

APPENDIX B: SURVEY INSTRUMENTS

Staffing and Retention in Public Safety Communications Centers

Employee Survey

Introduction: Is there a staffing crisis in our nation's communications centers? Who works there and what do they do? Are there certain staffing and management practices that can improve a communications centers' ability to hire and keep qualified employees? What are those practices?

Nobody really knows the answers to these questions. In fact, it was only recently that a preliminary list of all of the public safety answering points (PSAPs) in this country became available. In an effort to answer some of these questions, the National Institute of Justice funded an APCO International proposal for a study to be conducted by the University of Denver Research Institute, an independent research organization.

This is the first national study of staffing issues in public safety communications centers based on a random sample of all centers. **We need your help** to make sure the results of this study provide an accurate picture of public safety communications centers across the country. There has never been a time when it has been more important to listen to the voices of our nation's first responders.

Statement of Confidentiality: The answers you provide to questions in this survey will be held in strictest confidence but they are not anonymous. The data you provide will be used to make statistical comparisons between groups of respondents; it will not be used to profile individual respondents or their organizations, nor will it be shared with supervisors. By answering the questions and submitting the survey, you are agreeing to these conditions.

We are interested in understanding the issues from two perspectives: management and staff. As a result, there are two different versions of the survey:

- 1) A management survey to be completed by the lead administrator (or their designee) of the communications center, and
- 2) An employee survey to be completed by call takers, dispatchers, shift supervisors and/or training coordinators. . Both surveys are available and easy to **complete online** at: <http://www.teq-services.com/psapsurvey> (survey code: psap).

If Internet access is unavailable to your or your staff, download the survey and **complete paper copies and mail them** directly.

MAIL TO: Staffing and Retention Study
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Denver, CO 80208

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Staffing and Retention in Public Safety Communications Centers

Employee Survey

Directions: Please read each question carefully and respond as indicated. All questions should be answered based on current personnel and staffing practices at your communications center. Questions are divided into subtopics. There are three basic response options:

- 1) Items where you are asked to select only one response,
- 2) Items where you are asked to check ALL that apply, and
- 3) Fill in boxes or lines where you are asked to print a number or comment.

The more questions you answer, the more complete our understanding of staffing and retention issues in all types and sizes of communication centers. The estimated completion time for this survey is 20 minutes.

Communications Center

Agency Name: _____

Mailing Address: _____

City: _____

State _____ ZIP Code: _____

Abbreviation: _____

Note: If you are willing to be contacted in case there is a need to clarify or follow-up on any of your responses, please provide us with an e-mail address and/or a phone number where you can be reached. You are not likely to receive further communications, and providing your contact information is strictly voluntary. All of your responses are confidential and will only be available to the researchers at the University of Denver Research Institute.

Your name (**optional**): _____

Phone (**optional**): _____

Your e-mail address (**optional**): _____

- Please send me the Executive Summary of the final report.

General Information

1. Does your communications center process 9-1-1 emergency calls?

- No
- Yes, Basic 9-1-1
- Yes, Enhanced 9-1-1 (E 9-1-1)
- Yes, Enhanced 9-1-1 wireless (Phase I with a general location)
- Yes, Enhanced 9-1-1 wireless (Phase II with a specific GPS location)

2. Which of the following best describes the communications center where you work?

- The **primary** (first) center to receive 9-1-1 calls in your region? (i.e., your center receives calls directly from the public and is the primary Public Safety Answering Point).
- A **secondary** public safety answering point (i.e., your center receives calls that are directed to it from another agency that receives the first call).
- Both**, a primary answering point for some and a secondary answering point for others.
- Other

3. Which of the following categories includes the total number of **work stations** in your communications center?

- 1-5
- 6-10
- 11-20
- 21-30
- 31-40
- 41-50
- Over 50, please indicate total number _____

Roles and Responsibilities

4. Which of the following best describes your employment status?

- part time
- full time
- volunteer
- other

5. Which of the following best describes **your immediate supervisor**?

- Civilian
- Sworn personnel – Law Enforcement
- Sworn personnel – Fire Department
- Other

6. Which of the following best describes your primary role within the communications center?

- Call taker (primary or only role)
- Dispatcher (primary or only role)
- Call taker and dispatcher
- Supervisor and dispatcher
- Shift supervisor (minimal dispatch)
- Training coordinator
- Other

7. Please check **ALL tasks that are a regular part of your job** (even though you may rotate specific assignments from one shift to another). Check **NA** (not applicable) for tasks that do not apply to your job on any regular basis.

- Call taking (9-1-1)
- Call taking (administrative)
- Dispatch Law Enforcement,
- Dispatch Fire
- Dispatch Emergency Medical Services
- NCIC and/or state CIC checks
- City/County Services or Public Works
- Animal Control
- Train/mentor new employees

8. How many full years have you been employed by this communications center? _____ years

9. How many years have you been employed **in your current assignment**? _____ years

Services and Performance

10. Which of the following services do citizens access through your communications center? Please check **ALL** that apply.

- Police/Law Enforcement
 - Fire
 - Emergency Medical
 - Administrative Services
 - Public Works
 - Animal Control
 - Hazardous Materials (HazMat)
 - Emergency Weather Notification
 - 311 (or other) non-emergency calls
 - Transportation/Transit system
 - Records
 - Other: Please specify
- _____

11. Please rate the **overall performance** of the communications center on each of the following criteria. If you have no idea how well the center is performing on an item, select **DK** for don't know.

	Excellent	Above average	Average	Below average	Poor	Don't know
Ability to consistently staff necessary positions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ability to train	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Call answering times	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Customer satisfaction	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Efficient call management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Employee retention	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Employee satisfaction	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Shift management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Use of overtime	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Scheduling and Assignments

12. Which of the following best describes the **schedule** you work?

- Permanent assignment
- Semi-permanent assignment (reassigned periodically)
- Automatic rotation
- Rotation by bid
- Other

13. Which of the following best describes your **weekly or biweekly schedule**?

- Five 8 hour days on, two days off
- Four 10 hour days on, three days off
- Three 12 hour days and one 4 hour day
- Two 12 hour days and two 6 hour days
- Other

14. Do you work on a **rotating shift schedule**?

- No, no rotation (normally)
- Yes, a WEEKLY rotation
- Yes, a BIWEEKLY rotation
- Yes, a MONTHLY rotation
- Yes, a QUARTERLY rotation
- Yes, a YEARLY rotation
- Other

15. How are shift assignments determined in your center? Mark ALL that apply.

- Customized to meet employee needs
- Automatic rotation on a regular basis
- Assigned by supervisor
- Assigned by seniority preference
- Random drawing from a pool
- Employees bid on preferred assignments
- Employees bid by seniority
- Employees bid by rotating seniority
- Other

Overtime

16. How many **hours of overtime** do you work in a **typical month**? _____ hours/month

17. Please answer each of the following questions based on your experience. If a question does not apply to you, please check NA for not applicable.

