



9-1-1 Staffing Crisis Summit

APCO Strategies and Resources to Address ECC Staffing Shortages

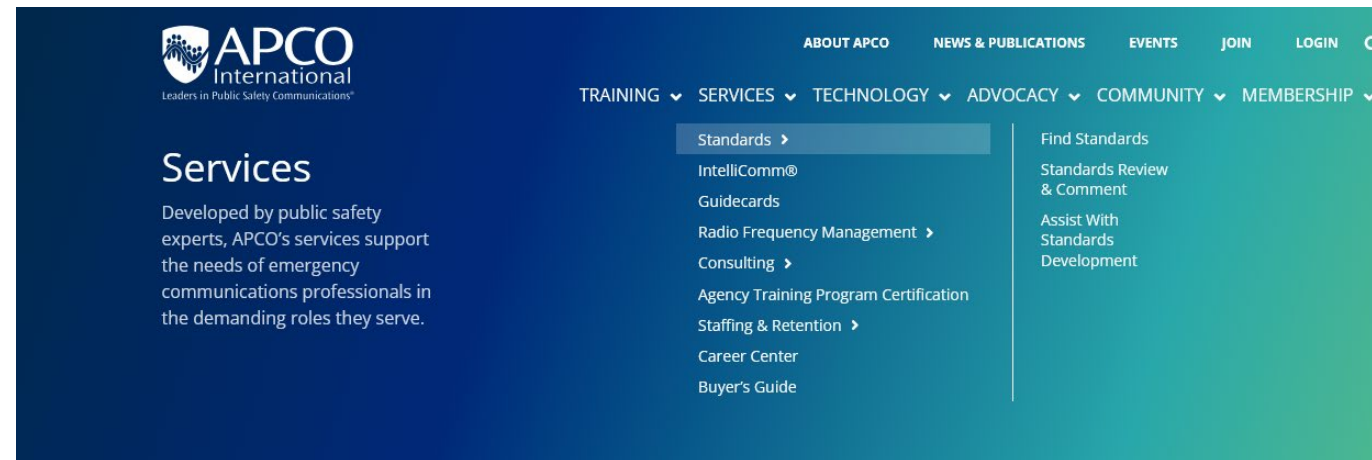
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Senior Technology Strategist

APCO International

APCO ANSI-Accredited Standards

- APCO is an ANSI-Accredited Standards Development Organization (SDO).
- 38 ANSI-Accredited Standards that are **FREE** for download.
 - Operational
 - Technical
 - Training
- 12 Working Groups are currently working on:
 - Revising existing standards (9)
 - Developing new standards (3)



Helpful APCO Standards for Staffing



Detecting Early Warning Symptoms of Stress
in Public Safety Telecommunicators

APCO ANS 3.111.1-2022



Detecting Early Warning Symptoms of Stress in Public Safety Telecommunicators



Public Safety Communications
Incident Handling Process

APCO American National Standard 1.113.2-2024



APCO American National Standard 1.113.2-2024 Public Safety Communications Incident Handling Process



Career Progression Within the Public Safety
Emergency Communications Center

APCO American National Standard 1.122.1-2023



APCO ANS 1.122.1-2023 Career Progression Within the Public Safety
Emergency Communications Center



Public Safety Telecommunicator
Critical Incident Stress Debriefing
Program

APCO ANS 1.119.1-2021



Managing Operational Overload in the
Emergency Communications Center

APCO American National Standard 1.121.1-2022



APCO ANS 1.121.1-2022 Managing Operational Overload in the Emergency Communications Center

Agency Training and Certification Program (ATPC)

- APCO has 11 Training ANSI-Accredited Standards.
- ECCs certify that their training programs meet APCO ANSI-Accredited Standard Minimum Training Standards for Public Safety Telecommunicators.
- Proper training of PSTs is critically important to staffing.
 - (more on this in a minute)



APCO
Agency Training Program
Certification
A Project 33® Initiative



APCO Website



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TRAINING ▾ SERVICES ▾ TECHNOLOGY ▾ ADVOCACY ▾ COMMUNITY ▾ MEMBERSHIP ▾

Services

Developed by public safety experts, APCO's services support the needs of emergency communications professionals in the demanding roles they serve.

