



Oregon Accreditation Alliance

COMMUNICATIONS STANDARDS MANUAL

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PREFACE

This *Communications Standards Manual* is a cornerstone publication of the Oregon Accreditation Alliance accreditation program. The standards are dynamic, that is they are constantly being reviewed, updated, added to, or deleted as is necessary to ensure contemporary standards and practices.

It is the intent of the Oregon Accreditation Alliance that the standards in this manual speak to “what” should be done and leaves the “how” to the agencies as they prepare for accreditation. The manual consists of 58 standards that are designed to provide flexibility to all communications agencies, regardless of type, size or structure.

Two other Alliance publications outline the accreditation process and provide information on how to successfully negotiate the self-assessment phase. Additional information on accreditation in the State of Oregon can be accessed on the Alliance web site at www.oracall.org.

The *Self-Assessment Manual* is a guide to the most important component of the accreditation process, the agency’s own self-assessment. It is intended for two audiences, the agency’s accreditation manager while he or she manages the process and orients and trains other agency personnel, and for agency members who may be asked to undertake self-assessment assignments but who may have little or no knowledge about the nature and scope of the accreditation process.

The *Accreditation Process Manual* provides details about the Alliance and provides instructions for navigating the accreditation process from the time that an agency applies for accreditation until it is accredited. The APM also assists accredited agencies in maintaining their accredited status and guides them through the re-accreditation process, which must be completed every three years.

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CHAPTER 1

ADMINISTRATIVE STANDARDS

Section 1

AUTHORITY AND ORGANIZATION

1.1.1 – Communications Services Agreement

If the agency provides communications services to public safety agencies outside of its own governing body, a written agreement governs public safety communications services provided by the agency and includes:

- a. *Specific services to be provided;*
- b. *Financial responsibilities of involved parties;*
- c. *Personnel and employment considerations and control;*
- d. *Ownership of and arrangements for use of facilities and equipment;*
- e. *Duration, modification and termination requirements; and*
- f. *Review/revision criteria and legal contingencies.*

Purpose: To ensure that an agreement in compliance with the provisions of ORS Chapter 190 has been implemented if the agency is a stand-alone organization that provides multi-jurisdictional communications services.

1.1.2 – Organizational Structure

A written directive establishes the agency's organizational structure and functions.

Purpose: That the agency provides a detailed description of the functions assigned to the various components of the organization and that provides greater comprehension to areas of responsibility and the services provided. Written and/or graphic depictions of the agency's structure provide a clearer understanding to employees and the public on how the service organization is structured.

1.1.3 – Criminal Justice Information Systems

The agency participates in state and federal criminal justice information systems and maintains required certifications for all personnel.

Purpose: To ensure participation in necessary criminal justice information systems and that employees obtain necessary certifications and comply with all certification maintenance requirements.

1.1.4 – Telecommunications Code of Ethics

A written directive requires that all telecommunications personnel sign and adhere to the Telecommunications Code of Ethics.

Purpose: To ensure that the agency adopts a Telecommunications Code of Ethics that all personnel must abide by.

1.1.5 – Policy Manual

A written directive requires that all employees have the current written or electronic edition of the policy manual available to them.

Section 2

DIRECTION

1.2.1 – Mission

The agency has a written mission statement.

1.2.2 – Chain of Command

A written directive designates the order of command authority in the absence of the Chief Executive Officer.

Purpose: To inform all personnel of the order of succession in the absence of the CEO and to ensure continuity of leadership and command.

1.2.3 – Supervisor Accountability

A written directive establishes the accountability of agency supervisory personnel for the performance of employees under their immediate control.

Purpose: To inform all agency personnel that supervisors are held accountable for the job performance of their subordinates.

1.2.4 – Duty to Obey Lawful Orders

A written directive requires employees to obey lawful orders of a superior, including any order relayed from a superior by an employee of the same or lesser rank, and establishes specific procedures to follow when an employee receives inconsistent, illegal, or conflicting orders.

Purpose: To provide procedures addressing the area of conflicting orders or orders deemed to be illegal, unethical, or in contravention to the agency's policies.

1.2.5 – Written Directives

The agency shall have a written directive system that may be used by the Chief Executive Officer to make changes to policy and procedures. At a minimum, the written directive system shall include the following:

- a. Procedures for formatting, indexing, purging, and updating;*
- b. Procedures for dissemination to all employees;*
- c. A process for staff review and input prior to implementation; and*
- d. Identifies person or position, other than the Chief Executive Officer, authorized to issue written directives.*

Purpose: To ensure that the agency has a consistent and current policy and procedures manual that provides clear employee performance expectation and constraints, organizational philosophy, and both operational and administrative procedures.

