#### **5.2.1 Position Rotation**

Multidisciplinary PSAPs MAY consider position rotation schedules to ensure employees maintain proficiency for each (e.g., law vs fire radios, call-taking vs radio).

These are considerations when developing and deploying a position rotation schedule:

- Activity level and volume of position worked hourly, daily, or weekly (volume/severity)
- Impact on the QA/QI program sampling of employees and call types
- Flexibility to assign employees based on shift
- Employee training needs

### **5.2.2 Periods of Reduced Activity**

PSAPs are encouraged to establish tasks, projects, continuing education, and other approved activities that promote skill and career growth and keep employees engaged and involved beyond daily tasks (e.g., committee membership at the local, state, or national level).

### **5.2.3 Breaks**

Employee breaks SHOULD be determined by the employing agency's policy, CBAs, and/or labor laws. Breaks SHOULD allow for staff to be away from the operations floor. Supervisors SHOULD have the autonomy to suspend breaks during critical incidents and craft a plan to reinstate breaks if/when circumstances allow. Consider mental and physical needs, workload/call volume, and shift hours.

### **5.2.4 Critical Incident Stress Management (CISM)**

Employee well-being is paramount to the operations of a PSAP. Supervisory staff SHOULD be trained to identify job-related stress in staff and be aware of resources available to employees, such as peer support, Employee Assistance Program (EAP), chaplains, and mental health professionals.

PSAPs SHOULD establish a critical incident stress management CISM program. Refer to the NENA Standard to Protect the Wellbeing of 9-1-1 Professionals [5].

### **5.2.5 Lactation Plan**

Employers SHALL comply with state and federal regulations related to nursing mothers' rights in the workplace; leverage the expertise of HR and legal departments and review CBAs when developing policies.

### **5.2.6 Food and Drink**

PSAPs MAY set a policy for the consumption of food and drinks at the workstation or on the operations floor.

### **5.2.7 Smoking/Tobacco Use/Vaping**

Smoking, vaping, or general tobacco use in the PSAP is strongly discouraged. If permitted, the communications center MAY provide a designated area that meets facility policies and state laws. Employers MAY consider tobacco use policies as they relate to hygiene and workplace cleanliness.

### **5.2.8 Legal Substance Use**

Substances that can impair employee performance while on duty or on call SHALL NOT be used. States differ on the legality of substance use, as such employers can establish an

expectation for substance use, taking local, state, and federal laws into consideration. Agencies **MUST** consider potential accommodations for medical prescriptions.

### **5.2.9 PSAP Managed Electronic Equipment**

Agencies **SHOULD** develop a policy regarding agency-owned/managed electronic equipment. The policy **SHOULD** include whether printers, computers, copiers, fax machines, and other electronic devices may be used for personal business. Agencies **SHOULD** provide access to the internet under the guidance of their IT department, with security and firewalls in place. The agency's network connection to mission-critical applications **SHOULD** be firewalled or kept separate from devices that access the open internet. If an agency chooses to provide wi-fi access for personal access, policies **SHOULD** be implemented to ensure correct use.

### **5.2.10 Personal Electronic Devices**

Personal electronic devices may distract employees in the communications center. Agencies **SHOULD** develop a policy on using personal electronic devices. The policy **MAY** include permissible devices and activities and where they are permitted. PSAPs **SHOULD** evaluate the need for personal devices to be used for work-related purposes, as they would be subject to public disclosure.

### **5.2.11 Media Services**

Media can be a useful tool in communications centers by providing access to breaking news, emergency weather reports, and other useful information. It can aid in maintaining employee alertness during downtimes and can improve employee morale. NENA recommends media be permitted in the communications center for employees to monitor news programming, weather, and training material.

Programming will be at the discretion of supervisory staff and **SHOULD** always be acceptable for public viewing. Media **SHOULD NOT** interfere with work activities or training; the volume **SHOULD NOT** interfere with dispatch and call-taking.

