



EMERGENCY COMMUNICATIONS:
Training, quality control and procedures
warrant improvement

July 2013

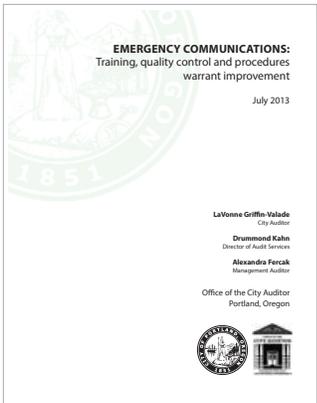
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July 15, 2013

TO: Mayor Charlie Hales
Commissioner Nick Fish
Commissioner Amanda Fritz
Commissioner Steve Novick
Commissioner Dan Saltzman
Lisa Turley, Director, Bureau of Emergency Communications

SUBJECT: Audit Report: Emergency Communications: Training , quality control and procedures warrant improvement (Report #430)

The attached report contains the results of our audit of the Bureau of Emergency Communications (BOEC). The center's primary function is to answer and dispatch 911 calls, and in cooperation with partner agencies, BOEC also develops operating procedures to respond to these calls.

We found that operators do not receive sufficient ongoing training and professional development, and the bureau lacks a call handling quality control process. In addition, we found the bureau's expectation and application of Standard Operating Procedures may not match BOEC's needs.

This audit also followed up on recommendations from our 2002 audit of emergency communications, and determined that BOEC has not fully implemented all recommendations, including an action plan to address hiring, training and staffing, and a recommendation to improve the quality of bureau communication.

The audit recommends that the BOEC implement sufficient training and professional development for staff, develop a quality control process, and set expectations for the use of procedures and evaluate their application. We ask that the bureau provide us with a status report within one year detailing actions taken to implement the audit recommendations.

We appreciate the cooperation and assistance we received from management and staff at BOEC.

LaVonne Griffin-Valade
City Auditor

Audit Team: Alexandra Fercak

Attachment

EMERGENCY COMMUNICATIONS:

Training, quality control and procedures
warrant improvement

Summary

The Portland Bureau of Emergency Communications (BOEC) operates Oregon's largest emergency communications center. BOEC's primary function is to answer and dispatch 911 calls, and in cooperation with partner agencies, develops operating procedures to respond to these calls. BOEC provides emergency and non-emergency call answering services within Multnomah County and serves various public safety partner agencies, including multiple local fire and police departments. The 911 operators are trained, certified professionals who answer and dispatch a variety of calls and rely on Standard Operating Procedures (Procedures), their training, and their experience to ensure BOEC provides effective service to partner agencies and to the public.

We conducted this audit to determine whether:

- the Bureau provides ongoing training and staff development to ensure that operators have the necessary dispatch skills
- call-handling quality control processes are adequate to improve call-handling performance
- Procedures are aligned with BOEC's partner agencies' input and with BOEC operations and staff expectations.

We also followed up on whether the Bureau implemented recommendations from our 2002 audit of emergency communications.

We found that although 911 operators are trained when hired, they do not receive sufficient ongoing training and professional development. The bureau also lacks a call handling quality control process to identify systemic issues with call handling and with Procedures. In addition, we found that expectation and application of Procedures may not match BOEC's needs. In reviewing whether the Bureau implemented our 2002 audit recommendations, we found that BOEC

has not developed an action plan to address hiring, training and staffing levels. In addition, BOEC needs to fully implement our 2002 recommendations, including improving the quality of bureau communication.

In this report, we make specific recommendations to implement sufficient training and professional development for staff, develop a quality control process, and set expectations for use of Procedures and evaluate their application.

Background

Since 1994, BOEC has provided all 911 and police non-emergency call answering within Multnomah County. BOEC operators also dispatch police, fire and medical calls to all of the public safety agencies in Multnomah County.