Section 3

PERSONNEL AND PERSONNEL ALTERNATIVES

1.3.1 – Recruitment and Selection

The agency utilizes a formal recruitment and selection process that provides equal opportunity to all applicants, based on minimum employment and testing requirements as established by the governing authority and the laws of the State of Oregon, to include at a minimum:

- a. Written examination;*
- b. Oral interview;*
- c. Thorough background investigation;*
- d. Physical examination with drug screen;*
- e. Baseline audio-logic test; and*
- f. Psychological examination;*

Purpose: To create a professional, fair and equitable recruitment and selection process that attracts qualified candidates meeting established minimum requirements, and that employment standards are created for each job classification that, at a minimum, includes required special training, abilities, knowledge and skills.

1.3.2 – Classification Plan

The agency develops and maintains a classification plan that categorizes every agency job by class on the basis of similarities in duties, responsibilities and qualification requirements, provides for relating compensation to classes, and provides for reclassification.

Purpose: To ensure that jobs with similar duties and responsibilities are appropriately classed and grouped and provide for fair and equitable compensation and treatment of employees.

1.3.3 – Job Descriptions

A written directive requires the agency to establish job descriptions for all positions within the agency and to establish a process for periodic review and update.

Purpose: To ensure the agency maintains current and accurate job descriptions for each agency position that identifies required duties and responsibilities.

1.3.4 – Evaluation of Employees

A written directive establishes and describes an annual employee performance evaluation system for permanent and probationary employees that include appropriate rating criteria for each job classification.

Purpose: To ensure that regular evaluations of employee performance are completed that includes identification of levels of performance, supervisory responsibility, and disposition of completed evaluations.

1.3.5 – Promotions and Transfers

A written directive establishes a competitive process for promotion with identified minimum qualifications, criteria for work transfers, and selection criteria for special assignments.

Purpose: To ensure that fair, consistent, and professional processes are followed for promotions, special assignments, or transfers of personnel; and that all employees are notified of promotional or special assignment opportunities.

1.3.6 – Conditions of Work

A written directive outlines specific conditions of work, to include at a minimum the following:

- a. Personal appearance standards;*
- b. Tobacco use policy;*
- c. Alcohol and drug use policy;*
- d. Reporting of employee convictions; and*
- e. Outside employment.*

Purpose: To establish professional guidelines for all employees that provide consistency of operation, minimize or eliminate conflict of interest, and comply with legal requirements.

1.3.7 – Personnel Files

A written directive regulates the maintenance, retention, and access to personnel files in accordance with established law.

Purpose: To ensure that records related to agency personnel are legally maintained, updated, and purged as needed, and that dissemination criteria are established and confidentiality is maintained as allowed.

1.3.8 – Workplace Harassment

A written directive prohibits any discriminatory or harassing act or conduct by an employee of the agency, and shall include:

- a. Employee responsibilities;*
- b. Supervisory responsibilities;*
- c. Documentation of complaints;*
- d. Investigative responsibilities;*
- e. Disposition of complaints; and*
- f. Notification of disposition to complainant.*

Purpose: To prevent discriminatory and/or harassing practices and ensure conformance with Title VI of the Civil Rights Act of 1964, the guidelines issued by the Equal Opportunity Commission, and the guidelines issued pursuant to ORS 659A.003 through ORS 659A.990, and ORS 659A.805.

1.3.9 – Agency Computer Use and Electronic Mail

A written directive specifies the authorized use and prohibitions of agency-owned computers, software and systems, and specifies procedures for electronic mail. At a minimum, the following shall be covered:

- a. *Supervisory inspection or review of system;*
- b. *Agency property rights;*
- c. *Software duplication and introduction of outside software;*
- d. *Internet use and associated risks;*
- e. *Protection of agency systems and files;*
- f. *Right of privacy; and*
- g. *Allowable use of email.*

Purpose: To prevent unauthorized access to and use of agency systems and information, reduce the risk of computer virus infection, ensure that appropriate security of agency property and systems is maintained, and to ensure appropriate use of electronic systems.

1.3.10 – Employee Commendations

A written directive establishes a process and criteria to recognize and commend exemplary employee performance.

Purpose: To ensure recognition of employee performance that exceeds the norm.

Section 4

FISCAL MANAGEMENT AND AGENCY OWNED PROPERTY

1.4.1 – Accounting System

The agency has an established fiscal accounting system that includes budget preparation and management, and equipment/supply requisition and purchase.

Purpose: To provide consistent fiscal management of the agency consistent with generally accepted accounting principles and statutory requirements for government agencies. This may be a function of another unit of government.