## **5.3 PSAP Security Topics**

### **5.3.1 Physical Security**

PSAPs need to evaluate site access for adherence to all applicable regulations. PSAPs **SHOULD** be considered restricted access facilities and admittance is subject to monitoring. It is recommended that PSAPs have a policy defining roles and responsibilities for monitoring the security of the location(s), including what to do if there is a security breach.

### **5.3.2 Cybersecurity**

PSAPs SHOULD conduct ongoing cybersecurity risk assessments and all staff SHOULD be aware of how to handle a cybersecurity attack. Refer to NENA Information Documents: NENA Next Generation 9-1-1 Security Audit Checklist, NENA 75-502 [6] and NENA Next Generation 9-1-1 Security Information Document, NENA-INF-015 [7].

PSAPs are encouraged to subscribe to alerts from their local fusion center or other appropriate intelligence-sharing resources to be aware of evolving trends and emerging threats.

### **5.3.3 Vendor/Service Workers**

PSAPs SHALL follow all applicable federal, state, and local requirements allowing vendors and other service workers access to their facilities and SHOULD maintain knowledge of changing rules and requirements for both on-site and remote access.

PSAPs that do not have an agency-specific vendor authorization process MAY consider establishing an in-house procedure that includes a fingerprint-based background check and a procedure for accessing the facilities. Access includes escorted or unescorted while displaying appropriate identification.

Vendor relations SHOULD include discussion of appropriate rules of conduct to minimize disrupting operations while working, on down time, and when taking down mission-critical equipment.

Rules of conduct need to be established with vendors who work in the center to ensure they are not disrupting operations. Discuss in advance how work will be conducted in the center, coordinate downtime, and develop a plan when taking workstations down.

### **5.3.4 Visitors**

Visitors may be family, friends, applicants, allied agencies' employees, other emergency services personnel, community members, etc. Visitors SHALL NOT be permitted in secured areas of the communications center without the prior approval of the appropriate supervisor and SHALL NOT interfere with communications center operations at any time.

Any visitors wishing to observe operations MAY be required to submit to a warrant check and sign a classified data practice non-disclosure agreement.

It is recommended that any visitor without prior authorization sign in which includes their name, organization, and arrival and departure times. Visitors SHOULD be issued a visitor pass and be escorted by appropriate personnel while in the communications center.



### **5.3.5 Release of Information**

PSAPs need to establish a release of information procedure addressing all types of record requests, written, audio, or data produced from inquiries from media, other agencies, citizens, attorneys, or open records requests.

PSAPs have the option to refer requests from the media to their Public Information or Affairs Office for details.

A PSAP can leverage technology to post information for the public to prevent calls into the 9-1-1 queue, such as recorded messages on a phone line, posts to social media following agency policy, posts on the department website, etc. On-site media tours SHOULD be approved by the manager, including access to the PSAP floor. Tours SHOULD have clear expectations and requirements agreed upon before the tour begins, including who and what can be photographed or otherwise recorded. PSAP Managers SHOULD consider the privacy and security of their staff when allowing video/photography.

## **5.4 PSAP Performance Management**

### **5.4.1 Training**

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

PSAPs SHOULD reference industry standards [8][7] when developing training programs; including a training manual, a process that outlines benchmarks for new employees, and a procedure for documenting and correcting performance issues.

### **5.4.2 Quality Assurance and Quality Improvement Program (QA/QI)**

A Quality Assurance/Improvement program SHOULD be developed to drive the training needs of the PSAP. Refer to the Standard for the Establishment of a Quality Assurance and Quality Improvement Program for Public Safety Answering Points, APCO/NENA ANS 1.107.1-2015 [9].

### **5.4.3 Evaluating Employee Performance**

PSAPs MAY have at least two performance rating systems to evaluate employees: one for new and probationary employees, and one for non-probationary employees. The PSAP SHOULD have a policy defining the method and frequency of evaluation and ensure that evaluations match current operational standards and practices. Evaluators SHOULD be trained to write performance evaluations and SHOULD have firsthand knowledge of the performance of the employees they are evaluating.