	Yes	No	NA
Do you usually work overtime at least once a month?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are you routinely <u>required</u> to work overtime?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Is overtime work entirely voluntary?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Is there a higher rate of pay for overtime (e.g., time-and-a-half)?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Do you have the <u>option</u> of comp time rather than additional pay for overtime?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are you limited to comp time <u>instead of overtime pay</u> ?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are you able to use your comp time when desired?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Overtime - continued

	Yes	No	NA
Is there a higher rate of pay for hard to staff shifts (e.g., swing or night shifts)?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Is there a higher rate of pay for employees who <u>volunteer</u> to work on their days off?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Is there a higher rate of pay for employees working under a long term understaffing situation?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Is overtime a frequent necessity because the center is short staffed?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

The Work Itself

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Not Applicable
The distribution of work among staff is fair.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The assigned tasks are usually manageable.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
It is exciting to direct resources to where they are needed.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The arrangement of the work area supports effective performance.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Helping people in need is very challenging.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The stress levels are manageable.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Team members help each other perform well in a crisis.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is scheduled break time away from the console.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
We are able to leave the work station for breaks and/or meals.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Interactions with the agencies we serve are mostly positive.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is professional help available when stress levels get too high.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Interactions with co-workers are positive (both social and work related).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

The Physical Environment

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Not Applicable
The working conditions are comfortable (e.g., lighting, temperature).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The technology supports high productivity.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The center provides comfortable seating and desk height.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The noise level is acceptable (does not distract me from my work).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The restrooms are adequate.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is an adequate place for employee breaks.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Working conditions are safe.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Supervision and Management

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Not Applicable
Call taking/dispatch staff is regularly recognized for high quality work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Decision processes used in the department are fair.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Interactions with management are generally positive.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Interactions with my immediate supervisor are generally positive.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Management consistently enforces high performance standards	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Management responds to errors in a constructive way.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Management shows an interest in creating good working conditions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There are opportunities to participate in decisions that affect you.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Staffing

21a. Which of the following most closely describes the current staffing situation in your center? Please check ALL that apply.

- The center is fully staffed at this time (all authorized positions are filled).
- We are not fully staffed but expect to be fully staffed soon.
- When fully staffed, the number of positions authorized meets our needs.
- The current staffing allows the center to comfortably handle the workload.
- We need more staff than is currently authorized to safely handle busy periods.
- The center is chronically (almost always) understaffed.
- Lack of adequate staff at this center is a serious problem.
- The center has always been able to cover staffing needs with overtime.
- There is a pool of qualified candidates waiting for an opening.
- The center is having difficulty filling authorized positions.

Comments:

Application and Selection Process

22. Overall, would you consider the **screening and application process** used by your center to be an effective process for selecting the right people for the job?

- Yes
- No
- Don't know

23. To your knowledge, are any of the following important considerations when hiring? Please check ALL that apply.

- Certification (e.g., EMD, ENP, EMT, Officer Certification)
- Previous experience with similar work
- Fluency in a second language

24. Please rate the following statements based on the extent to which you feel the screening tests that are currently being used by your center are **important** in helping management identify good candidates. Please respond to each item, checking "NA" for items that are not included in your agency's screening process.

	NA	Very important	Somewhat important	Not very important	Not at all important
Background check	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Civil service screening	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Drug screening	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Hearing test	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Integrity test	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Interview process	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Keyboarding (speed & accuracy)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Map reading skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Multitasking ability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Polygraph exam	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Psychological test	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Simulation test	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Voice test/clarity of speech	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

25. Please indicate the **number** of times you participated in each of the following activities in the past year:

- _____ Participated in screening and selection of new employees.
- _____ Participated in critical incident debriefings (if desired).
- _____ Spoke to school and/or community groups about your work.

26. What factor(s) do you think are the biggest "selling points" when recruiting call takers and/or dispatchers?

Your Experience

27. Please rate the following statements based on **your** experience. Indicate the extent to which you agree or disagree. Please respond to each item, checking Not Applicable if the question does not apply to your situation.

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Not Applicable
I understood the demands of the job before I accepted this position.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The center has high standards for employee selection.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The application process was thorough and extensive.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Only candidates who fully meet agency requirements are hired.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

28. Please rate the effectiveness of each of the following aspects of the employee application and training process that is currently being used by your communications center. Check NA if appropriate.

	Very effective	Mostly effective	Not very effective	Not at all effective	Not Applicable
Job application process	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Performance testing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Recruiting process	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Initial orientation process	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Initial classroom training	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mentoring of new trainees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Preparation and Training

Topics and Skills: Rate **both** the importance and amount of training you have had in each of the following areas. Please respond to every item and include all training you received through your center, a professional organization or attendance at a conference.

For example, and if you have had no training in an area because training would not be appropriate for your work, check not applicable (NA). If training would be appropriate in a topic and very important but you have received little or no training in that skill, you would check the importance high and the amount low.

29a. Importance

	Low	High	NA
Crisis intervention	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Stress management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Critical incident debriefing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Standard operating procedures	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Critical incident handling	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Emergency management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Leadership and supervision	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Hazardous materials	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Emergency medical dispatch	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Staff training strategies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

29b. Amount

	Low	High	NA
Crisis intervention	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Stress management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Critical incident debriefing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Standard operating procedures	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Critical incident handling	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Emergency management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Leadership and supervision	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Hazardous materials	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Emergency medical dispatch	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Staff training strategies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Preparation and Training - continued

30. **Effectiveness:** Please indicate the extent to which you agree or disagree with each of the following statements. If a component was not part of your training, indicate the statement is Not Applicable.