- Standards ▶
- IntelliComm®
- Guidecards
- Radio Frequency Management ▶
- Consulting ▶
- Agency Training Program Certification
- Staffing & Retention ▶
- Career Center
- Buyer's Guide

- Project RETAINS
- Staffing Shortage Resources
- Career Instructor Program



APCO Resources

- Webinars – **FREE for APCO Members**
- P43 Workforce - **FREE**
- PSC Magazine Articles – **FREE for APCO Members**
- APCO Conference Presentations
- APCO Courses
- Project RETAINS
- Military Employment Guidebook for ECCs (Updated June 2024) - **FREE**

Presentations

APCO 2024 Sessions Related to Staffing & Retention

Planning on attending APCO 2024? Check out some of the [professional development sessions](#) focused on staffing and retention:



APCO 2024 Sessions Related to Staffing & Retention

Staffing in the 9-1-1 World
Sunday, August 4 — 9:00 a.m. – 10:00 a.m.

Championing Well-being and Community Engagement
Sunday, August 4 — 10:30 a.m. – 11:30 a.m.

Fully Staffed: New Ways We Approach Hiring & Training
Sunday, August 4 — 10:30 a.m. – 11:30 a.m. and 1:00 p.m. – 2:00 p.m.

Overcoming Poor Leadership
Sunday, August 4 — 10:30 a.m. -11:30 a.m.

Conflict Management
Sunday, August 4 — 1:00 p.m. – 2:00 p.m.

Saying Farewell: Employee Off-boarding
Sunday, August 4 — 2:30 p.m. – 3:30 p.m.

100 Ways to Show Employees Appreciation
Monday, August 5 — 2:00 p.m. – 3:00 p.m.



RETAINS

Responsive Efforts to Assure Integral
Needs in Staffing



RETAINS Studies

2005

APCO International established Project RETAINS which resulted in a Denver Research Institute report and the Project RETAINS toolkit and Effective Practices Guide / Staffing Workbook.

2009

A second Project RETAINS research study by George Mason University sought to extend knowledge of staffing issues not addressed in the first study.

2018

APCO worked with George Mason University to conduct a follow up study which included:

- Emerging Technologies
- Changes in Training Requirements
- Multi-tasking Requirements
- NG9-1-1 and FirstNet changes to the PSAP workload





**Staffing and Retention in
Public Safety Answering Points (PSAPs):
A Supplemental Study**

*July 2018
Research Report*



**Center for
Social Science
Research**



ECC Characteristics

TABLE 1: AVERAGE CHARACTERISTICS BY PSAP SIZE				
	SMALL PSAPS	MEDIUM PSAPS	LARGE PSAPS	WELCH F
NUMBER OF AUTHORIZED POSITIONS	10**	27**	100**	204.8
NUMBER OF AGENCIES SERVED	15	19	23	3.0
NUMBER OF CONSOLES	3**	9**	32**	148.8
NUMBER OF SERVICES PROVIDED†	15	13**	11**	5.8
TOTAL INCOMING CALL VOLUME	32,318**	82,781**	465,631**	104.7
TOTAL 9-1-1 CALL VOLUME†	10,477	38,211**	297,620**	13.6
TOTAL CALLS RESULTING IN AN INCIDENT BEING CREATED†	7,858	30,785**	121,196**	6.6
AVERAGE ANSWER TIME OF 9-1-1 CALLS (IN SECONDS)	10.2	11.6	7.3	1.9
ABANDONED CALL RATE (PER 100)	12.4	8.5	9.3	1.8
POPULATION SIZE	44,557**	167,566**	1,051,293**	34.1

** $p < .01$; † For this measure, **large PSAPs** differ significantly from **small** and **medium PSAPs**, but **small** and **medium** PSAPs do not differ.