1.4.2 – Cash Funds/Accounts

A written directive establishes procedures for the maintenance of all cash funds or accounts where agency personnel receive, maintain or disburse cash, and includes at a minimum the following:

- a. An accounting system that identifies initial balance, cash received, cash disbursed, and the balance on hand;*
- b. Receipts or documentation for cash received;*
- c. Identification of person(s) by name or position authorized to disburse or accept cash funds, with CEO authorization for expenses over a certain amount;*
- d. Financial statements or records for cash expenditures; and*
- e. Quarterly accounting and reconciliation of agency cash activity.*

Purpose: To ensure that control measures are in place for all cash activities in the agency, specifically the common areas of petty cash, cash received in records, or other areas where cash funds are maintained.

1.4.3 – Audits

A written directive establishes procedures for annual audits of the agency's fiscal activities.

Purpose: To ensure the integrity of the agency's fiscal activities and that sound business practices are followed; to comply with Oregon Revised Statutes.

1.4.4 – Inventory Controls

A written directive establishes procedures for inventory control of agency property, equipment, and other assets.

Purpose: To ensure that procedures are in place to account for agency-owned property and other assets. This may be a function of another unit of government.

Section 5

COMPLAINT AND DISCIPLINARY PROCEDURES

1.5.1 – Personnel Complaints

A written directive establishes procedures for the reporting, investigation, and disposition of complaints received against the agency or any employee of the agency. At a minimum, the directive should provide for the following:

- a. Categories of complaints;*
- b. Acceptance of complaints;*
- c. Complaint documentation and format;*
- d. Responsible person or position for investigations;*
- e. Investigation process and timelines;*
- f. Employee notification and rights;*
- g. Procedures for notifying complainant;*
- h. Administrative leave;*
- i. Disposition;*
- j. Annual analysis of complaints; and*
- k. Maintenance of records and confidentiality.*

Purpose: To ensure that the agency has a formal process of internal investigation to appropriately respond to allegations of misconduct against the agency or agency employees in a timely manner; to annually analyze all complaints to determine if there is a training deficiency, a policy failure, or a problem employee.

1.5.2 – Disciplinary Policy

The agency has a written directive regarding its disciplinary policy that addresses the following areas:

- a. Due process requirements;*
- b. Forms of progressive discipline to be used;*
- c. Code of conduct;*
- d. A statement requiring the investigation of all allegations of misconduct;*
- e. Supervisor and command responsibilities;*
- f. Employee rights;*
- g. Resignations/retirements prior to discipline;*
- h. Discipline of probationary employees;*
- i. Maintenance of records; and*
- j. Appeal process.*

Purpose: To establish a code of conduct and ensure that established and current standards for discipline and employee rights are in place within the agency. Records maintenance should include location of and access to complaint and disciplinary records, records retention schedule, and circumstances that require purging of records.

1.5.3 – Grievance Procedure

A written directive establishes grievance procedures that include at a minimum the following:

- a. Identification of matters that can be grieved;*

- b. Levels within the agency or unit of government that grievances may be filed or appealed;*
- c. Time limitations for filing or appealing grievances to the next level;*
- d. Description of necessary information to submit upon filing a grievance;*
- e. Provisions for employee representation; and*
- f. Procedural steps and timelines for response to grievances and appeals.*

Purpose: Establishment of a clear and concise process to resolve differences between employees and employer quickly and fairly. Controlling contract language and/or unit of government grievance procedure can constitute proof of compliance with this standard.

Section 6

TRAINING AND CAREER DEVELOPMENT

1.6.1 – Basic Training

The agency requires all newly hired telecommunications and emergency medical dispatch personnel to have sufficient training or supervision prior to any assignment requiring the answering of emergency calls or making dispatching decisions.

Purpose: To ensure that prior to any assignment to critical duties telecommunications and emergency medical dispatch personnel have supervision or adequate training either through DPSST prescribed training or on-the-job training.

1.6.2 – Formal Training

A written directive requires all newly hired telecommunications and emergency medical dispatch personnel to satisfactorily complete the prescribed basic course through DPSST, including field training portions, within 18 months of employment.

Purpose: To ensure that all telecommunications and emergency medical dispatch personnel complete a certified basic training program that meets professional training requirements as approved by DPSST and required by Oregon Revised Statutes and Oregon Administrative Rules, Section 259.

