

APPENDIX C-1

CALL CENTER STANDARD OPERATING PROCEDURES

The following information describes Standard Operating Procedures developed in Phase I and incorporates additional information that may be used as a template to activate a joint family assistance center (JFAC) in the event of a crisis or mass casualty incident.

SECTION 1. CELL OPERATIONS

A. Purpose of the Cell

The Call Center is an important communications link to victims' families and is a significant source of contact for families and friends requesting information on missing persons and family support services, and the primary contact point for responding to public and media inquiries. The Call Center centrally manages all calls coming into the PFAC via a dedicated DoD toll-free hotline telephone number.

B. Description of Cell Operation

- Work shifts of 8 hours
- 24 hours a day operation
- Assist management in collecting sensitive victim and family information from family members
- Serve as an initial PFAC call-in contact point for families, the public, and media seeking information and assistance
- Provide immediate responses to telephone inquiries, information and referral, and link families to services
- Receive and distribute messages to PFAC staff and service providers

C. Organizational Structure

- Lead supervisor
- Shift supervisor
- Volunteer phone operators
- Data entry volunteers

- Three shifts of operation:
 - 8:00 a.m. – 4:00 p.m.
 - 4:00 p.m. – Midnight
 - Midnight – 8:00 a.m.

D. Job Descriptions

- Lead Supervisor:
 - Oversee the operation of the Call Center
 - Establish procedures and be responsible for managing sensitive victim and family member information, responding to hotline calls coming into the PFAC, coordinating technical support with the contract telephone company, and conducting staff orientation and training
 - Ensure appropriate information is provided to callers and follow-up is conducted as required
 - Ensure pertinent information on PFAC operation is updated and disseminated to Call Center staff
 - Review telephone company reports of Call Center activity to determine staffing requirements, assess training needs, identify technical problems with equipment, and to make appropriate adjustments in the cell operation
 - Coordinate closely with casualty liaison cell, family intake and information desk, staff/volunteer coordination and scheduling, and public affairs to support casualty assistance and PFAC management activities
 - Primary liaison with PFAC leadership (provide information on issues and concerns) and attend staff meetings
- Shift Supervisor:
 - Oversee the operation for the assigned shift and report to the lead supervisor
 - Monitor the collection of call record and family member contact information and ensure control and confidentiality of the information
 - Coordinate data entry functions to maintain sensitive personal victim/family information—provide computer generated reports to key PFAC cell supervisors
 - Alert lead supervisor to any special concerns of families or media issues
 - Function as a phone operator as needed

- Volunteer Phone Operators:
 - Respond to incoming calls
 - Complete call record and family member contact form or staff/volunteer intake form
 - Conduct necessary follow-up on incoming call inquiries
 - Receive and distribute messages to PFAC staff and service providers
- Data Entry Volunteers:
 - Collect call record and family member contact forms
 - Conduct data entry of collected information
 - Maintain database files
 - Provide reports to lead and shift supervisors

E. Personnel Requirements

- 8:00 a.m. – 4:00 p.m. One lead supervisor who has management oversight of the cell operation, one shift supervisor who has primary responsibility for managing the activity of the cell during the shift (*should be consistently staffed with the same people if possible*), 10 to 15 volunteer phone operators, and 1 to 2 data entry volunteers
- 4:00 p.m. – Midnight. One lead supervisor, one shift supervisor, 3 to 6 volunteer phone operators, and one data entry volunteer
- Midnight – 8:00 a.m. One shift supervisor, 3 to 6 volunteer phone operators, and one data entry volunteer

F. Logistical Requirements (based on PFAC operation requirements)

- Locate in a quiet area where access can be controlled
- Dedicated telephone lines (toll-free number)—telephone contract support services should be established and services should include the capacity to roll calls over and expand telephone lines during peak hours, ability to monitor calls, and the capability of producing reports of call activity
- Arrange work center in classroom style with (requirements will be based on the scope of the operation and type of incident):
 - Five rows of long tables on each side of the room
 - Front of the room should have one long table with information materials pertinent to the operation

- A television
- Two 27” x 34” butcher-block paper easels
- 15 telephones with headphones
- Call Center resource information binders that contain the Call Center staff training manual and other pertinent information
- Call record and family member contact and staff/volunteer intake forms
- Dedicated computer/printer hardware, software and peripherals
- Office supplies (e.g., binders, pencils, paper, burn bags or shredders)

G. Statistical Information

- Daily totals of staff and volunteers working in the Call Center
- Number of incoming calls, quantity of calls answered, number of calls not answered, the length of time of calls, and the total number of calls per hour

Call record and family member contact forms provide comprehensive data about trends in types of calls, types of inquiries, concerns of family members and the public, and critical victim/family member information to support casualty assistance and notification activities.