## **5.5 Continuity of Operations (COOP)**

PSAPs SHOULD have plans to ensure they can continue to provide service or return to service during, or after a wide range of emergencies. Plans SHOULD identify operational, evacuation, and scheduling needs, and be reviewed and updated. Suggested resource: NENA Communications Center/PSAP Disaster and Contingency Plans Model Recommendation, NENA-INF-017 [10].

COOP documents are scalable and customizable depending on local services, resources, and capabilities. Consider engaging with local and regional emergency management resources to establish partnerships with stakeholders.

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

### **5.5.1 Dispatcher/Call Taker Readiness**

PSAPs SHALL maintain a level of training for staff on how to implement their contingency plan, manual operations, and system failures. This SHOULD include drills and exercises to test their readiness for failovers. Recommended resources: NENA Drills and Exercises Information Document, NENA-INF-026 [11], and NENA Resource, Hazard and Vulnerability Analysis Information Document, NENA-INF-019 [12].

PSAPs SHOULD create a plan to mitigate a reduction of service when workload exceeds staffing levels and during major unforeseen incidents or equipment failure. These plans MAY be developed and deployed collaboratively with stakeholders and MAY involve public safety liaisons reporting to the PSAP to direct resource allocation and assisting calls to/from the public. Other changes to the level of service could include restriction of radio traffic and/or a temporary change in response to certain types of non-emergencies and cold reports.

## **6 Impacts and Considerations**

### **6.1 Operations Impacts Summary**

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

## 6.2 Technical Impacts Summary

PSAPs MUST assess the technology needs associated with the implementation of these recommendations. They include staffing applications, document management, or other software to solve necessary operational needs.

## 6.3 Security Impacts Summary

PSAPs need to establish security protocols for daily operations. This document addresses cybersecurity, physical security, and vendor and visitor access to the PSAP. This document will not have an impact on security issues. This document discusses topics PSAPs SHOULD explore when developing their security protocols.

## 6.4 Recommendation for Additional Development Work

As 9-1-1 operations trends change, additional work may be done to better reflect current personnel needs as it relates to operating a PSAP.

## 6.5 Anticipated Timeline

The timeline for full implementation of all the recommendations within this document will depend on the PSAP's staffing, current documentation, and completion of strategic planning.

## 7 Abbreviations, Terms, and Definitions

See the NENA Knowledge Base (NENAb) [1] for a Glossary of terms and abbreviations used in NENA documents. Abbreviations and terms used in this document are listed below with their definitions.

Term or Abbreviation (Expansion)	Definition / Description
CAD (Computer Aided Dispatch)	A computer-based system which aids PSAP Telecommunicators by automating selected dispatching and record keeping activities.
CBA (Collective Bargaining Agreement)	Agreements in which working people, through a union, negotiate contracts with employers to determine pay, benefits, hours, leave, health, safety policies, etc.
CISM (Critical Incident Stress Management)	Refers to a team comprised of peers and mental health professionals who train and work together to help personnel through traumatic and/or critical incidents. These teams play a crucial role following a critical incident by providing group defusing and debriefing meetings and coordinated conversations to mitigate stress reactions and provide