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Not Applicable
I felt like I had the basic skills after initial classroom training.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
On the job training (mentoring, shadowing) was essential to my success.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There was an appropriate length of time from hiring to working independently.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The training process prepared me to be effective in the job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I am expected to continue learning and training.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The ongoing training that is provided has been appropriate.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There are plenty of ongoing training opportunities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Most of my ongoing training has consisted of conferences or sessions offered by professional associations.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Support

31. Rate the following statements based on the extent to which you agree or disagree. Please respond to each item, checking NA if the question is not applicable.

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Not Applicable
I'm doing important work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There are times when I don't know how to handle a call.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The agency provides support if I am experiencing stress.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I think that my work is appreciated.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I am concerned that I may burn out in this job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My co-workers are very supportive of my success.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I had plenty of opportunity to practice before I started working independently.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I am listened to when I recommend a course of action.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I get a great sense of satisfaction from doing this job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

32. As far as you know, are any of the employees in your center members of a union?

- Yes, all are union members
- Yes, some are union members
- No
- Don't know

Satisfaction

33. How would you rate your general satisfaction with each of the following:

	Very Satisfied	Somewhat Satisfied	Neutral	Somewhat Dissatisfied	Very Dissatisfied	Not Applicable
The shift schedule used by this center	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Shift selection process	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Vacation choice process	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Days off	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Participation in scheduling decisions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Participation in critical incident debriefings when desired	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Seniority privileges	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Health care benefits	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Difference in pay for different responsibilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Access to an exercise room at no cost	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Assistance in arranging for daycare	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Recognition for a job well done	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Employee Retention and Turnover

34. **New Hires:** Did your communications center lose any new hires last year because they "washed out" of the training and orientation process?

- Yes
- No
- Don't know
- NA

35. **Experienced Staff:** Did your communications center lose any experienced staff last year?

- Yes
- No, SKIP to number 37
- Don't know, SKIP to number 37
- NA, SKIP to number 37

Employee Retention and Turnover

36. In thinking about the reasons why employees left the center last year, please indicate the **number of individuals** you think have left for each of the following reasons. Please limit it to one primary reason per former employee and count only those people where **you are reasonably certain you know why they left**. Leave spaces blank that do not apply.

The number you think left for this reason:

- _____ Promotion
- _____ Rotation
- _____ Retirement
- _____ Higher salary elsewhere
- _____ Family demands
- _____ Schedule conflict
- _____ Dissatisfaction
- _____ Student – graduated
- _____ Left to go (back) to school/college
- _____ Relocation
- _____ Bumout
- _____ Organizational fit
- _____ Interpersonal conflict
- _____ Personal reasons
- _____ Illness
- _____ Death
- _____ Reduction in force
- _____ Fired

Compensation and Benefits

37. What is your **hourly base pay rate**? \$ _____ /hr.

38. **Income before taxes:** Which category includes your annual salary from this job for the most recent year? Include overtime and any bonus you may have received in addition to base pay.

- Under \$10,000
- \$10,000 to \$19,999
- \$20,000 to \$29,999
- \$30,000 to \$39,999
- \$40,000 to \$49,999
- \$50,000 to \$59,999
- \$60,000 to \$69,999
- \$70,000 to \$79,999
- \$80,000 to \$89,999
- Over \$90,000

39. Please indicate your level of satisfaction with the following:

	Very Satisfied	Somewhat Satisfied	Neutral	Somewhat Dissatisfied	Very Dissatisfied	Not Applicable
Salary/earnings (i.e., base pay)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Overtime	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Health benefits (e.g., medical, dental, vision)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Vacation time	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Family friendly policies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Retirement benefits	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Opportunities for advancement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

40. How does the salary schedule in your communications center compare to pay for **other jobs in the community**?

- Low for this community
- About average for this community
- Well paid if overtime is included
- Well paid even without overtime

41. How does the salary schedule in your call center compare to the salary schedules for **other public safety personnel**?

- Higher than other public safety personnel
- Comparable to other public safety personnel
- Lower than other public safety personnel
- Don't know

Recognition

42. Is different treatment of civilian and sworn personnel a source of tension in the center?

- Yes, civilians seem to get better treatment
- Yes, sworn personnel seem to get better treatment
- No difference in treatment
- Don't know
- Not applicable

43. Do you think your work is appreciated by:

	Yes	No	Not sure
Coworkers?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Immediate supervisor?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Management?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sworn officers/officials?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Agencies you serve?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Public and/or elected officials?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The media?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Partner/family members?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The public?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Retirement Benefits

44. Do you participate in your center's employee retirement program?

- Yes
- No, personal decision
- No, no program available
- Don't know

45. How do retirement benefits for communications center employees compare to other public safety personnel?

- Higher
- Comparable
- Lower
- Don't know

46. Do you expect to continue in your current job for at least five more years?

- Probably
- Probably not
- Not sure

47. Do you plan to spend the rest of your career with this organization?

- Probably
- Probably not
- Not sure

48. What factor(s) would be most important for you in a decision to leave or continue working at this communications center?

Respondent Information

49. What is your gender? Male Female

50. What is your age? (Please check only one.)

- Under 25
- 26-35
- 36-45
- 46-55
- 56 or older

51. Which of the following best describes the **highest level of education** you have completed?

- Some high school or less
- High school graduate
- Post secondary/Trade school
- Trade school certification
- Military training
- Some college – no degree
- Associates degree
- Bachelors degree
- Graduate courses
- Graduate degree

*Thank you for taking the time
to respond to this survey.*

52. If you were free to make changes, what would you do to improve your communications center?

Staffing and Retention in Public Safety Communications Centers

Manager/Director Survey

Introduction: Is there a staffing crisis in our nation's communications centers? Who works there and what do they do? Are there certain staffing and management practices that can improve a communications centers' ability to hire and keep qualified employees? What are those practices?

Nobody really knows the answers to these questions. In fact, it was only recently that a preliminary list of all of the public safety answering points (PSAPs) in this country became available. In an effort to answer some of these questions, the National Institute of Justice funded an APCO International proposal for a study to be conducted by the University of Denver Research Institute, an independent research organization.