1.6.3 – Training Policy

A written directive requires that the agency develops and conducts an annual training plan that includes, at a minimum, the following:

- a. State mandated training;*
- b. Legislative changes;*
- c. Fire and EMS procedural changes;*
- d. Technological improvements;*
- e. Agency policies and procedures; and*
- f. Career development.*

Purpose: To ensure the agency is providing necessary and required training to all personnel that not only maintains and enhances necessary skills and knowledge but provides opportunity for career development.

Section 7

PUBLIC INFORMATION AND COMMUNITY RELATIONS

1.7.1 – News Media Relations

A written directive provides procedures for relations with the news media, to include:

- a. Responding to requests for information;*
- b. Media access;*
- c. Preparation and distribution of agency news releases;*
- d. Scope of information subject to release; and*
- e. Agency personnel authorized to make releases.*

Purpose: To provide guidelines for media access and release of information that meets the needs of the agency and the media.

1.7.2 – Community Relations

A written directive establishes a community relations function to include at a minimum the following:

- a. Opportunities to educate citizens on the agency's objectives;*
- b. Procedures for identifying active or potential issues between the agency and service population;*
- c. A process for conducting and documenting quality assurance checks of calls handled;*
- d. Surveys of community attitudes and opinions regarding agency operations and, where feasible, to act upon survey determinations.*

Purpose: To ensure that the agency is appropriately meeting and/or responding to the needs of the citizens served, and responding to and handling calls within agency policies and procedures.

CHAPTER 2

OPERATIONAL STANDARDS

Section 1

CALL TAKING

2.1.1 – Communications Operation

The agency has 24 hour, two-way radio capability that provides continuous communication between the agency and on-duty personnel.

Purpose: To ensure that a continuous link is established between a central emergency communications center and officers in the field. Twenty-four hour two-way radio capability is an essential function to safe, efficient and responsive operations.

2.1.2 – Telephones and Cell Phones

The agency has 24-hour toll-free voice and TDD telephone access for emergency calls for service, and meets E911 Phase I requirements for ANI/ALI, and Phase II requirements of latitude/longitude coordinates for cell phones.

Purpose: To ensure that the public is able to contact the agency at all times for information or assistance in the event of emergencies, to include a TDD or TTY machine for the hearing impaired.

2.1.3 – Recording and Playback

The agency has continuous recording and immediate playback capability of all telephone conversations and radio transmissions to and from the communications center. Procedures have been established for the retention, storage, security, and review of recordings.

Purpose: To ensure that information can be immediately replayed, if necessary, to verify call or radio information, and to retain information as a source for criminal investigations, internal investigations, public records disclosure requirements, and service delivery audits.

2.1.4 – Agency Resources

Telecommunications personnel have immediate access to at least the following agency resources:

- a. *Supervisor in charge;*
- b. *Duty roster of all personnel;*
- c. *Contact phone number of all agency members;*
- d. *Visual maps of the agency's service area;*
- e. *Public safety officer status indicators;*
- f. *Procedures and phone numbers for obtaining emergency and/or necessary external services;*
- g. *Tactical dispatching plans;*

- h. Multi-casualty incident plans or procedures; and*
- i. Hazardous materials plans or procedures.*

Purpose: To ensure that necessary resource information is available to on-duty telecommunications personnel to respond to and handle any eventuality in an efficient and timely manner.

2.1.5 – Call Handling

A written directive that is immediately available to call taking personnel describes procedures to follow, to include at a minimum:

- a. Judging characteristics of the call to determine whether an emergency or non-emergency response is required;*
- b. The handling of emergency calls, priority calls, and calls requiring special response; and*
- c. Handling non-emergency and administrative calls by informing the caller of the public service agency's response, including direct contact with fire, EMS, or law enforcement services, or referral to other agencies.*

Purpose: As the first point of contact, telecommunications personnel can set a tone that affects the outcome of an incident. Therefore, it is important to have written procedures available regarding the proper handling of such calls.

2.1.6 – Pre-Arrival Instructions

A written directive establishes procedures for providing pre-arrival instructions by telecommunications personnel.

Purpose: To establish protocol for when and under what circumstances pre-arrival instructions should be given, with those instructions designed to ensure the safety of responding personnel and to limit potential liability.

2.1.7 – Relevant Information

A written directive establishes procedures for obtaining and recording relevant information of each request for service or initiated activity, to include at a minimum:

- a. Control number;*
- b. Date and time;*
- c. Name and address of caller, if possible;*
- d. Type of incident;*
- e. Location of incident;*
- f. Assigned primary and/or backup units;*
- g. Time of dispatch;*
- h. Time of first arrival;*
- i. Time of last unit clearance; and*
- j. Incident disposition or status.*

Purpose: To ensure that a process has been established to obtain and record necessary information of each call for service or initiated activity. The method used to capture this information can be a card, log, or computer entry that allows a permanent record to be maintained.