H. Forms Used

See attached Pentagon Family Assistance Center (PFAC) Call Center Staff Resource Information and Training Manual (enclosure).

SECTION 2. OPERATING PROCEDURES

A. Call Center Caller Intake Process

- Ensure callers are treated with respect, consideration and sensitivity
- Take time with each caller as needed—staff is dedicated to meeting the needs and understanding the concerns of each caller and requires taking the time to listen
- Thoroughly explain to family members the process and purpose for requesting personal information
- Volunteer phone operator fills out the call record and family member contact form (form is scripted for standard call processing and data collection)—basic information includes:
 - Name of caller, telephone or contact information if follow-up is required

- Family member/victim information, including primary next-of-kin, addresses, telephone numbers
- Reason for the call
- Type of information provided
- Follow-up needed and Call Center or PFAC staff who has responsibility for follow-up
- Volunteer phone operator assesses emergency and non-emergency needs of callers— PFAC services are discussed and family members are immediately provided information and referral for the appropriate PFAC on-site service provider
- Volunteer phone operators turn in collected form information to shift supervisor at the end of each shift
- Shift supervisor reviews form information and coordinates necessary follow-on actions— provides lead supervisor account of types of calls, follow-on actions, and special cases
- Shift supervisor turns in forms to data entry for processing
- Data entry personnel process and generate management reports—provide reports to lead supervisor for distribution to key PFAC cell supervisors
- See attached Pentagon Family Assistance Center (PFAC) Call Center Staff Resource Information and Training Manual for more detailed information

B. Call Center Orientation and Training

- Provide resource information binders that contain the Call Center Staff Training Manual and pertinent information on the PFAC operation
- Provide information on meals, parking, sign-in/check-out procedures, and behavioral DO's and DON'Ts
- Conduct briefing on how to provide sympathetic help, protect confidentiality of family information, the most effective support techniques, and warnings NOT to talk to media other than to take questions
- Provide tour of PFAC
- See attached Pentagon Family Assistance Center (PFAC) Call Center Staff Resource Information and Training Manual for more detailed information

C. Management Procedures

- Lead supervisor manages and monitors cell operation, including staffing and scheduling requirements, information and communications processes and procedures, resources

(equipment, telephone support services, materials, etc.) and logistics, security of sensitive information, and reporting requirements

- Lead supervisor and shift supervisors coordinate cell operation with PFAC leadership and other cell supervisors

Enclosure: Pentagon Family Assistance Center (PFAC) Call Center Staff Resource Information and Training Manual

The PFAC Call Center developed a staff resource information and training manual to use as a reference and resource tool. Every phone station had a resource notebook that contained the Call Center Staff Resource Information and Training Manual as well as other pertinent information such as: bomb threat checklist; persons admitted to local hospitals; casualties and missing personnel; standard responses to frequently asked questions; press releases; daily updates; services that were available in the PFAC; donation information; volunteer information; local area lodging information; and transportation information (much of this information was operation-specific and was updated daily so staff could stay current with PFAC and Pentagon operations).



PENTAGON FAMILY ASSISTANCE CENTER (PFAC) CALL CENTER STAFF RESOURCE INFORMATION AND TRAINING MANUAL

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Enclosure

I. INTRODUCTION

Introduce yourself. Provide details relevant to experience you have that brings you to this position.

Ask trainees to introduce themselves by first name and by telling if they have any experience in counseling or working in a crisis response setting.

Recognize that working in the call center does not require prior experience, rather a desire to serve the needs of our callers. Note that unless they came in here with a counseling degree, they will not leave here as counselors, but as information and referral specialists.

Thank trainees for volunteering to staff the call center. Let them know that no matter how busy their shift will be, they will have the opportunity to touch someone's life...that their contribution will have far-reaching effects that they themselves may never know.

II. PENTAGON FAMILY ASSISTANCE CENTER (PFAC) CALL CENTER OPERATION

A. Purpose

- To provide important communications link to victims' families and a significant source of contact for families and friends requesting information on missing persons and family support services
- To act as primary contact point for responding to public and media inquiries-- centrally manage all calls coming in to the PFAC via a dedicated DoD toll-free hotline telephone number.

B. Primary Functions

- Provide immediate responses to telephone inquiries and information on PFAC services
- Collect sensitive victim and family information
- Receive and distributes messages to PFAC staff and service providers
- Information and Referral
- Empathetic Listening

Each phone station has a resource information binder. Please familiarize yourself with the sections and content before you begin answering calls. The binder contains a Pentagon Family Assistance Center (PFAC) call center staff resource information and training manual as well as other pertinent PFAC operation information (updated daily as required) such as: points of contact phone numbers; scripts for frequently asked questions; daily family briefing updates; sample forms; lists of injured, unaccounted for, and casualties; press releases; services that

are available in the PFAC; donation information; volunteer information; local area lodging information; transportation information; and a bomb threat checklist.