This is the first national study of staffing issues in public safety communications centers based on a random sample of all centers. **We need your help** to make sure the results of this study provide an accurate picture of public safety communications centers across the country. There has never been a time when it has been more important to listen to the voices of our nation's first responders.

Statement of Confidentiality: The answers you provide to questions in this survey will be held in strictest confidence but they are not anonymous. The data you provide will be used to make statistical comparisons between groups of respondents; it will not be used to profile individual respondents or their organizations, nor will it be shared with supervisors. By answering the questions and submitting the survey, you are agreeing to these conditions.

We are interested in understanding the issues from two perspectives: management and staff. As a result, there are two different versions of the survey:

- 1) A management survey to be completed by the lead administrator (or a designee) of the communications center, and
- 2) An employee survey to be completed by call takers, dispatchers, shift supervisors and/or training coordinators. Both surveys are available and easy to **complete online** at: <http://www.teq-services.com/psapsurvey> (survey code: psap).

If Internet access is unavailable to your or your staff, download the survey and **complete paper copies and mail them** directly.

MAIL TO: Staffing and Retention Study
Denver Research Institute
University of Denver
2050 East Iliff Avenue, BW 228
Denver, CO 80208

Phone: 303-868-9614

Staffing and Retention in Public Safety Communications Centers

Manager/Director Survey

Directions: Please read each question carefully and respond as indicated. All questions should be answered based on current personnel and staffing practices at your communications center. There are three basic response options:

- 1) Items where you are asked to select only one response,
- 2) Items where you are asked to check ALL that apply, and
- 3) Fill in boxes or lines where you are asked to print a number or comment.

The more questions you answer, the more complete our understanding of staffing and retention issues in all types and sizes of communication centers. The estimated completion time for this survey is 40-45 minutes. Questions are organized by subtopics.

Which of the following best describes **your primary role** within the communications center? Choose one.

- Director or Communications Center Manager
- Director/Manager of multiple centers
- Other administrative role: Please specify _____

Communications Center

Agency Name: _____

Mailing Address: _____

City: _____

State _____ ZIP Code: _____

Abbreviation: _____

Note: If you are willing to be contacted in case there is a need to clarify or follow-up on any of your responses, please provide us with an e-mail address and/or a phone number where you can be reached. You are not likely to receive further communications, and providing your contact information is strictly voluntary. All of your responses are confidential and will only be available to the researchers at the University of Denver Research Institute.

Your name (**optional**): _____

Phone (**optional**): _____

Your e-mail address (**optional**): _____

- Please send me the Executive Summary of the final report.

General Information

1. Does your communications center process 9-1-1 emergency calls?
- No
 - Yes, Basic 9-1-1
 - Yes, Enhanced 9-1-1 (E 9-1-1)
 - Yes, Enhanced 9-1-1 wireless (Phase I with a general location)
 - Yes, Enhanced 9-1-1 wireless (Phase II with a specific GPS location)
2. Which of the following best describes the communications center where you work?
- The **primary** (first) center to receive 9-1-1 calls in your region? (i.e., your center receives calls directly from the public and is the primary Public Safety Answering Point).
 - A **secondary** public safety answering point (i.e., your center receives calls that are directed to it from another agency that receives the first call).
 - Both**, a primary answering point for some agencies and a secondary for others.
 - Other, please specify:

3. If the communications center where you work is a **primary** answering point, how many **secondary** PSAPs are under the control of this center?
- Not applicable Number: _____
4. Which of the following best describes the communications center where you work?
- A division within another public agency or department
 - An independent public agency or department
 - An independent not-for-profit entity
 - An independent for-profit entity
 - Other, please specify:

Administration

5. Which of the following best describes **you**?
- Civilian
 - Sworn personnel – Law Enforcement
 - Sworn personnel – Fire Department
 - Other, please specify:

6. Which of the following best describes **your immediate supervisor**?
- Civilian
 - Sworn personnel – Law Enforcement
 - Sworn personnel – Fire Department
 - Other
7. Which of the following best describes the **process** you used to get your current position?
- Applied through a competitive hiring process
 - Promoted from within
 - Volunteered/applied for the position
 - Appointed to the position
 - Assigned by agency
 - Rotation in to the assignment
8. If there is a rotation into the position of communications center manager/ director, how **long** is a typical rotation?
- 12 months
 - 18 months
 - 24 months
 - 36 months
 - Other, please specify: _____
 - Not applicable

Jurisdiction and Services

9. Which areas or **jurisdiction(s)** does your communications center serve? Please check **ALL** that apply.
- City, Town or Borough
 - County or Parish
 - Region
 - State
 - Special jurisdiction (campus, harbor, airport, etc.), please specify _____
- _____

10. Which of the following **services** do citizens access through your communications center? Please check ALL that apply.

- Police/Law Enforcement
- Fire
- Emergency Medical
- Administrative Services
- Public Works
- Animal Control
- Emergency Weather Notification
- Hazardous Materials (HazMat)
- 311 (or other) non-emergency calls
- Transportation/Transit system
- Records
- After hours service for other public agencies

Other: Please specify _____

11. Please indicate the **number** of agencies and/or jurisdictions in each of the following categories for which your communications center provides dispatch services. If you do not provide services for agencies of a particular type, print NA for not applicable.

- _____ Police/Law enforcement
- _____ Combined Fire and EMS
- _____ Fire only (paid and/or volunteer)
- _____ Emergency Medical Services (EMS)

Other: please specify _____

12. Please indicate if the staffing levels required for your call center **vary substantially** by

	Yes	No	DK	NA
Shift and/or time of day?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Day of the week?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Season/time of year?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Communications Center Statistics

13. Please answer the following questions to the best of your ability. If you do not know the actual number and feel you cannot provide a reasonably close estimate, please print DK for don't know. If the question does not apply to your center, please print NA for Not Applicable.

a. What is the geographic area you serve (in square miles)?

b. What is the size of the population you serve?

c. How many **workstations** are in the communications center?

d. How many **dispatch positions** are in the communications center?

e. What was the **total incoming call volume** in 2003?

f. What was the total number of incoming 9-1-1 and 7- /10 digit **emergency calls** in 2003?

g. What was the total number of 9-1-1 emergency calls in 2003 that were **wireless**?

h. What was the total number of calls in 2003 that **resulted in a dispatch to the scene**?