3-Year Trends

TABLE 4: THREE-YEAR TRENDS ACROSS FOUR INTEREST AREAS				
SMALL PSAPS				
	DISPATCHED CALLS	AVG. ANSWER TIME**	STAFFING LEVELS*	RETENTION
INCREASED	65.5% (129)	2.7% (6)	24.3% (49)	14.9% (30)
DECREASED	5.1% (10)	4.9% (11)	14.4% (29)	21.3% (43)
NO CHANGE	29.4% (58)	92.4% (207)	61.4% (124)	63.9% (129)
MEDIUM PSAPS				
	DISPATCHED CALLS	AVG. ANSWER TIME**	STAFFING LEVELS*	RETENTION
INCREASED	66.4% (85)	11.7% (22)	31.6% (42)	19.4% (24)
DECREASED	3.1% (4)	8.0% (15)	15.0% (20)	23.4% (29)
NO CHANGE	30.5% (39)	80.3% (151)	53.4% (71)	57.3% (71)
LARGE PSAPS				
	DISPATCHED CALLS	AVG. ANSWER TIME**	STAFFING LEVELS*	RETENTION
INCREASED	59.1% (13)	3.4% (1)	14.3% (3)	20.0% (4)
DECREASED	40.9% (9)	8% (15)	38.1% (8)	30.0% (6)
NO CHANGE	0.0%	82.4% (24)	47.6% (10)	50.0% (10)

** $p < .01$; * $p < .05$



Staffing Factors

- Budget
- Total Call Volume
- Desired Service Level
- Peak Hour Volume
- Average Calls per Hour
- Average Answer Time

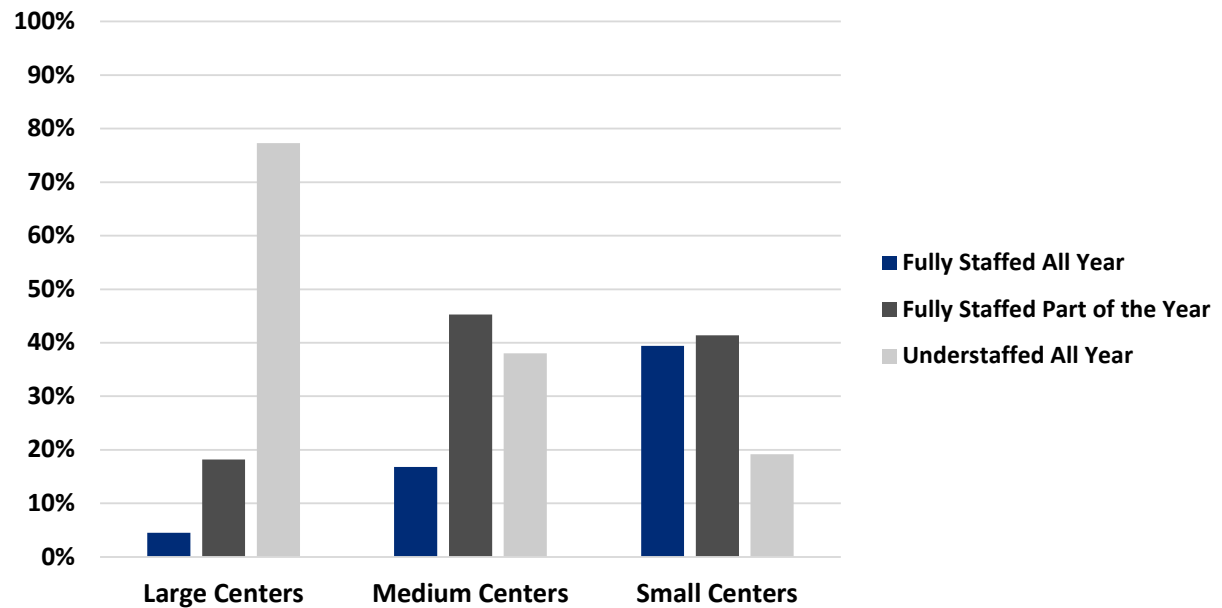


FIGURE 4: STAFFING LEVELS BY PSAP SIZE (N=362)



Retention Rate Comparisons

2005	<ul style="list-style-type: none">• Retention rate: 83%• Turnover rate = 17%
2009	<ul style="list-style-type: none">• Retention rate: 81%• Turnover rate = 19%
2018	<ul style="list-style-type: none">• Retention rate: 70.7%• Turnover rate = 29.3%



Training Trends

“Successful training of PSTs is critically important for PSAPs due to the high-stress, fast-paced, and high-stakes work involved in managing and dispatching calls, especially for emergencies, but also for non-emergency situations.”