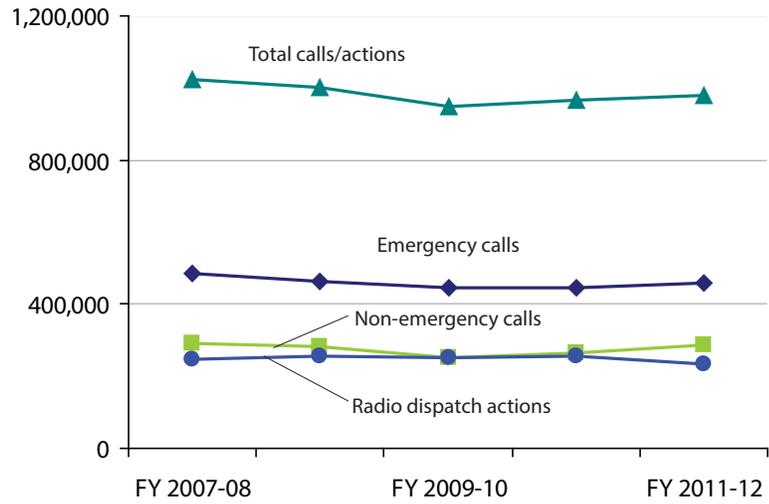
BOEC's mission is to serve the public by providing the vital link between residents in need and the proper emergency service responders by means of the most efficient operating systems available. BOEC has agreements with the local police, fire, and medical agencies covering Multnomah County.

BOEC's 2012-13 adopted budget includes \$19 million for operations and 142 positions. This includes 111 emergency communications call-takers, dispatchers and trainees. The communication center is funded by revenue from the City of Portland, other regional jurisdictions that use BOEC's services, and State of Oregon 911 tax revenues.

In April 2011, the Bureau began using a new Computer Aided Dispatch system to answer and dispatch emergency and non-emergency calls. The new system required extensive operator training and revisions to the Bureau's Procedures. Due to the new computer system, Procedures continue to be developed and updated.

The total number of calls and radio dispatch actions BOEC handled decreased from 1,021,853 in FY 2008 to 978,088 in FY 2012 (see Figure 1).

Figure 1 Calls to 9-1-1 operators

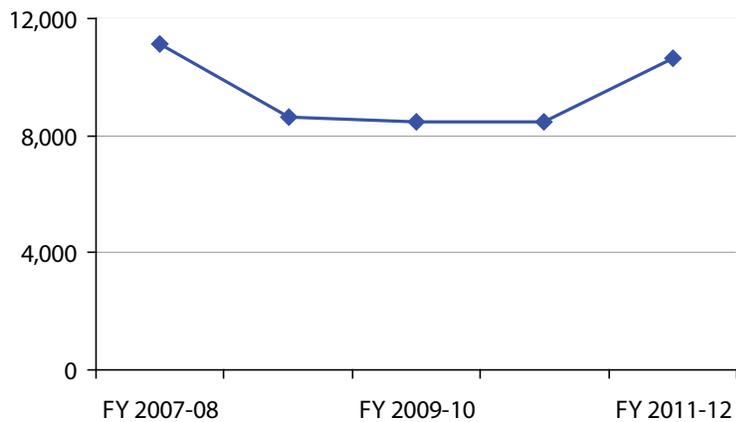


Source: Bureau of Emergency Communications

Note: Radio dispatch actions are dispatch incidents generated by operators.

During FY 2012, 61 percent of the calls BOEC received were emergency calls, and the number of both emergency and non-emergency calls has been increasing since FY 2010. Since 2011, the Bureau's workload has also increased. As shown in Figure 2, the number of calls and radio dispatch actions per operator has increased from 8,485 in FY 2011 to 10,631 in FY 2012.