2.1.8 – 911 Hang-Up or Misdirected Calls

A written directive establishes procedures for handling 911 or emergency hang-up calls and appropriate routing of misdirected emergency calls.

Purpose: To ensure prompt response to any potential emergency and that misdirected emergency calls are immediately transferred to the appropriate agency having jurisdiction or, if that capability is not available, that necessary information is immediately relayed to the appropriate agency having jurisdiction.

2.1.9 – Difficult Callers

A written directive provides procedures for dealing with callers that may seem to be under the influence of substances, are obscene, or are otherwise difficult.

Purpose: To provide consistent procedures for dealing with difficult callers to ensure that a true emergency call is not ignored or automatically disconnected. As some callers may be suffering from valid medical issues or suffer mental incapacitation, at a minimum, attempts should be made to gather enough information to establish whether a valid emergency or priority exists.

2.1.10 – Non-English Speaking Callers

The agency has the ability to communicate with callers who do not speak English.

Purpose: To ensure that the agency has procedures established to translate and permit direct communication with a non-English speaking caller in a timely manner.

2.1.11 – Emergency Medical Dispatch

If the agency authorizes first aid and lifesaving instructions to be given over the phone, all personnel authorized to give such instructions must be trained and certified through an approved training program, and have immediate access to approved emergency medical guidelines and material.

Purpose: To ensure that telecommunications personnel who engage in providing medical lifesaving instructions receive necessary and approved training.

2.1.12 – Alarm Monitoring

If the agency monitors alarms, a written directive addresses the circumstances and conditions under which the agency provides those services and establishes procedures for monitoring alarms and responding to activations.

Purpose: That alarm monitoring activities comply with applicable local and/or state regulations.

2.1.13 – Alternative Reports

If the agency allows alternative reports, such as telephone, mail-in, or CAD reports, in lieu of an on-scene response, a written directive specifies the criteria for such reports.

Purpose: If alternative reports are authorized, that a list is established of call types that can be dealt with in alternative manners as well as procedures for handling such calls or referring the information to the appropriate agency.

Section 2

FIELD UNIT COMMUNICATIONS

2.2.1 – Field Unit Radio Protocol

A written directive establishes procedures for radio communications to and from field units, to include at a minimum:

- a. Circumstances requiring radio communications to field officers;*
- b. Recording of public safety responders status when out of service;*
- c. Methods used for identifying officers during radio transmissions;*
- d. Communication with interacting agencies;*
- e. Procedures to designate and use special channels for tactical or special operations;*
- f. Procedures for responding to field personal emergency alarms, when the capability exists; and*
- g. Monitoring the officer responder status system.*

Purpose: To ensure that procedures are established for effective and efficient radio communications between the communications center and field units, and that a system is in place for monitoring the status of field units.

2.2.2 – Incident Criteria

Criteria are developed and are available to telecommunications personnel addressing the following:

- a. The assignment and number of personnel and units for specific types of incidents;*
- b. The assignment or notification of a supervisor at the scene; and*
- c. Determining the level and staging areas for fire or EMS incidents.*

Purpose: To provide an available list to all telecommunications personnel that provides criteria relating to critical factors, e.g., officer or firefighter needs assistance, life hazard situations, or felony in progress.

2.2.3 – Emergency Messages

A written directive establishes criteria for accepting and delivering emergency messages, to include notifying next of kin of deceased, seriously injured, or seriously ill persons.

Purpose: To ensure that guidelines are established on the types of messages to be accepted, the method by which they will be accepted, and how, when and by whom they will be delivered.

Section 3

FACILITIES AND EQUIPMENT

2.3.1 – Security Measures

The agency has security measures in place to:

- a. *Limit access to the communications center to authorized personnel;*
- b. *Protect equipment;*
- c. *Provide for back-up resources;*
- d. *Provide for security for transmission lines, antennae, and power sources; and*
- e. *Provide evacuation plans that include transfer of responsibilities and services to an alternative site.*

Purpose: To ensure maintenance of communications capability in all emergency situations through implementation of security measures that protects personnel, facilities, and equipment.

2.3.2 – Emergency Power

In the event of a power failure, the agency has an alternative source of power sufficient to ensure the continued operation of the communications center. Documented inspections and testing are conducted at least monthly or in conformance with manufacturer recommendations.

Purpose: That all emergency communications equipment in the communications center can be powered for an extended period of time if the normal electrical power source is interrupted.

2.3.3 – Back-Up System

The agency has an independent back-up communications system with documented testing that is performed at least monthly.

