

Elk Grove Police Department  
POST Presenter 1192  
Dispatcher, NENA Center Manager Certification Program

**DISPATCHER, NENA CENTER MANAGER CERTIFICATION PROGRAM 40 Hours**

**Purpose:** *The purpose of this course is to provide students with real life tools that will prepare them to face the topics encountered on a daily basis as a Communications Center Manager*

**Learning Outcomes (optional):** *When managing a communications center, graduates of this course will be able to determine appropriate staffing levels, manage a project for Public Safety Answering Point consolidation, lead using industry best practices, and manage an efficient hiring, training, and retention process while working within current legal constraints.*

**1. Managing within a 9-1-1 center**

**Learning objective:** At the conclusion of this section, students will be able to define their communications center's culture, assess their current leadership style and develop a path for leadership improvement through personal organization and designing an organizational structure.

**Minimum Topics**

- Management versus leadership
- 9-1-1 center mission and culture
- Personal organization
- Designing an organizational structure

*Learning activity – Students will be assigned a hypothetical Public Safety Answering Point. Working in small groups, they will define who their customers are, how many console positions their center needs, how many employees they need, what kind of shifts would be worked, and whether their center will utilize protocol dispatching tools. They will develop a name for their assigned Public Safety Answering Point and complete a rough sketch of the organizational structure on paper.*

**2. Liability and communication**

**Learning Objective:** At the conclusion of this section, students will be able to accurately apply various laws to workplace situations, write a properly formatted business correspondence, present a press briefing using current best practices, and identify a properly formatted policy or procedure.

**Minimum Topics**

- Legal issues in 9-1-1
- Business communications
- Policies and procedures
- Media relations
- Risk Management

*Learning activity – Students, working in small groups, will develop an issue paper that will service to persuade a local government oversight body to accept their group’s proposal to consolidate their 9-1-1 centers.*

### **3. Management roles and systems**

**Learning Objective:** *Provided with various management roles and 9-1-1 center system technologies, students will be able to work within departmental budgets, manage a project, and procure updated 9-1-1 systems.*

#### **Minimum Topics**

- Budgeting
- Finance and procurement
- Project management
- 9-1-1 system and technology

### **4. Hiring and Retention**

**Learning Objective:** Through case study exploration, students will use industry best practices to identify training deficiencies within their 9-1-1 center and create a quality assurance program to mitigate those deficiencies, while also evaluating their hiring process and making a list of adjustments.

#### **Minimum Topics**

- Right people – Right seats
- Training and quality improvement
- Industry best practices
- Hiring and retention process

*Learning Activity – Students, working individually, will create their resume and make modifications based on instructor feedback. They will also create a job announcement aimed at attracting the highest-qualified candidates available in their area while preparing a plan for retention of newly-hired employees.*

## 5. 9-1-1 Center Measurements

**Learning Objective:** At the conclusion of this section, students will be able to use the National Emergency Numbers Association staffing tool and formulas to determine the necessary staffing of full-time and part-time employees in their 9-1-1 center in order to meet the state-mandated 9-1-1 answering rates.

### Minimum Topics

- Center staffing tool
- Center analytics report card

*Learning Activity – Students, working individually, will utilize the National Emergency Numbers Association staffing tool to determine their optimum 9-1-1 center staffing using data from their own agencies, to ensure their staff are able to meet the state-mandated 9-1-1 answer rate requirements.*

## 6. Public Safety Answering Point

**Learning Objective:** At the conclusion of this section, students will be able to work diplomatically within local constraints to present justification for 9-1-1 Public Safety Answering Point consolidation and work through various scenarios where continuity of mission critical 9-1-1 center infrastructure is at risk.

### Minimum Topics

- Public Safety Answering Point Consolidation
- Continuity of operations

*Learning Activity – Students, working in groups, will analyze and assemble the common consolidation issues in a progressive order of priority. Students will review 20 common issues and include up to three of their own perceived issues they believe may be missing from the list. Students will present their findings and priorities to the class. Students will then consolidate their Public Safety Answering Points. They will create a new name for their agency, create an ideal organizational chart, and considering how to consolidate multiple directors, training branches, operations branch, and administrative sections*

### Assessment

**Scenarios:** Students will deliver a three-minute press briefing in front of the class on a Public Safety Answering Point or 9-1-1 related topic. In part two of the final scenario, the small groups will present justification for 9-1-1 center consolidation to a County of City Council, being represented by the rest of the students from the class. The groups will include the following information to the class: Organizational chart, Mission statement, and an Issue paper.