Figure 2 Total calls/actions per operator



Source: Bureau of Emergency Communications

BOEC measures its performance by tracking the percentage of calls answered and dispatched within accepted standard time allowances. For example, BOEC aims to answer 97 percent of emergency calls within 20 seconds. The time it takes BOEC to answer and dispatch calls is affected by various factors, including staffing levels, new system implementation, training and professional development, operations supervision, Procedures, and operators' experience and skills.

In order to incorporate new dispatch system protocols, the bureau changed how dispatch time is measured and it increased the dispatch times for the FY 2013 performance measures. In addition, the Bureau's workload for emergency and non-emergency calls and radio dispatch actions increased since three years ago, while the Bureau struggled with hiring and retaining call takers and dispatchers, and while the Bureau implemented the new dispatch system.

Audit Results

Operators do not receive sufficient ongoing training and development

In recent years, BOEC has worked on improving the training program for newly hired operators. BOEC also developed a training plan, with a goal to certify up to 50 percent of new hires who enter the BOEC training program. In addition, BOEC developed skills checklists for call taking and for police and fire dispatch training, and developed training for coaches who train new operators. Trainees are also observed daily by their coaches and bimonthly by their supervisors. According to current call taking and dispatch trainees, the training program provides the necessary skills and experience needed to become a certified call taker or dispatcher.

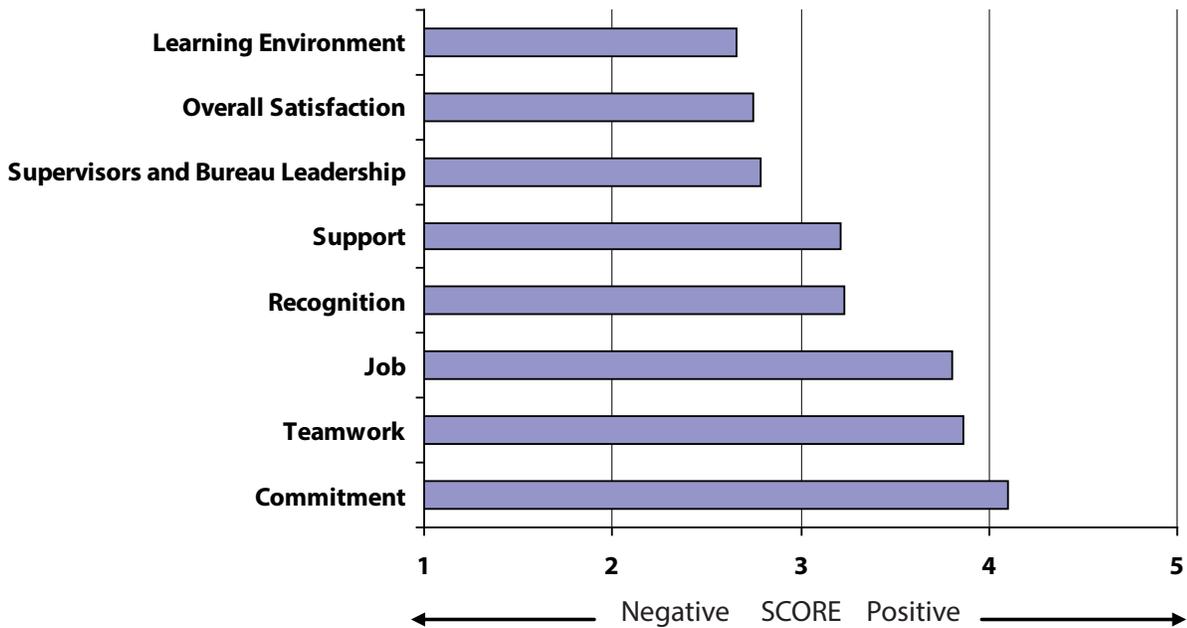
We found that once operators complete initial training and are certified, the continuous training and professional development they receive is not sufficient to ensure they can quickly apply new and updated Procedures into their work flow. The training that operators receive meets the minimum required by state standards, but it does not provide sufficient exposure to all necessary skills. For example, we found that operators do not receive sufficient ongoing training on new and updated Procedures.