Purpose: That a separate, secure back-up communications system is established with separate antennae and power supply that is capable of meeting the basic requirements of participating agencies that may be involved in unusual situations.

2.3.4 – Encoding

The agency has the ability to either encode sensitive communications or procedures for delivering sensitive communications, if there is no encoding capability.

Purpose: When necessary, to ensure the agency can provide a means to deliver sensitive communications for the safety and success of first responders.

Section 4

RECORDS

2.4.1 – Records Security

A written directive establishes methods for privacy and security of agency records, to include at a minimum the following:

- a. Physical security of agency files;*
- b. Authorized access to agency files; and*
- c. Procedures and criteria for release of agency records.*

2.4.2 – Records Retention

The agency has a records retention schedule that meets statutory requirements.

Purpose: To ensure that records are maintained in accordance with state records retention requirements.

2.4.3 – Collection of Data

A written directive establishes procedures for the collection and submission of necessary data as may be required by client public safety agencies

Purpose: Client agencies may require collection and dissemination of information for use in planning, budget preparation, or other needs.

2.4.4 – Incident Reporting

A written directive establishes procedures for categorizing and numbering all reported incidents and complaints, and calls received.

Purpose: That the agency has a system to classify and number incidents reported to and calls received by the agency that provides the basis for a comprehensive reporting system that ensures proper actions are taken or referrals made.

Section 5

UNUSUAL OCCURRENCES

2.5.1 – Written Plan

The agency has a written plan for responding to unusual occurrences that is reviewed and updated annually, requires annual training for all personnel on the plan, is readily available to all personnel, and includes at a minimum:

- a. Personnel requirements;*
- b. Special communication needs;*
- c. Situation maps and plans;*
- d. Chain of command, to include other agencies;*
- e. Required notifications;*
- f. Other agency support;*
- g. Release of information;*
- h. Equipment and logistical requirements;*
- i. Facility security; and*
- j. Post-operation review.*

Purpose: That the agency has the ability to immediately and effectively respond to any unusual occurrence or situation.

2.5.2 – Essential Communications

The agency has written plans to maintain essential communications in the event of an unexpected loss of the communications function or use of the facility.

Purpose: While a standard exists for a back-up radio system (2.3.3), plans must address access to the communication center by phone or other means.

APPENDIX A

GLOSSARY

A

ACADEMY: A facility at which agency training programs are conducted, usually housing classrooms, gymnasium, library, and offices for academy instructors and staff. Other facilities usually considered to be part of the academy, such as firing ranges and driving tracks, may be located at other sites.

ACCOUNTABILITY: The state of being held responsible by higher authority for specified job-related results.

ADMINISTRATIVE REVIEW: A documented review of an incident or occurrence prepared by or for the Chief Executive Officer or his/her designee. The review should indicate whether policy, training, equipment, or disciplinary issues should be addressed.

ADVERTISEMENT: The direct or indirect contact between an agency and the general public by way of printed publications or broadcast announcements.

AGENCY: An administrative division of government with specific functions.

AUDIT: A formal, periodic examination and checking of accounts or financial records to verify their correctness.

B

BIENNIALLY: An action or event that occurs once every two years.

BPSST: The Board on Public Safety Standards and Training, which establishes certification requirements for public safety personnel and the requisite training requirements.

C

CANDIDATES: Persons seeking employment who have completed a formal application.

CAREER DEVELOPMENT: The process of providing specific training or work opportunity designed to enhance an employee's overall potential for upward mobility and/or job satisfaction.

CEO: Chief executive officer: the sheriff; the chief of police; or public safety director.

CHAIN OF COMMAND: Lines of communication going downward or upward within the organizational hierarchy through each successive level of command.

COMMAND PROTOCOL: The process identified to ensure a continuation of supervision at all levels of the chain of command when vacancies or absence from duty exists.

COUNSELING: The giving of advice; advising. As used: discussions between the rated employee and rater wherein the rater provides advice to the rated employee on performance.

COURSE: A body of prescribed study about a specific topic.

CURRICULUM: A series of courses related to a specific training program.

D

DPSST: The Department of Public Safety Standards and Training which, under Oregon statutory authority, regulates

minimum standards for certification of public safety personnel and the associated training requirements.

GOAL: A relatively broad statement of the end or result that one intends to ultimately achieve.

E

EMERGENCY SITUATION: An actual or potential condition that poses an immediate threat to life or property. In the context of mutual aid, it means a situation that exceeds the capability of the local agency to counteract successfully.

I

INCIDENT: An event that requires law enforcement action or the dispatching of officers in response to citizen requests for law enforcement services, whether criminal or non-criminal.