14a. Are the numbers you provided in response to the previous questions based on known data or are they a best guess estimate?

- Based on known data
- Best guess estimate

14b. Does your center use automated call reporting software that tracks and reports statistics on all incoming and outgoing telephone calls?

- Yes
- No
- Don't know
- Not applicable

14c. Does your center use a Computer Aided Dispatch (CAD) system to record emergency calls/requests for service/9-1-1 calls/dispatches?

- Yes
- No
- Don't know
- Not applicable

Trends

15. Which of the following best describes the **trends** in your communications center's call volume and staffing situation **since January of 2000**? If you do not know, please check the DK option. If the question does not apply to your center, please check the NA option.

	Increased	About the same	Decreased	Don't know	Not applicable
Total call volume	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Wireless call volume	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Number of dispatched calls	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Number of authorized staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Availability of qualified applicants	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Retention of qualified staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Staff Assignments and Tasks

16. Which of the following best describes the **primary or only** assignment(s) for non-administrative public safety personnel in your center? (Please check ALL that apply)

- Some of the staff work primarily or only as call takers.
- Some of the staff work primarily or only as dispatchers.
- All or most of the staff are cross-trained to take calls and dispatch.
- All staff have other duties in addition to call taking and/or dispatch.
- Other duties, please specify _____

17. During a typical week, which of the following statements best describes **the portion of call takers/dispatchers' time** that is devoted to taking calls and/or dispatch?

- All of their time is devoted to taking calls and/or dispatch.
- The majority of their time is devoted to taking calls and/or dispatch.
- Taking calls and/or dispatch is secondary to the other duties they perform (e.g., jail, etc.).
- Not applicable

Adequacy of Staffing

18. Under normal conditions, have you been able to meet the demand with your current authorized staffing level?

- Yes
- No
- Don't know (never been fully staffed)
- Not applicable

19. Is your agency/communications center **currently** involved in **litigation** that is directly or indirectly related to inadequate staffing or a staffing shortage?

- Yes
- No
- Don't know
- Not applicable

20. Has your agency/communications center recently (*i.e.*, within the last five years) been involved in **litigation** that was directly or indirectly related to inadequate staffing or a staffing shortage?

- Yes
- No
- Don't know
- Not applicable

21. Has your agency/communications center recently (*i.e.*, within the last five years) been the focus of **negative media attention** that was directly or indirectly related to inadequate staffing or a staffing shortage?

- Yes
- No
- Don't know
- Not applicable

Authorized vs. Actual Staffing

22. If your agency uses a ratio, approximately how many people are hired to cover one position 24/7/365?

23. Please indicate the total number of staff if fully staffed at **authorized staffing levels**. Note: Please write in the total number for all shifts who are call takers and/or dispatchers.

Total **call takers and dispatchers** if fully staffed _____

Total **shift supervisors** if fully staffed _____

Total **employees** if fully staffed _____

24. Please indicate to the best of your ability the total number of staff **currently employed** at your center.

Total call takers and dispatchers _____

Total shift supervisors _____

Number of current trainees (not working independently) _____

Total current employees _____

25. Which of the following statements most closely describes the **current staffing situation** in your center? Please check ALL that apply.

- The center is fully staffed at this time (all authorized positions are filled).
- We are not fully staffed but expect to be fully staffed soon.
- When fully staffed, the number of positions authorized meets our needs.
- The current staffing allows the center to comfortably handle the workload.
- We need more staff than is currently authorized to safely handle busy periods.
- The center is chronically (almost always) understaffed.
- Lack of adequate staff at this center is a serious problem.
- The center has always been able to cover staffing needs with overtime.
- There is a pool of qualified candidates waiting for an opening.
- The center is having difficulty filling authorized positions.
- Comments:

Application and Selection Process

26. Indicate the extent to which you agree or disagree with the following statements based on your knowledge of the employee application and selection process. Please respond to each item, checking not applicable if the question does not apply to your center.

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Not applicable
Potential employees are given an opportunity to understand the demands of the job before they begin training.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Potential employees spend time in the communications center after they pass an initial screening test and before they begin training.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The center has high standards for employee selection.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The selection process is thorough and extensive.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Only candidates who fully meet agency requirements are hired.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Background checks are completed in a timely manner.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

27. What factor(s) do you think are the biggest "selling points" when recruiting call takers and/or dispatchers for your center?

28. Please rate the **effectiveness** of each of the following aspects of the new employee application process that is currently being used by your communications center.

	Very effective	Mostly effective	Not very effective	Not at all effective	Not part of process
Recruiting process	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Initial orientation process	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Job application process	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Performance testing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Length of time from application to hiring and filling position	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Selection of Employees

29. Which department has primary responsibility for personnel recruitment, screening, selection and hiring?

- Communications center management and/or staff
- Human resources office (HR) for agency
- Human resources office for city/county/state
- Civil Service Commission
- Shared between communications center/HR
- Other, please specify: _____

30. **Assessing Interpersonal Skills:** Please check ALL of the skills that are addressed by the process your center uses to screen and select candidates for call taker and/or dispatcher positions. Check only those items that are part of your application and screening process.

- Ability to make good judgments under pressure
- Ability to remain calm under pressure
- Civil service screening process
- Interactions with staff during the interview process
- Interview with supervisor
- Listening skills
- Previous experience working with public
- Psychological test results
- Don't know

31. Are any of the following important considerations when hiring? Please check ALL that apply.

- Certification (e.g., EMD, ENP, EMT, Officer Certification)
- Previous experience with similar work
- Fluency in a second language
- Don't know

32a. **Assessing Technical Skills:** Which of the following are components of the process your center uses to screen and select candidates for the call taker and/or dispatcher positions? Please check ALL that are part of your application and screening process.

- Background check
- Civil service screening
- Drug screening
- Hearing test
- Integrity test
- Interview process
- Keyboarding (speed and accuracy)
- Map reading skills
- Multitasking ability
- Polygraph exam
- Simulation test results
- Voice test/clarity of speech
- Don't know

32b. Overall, would you consider the **screening and application process** used by your center to be an effective process for selecting the right people for the job?