Although operators are provided with revisions to the Procedures and are required to read them, the Bureau does not ensure that operators understand and correctly apply new Procedures. In addition, operators stated they are not provided sufficient time to review new Procedures or to provide feedback when Procedures are being developed. Operators use the time they have between answering or dispatching calls to read new and updated Procedures. According to management, operators are given sufficient time and resources to learn new Procedures.

The Bureau provides operator training to address call handling complaints or issues identified in operators' performance reviews, and the Bureau has set an expectation of strict adherence to Procedures. When combined with inadequate training, this expectation can lead to training being used as a corrective and disciplinary tool, and may lead to a punitive work environment. Management stated that operators are expected to use their judgement when applying Procedures to handle calls.

An employee satisfaction survey conducted by BOEC in March 2012 showed that questions relating to the Bureau's learning environment received the lowest satisfaction rating. In addition, during our interviews with operators, we noted that BOEC's training, learning environment and staff morale were consistently mentioned as areas needing improvement.

Figure 3 Employee Survey results, by topic area
(March 2012)



Source: Bureau of Emergency Communications

During interviews, operators told us that they are not always comfortable applying new Procedures when they are issued. For example, operators said they did not have time to review new Procedures for suicide calls. Providing ongoing training is important to ensure that operators understand and can apply new call handling Procedures, and that calls are handled and dispatched in a timely manner.

Bureau lacks a call handling quality control process

The Bureau lacks a quality control process to identify systemic problems with call handling and the application of Procedures. We found the current quality control system is focused on individual operator performance, and does not assess system-wide call handling performance.

BOEC's 2010 Business Development Plan included development of a quality assurance project plan. According to Bureau management, this plan has not yet been developed. The Bureau currently tracks call handling effectiveness, efficiency and workload measures, and includes them in the budget documents. In addition, the Bureau tracks call handling complaints and investigates each complaint, and takes action based on the result of investigations. There is follow-up and training where needed with each operator.

Management uses various levels of follow-up and disciplinary action based on both the handling of the call and on operators' performance evaluations. However, there is no overall tracking of complaint trends in order to evaluate systemic problems with call handling. According to Bureau management, the Bureau has an informal review of call complaints, and trends may be discussed in meetings and over email. However, the Bureau was not able to provide data on complaint types and trends over time.

Since the Bureau implemented the new dispatch system in April 2011, the Bureau is in the process of revising Procedures in order to align them with the new system. An overall quality control assessment that addresses systemic issues with new call handling Procedures is especially important given the implementation of the new dispatch system and the ongoing revision of Procedures.

Arrival time makes a big difference in fire and medical emergencies, and call handling errors can affect how quickly a call is dispatched or the type of assistance provided to the public. It is important for the Bureau to learn from mistakes and to ensure operators do not repeat them. Tracking call handling issues for quality control purposes better enables the Bureau to prevent future mistakes and to ensure that the public receives effective and timely assistance.

Expectation and application of Procedures may not match BOEC's needs

BOEC operators and managers depend on Procedures to define and guide the way BOEC handles calls. For example, Procedures guide operators in providing medical advice to callers in crisis, in dispatching emergency responders, and in determining the type of response to initiate. Procedures also represent the consistent, predictable and streamlined approach that BOEC strives to provide to callers and its multi-jurisdictional partners. These partners are involved in developing the Procedures. We found that current expectation and application of Procedures may not match BOEC's needs and may potentially contribute to increases in call handling time.