Term or Abbreviation (Expansion)	Definition / Description
	guidance on coping. CISM Teams may be local, regional, or from different parts of the US, as it is strongly discouraged for peers to debrief their own personnel.
COOP (Continuity of Operations)	A plan 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.
EAP (Employee Assistance Program)	An employee benefits program that assists employees with personal problems and/or work-related problems that may impact their job performance, health, and mental and emotional well-being.
ECC (Emergency Communications Center)	A facility designated to receive and process requests for emergency assistance, which may include 9-1-1 calls, determine the appropriate emergency response based on available resources, and coordinate the emergency response according to a specific operational policy. Note: The term "ECC" does not have the same meaning as <a href="#">"PSAP."</a>
FLSA (Fair Labor Standards Act)	Establishes minimum wage, overtime pay, recordkeeping, and youth employment standards affecting employees in the private sector and in Federal, State, and local governments.
HR (Human Resources)	The department of an organization that performs human resource management, overseeing various aspects of employment, such as compliance with labor law and employment standards, interviewing and selection, performance management, administration of employee benefits, organizing of employee files with the required documents for future reference, and some aspects of recruitment and employee offboarding. They serve as the link between an organization's management and its employees.
IPR (Intellectual Property Rights)	A category of legal rights that includes patents, published and unpublished patent applications, copyrights, trademarks, and trade secret rights, as well as any intellectual property right

Term or Abbreviation (Expansion)	Definition / Description
	resembling a member of the foregoing list as such right may exist in a particular jurisdiction.
PSAP (Public Safety Answering Point)	A physical or virtual entity where 9-1-1 calls are delivered by the 9-1-1 Service Provider.
QA (Quality Assurance)	Process taken to ensure that standards and procedures are adhered to and that delivered products or services meet performance requirements.
QI (Quality Improvement)	An organized system that assesses and evaluates the process to improve the quality of services provided.

## 8 References

- [1] National Emergency Number Association. "NENA Knowledge Base Glossary." Updated April 24, 2024. <https://kb.nena.org/wiki/Category:Glossary>.
- [2] Internet Engineering Task Force. *Key words for use in RFCs to Indicate Requirement Levels*. S. Bradner. [RFC 2119](#), March 1997.
- [3] National Emergency Number Association. *NENA Resource List for Human Resources Information*. [NENA-REF-004.3.1-2020](#). Alexandria, VA: NENA, approved June 2, 2020.
- [4] National Emergency Number Association. *PSAP Staffing Guidelines Report and Staffing Worksheet*. [NENA-REF-001-2003](#). Alexandria, VA: NENA, approved August 1, 2003.
- [5] National Emergency Number Association. *NENA Standard to Protect the Wellbeing of 9-1-1 Professionals*. [NENA-STA-002.2-2022](#). Alexandria, VA: NENA, approved March 4, 2022.
- [6] National Emergency Number Association. *NENA Next Generation 9-1-1 Security (NG-SEC) Audit Checklist*. [NENA 75-502](#). Alexandria, VA: NENA, approved December 14, 2011.
- [7] National Emergency Number Association. *NENA Next Generation 9-1-1 Security (NG-SEC) Information Document*. [NENA-INF-015.1-2016](#). Alexandria, VA: NENA, approved December 8, 2016.
- [8] Association of Public-Safety Communications Officials International. *Minimum Training Standards for Public Safety Telecommunicators*. [APCO ANS 3.103.2-2015](#). July 14, 2015.
- [9] Association of Public-Safety Communications Officials International and National Emergency Number Association. *Standard for the Establishment of a Quality*

*Assurance and Quality Improvement Program for Public Safety Answering Points.*  
[APCO/NENA ANS 1.107.1-2015](#). April 2, 2015.

- [10] National Emergency Number Association. *NENA Communications Center/PSAP Disaster and Contingency Plans Model Recommendation*. [NENA-INF-017.3-2018](#). Alexandria, VA: NENA, approved September 28, 2018.
- [11] National Emergency Number Association. *NENA Drills and Exercises Information Document*. [NENA-INF-026.2-2023](#). Alexandria, VA: NENA, reaffirmed May 25, 2023.
- [12] National Emergency Number Association. *NENA Resource, Hazard and Vulnerability Analysis Information Document*. [NENA-INF-019.3-2022](#). Alexandria, VA: NENA, approved September 10, 2016.