- Yes
- No
- Don't know

Preparation and Training

33. Please indicate the number of hours budgeted for training and professional development of communications center staff.

33a. Average annual training hours budgeted for **new hires**. (Note: Please include time allocated for classroom orientation, training academy, and on-the-job training with an assigned support trainer when estimating hours for new hires.) _____

33b. Hours of annual in-service budgeted for **tenured personnel**. _____

34. **Topics and Skills:** Rate both the importance and amount of training you provide for staff in the following areas. Please respond to every item and include training that is provided by center staff and training sessions or conferences sponsored by professional organizations.

For example, and if employees have had no training in an area because training would not be appropriate for their work, check not applicable (NA). If training would be appropriate in a topic and very important but employees have received little or no training in that skill, you would check the importance high **and** the amount low.

34a. **Importance**

	Low	High	NA
Crisis intervention	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Stress management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Critical incident debriefing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Standard operating procedures	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Critical incident handling	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Emergency management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Leadership and supervision	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Hazardous materials	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Emergency medical dispatch	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Staff training strategies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

34b. **Amount**

	Low	High	NA
Crisis intervention	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Stress management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Critical incident debriefing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Standard operating procedures	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Critical incident handling	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Emergency management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Leadership and supervision	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Hazardous materials	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Emergency medical dispatch	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Staff training strategies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

35. Overall, does the **training that is provided for new employees** seem to be preparing them for successful performance as call takers and/or dispatchers?

- Yes
- No
- Don't know
- Not applicable

36. **Effectiveness:** Please indicate the extent to which you agree or disagree with each of the following statements.

	Strongly agree	Agree	Neutral	Disagree	Strongly Disagree	Not applicable
All employees, including managers, are expected to continue learning and training.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Call-takers and/or dispatchers participate in critical incident debriefings if desired.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
On the job training (mentoring, shadowing) is essential to the success of new employees.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Most of the ongoing training for veteran staff consists of conferences and sessions offered by professional associations.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The training process does a good job of preparing new call takers and/or dispatchers to be effective in the job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There are enough ongoing training opportunities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Call takers and/or dispatchers have indicated they would like more training on certain topics.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Supervisors have indicated they would like more training on supervision issues.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Call takers and/or dispatchers speak to school and/or community groups about their work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is an appropriate length of time for training before new employees are expected to work independently	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Call takers and/or dispatchers participate in screening and selection of new employees.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Schedules and Scheduling:

37. Which of the following best describes your weekly or biweekly schedule?
- Five 8 hour days on, two days off
 - Four 10 hour days on, three days off
 - Three 12 hour days and one 4 hour day
 - Two 12 hour days and two 8 hour days
 - Other, please specify

38. Do employees work on a rotating shift schedule?
- No rotation (normally)
 - Yes

39. How effective is the process that is currently used within your agency to determine shift assignments?
- Current process works very well
 - Current process works well most of the time
 - Current process needs to be changed
 - Don't know
 - Not applicable

Overtime

40. What portion (percentage) of your personnel budget is currently used for overtime pay? _____%

	Yes	No	Don't know	Not applicable
Does your agency compensate employees at a higher rate for voluntary and/or required overtime?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Is there a higher rate of pay for hard to staff shifts (e.g., swing or night shifts)?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Is there a higher rate of pay for employees who volunteer to work on their days off?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Is there a higher rate of pay for employees working under a long-term understaffing situation?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Is overtime a frequent necessity because the center is short staffed?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Seniority

41. Please indicate the total number of current employees in your center who would fit into each of the following experience/seniority categories. If you do not know or are unsure of the length of service for some of your employees, please include them in the category closest to their relative ranking or include them in the number you enter on the line next to Don't know.

- _____ Number of employees in training or on probationary status
- _____ Number of employees past probation but less than two years
- _____ Number of employees over two years, less than five years
- _____ Number of employees over five years, less than ten years
- _____ Number of employees over ten years, less than fifteen years
- _____ Number of employees over fifteen years
- _____ Don't know

42. Have any strategies been implemented that have had a measurable positive impact on employee retention in your center?
- Yes
 - No
 - Don't know
 - Not applicable

42a. If yes, please describe

43. Are any of the employees in your center members of a union?
- Yes, all are union members
 - Yes, some are union members
 - No
 - Don't know
 - Not applicable

Determination of Staffing Levels

44. If your agency uses a "dispatcher to field unit" ratio in determining staffing needs, what is the average number of field units typically handled by one dispatcher? If not applicable please enter NA.

45. Are you finding it especially difficult to adequately staff any particular shift? Please choose only one, the most difficult shift to staff.

- Day shift
- Swing shift
- Night shift
- Not applicable, no problem at this time

46. Indicate the factors included in the process your agency uses to determine total call taker and/or dispatcher staffing. Please read through the list and check ALL that apply.

- A factor to account for employee vacation, training, illness
- Available radio frequencies
- Average answering time
- Average calls per hour
- Budget
- Desired service level (e.g., "95% of calls answered within 10 seconds")
- Hourly call volume
- Number of consoles in the center
- Peak hour call volume
- Physical limitations of the center
- Total call volume
- Unique agency or geographic requirements
- Other, please specify:

Employee Benefits

47. Do you feel the employee benefits offered by your center have had a positive **impact on retention** of qualified staff?

- Yes
- No
- Don't know

48. Please check ALL of the **services or benefits that are available** to all full time employees in your communications center?

- Assistance or pay incentive for education/college
- Assistance in arranging for/providing daycare
- Dental plan
- Difference in pay for different responsibilities
- Difference in pay for different shifts
- Exercise room (onsite, no charge to employees)
- Days off due to longer work days/schedule structure
- Health care/Medical plan
- Opportunities for advancement
- Recognition program
- Retirement benefits
- Seniority privileges
- Shift selection
- Vacation choice
- Vision Plan

Employee Retention and Turnover

49. The following questions are about staffing stability and changes at your center **last year**. Please provide numbers that include both voluntary and non-voluntary turnover (e.g., turnover that was initiated by employees as well as turnover due to death, management action, layoffs, etc.)

49a. **New Hires:** Did your communications center lose any new hires last year because they "washed out" of the training and orientation process?