Development of Procedures

The Bureau has a process to solicit partner agencies' input on Procedures' development and meets with partner agencies to obtain input and to revise and develop them. The Procedures define how BOEC provides services to the agencies, and according to the Bureau, development of Procedures is driven by the partner agencies. One type of call may have different Procedures, depending on the call's jurisdiction and the responding agency. For example, Gresham police may have a different process than Portland police to dispatch the same type of call, and the operator has to apply the appropriate Procedures. The Bureau has the responsibility to coordinate the development of Procedures and ensure that they are aligned with partner agencies and the Bureau's goals and needs. The various stakeholders involved in Procedures development include:

- Partner agencies (fire, police, medical) want to ensure that Procedures are aligned with their practices and goals, and that operators provide them with the information necessary to effectively respond to public incidents.
- Bureau management coordinates development of Procedures to satisfy both BOEC and partner agencies' needs and practices. Management works to minimize risks to the bureau by implementing Procedures and ensuring that operators are trained on and follow them.
- 911 Operators' goals are to process calls in a timely manner, while following Procedures and applying their experience and training, ensuring calls are dispatched with the necessary information, and providing excellent service and support to the public.

We found that BOEC obtains sufficient feedback from partner agencies to ensure that Procedures are aligned with their practices and goals. However, we found that BOEC lacks input from operators to ensure that Procedures are aligned with operators' call handling goals. The bureau has not fully developed effective communication channels to allow operators to provide feedback on Procedures' development. In addition, operators stated they are not given sufficient time to include their input in the development process.

Application of Procedures

We found that it is not clear how strictly Procedures are to be followed by operators when applying them to different situations. According to operators, operator performance evaluations of call handling expect a strict adherence to Procedures, and evaluations may be sending the message that operators are not to use their own judgment and experience to deal with different situations. We have found that there is a disconnect between management expectations and actual call handling practice when applying Procedures. We have observed significant challenges in communication between management and operators. Some examples where operators' practices may differ from management expectations are:

- Operators told us that while Procedures direct them to collect an address, some locations have street addresses that are unclear to callers (for example, the Lloyd Center mall). Another example is repeating addresses and phone numbers to callers, even if the operator clearly heard them and saw them displayed on their screen. Management stated that operators are not required to obtain specific addresses and that Procedures do not require them.
- Operators told us that while Procedures direct operators to ask specific questions when handling medical calls, some situations have answers obvious to operators without needing to ask the question. For example, if a caller is speaking, the operator may not need to ask if the caller is able to breathe. If a caller advises that a baby is choking on an object, it may not be necessary to ask whether the baby was exposed to carbon monoxide. Management stated they have told operators that not all listed questions are applicable to every situation, but that operators continue to ask them.

BOEC could better communicate which questions should be asked, by clarifying whether they are general guidelines, or whether they are required information for all calls. Reducing the number of questions the operator asks may significantly decrease the call processing and dispatch time. Speeding up call processing times then frees operators to answer other calls and can decrease call waiting times.

Evaluation of Procedures

Annual employee performance evaluations are completed in order to provide feedback on call handling performance and the application of operating standards. The Bureau has also been conducting monthly call evaluations, where certain call types were pulled and evaluated by a committee and the operations supervisors. The committee consisted of Bureau managers, supervisors and operators.

BOEC administrative Procedures state that call handling Procedures cannot cover every contingency and are intended to give direction or guidance. However, we found that evaluations of calls were based on strict adherence to Procedures, without evaluating the outcome of the call handling process. We found that operators' evaluations are not linked to desired call handling outcomes and do not reflect whether operators' performance is linked to the Bureau mission and values. Operators we interviewed told us that they view the evaluation process as punitive, which they said has led to focusing on strict adherence to Procedures, instead of focusing on providing the appropriate service to the partner agencies and the public. Management acknowledged that the evaluation process may be sending the message to operators of strict adherence to Procedures. During our audit, Bureau management suspended the monthly call review evaluations in order to review and revise the evaluation process.

The operators are professionals who are given the responsibility to not only use and apply Procedures, but also to use their training, experience and judgment to handle calls and deal with various situations. Requiring that operators strictly follow Procedures without also applying their skills and experience can lead to poor work morale and low employee satisfaction.