## 9 Exhibit A — Schedule Examples

### 9.1 8-Hour Schedule Examples

#### 9.1.1 8-Hour Set Schedule

Shift - Team	Su	M	T	W	TH	F	SA	Su	M	T	W	TH	F	SA
1-A (0745-1545)	D			D	D	D	D	D			D	D	D	D
1-B	D			D	D	D	D	D			D	D	D	D
2-A (1545-2345)	M	M	M			M	M	M	M	M			M	M
2-B	M	M	M			M	M	M	M	M			M	M
3-A (2345-0745)		N	N	N	N	N			N	N	N	N	N	
3-B		N	N	N	N	N			N	N	N	N	N	
Shift - Team	Su	M	T	W	TH	F	SA	Su	M	T	W	TH	F	SA
1-A (0745-1545)	D			D	D	D	D	D			D	D	D	D
1-B	D			D	D	D	D	D			D	D	D	D
2-A (1545-2345)	M	M	M			M	M	M	M	M			M	M
2-B	M	M	M			M	M	M	M	M			M	M
3-A (2345-0745)		N	N	N	N	N			N	N	N	N	N	
3-B		N	N	N	N	N			N	N	N	N	N	

### 9.1.2 8-Hour Rotating Schedule

#### 5-2-5-3 Rotating Schedule

Shift - Team	Su	M	T	W	TH	F	SA	Su	M	T	W	TH	F	SA
1-A (0745-1545)	D	D	D	D	D			D	D	D	D	D		
1-B			D	D	D	D	D				D	D	D	D
1-C	D	D				D	D	D	D	D			D	D
2-A (1545-2345)	M	M	M	M	M			M	M	M	M	M		
2-B			M	M	M	M	M				M	M	M	M
2-C	M	M				M	M	M	M	M			M	M
3-A (2345-0745)	N	N	N	N	N			N	N	N	N	N		
3-B			N	N	N	N	N				N	N	N	N
3-C	N	N				N	N	N	N	N			N	N
Shift - Team	Su	M	T	W	TH	F	SA	Su	M	T	W	TH	F	SA
1-A (0745-1545)		D	D	D	D	D			D	D	D	D	D	
1-B	D			D	D	D	D	D				D	D	D
1-C	D	D	D				D	D	D	D	D			
2-A (1545-2345)		M	M	M	M	M			M	M	M	M	M	
2-B	M			M	M	M	M	M				M	M	M
2-C	M	M	M				M	M	M	M	M			
3-A (2345-0745)	N	N	N	N	N			N	N	N	N	N		
3-B			N	N	N	N	N				N	N	N	N
3-C	N	N				N	N	N	N	N			N	N

### 9.1.3 8-Hour Team Schedule

Shift - Team	Su	M	T	W	TH	F	SA	Su	M	T	W	TH	F	SA
1-A (0745-1545)	D	D	D	D	D			D	D	D	D	D		
1-B			D	D	D	D	D				D	D	D	D
2-A (1545-2345)														
2-B														
3-A (2345-0745)														
3-B														
Shift - Team	Su	M	T	W	TH	F	SA	Su	M	T	W	TH	F	SA
1-A (0745-1545)		D	D	D	D	D			D	D	D	D	D	
1-B	D			D	D	D	D	D				D	D	D
2-A (1545-2345)														
2-B														
3-A (2345-0745)														
3-B														

## 9.2 10-Hour Schedule Examples

### 9.2.1 10-Hour Set Schedule

#### 4-On, 3-Off with set days off

Shift - Team	SU	M	T	W	TH	F	SA	SU	M	T	W	TH	F	SA
1-A (0500-1500)	D	D	D	D				D	D	D	D			
1-B				D	D	D	D				D	D	D	D
1-C	D	D	D				D	D	D	D				D
1-D	D			D	D	D	D				D	D	D	D
2-A (1400-0000)	M	M	M	M				M	M	M	M			
2-B				M	M	M	M				M	M	M	M
2-C	M	M	M				M	M	M	M				M
2-D	M			M	M	M	M				M	M	M	M
3-A (2000-0600)	N	N	N	N				N	N	N	N			
3-B				N	N	N	N				N	N	N	N
3-C	N	N	N				N	N	N	N				N
3-D	N			N	N	N	N				N	N	N	N