- Yes
- No
- Don't know

49b. If yes, how many new hires failed to complete the probationary period last year?

50a. **Experienced Staff:** Did your communications center lose any experienced staff last year?

- Yes
- No – SKIP to question 52
- Don't know – SKIP to question 52

50b. If yes, how many experienced staff left employment with the center last year?

51. In thinking about the reasons why experienced employees left the center last year, please write in the **number of individuals** you think left for each of the following reasons. Please limit it to one primary reason per former employee and count only those people where **you are reasonably certain you know why they left**. Leave spaces blank that do not apply.

Number you think left for this reason

- _____ Promotion
- _____ Rotation
- _____ Retirement
- _____ Higher salary elsewhere
- _____ Family demands
- _____ Schedule conflict
- _____ Dissatisfaction
- _____ Student – graduated
- _____ Left to go (back) to school/college
- _____ Relocation
- _____ Burnout
- _____ Organizational fit
- _____ Interpersonal conflict
- _____ Personal reasons
- _____ Illness
- _____ Death
- _____ Reduction in force
- _____ Fired

Compensation

52. Please indicate the **base hourly salary** for full-time entry-level staff in each of the following positions (i.e., base hourly salary upon completion of probationary period).

- Call-taker\$ _____/hour
- Dispatcher\$ _____/hour
- Call-taker/dispatcher ...\$ _____/hour
- Shift Supervisor \$ _____/hour

Please indicate your sense of **employee's** satisfaction with the following compensation and benefits issues

	Very satisfied	Somewhat satisfied	Neutral	Somewhat dissatisfied	Very dissatisfied	Don't know/NA
Salary/earnings (i.e., base pay)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Opportunities to supplement base pay with overtime	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Health benefits (e.g. medical, dental, vision)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Vacation time	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Family friendly policies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Retirement benefits	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Opportunities for advancement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

53. How does the salary schedule in your communications center compare to pay for **other jobs in the community**?

- Low for this community
- About average for this community
- Well paid if overtime is included
- Well paid even without overtime
- Don't know

54. How does the salary schedule in your call center compare to the salary schedules for **other public safety personnel**?

- Higher than other public safety personnel
- Comparable to other public safety personnel
- Lower than other public safety personnel
- Don't know

55. Does your center have an employee retirement program?

- Yes
- No
- Don't know
- Not applicable

56. How do retirement benefits for communications center employees compare to other public safety personnel?

- Higher
- Comparable
- Lower
- Don't know

Employee Recognition and Center Performance

57. Is different treatment of civilian and sworn personnel a source of tension in the center?
- Yes, civilians seem to get better treatment
 - Yes, sworn personnel seem to get better treatment
 - No, no difference in treatment of sworn vs. civilian personnel
 - Don't know
 - Not applicable

58. Do you think communications center staff are **adequately** recognized as important members of the public safety team?
- Yes
 - No
 - Don't know
 - Not applicable

Center Performance

59. Please rate the **overall performance** of the communications center on each of the following criteria. If you have no idea how well the center is performing on an item, select **DK** for don't know.

	Excellent	Above average	Average	Below average	Poor	Don't know
Ability to consistently staff necessary positions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ability to train	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Call answering times	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Customer satisfaction	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Efficient call management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Employee retention	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Employee satisfaction	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Shift management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Use of overtime	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Respondent Information

60. What is your gender? Male Female

61. What is your age? (Please check only one.)

- Under 25
- 26-35
- 36-45
- 46-55
- 56 or older

62. How many years have you been employed by this communications center?

_____ years

63. How many years have you been employed in your current assignment?

_____ years

64. Do you expect to continue in your current job for at least five more years?

- Probably
- Probably not
- Not sure

65. Do you plan to spend the rest of your career with this organization?

- Probably
- Probably not
- Not sure

66. What factor(s) would be most important for you in a decision to leave or continue working at this communications center?

Thank you for taking the time to respond to this survey.

Staffing and Retention in Public Safety Communications Centers

Communications Center Information

Agency Name: _____

Mailing Address: _____

City: _____

State Abbreviation: _____ ZIP Code: _____

Your name (optional): _____

Phone (optional): _____

Your e-mail address (optional): _____

Note: If you are willing to be contacted in case there is a need to clarify or follow-up on any of your responses, please provide us with an e-mail address and/or a phone number where you can be reached. Providing your contact information is strictly voluntary and you are not likely to receive further communications unless you request the Executive Summary (see below). All of your responses are confidential and will only be available to the researchers at the University of Denver Research Institute.

Please send me the Executive Summary of the final report.



General Information

1. Which of the following best describes **your primary role** within the communications center? Mark one.

- Director or Communications Center Manager
- Director/Manager of multiple centers
- Other administrative role: Please specify

2. Does your communications center process 9-1-1 emergency calls? Mark one.

- No
- Yes, Basic 9-1-1
- Yes, Enhanced 9-1-1 (E 9-1-1)
- Yes, Enhanced 9-1-1 wireless (Phase I with a general location)
- Yes, Enhanced 9-1-1 wireless (Phase II with a specific GPS location)

3. What is the size of the **geographic area** you serve

_____ square miles

4. What is the size of the **population** you serve?

_____ population

5. Which of the following best describes the communications center where you work?

- The **primary** (first) center to receive 9-1-1 calls in your region (*i.e.*, your center receives calls directly from the public and is the first Public Safety Answering Point).
- A **secondary** public safety answering point (*i.e.*, your center receives calls that are directed to it from another agency that receives the first call).
- Both**, a primary answering point for some agencies and a secondary for others.
- Other, please specify:

6. Does your center use **automated call reporting software** that tracks and reports statistics on all incoming and outgoing telephone calls? Mark one.

- Yes
- No
- Don't know/Not applicable

7. Does your center use a **Computer Aided Dispatch (CAD)** system to record emergency calls/requests for service/9-1-1 calls/dispatches? Mark one.

- Yes
- No
- Don't know/Not applicable

Jurisdiction and Services

8. Please indicate the **number** of agencies and/or jurisdictions in each of the following categories for which your communications center provides dispatch services. If you do not provide services for agencies of a particular type, print NA for not applicable.