BOEC’s implementation of our 2002 audit recommendations was mixed

We found that three of our six major recommendations from 2002 were implemented, two are still in process, and one has not been implemented. Specifically, BOEC needs renewed attention to developing an action plan that addresses hiring, training and staffing levels.

Figure 4 Status of 2002 Audit Recommendations

	2004 Status	2012 Status	Assessment
1. Develop and implement more rigorous methods for determining staffing requirements and developing shift schedules	In Process	Implemented	In order to determine appropriate staffing levels for call handling, Bureau is using a staffing model that includes performance metrics and historical data.
2. Explore opportunities to save resources by achieving more ambitious call processing time targets	In Process	In Process	The Bureau is reviewing options for non-emergency calls, such as a 311 phone line, and has changed how certain non-emergency calls are handled. Bureau could explore other options such as different staffing schedules and operator rotations during shifts.
3. Develop an action plan that sets specific goals for hiring, training and retaining sufficient staffing levels	In Process	Not Implemented	The Bureau has not developed an action plan that outlines specific goals and steps.
4. Improve training and coaching procedures that result in increased training certification and retention rates	In Process	Implemented	The Bureau implemented training and performance reviews for coaches. In addition, the Bureau has taken steps to minimize the frequency of coaching changes in order to maintain consistency of feedback provided to trainees.
5. Develop complete and clear descriptions of supervisory roles and responsibilities	In Process	Implemented	The Bureau implemented training and performance reviews for coaches. In addition, the Bureau has taken steps to minimize the frequency of coaching changes in order to maintain consistency of feedback provided to trainees.
6. Implement a comprehensive plan to improve the quality of Bureau communication	In Process	In Process	In 2012 the Bureau has developed a communication plan, and is in the process of implementing it.

Source: Audit Services Division, and 2002 BOEC audit at: <http://bit.ly/172v1Wg>

Recommendations

We recommend that the Commissioner-in-Charge direct BOEC to:

1. Provide additional ongoing training on call handling practices. Specifically ensure that operators receive sufficient time and training to review and understand changes to Standard Operating Procedures.
2. Implement a quality review process that looks at systemic problems with call handling and Standard Operating Procedures. Ensure that bureau tracks and reports trends in call handling complaints and CAD system problems.
3. Work with partner agencies to clarify expectations for the use of Standard Operating Procedures and align this guideline with employee evaluations. Specifically define when operators have discretion to adapt or depart from Procedures.
4. Provide clear direction to operators to ensure that call handling practices meet BOEC and Partner Agencies' expectations. Management should implement clear communication channels within the organization.
5. Implement the three remaining recommendations from the 2002 audit.

Objectives, scope and methodology

The objectives of our audit were to determine whether the Bureau provides ongoing training and staff development to ensure that operators have the necessary dispatch skills; whether call-handling quality control processes are adequate to improve call-handling performance; and whether Standard Operating Procedures are aligned with BOEC's partner agencies' input and with BOEC operations and staff expectations. The last audit we completed at BOEC was in 2002, when we conducted an analysis of staffing requirements and employee retention strategies. During our current audit planning phase, we found that our 2002 recommendations are applicable and relevant to the current structure and operations at BOEC, and we decided to assess whether the Bureau has implemented the 2002 audit recommendations.

To learn about BOEC operations and structure, we reviewed the Bureau's mission, vision and values, and we reviewed numerous Bureau documents, including Standard Operating Procedures, intergovernmental agreements with partner agencies, bureau budgets and policies, and strategic plans. We interviewed Bureau management and partner agencies representatives and stakeholders. In order to learn about Bureau culture, work environment, training, performance evaluations, and day-to-day operations, we conducted interviews with over twenty emergency communications operators and supervisors. In order to obtain open feedback, we kept the operator and supervisor interviews anonymous. We also observed live call taking and fire/medical/police dispatch at the BOEC call center during several shifts. To learn about Bureau performance, we reviewed Bureau data on call handling and dispatch performance since 2006.