### 9.2.2 10-Hour Set Schedule

#### 2-2-2-1 with set days off

Shift - Team	SU	M	T	W	TH	F	SA	SU	M	T	W	TH	F	SA
1-A (0500-1500)	D	D			D	D		D	D			D	D	
1-B		D	D			D	D		D	D			D	D
1-C	D		D	D			D	D		D	D			D
1-D	D	D		D	D			D	D		D	D		
2-A (1400-0000)	M	M			M	M		M	M			M	M	
2-B		M	M			M	M		M	M			M	M
2-C	M		M	M			M	M		M	M			M
2-D	M	M		M	M			M	M		M	M		
3-A (2000-0600)	N	N			N	N		N	N			N	N	
3-B		N	N			N	N		N	N			N	N
3-C	N		N	N			N	N		N	N			N
3-D	N	N		N	N			N	N		N	N		

### 9.2.3 10-Hour Rotating Schedule

#### 4-On, 4-Off

Shift - Team	SU	M	T	W	TH	F	SA	SU	M	T	W	TH	F	SA
1-A	D	D	D	D					D	D	D	D		
1-B					D	D	D	D					D	D
2-A	N	N	N	N					N	N	N	N		
2-B					N	N	N	N					N	N
Shift - Team	SU	M	T	W	TH	F	SA	SU	M	T	W	TH	F	SA
1-A			D	D	D	D					D	D	D	D
1-B	D	D					D	D	D	D				
2-A			N	N	N	N					N	N	N	N
2-B	N	N					N	N	N	N				

### 9.2.4 10-Hour Team Schedule

Shift - Team	SU	M	T	W	TH	F	SA	SU	M	T	W	TH	F	SA
1-A (0500-1500)	D	D	D	D				D	D	D	D			
1-B (0600-1600)				D	D	D	D				D	D	D	D
1-C (0700-1700)	D	D	D				D	D	D	D				D
1-D (0500-1500)	D				D	D	D	D				D	D	D
2-A (1200-2200)	M	M	M	M				M	M	M	M			
2-B (1300-2300)				M	M	M	M				M	M	M	M
2-C (1400-0000)	M	M	M				M	M	M	M				M
2-D (1200-2200)	M				M	M	M	M				M	M	M
3-A (1900-0500)	N	N	N	N				N	N	N	N			
3-B (2000-0600)				N	N	N	N				N	N	N	N
3-C (2100-0700)	N	N	N				N	N	N	N				N
3-D (1900-0500)	N				N	N	N	N				N	N	N



## 9.3 12-Hour Schedule Examples

### 9.3.1 12-Hour Set Schedule

Shift	SU	M	T	W	TH	F	SA	SU	M	T	W	TH	F	SA
1-A	D			D	D				D	D			D	D
1-B		D	D			D	D	D			D	D		
2-C	N			N	N				N	N			N	N
2-D		N	N			N	N	N			N	N		
Shift	SU	M	T	W	TH	F	SA	SU	M	T	W	TH	F	SA
1-A	D			D	D				D	D			D	D
1-B		D	D			D	D	D			D	D		
2-C	N			N	N				N	N			N	N
2-D		N	N			N	N	N			N	N		

### 9.3.2 12-Hour Team Schedule

Shift	SU	M	T	W	TH	F	SA	SU	M	T	W	Th	F	SA
1-A	D			D	D				D	D			D	D
1-B		D	D			D	D	D			D	D		
2-C	N			N	N				N	N			N	N
2-D		N	N			N	N	N			N	N		
Shift	SU	M	T	W	TH	F	SA	SU	M	T	W	TH	F	SA
1-A	D			D	D				D	D			D	D
1-B		D	D			D	D	D			D	D		
2-C	N			N	N				N	N			N	N
2-D		N	N			N	N	N			N	N		