73% of PSAPs provide classroom or academy training

Of those that provide this training, the average duration is 5.8 weeks.

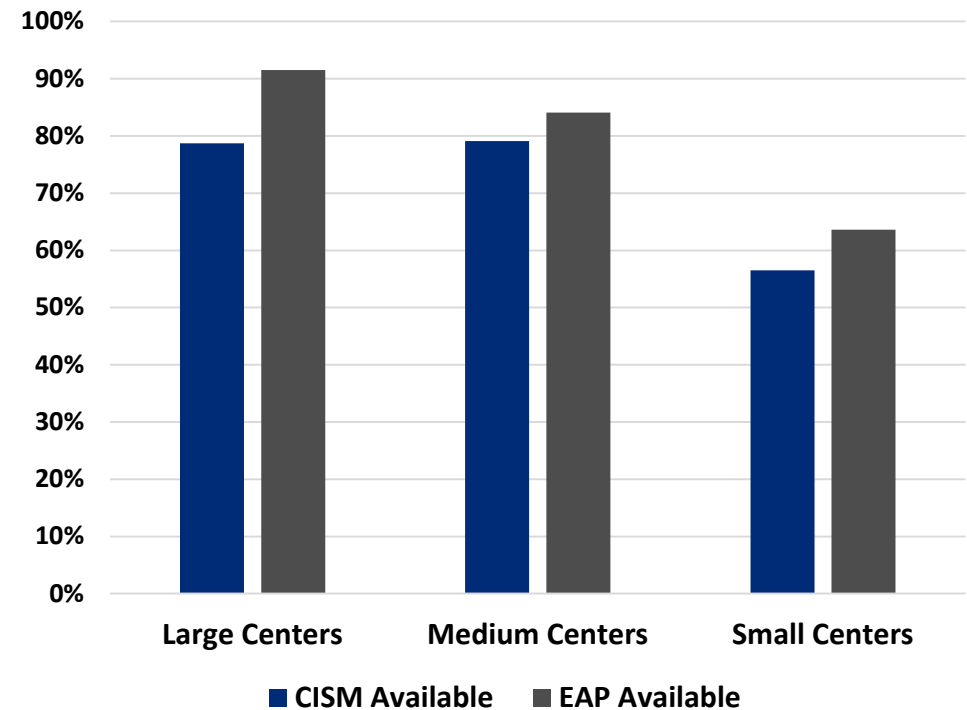
- Large PSAPs average 11.2 weeks
- Medium PSAPs average 6.3 weeks
- Small PSAPs average 4.7 weeks

Average hours of continuing education provided is 22.6 hours, with PSAP size having no effect.



EAP and CISM Programs

- The majority of employees surveyed report that their ECCs provide an EAP (78.7%).
- Employees report that their ECCs provide CISM (71.8%).
- EAPs and CISM are oriented towards helping employees cope with traumatic events that might occur on the job.



Project RETAINS Update



APCO is updating the Project RETAINS report, Toolkit, and Effective Practices Guide to include new tools and information.



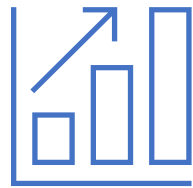
Using information obtained from ECCs via a survey.



Working with an APCO-Identified small workgroup, APCO and GMU plan to develop a comprehensive survey covering relevant data points for staffing.

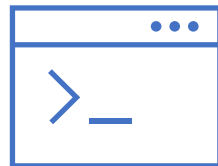


Project RETAINS Timeline



Start the working group
in early 2025

Finalize the report in
early 2026



Update the Toolkit and
Effective Practices Guide
after the report
finalization

Timelines are still being finalized.



Call to Action

- Open Standards Working Groups:
 - Core Competencies, Operational Factors, and Training for Next Gen Technologies in the ECC
 - Emergency Communications Common Disposition Codes For Data Exchange
 - <https://www.apcointl.org/services/standards/assist-with-standards-development/>
- Participate in the RETAINS Survey.
 - Being done in conjunction with an update to the Incident Handling Survey.
 - Notices will go out via APCO channels
 - eNews
 - PSConnect
 - Membership Minute
 - ...etc...





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Questions?

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