In order to learn about 911 call handling best practices, we reviewed the nationally established standards by the Association of Public-Safety Communications Officials (APCO) and Commission on Accreditation for Law Enforcement Agencies, Inc., (CALEA). We also conducted interviews with other emergency communications centers in the Pacific Northwest, reviewed emergency communications audit reports from other jurisdictions, and we reviewed local and national media on 911 call handling and organizational structure.

We conducted this performance audit in accordance with generally accepted auditing standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives.

RESPONSES TO THE AUDIT



CITY OF
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July 8, 2013

Dear Auditor Griffin-Valade:

Thank you very much for completing Audit Report #430, *Emergency Communications: Training quality control and procedures warrant improvement*. As the new Commissioner in Charge of the Bureau of Emergency Communications (BOEC), I am pleased to offer my comments in response to this report. My comments focus on the training, complaint tracking, and Procedures issues identified in the report. .

On page 5, the audit identifies a need to train operators on new procedures. Unfortunately, the operative solutions to this problem involve allocating more financial resources to BOEC. When I was at the Oregon Health Authority working on Medicaid eligibility, we heard repeatedly that the eligibility workers did not have sufficient time for briefings about new policies and procedures. They were understaffed and under pressure to keep processing applications, and training time was squished. In an understaffed 24/7 emergency operation such as BOEC, we have an even more difficult situation: you simply cannot do what a normal employer would do and close up shop for a couple of hours at a time to do training. The phones have to be answered.

I plan to work with Director Turley to address these training concerns by:

- (1) Making the case to Council during next year's budget process that BOEC has to have enough staff to allow for training, and
- (2) Help BOEC work with our partners within and outside the City to efficiently schedule the introduction of new procedures and the times in which operators are supposed to learn those procedures.

On page 7, you question whether the Bureau comprehensively tracks complaint trends. While the Bureau may well be able to improve its system, I do not believe it is accurate to say that the organization simply does not have overall tracking of complaint trends in order to evaluate systemic problems with call handling. Since the Mayor assigned the Bureau to me last month, I have received a weekly report about call handling complaints as well as how the Bureau handled those complaints. The Bureau analyzes all complaints to look for themes and assesses how best to address systemic issues. Of course, ongoing training time is needed to address systemic issues as they arise; as I already indicated, additional resources are needed to allow that training time.

On pages 8 and 9, the audit indicates that BOEC operators should have more opportunities to participate in developing new Procedures. I will be happy to do everything I can to ensure that communication between our partner agencies and BOEC is a two-way street and includes opportunities to ensure that BOEC operators have a chance to give feedback before we implement new procedures at

the request of our partner agencies. Related to this is the question of how strictly operators must follow procedures (pages 9-10). I have recently heard from BOEC's union representatives that although they were in the past gravely concerned that evaluations have penalized operators for not following a specific process even when they accomplish the appropriate outcome, operators are pleased with efforts Director Turley and her team have taken to address these concerns. Specifically, Director Turley has implemented a new values-based evaluation that gives operators credit for getting to results rather than following a prescribed process.

Again, I very much appreciate your work and the opportunity to comment.

Sincerely,

A handwritten signature in blue ink, appearing to read "Steve Novick". The signature is written in a cursive style with a large, stylized "S" and "N".

Steve Novick
Commissioner
City of Portland



CITY OF PORTLAND
BUREAU OF EMERGENCY COMMUNICATIONS

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July 8, 2013

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Dear Auditor Griffin-Valade,

Thank you for completing Audit Report #430, *Emergency Communications: Training, quality control and procedures warrant improvement*. Given the complexity of the Bureau's operations and the budgetary challenges we have faced over the last few years, I appreciate the opportunity to provide a response to the report. With regard to the issues raised, I have two principal comments that address several of the points identified in the report.