## 9.4 Variable Schedule Examples

### 9.4.1 Variable 10-Hour and 12-Hour Team Schedule

Rotate days off every 4 weeks (or any interval)

Shift - Team	SU	M	T	W	TH	F	SA	SU	M	T	W	TH	F	SA
A 0600-1800	12	12	12	4				12	12	12	4			
B 0600-1800		12	12	12	4				12	12	12	4		
C 0600-1800			12	12	12	4				12	12	12	4	
D 0600-1800				12	12	12	4				12	12	12	4
E 0600-1800	4				12	12	12	4				12	12	12
F 0600-1800	12	4				12	12	12	4				12	12
G 0800-1800	10				10	10	10	10				10	10	10
H 0800-1800	10	10				10	10	10	10				10	10
I 0600-1600														
J 0600-1600	10	10	10				10	10	10	10				10
Shift - Team	SU	M	T	W	TH	F	SA	SU	M	T	W	TH	F	SA
A 1800-0600	12	12	12	4				12	12	12	4			
B 1800-0600		12	12	12	4				12	12	12	4		
C 1800-0600			12	12	12	4				12	12	12	4	
D 1800-0600				12	12	12	4				12	12	12	4
E 1800-0600	4				12	12	12	4				12	12	12
F 1800-0600	12	4				12	12	12	4				12	12
G 2000-0600	10				10	10	10	10				10	10	10
H 2000-0600	10	10				10	10	10	10				10	10
I 1800-0400														
J 1800-0400	10	10	10				10	10	10	10				10

#### 9.4.2 Variable 10-Hour Days/14-Hour Nights Schedule

Shift - Team	SU	M	T	W	TH	F	SA	SU	M	T	W	TH	F	SA
A	D	N	N	N					D	D	D	N		
B	N					D	D	D	N	N	N			
C					D	N	N	N					D	D
D		D	D	D	N							D	N	N
Shift - Team	SU	M	T	W	TH	F	SA	SU	M	T	W	TH	F	SA
A					D	N	N	N					D	D
B														
C	D	N							D	N	N	N		
D	N					D	D	D	N					

#### 9.4.3 Variable 10-Hour Team Rotating Days Off Schedule

##### 5-On, 4-Off, 4-On, 3-Off

Shift - A Team	SU	M	T	W	TH	F	SA	SU	M	T	W	TH	F	SA
Days	D	D	D	D	D					D	D	D	D	
Swings	S	S	S	S	S					S	S	S	S	
Nights	N	N	N	N	N					N	N	N	N	
Shift - B Team	SU	M	T	W	TH	F	SA	SU	M	T	W	TH	F	SA
Days					D	D	D	D	D				D	D
Swings					S	S	S	S	S				S	S
Nights					N	N	N	N	N				N	N

#### 9.4.4 Variable 11-Hour Team Rotating Days Off Schedule

##### 4-On, 4-Off

Shift - A Team	SU	M	T	W	TH	F	SA	SU	M	T	W	TH	F	SA
Days*	D	D	D	D					D	D	D	D		
Swings*	S	S	S	S					S	S	S	S		
Nights*	N	N	N	N					N	N	N	N		
Shift - B Team	SU	M	T	W	TH	F	SA	SU	M	T	W	TH	F	SA
Days*					D	D	D	D					D	D
Swings*					S	S	S	S					S	S
Nights*					N	N	N	N					N	N

#### 9.4.5 Variable 8-12-12-8 Schedule

Rotate days off every 4 weeks (or any interval)

Shift - Team	SU	M	T	W	TH	F	SA	SU	M	T	W	TH	F	SA
A 0600-1800	8	12	12	8				8	12	12	8			
B		8	12	12	8				8	12	12	8		
C			8	12	12	8				8	12	12	8	
D				8	12	12	8				8	12	12	8
E	8				8	12	12	8				8	12	12
F	12	8				8	12	12	8				8	12
G	12	12	8				8	12	12	8				8
Shift - Team	SU	M	T	W	TH	F	SA	SU	M	T	W	TH	F	SA
A 1800-0600	8	12	12	8				8	12	12	8			
B		8	12	12	8				8	12	12	8		
C			8	12	12	8				8	12	12	8	
D				8	12	12	8				8	12	12	8
E	8				8	12	12	8				8	12	12
F	12	8				8	12	12	8				8	12
G	12	12	8				8	12	12	8				8