F

FIELD TRAINING EVALUATION PROGRAM (FTEP): A structured and closely supervised program provided to recruit dispatchers to facilitate the application of skills and knowledge obtained in the academy/classroom to actual performance in on-the-job situations.

FIELD TRAINING OFFICER (FTO): A dispatcher who has been carefully selected and trained to deliver the field training evaluation program to recruit dispatchers.

FORMAL APPLICATION: A written form used to express interest in employment and to request information on a person's basic occupational qualifications, work experience, educational background, training, and special skills or abilities.

FUNCTION: A general term for the required or expected activity of a person or an organizational component, e.g., patrol function, communications function, investigations function.

J

JOB: One or more positions with duties and responsibilities that are identical in all significant aspects so that a single descriptive title can be used to identify work performed by incumbents.

JOB CLASSIFICATION: A detailed written statement that (1) identifies the characteristics of various positions (jobs) by assigning job titles and job specifications, (2) arranges positions according to a logical plan that groups those with common characteristics, and (3) establishes minimum qualifications and equitable salaries for each group.

JOB DESCRIPTION: A specific outline of job related duties and responsibilities and reporting authority that includes minimum educational, physical, and additional skills requirements.

L

LATERAL ENTRY: A personnel practice that permits employees from in or outside the agency to be selected for a position and be exempted from all or part of the agency's selection process for that position, if the employees meet the minimum qualifications of the employing agency.

G

GENERAL ASSISTANCE: Services of a non-emergency nature provided by agency personnel, such as providing information or directions.

LESSON PLAN: A detailed guide from which an instructor teaches. The plan includes the goals, specific subject

matter, performance objectives, references, resources, and method of evaluating or testing students.

M

MANUAL: A collection of written directives in either hard-copy or electronic format.

MUTUAL AID: An exchange of services, personnel, and/or equipment between agencies during times of emergency.

O

OBJECTIVE: An end or result that one intends to attain in order to achieve partial fulfillment of a goal. An objective is a subset or an element of a goal, which usually requires shorter timelines to accomplish than a goal.

ORGANIZATIONAL COMPONENT: A subdivision of the agency, such as a bureau, division, section, or unit.

P

PERFORMANCE: Something done or performed. As used: actions taken or omitted with regard to specific tasks or assignments.

POLICY: A broad statement of agency principles. Policy statements may be characterized by such words as “may” or “should” and usually do not establish fixed rules or set procedures for conduct of a particular activity, but rather provide a framework for development of procedures and rules and regulations.

POSITION: The duties and responsibilities, or work, assignable to one employee. A position may be filled or vacant. For purposes of comparison, a patrol officer assigned as a court officer would occupy a “position”, where patrol officer would be the “job.”

PROCEDURE: A guideline for carrying out agency activities. A procedure may be made mandatory in tone through the use of “shall” rather than “should”, or “must” rather than “may.” Procedures sometimes allow some latitude and discretion in carrying out an activity.

PROFICIENCY: The additional skills, knowledge, and abilities that are needed to remain competent in performing the duties and responsibilities of the job.

R

REMEDIAL TRAINING: Personalized training to correct a particular deficiency, which is identified by (1) testing or other evaluation during training, or (2) supervisory evaluation during routine job performance.

RULES AND REGULATIONS: A set of specific guidelines to which all employees must adhere.

S

SECONDARY EMPLOYMENT: Any outside employment, which is either extra-duty or off-duty. Extra-duty employment is any secondary employment requiring the actual or potential use of law enforcement powers. Off-duty employment is any secondary employment that does not require the actual or potential use of law enforcement powers.

SELECTION CRITERIA: Rules, standards, procedures, or directives upon which a judgment or decision concerning employment can be based.

SELECTION PROCESS: The combination of components and procedures that lead to a final employment decision.

SHIFT: An established period of time that an employee works, and can be determined based on workload demands and/or collective bargaining agreements.

SHIFT BRIEFING: Informational sessions of short duration administered to employees just prior to their tour of duty. These sessions may also be used for training purposes.

SKILL: A present, observable competence acquired or developed through experience and/or training.

SKILLS, KNOWLEDGE, AND ABILITIES: Skills are the proficiency with which an individual performs. Knowledge is a body of information or the understanding gained through learning, education, experience, or associations. Abilities are processes required to perform various job responsibilities.

SPECIALIZED ASSIGNMENT: An assignment often characterized by increased levels of responsibility and specialized training, but within a given position classification.

SPECIALIZED TRAINING: Training that enhances skills, knowledge, and abilities, either in technical or job-related subjects or it may address supervisory, management, and/or executive development training.