First, I cannot overstate how much the Bureau needs sustained adequate funding in order to address several of the issues identified in the report. Moreover, lack of adequate funding has held back our efforts to implement plans that we have had on the books for several years. For example, contrary to the audit's assertion that there is no plan in place to address hiring, training, and staffing levels, the Bureau has incorporated a staffing plan as part of our annual budget process and in our 5-year planning documents. As stated in the audit, the Bureau has successfully implemented changes since the 2004 status audit that help us determine appropriate staffing levels for call handling. Based on this improved use of data, we have identified a staffing level - 120 line-level operations employees and 14 supervisors - needed to address our hiring, training, and staffing needs. The FY 2013-14 budget reduces our staff by three more FTE and leaves us with only 107 line staff and 11 supervisors. Until we reach the number of staff we have identified as essential, our plan continues to be the hiring and training of 9 or more trainees twice a year.

Adequate staffing levels would enable us to address two of the other issues identified in the report, sufficient training and professional development as well as quality control of the call handling process. As Bureau Director, I agree that it is far from optimal to have staff review new procedures while they are on the floor in between calls, and would like to schedule more off-floor time specifically for training. Unfortunately, when there are barely enough people to cover the floor, we cannot schedule time off the floor. In most other workplaces, an employer can simply shut down the office for a period of time to conduct training. In emergency operations, we have to be staffed 24/7/365 and we don't have the option of closing shop, for any period of time. In the meantime, we continue to provide our staff with as many professional development and training opportunities as possible within our staffing and budgetary constraints. Similarly, we have established a basic call handling quality control system that we have used for the past few years, but without more resources for staffing we have been unable to devote sufficient time and resources to enhancing that basic model.

Competence - Integrity - Respect - Responsibility - Teamwork - Compassion

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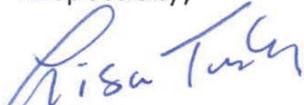
July 8, 2013

Second, despite our significant budget challenges, I am pleased to report some successes with respect to the Procedures and communications issues identified in the report. We have launched a Bureau-wide initiative to implement a values-based evaluation system. Basically, rather than focusing on the many-faceted minutia of best-practices of incident processing, we now focus on final outcomes and on customer service. Recognizing that there are many methods available for our staff to process calls and that they are highly-trained professionals, we now focus on determining whether a given incident was handled effectively and efficiently. This process started while this audit was still in progress and we are disappointed that this report did not include comments about those efforts.

In addition, I would like to call attention to the Bureau's significant and successful long term effort to address bullying, which was identified as a significant problem in the 2002 audit. As noted in that 2002 report, "employees see disrespectful attitudes in the communication center as contributing to a negative work environment....there is a significant amount of inappropriate language and disrespectful attitudes during work hours." In partnership with Bureau staff, we have worked systematically to develop, implement, and sustain policies and procedures that help us to eliminate those behaviors that undermine our work to serve the public. Although our workplace is not yet 100% free of bullying behaviors, I know we are much closer to this goal than we were eight or ten years ago. In fact, we will be presenting, at the 2013 APCO International Conference (for 9-1-1 professionals) this August, information about the program we have implemented to address these types of behaviors and our methods of holding our staff accountable.

Again, we appreciate your office's support in recognizing our budgetary challenges, and we continue to work whenever possible to address issues even when we do not have adequate sustained funding. As we have asserted for the past few years, unfortunately achieving staffing levels of 120 line-level operators and 14 supervisors is the most important consideration in making these adjustments.

Respectfully,



Lisa Turley
Director

Competence – Integrity – Respect – Responsibility – Teamwork – Compassion

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Emergency Communications: Training, quality control and procedures warrant improvement

Report #430, July 2013

Audit Team Members: Alexandra Fercak

LaVonne Griffin-Valade, City Auditor
Drummond Kahn, Director of Audit Services

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*Transition Report: Key risks for City Council
(#438, July 2013)*

*Emergency Management: Coordination improved
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