#### 9.4.6 Variable 8-Hour/12-Hour Hybrid Schedule

Shift - Team	SU	M	T	W	TH	F	SA	SU	M	T	W	TH	F	SA
1-A			8	12	12			8	8				12	12
1-B	12	8				8	12			12	8	8		
1-C			12	8	8			12	12				8	8
1-D	8	12				12	8			8	12	12		
2-A			8	12	12			8	8				12	12
2-B	12	8				8	12			12	8	8		
2-C			12	8	8			12	12				8	8
2-D	8	12				12	8			8	12	12		
Shift - Team	SU	M	T	W	TH	F	SA	SU	M	T	W	TH	F	SA
1-A			8	12	12			8	8				12	12
1-B	12	8				8	12			12	8	8		
1-C			12	8	8			12	12				8	8
1-D	8	12				12	8			8	12	12		
2-A			8	12	12			8	8				12	12
2-B	12	8				8	12			12	8	8		
2-C			12	8	8			12	12				8	8
2-D	8	12				12	8			8	12	12		

#### 9.4.7 Variable 12-Hour Shift Schedule

##### 7-On, 7-Off

Shift - Team	SU	M	T	W	TH	F	SA	SU	M	T	W	TH	F	SA
1-A			12	12	12	8	12	12	12					
1-B	12	12								12	12	12	8	12
2-A			12	12	12	8	12	12	12					
2-B										12	12	12	8	12
Shift - Team	SU	M	T	W	TH	F	SA	SU	M	T	W	TH	F	SA
1-A			12	12	12	8	12	12	12					
1-B	12	12								12	12	12	8	12
2-A			12	12	12	8	12	12	12					
2-B	12	12								12	12	12	8	12

### 9.4.8 Variable 8-Hour/12-Hour Hybrid Schedule 4-On, 4-Off Rotating

Shift - Team	SU	M	T	W	TH	F	SA	SU	M	T	W	TH	F	SA
1-A	12	8	8	12					12	8	8	12		
1-B	8	12	12	8					8	12	12	8		
1-C			12	8	8	12					12	8	8	12
1-D			8	12	12	8					8	12	12	8
1-E					12	8	8	12					12	8
1-F					8	12	12	8					8	12
1-G	8	12					12	8	8	12				
1-H	12	8					8	12	12	8				
2-A	12	8	8	12					12	8	8	12		
2-B	8	12	12	8					8	12	12	8		
2-C			12	8	8	12					12	8	8	12
2-D			8	12	12	8					8	12	12	8
2-E					12	8	8	12					12	8
2-F					8	12	12	8					8	12
2-G	8	12					12	8	8	12				
2-H	12	8					8	12	12	8				
Shift - Team	SU	M	T	W	TH	F	SA	SU	M	T	W	TH	F	SA
1-A			8	12	12	8					8	12	12	8
1-B			12	8	8	12					12	8	8	12
1-C					8	12	12	8					8	12
1-D					12	8	8	12					12	8
1-E	8	12					8	12	12	8				
1-F	12	8					12	8	8	12				
1-G	8	12	12	8					8	12	12	8		
1-H	12	8	8	12					12	8	8	12		
2-A			8	12	12	8					8	12	12	8
2-B			12	8	8	12					12	8	8	12
2-C					8	12	12	8					8	12
2-D					12	8	8	12					12	8
2-E	12	8					8	12	12	8				
2-F	12	8					12	8	8	12				
2-G	8	12	12	8					8	12	12	8		
2-H	12	8	8	12					12	8	8	12		

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