_____ Police/Law enforcement
 _____ Combined Fire and EMS
 _____ Fire only (paid and/or volunteer)
 _____ Emergency Medical Services (EMS)

Other: please specify _____

Trends

9. Which of the following best describes the **trends** in your communications center's call volume and staffing situation **since January of 2000**? Check the Don't know or Not applicable option (DK/NA) if appropriate.

	Increased	About the same	Decreased	DK/NA
a) Total call volume	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b) Wireless call volume	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c) Number of dispatched calls	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d) Number of authorized staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e) Availability of qualified applicants	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f) Retention of qualified staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please answer the following questions to the best of your ability, preferably for both years but for 2004 at least. Please write DK (Don't Know) if you do not have the data.

10. What was the total **incoming and outgoing call volume** in:

2003? _____

2004? _____

11. What was the total number of **incoming 9-1-1 and 7-10 digit emergency calls** in:

2003? _____

2004? _____

12. What was the total number of **9-1-1 emergency calls** that were wireless in:

2003? _____

2004? _____

13. What was the total number of calls that **resulted in a dispatch to the scene** in:

2003? _____

2004? _____

Staffing

14. Please indicate to the best of your ability the total number of staff **currently employed** at your center in each of the following categories.

- a) Total **call takers and dispatchers**. _____
- b) Total shift **supervisors** (not included in previous number). _____
- c) Number of current call taker and/or dispatcher **trainees** (not working independently). _____
- d) Total **full time trainers** (not included in previous numbers). _____
- e) **Total current employees** in the communications center. _____
- f) Total call taker/dispatcher **vacancies**. _____

15. Which of the following statements most closely describes the **current staffing situation** in your center? Please **mark only one** description that best describes your center.

- The center is fully staffed at this time (all authorized positions are filled).
- The current staffing allows the center to comfortably handle the workload.
- The center is chronically (almost always) understaffed.
- Lack of adequate staff at this center is a serious problem.

16. What was the **largest number of employees** (see 14e above) that were employed by the center at any time in:

2003? _____

2004? _____

17. How many **additional** call takers and dispatchers do you estimate are needed to comfortably handle the workload for your center (*i.e.*, requiring minimal use of overtime)? _____
18. Is overtime a **frequent necessity** because the center is short staffed?
- Yes
 - No
 - Don't know/Not applicable
19. Do you "**over hire**" to accommodate routine turnover and/or unexpected employee absence (due to disability, maternity leave, etc.)?
- Yes
 - No
 - Don't know/Not applicable
20. Which of the following best describes the **primary or only** assignment(s) for non-administrative public safety personnel in your center? (Please mark one)
- All or most staff are trained and work as either a call taker or a dispatcher (*i.e.*, not both)
 - All or most staff are cross-trained but work primarily or only as a call taker or dispatcher when they are on duty.
 - All or most staff are cross-trained and take calls and dispatch when they are on duty.
 - All staff have other duties in addition to call taking and/or dispatch when they are on duty.
 - Comments? _____
-
21. During a typical week, which of the following statements best describes **the portion of call takers/dispatchers' time** that is devoted to taking calls and/or dispatch? (Please mark one)
- All of their time is devoted to taking calls and/or dispatch.
 - The majority of their time is devoted to taking calls and/or dispatch.
 - Taking calls and/or dispatch is secondary to the other duties they perform (e.g., jail, etc.).
 - Not applicable
22. Overall, do you consider the **screening and application process** used by your center to be effective in selecting the right people for the job?
- Yes
 - No
 - Don't know
23. How effective is the process that is currently used within your agency to determine **shift assignments**?
- Current process works well most of the time
 - Current process needs to be changed
 - Don't know/Not applicable

Determination of Staffing Levels

24. Does your agency use a **formula** to determine the number of calltakers and dispatchers in the communications center?
- Yes
 - No – SKIP to question 26
 - Don't know – SKIP to question 26
25. If your agency uses a **formula** to determine staffing levels for call takers and/or dispatchers, please describe below or on a separate sheet of paper.
- Sample worksheet(s) attached.

Employee Retention and Turnover

The following questions are about staffing stability and changes at your center **last year**. Please provide numbers that include both voluntary and non-voluntary turnover (e.g., turnover that was initiated by employees as well as turnover due to death, management action, layoffs, etc.)

26. **New Hires:** Did your communications center lose any new hires last year because they "washed out" of the training and orientation process?
- Yes
 - No – SKIP to question 28
 - Don't know – SKIP to question 28
27. If yes, how many new hires failed to complete the probationary period last year (2004)? _____
28. **Experienced Staff:** Did your communications center lose any experienced staff (non-probationary) last year?
- Yes
 - No – SKIP to question 30
 - Don't know – SKIP to question 30
29. If yes, how many experienced staff (non-probationary) left employment with the center last year (2004)? _____

30. Has your center implemented any strategies in an **effort to increase employee retention** in your center?

- Yes
- No – SKIP to question 33
- Don't know/ Not applicable – SKIP to 33

31. Did any of the strategies have a **measurable positive impact** on employee retention in your center?

- Yes
- No – SKIP to question 33
- Don't know/ Not applicable – SKIP to 33

32. If yes, please describe. Use additional space on back or supplementary sheets as needed.

Compensation

33. Please indicate the **base hourly salary** for full-time entry-level staff in each of the following positions (i.e., base hourly salary upon completion of probationary period).

- a) Call-taker \$ _____/hour
- b) Dispatcher \$ _____/hour
- c) Call-taker/dispatcher . \$ _____/hour
- d) Shift Supervisor \$ _____/hour

34. Are any of the employees in your center members of a union?

- Yes, all are union members
- Yes, some are union members
- No, none are union members
- Don't know/Not applicable

Center Performance

35. Please rate the **overall performance** of the communications center on each of the following criteria. If you have no idea how well the center is performing on an item, select **DK** for don't know.

	Excellent	Above average	Average	Below average	Poor	Don't know
a) Ability to consistently staff necessary positions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b) Ability to train	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c) Call answering times	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d) Customer satisfaction	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e) Efficient call management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f) Employee retention	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g) Employee satisfaction	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
h) Shift management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
i) Use of overtime	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Recruiting Strategies: Please use this space to describe **effective strategies** your agency has used to **find and recruit call takers and dispatchers** for your communications center.

Thank you.