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			Distribution: All
Title: QUALITY ASSURANCE PROGRAM		Section: Communications	
Issued: 07/30/2019	Effective: 08/07/2019	Revised: 04/30/2020	
Rescinds:		Amends:	
CALEA References: COM 6.1.5 a-d			
Review: Annual		Authority: Chief Michael A. Keller	

## I. Purpose

It is the purpose of this General Order to establish standards for performance review and quality assurance for the Andover Emergency Communications Section. It is the goal of the QA Program is to ensure the 911 Center consistently provides the best possible emergency communications services to citizens in the City of Andover.

## II. Policy

It is the policy of the Andover Emergency Communications Center to regularly review calls for service and critical incidents to ensure that best practices are in place and efficiencies are achieved.

## III. Definitions

- A. **Quality Assurance Review (QAR)** – approved Andover Police Department form used for the consistency and fair rating of all reviewed Emergency and Non-Emergency calls processed by the Emergency Communications Center.
- B. **Performance Improvement Plan** – is a tool to give an employee with performance deficiencies the opportunity to succeed. It may be used to address failures to meet specific job goals or to ameliorate behavior related concerns.


## IV. Regulations

(This section intentionally left blank).

## V. Procedures

### A. Non-Critical Incident Review

1. Monthly, the Communications Director will perform documented quality checks of non-critical call taking and radio performance of the Communication Officers (COM 6.1.5b).
2. The Communications Director shall select at random a minimum of three incidents per Communication Officer (CO) for review. These calls will consist of

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two law enforcement calls for service and one fire non-medical emergency call for service (COM 6.1.5b).


3. The Communications Director shall review the following aspects of each call reviewed for service or radio operation/activity:
  - a. Call/Radio Control;
  - b. Call Notes/Event Documentation;
  - c. Verifications/Notifications;
  - d. Proficiencies;
  - e. Deficiencies; and,
  - f. Recommendations.
4. The Communications Director shall make recommendations to improve any deficiencies found during the course of call review.
5. The Communications Director will listen to the audio, complete the QAR form (APD Form 83) and deliver it to the employee for review (COM 6.1.5a).

#### **B. Critical Incident Reviews**

1. The Communications Director shall perform full reviews of all radio traffic and phone calls relating to the following situations (COM 6.1.5d):
  - a. Missing adult calls for service;
  - b. Missing and/or sexually exploited children;
  - c. Kidnapping calls for service;
  - d. Structure Fires; and;
  - e. Any call for service requested by department supervisor.
2. The Communications Director shall make recommendations to improve any deficiencies found during the course of call review.
3. The Communications Director shall listen to the audio, complete the QAR form (APD Form 83) and deliver it to the employee for review.

#### **C. Telephone Guidelines**

1. The following items shall be used to score fire and police calls:
  - a. Was the phone answered correctly? Were the lines answered per General Order O2904 Performance Measurement Program?
  - b. Was the address and phone number asked/verified? Verification consists of either the information the caller gives matching ANI/ALI or the caller giving the information twice – repeating information back to the caller does not count.
  - c. Was the caller's name obtained? Caller's name must be asked for unless they have already stated they wanted to be anonymous.
  - d. Was the correct Nature/Incident type used?
  - e. If appropriate, was the call transferred correctly?

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- f. Was accurate information (i.e., suspect description, etc.) obtained? Were accurate comments placed into CAD and were they in a logical progression?
- g. Did the Communications Officer control the conversation appropriately?
- h. Did the Communications Officer stay on the line when appropriate?
- i. Was TDD/TTY used when appropriate?
- j. Was the Communications Officer courteous and professional?
- k. Was the translation service used as appropriate?
- l. Was the appropriate agency/parole officer notified?

**D. Radio Guidelines**


- 1. The following information will be used for radio and status QA:
  - a. Was the call held an appropriate amount of time?
  - b. Was appropriate information relayed for dispatch and updates?
  - c. Were the appropriate units dispatched?
  - d. Was precise information reviewed/relayed?
  - e. Was the Communications Officer courteous and professional?
  - f. Did the Communications Officer respond to emergency requests in a timely manner?
  - g. Did the Communications Officer prioritize actions properly?
  - h. Did the Communications Officer respond to field units in a timely manner?
  - i. Was the Communications Officer courteous and professional?
  - j. Did the Communications Officer relay updates as appropriate?
  - k. Did the Communications Officer maintain accurate status?
  - l. Did the Communications Officer complete requests from field units accurately and efficiently?
  - m. Did the Communications Officer prioritize actions properly?

**E. Notifications for Review (COM 6.1.5d)**

- 1. The Communications Director shall be notified immediately of any calls for service that possibly expose the City of Andover to liability or those that have the potential to gain media attention.
- 2. The Communications Director shall as needed notify the Watch Commander, Division Commander, or Chief of Police, of any such incidents.

**F. Distribution and Feedback (COM 6.1.5c)**

- 1. Each Communication Officer will be given time to review the QAR form (APD Form 83) and respond with any comments.
- 2. Any questions or concerns regarding a completed QAR review shall be forwarded directly to the Communications Director. If the concern is not

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resolved, the QAR will be reviewed by another Division Commander. If the concern is still not resolved, it will be forwarded to the Chief of Police for review (COM 6.1.5d).

3. Communication Officers should sign the QAR reviews and return them to the Communications Director, who will then upload it the Guardian Tracking Software (COM 6.1.5a).

### **G. QAR Compliance Standards**

1. The QAR form (APD Form 83) contains three categories for each rating point which are: N/A (not applicable), Satisfactory and Unsatisfactory. Reviews will receive a pass or fail score. All scores will restart quarterly.
2. Five Unsatisfactory rating points on a single review is considered a failed review. A failed review will result in a meeting with the Communications Director, and may include remedial training, if necessary. Three failed reviews within a quarter may result in a Performance Improvement Plan. If these steps fail to improve performance, the matter may become disciplinary in nature.
3. Three Unsatisfactory rating points for the same rating categories on separate reviews within a quarter will result in a meeting with the Communications Director, and may include remedial training, if necessary. If there are continued occurrences regarding the same rating category after the meeting is held, a Performance Improvement Plan may result. If these steps fail to improve performance, the matter may become disciplinary in nature.
4. As part of the review process any staff member may:
  - a. Request to listen to the audio from the review;
  - b. Request a printed copy of the QAR form (APD Form 83);
  - c. Request a copy of the QA rating standards, and;
  - d. Write comments on the QAR form (APD Form 83).
5. The Communications Director shall receive training on general performance measurement concepts and techniques and should attend the quarterly Regional QA meetings. Additionally, the Communications Director has the primary responsibility for administration of the QA program.
6. The Communications Director will complete an annual report summary of the overall QA program and submit the report to the Chief of Police.