SUPERVISION AND CONTROL: Means direct in-person contact.

T

TASK: A unit of work performed by an individual to accomplish the goal of a job.

U

UNLAWFUL HARASSMENT: Conduct that has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile, or offensive working environment.

W

WORKLOAD: The sum total of cases and other measurable activities occurring within a given area or time period.

WRITTEN DIRECTIVE: Any written document used to guide or affect the performance or conduct of agency employees. The term includes policies, procedures, plans, rules and regulations, administrative orders, general orders, special orders, memorandum, or other instructional material.

APPENDIX B

GUIDING PRINCIPLES

1.0 FUNCTIONS PERFORMED OR DELEGATED

1.1 An agency that delegates functions to other agencies is held accountable for compliance with applicable standards governing those functions.

For example, even though the agency delegates its communications function to a regional center and its recruit training to a state or regional training center, the applicant agency remains responsible for the functions and, therefore, for compliance with the standards related to those functions.

1.2 An agency for which functions are performed on its behalf by another entity is held accountable to verify compliance with applicable standards governing those functions.

An applicant agency remains accountable for the performance of functions that the Oregon Accreditation Alliance determines are applicable for an agency of its size and type, even if the function is performed by another organization. This applies to functions delegated as in 1.1 and functions that are traditionally performed by another entity. This includes recruitment, selection, and promotion, which may be the function of a local Human Resources Department.

1.3 An agency can be held accountable for functions governed by standards, if the Oregon Accreditation Alliance determines that an agency of its size and type should perform the function.

Ordinarily, this matter is resolved before self-assessment, but agencies should be aware of this guiding principle.

1.4 If an agency occasionally performs a function governed by standards, its operations in this regard must not be in violation of the applicable standards.

“Occasional” performance might include: (1) a less than full-service sheriff’s office which backs up a local law enforcement agency that may be shorthanded several times a month; (2) a small law enforcement agency which must hold prisoners for several hours in a holding area in the agency because the lockup facility normally used is full; or (3) a large agency that normally uses a regional training center holds in-service training programs several times a year because training needs increase due to problems that are unique to that agency. Agencies that occasionally perform functions should ensure that its operations do not violate the standards.

2.0 STANDARDS

2.1 An agency can exceed the requirement of a standard.

A semiannual reporting requirement may be done quarterly. This is but one example of how an agency’s performance can exceed the standard.

2.2 A standard may not be applicable if the agency does not have responsibility for the functions addressed by the standard, providing the Oregon Accreditation Alliance concurs.

A procedure by which to establish non-applicability is included in the self-assessment process.

2.3 Unless otherwise indicated, standards related to personnel matters apply to all agency employees.

Some standards indicate applicability to sworn or civilian personnel. Where that differentiation is not made, the standard applies to all agency personnel.

3.0 WRITTEN DIRECTIVES

3.1 A written directive can be a policy, plan, procedure, rule or regulation, general or special order, training directive, or other document that is binding upon agency personnel.

The objective of a written directive standard is to require written policy. The form of that written policy can be what the agency has determined best fits its written directive system.

3.2 An agency does not need to have an individual directive for each standard requiring a written directive; the agency may have a single manual or directive covering several different standards,

The accreditation process is not intended to generate unnecessary paperwork for the applicant agency. A written directive, general order, etc. may serve to document a number of standards. The agency may list one source of documentation as many times as is appropriate.

4.0 ASSESSORS

The final three principles pertain to assessors, and are intended for purposes of information without comments.

4.1 Assessors may go outside the proofs of compliance.

4.2 Assessors may go outside the agency to verify compliance.

4.3 Assessors must verify agency compliance with every applicable standard; assessors may verify compliance with any other standard they decide to assess.

5.0 GENERAL PREMISE

Compliance with standards must be both reasonable and achievable.

APPENDIX C

PERFORMANCE ACTIVITIES

The accreditation process has certain time sensitive issues that require some type of agency action within specific timeframes. Included are reports, analysis, reviews, and inspections ranging from daily, weekly, periodically, to once in three years. These activities are important to agency operations, public safety, and liability concerns. The following index lists applicable time sensitive issues.

- 1.3.4 *Employee Performance Evaluations*
- 1.4.2 *Cash Accounting Activities*
- 1.4.3 *Fiscal Audits*
- 1.5.1 *Personnel Complaints Review*
- 1.6.3 *Training Plan*
- 2.3.2 *Communications Center Alternate Power Source*
- 2.3.3 *Backup Communications Center Testing*
- 2.5.1 *Unusual Occurrences Plan Training and Update*