



# Policy Making The Nexus between Policy and Performance!

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# Five Causes of Comm Center Casualty



- ◆ People
- ◆ Policy
- ◆ Training
- ◆ Supervision
- ◆ Discipline

# How Does Policy Affect “Problems Lying in Wait”



- ◆ Poor Supervision
- ◆ Under-trained staff
- ◆ Snoozers
- ◆ Non-compliant “freelance” dispatchers
- ◆ \_\_\_\_\_
- ◆ \_\_\_\_\_

# Handouts & Notes



[www.pstc911.com](http://www.pstc911.com)

Click on STUDENT RESOURCES

Click on the class you want the handout for

You will be asked for a user name and  
password

**User: nena2008**

**Password: 911gniniart**

*(training spelled backwards)*

All be in lower case letters

# Definitions to Know!



- ◆ A POLICY is a guide to thinking
  - Answer the why question!
- ◆ A PROCEDURE is a guide to action
  - Answer the how question



# Supervisors



- ◆ Accountability
- ◆ Evaluation Standards
- ◆ Discipline
- ◆ Looking out for employee AND your agency



# Trainers



- ◆ Policy gives merit to the training need
- ◆ Consistency throughout the agency
- ◆ Provides past practice and history documentation

Line Level



POLICIES ARE THE  
ANSWERS TO  
THE TEST!

# Mission Statements



- ◆ Defining the mission is step #1
- ◆ Let your mission be the benchmark
- ◆ All policies and procedures should serve as a roadmap for the employee to achieve the agency mission!

# What already exists.....



- ◆ Mission Statements/Core Values
- ◆ Supervisor expectations
- ◆ Training manuals

**High Risk**  
**Low Frequency**

**High Risk**  
**High Frequency**

**Low Risk**  
**Low Frequency**

**Low Risk**  
**High Frequency**



Alarm calls

Traffic stops

Business line

Jurisdictional  
Boundaries

New hire mistakes

**High Risk**

**High Frequency**

**High Risk**  
**Low Frequency**

Bank Robbery  
School Shooting  
Officer Involved Shooting  
Mass Casualty Event  
Equipment "upgrades"



**Remember:**

**Some events allow you "time to think"**

**Other events allow for little or no "time to think"**

# Policy



- ◆ “Good people need good policy”
- ◆ Out of date policy
- ◆ Policy is always a “work in progress”
- ◆ Design – Update - Implementation

# Missing Kids Policy



**Mother Files Lawsuit Over 911 Call Thursday, October 11 2007** The mother of an 18 month-old girl has filed a lawsuit against three unnamed Cincinnati (Ohio) police dispatchers, their supervisor and the police department for their handling of a 911 call in 2005 that reported the child had been **abducted** by her father, who allegedly was mentally ill. The mother, Lanetta Myrick, says in the lawsuit that she chased her husband after the abduction, and dialed 911 from a cordless and cellular phone, but the dispatcher told her she would have to return home in order for the police to respond. The child was found dead in a city park the next day with serious head injuries. Myrick says in the lawsuit that the child would have survived if police responded immediately.

# Living documents



- ◆ Does every employee receive a manual?
  - Training? Policy? Or Both?
  - Promotes individual accountability
  - Requires periodic inspection by a supervisor
  - Not all manuals stay up to date
- ◆ Is there one central manual?
  - Revisions are easier to track
  - Limited availability for all employees
  - “worn out” from constant use



**What's next?**

Where do we go from here?

# Mirror training manual to policy manual



- ◆ Policies are consistency managers
- ◆ Equalizers
- ◆ Basis for current and future training
- ◆ Coordinate

# Training



- ◆ Have you set a basic level of training for ALL positions within the agency?
  - EMD initial and in-service training
  - NCIC initial training and testing
  - NIMS (national incident management)
  - Agency policy (yearly sign off?)
  - Equipment (including upgrades)
  - External influences (alarm companies)
  - Emerging call types (home invasion)
  - In-Service (customer service)

# Training



- ◆ Is your in-service training in-line with your agency policy? Changes in state law?
  - CA-July 1<sup>st</sup> "hands-free" laws
- ◆ How do you document your training?
- ◆ Are there training classes we need to send people today that we didn't need to 10 years ago?

# In-Service Training



- ◆ Ongoing verification of critical tasks  
Scheduling – calendar – matrix
- ◆ Why don't we use something standardized like DOR's for yearly certification?

# Training Program



- ◆ When was it last reviewed?
- ◆ Who reviewed it?
- ◆ Why not have a regional policy review committee?
  - Consolidated Centers?
  - Multi-Agency response?

# Training manuals



- ◆ Who wrote your manual?
- ◆ What do they cover?
- ◆ Who reads them?
- ◆ Do they coincide with your policy manual?



# CTO Training



- ◆ Have you trained your trainers (CTO's) how to:
  - Train
  - Motivate
  - Document
  - Remediate
- ◆ If not, consider professional CTO training for your staff. (PSTC and other providers offer such training)

# Supervisory Training



- ◆ These are the folks that will be responsible for the implementation of the “systems” that protect the agency.
- ◆ What training have you offered your Supervisors?

# Quality Assurance



- ◆ Many agencies are doing it on EMD calls.
- ◆ Why don't we do it for ALL call types?

# Training Records



- ◆ If you receive a subpoena for the training records of your staff, is that an AW SHIT moment?
- ◆ Document:
  - Roll call training
  - In-Service training
  - New equipment training
  - Conferences

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