You may be speaking with members of the immediate family, extended family, friends, co-workers, the public, media representatives, and staff from other government and civilian agencies. Inquiries may be as simple as a request for a phone number to make a donation or a referral to another agency. You may be asked to get a staff member to the phone or to take a message for them. If the caller or you determine that the need to speak to the staff member is urgent, ask the call center shift supervisor to get that person to the phone.

You may receive a request to verify the status of a “missing” person. Using the lists in your resource information binder, you may verify that status. If the name does appear on the list, remind the caller that the primary next-of-kin have all been notified of the status of the people on the list. For further information, they should contact an immediate family member.

Some people call because they need to have someone listen to them. They need to express their feelings, concerns, or ideas. We are that listening ear, the shoulder to lean on...the nurturer.

There are calls that are suggestions for how to “save the world.” Those callers may have less than helpful suggestions or they may have detailed plans which they want brought to the attention of our military leaders (e.g., The Pentagon, The President). Treat them with the respect and same level of seriousness as any other caller. Thank them for calling, but do not promise that someone will be in touch with them.

If you need to vent after receiving an unusual or stressful call, please do so appropriately with a co-worker or the supervisor. It is important that you take these opportunities, as you need them. Be sure that callers and visitors cannot hear any “processing” conversations.

Take as much time with each caller as is needed. The phones are single lines, so you will not have another call ringing on your phone while you are assisting a caller. We are not trying to set statistical records in the number of calls answered. We are dedicated to meeting the needs of each caller, and sometimes that involves taking time to listen.

Record calls on the call record and family member contact form. At the end of each shift data entry personnel will collect the forms for data processing. Collected data will be used to generate management reports and to conduct appropriate follow-up actions to calls.

C. PFAC Services and Providers

- Counseling

Military and civilian mental health professionals and chaplains are present to provide counseling and pastoral care services for family, friends, and co-workers. Their services are available in person or by phone.

If you have a caller who is in immediate need of speaking with a counselor/chaplain, have the supervisor bring one to the call center. If the caller is stable enough, you may take a name and number to pass to the chaplain/counselor for follow-up.

The mental health/counselors and chaplain tables are located in the lobby on the 2nd floor.

- Survivor Benefits

When families reach the point of being ready to discuss possible compensation/benefits as survivors, they may meet with survivor benefits advisors here. Advisors are prepared to develop estimates of benefits for eligible family members.

Survivor benefits advisors are located on the 3rd floor, Room _____.

- American Red Cross

The American Red Cross (ARC) is the premier disaster relief organization and has a major presence at the PFAC. They can provide a variety of services. Of particular importance is that they can pay for the travel and transportation of immediate family members to the PFAC. They also have counselors available. ARC is the conduit for several types of donations (e.g., money, blood, and food); these referrals will be made by phone.

ARC is located in the lobby on the 2nd floor.

- Casualty Assistance

At this point in the operation, we are hearing from casualty assistance officers (CAOs) as they work with families who anticipate identification of their loved one and anticipate notification. CAOs help navigate the families through the details of arranging for funeral, burial, benefits, and other details.

Casualty assistance is located in the office opposite the main Ballroom.

- Family Briefings

The PFAC officer in charge (OIC) conducts daily Family Briefings at (give times) in the main ballroom, “Family Briefing Room.” Family members may attend as often as they like and may bring as many people as they like. Each briefing consists of an update of the search and recovery efforts and progress, the identification process, on-site support services, and other topics of interest to families or that they need to know about. The OIC will answer questions from the floor as well as provide time to answer questions from individual families in private.

Notes from each briefing session are available to families and are provided to the PFAC staff following the briefings. Details may be shared with callers as requested.

Family Briefings are in the main ballroom (“Family Briefing Room”).

- Child Care (Kids' Place)

While families avail themselves of services in the PFAC, childcare is available on the 3rd floor, Room _____.

- Other Service Providers
- Legal Assistance (3rd floor, Room _____)
- Department of Veterans Affairs (main Ballroom)
- Social Security Administration (main Ballroom)
- Federal Bureau of Investigations Victim and Witness Assistance Program (main Ballroom)
- Navy-Marine Corps Relief Society (main Ballroom)
- Army Emergency Relief (main Ballroom)
- USAA (main Ballroom)
- Federal Employee Education & Assistance Fund (3rd floor, Room _____)
- Others—Refer to PFAC On-site Service Provider Locator List (updated daily and distributed to supervisors and visitors)

III. CRISIS INTERVENTION TRAINING BASICS

A. Emotional Reactions to Crisis

At this point in time, families are in either stage one or stage two of the emotional reaction to the crisis.

- Stage One. Those in stage one are experiencing shock, disbelief, or denial. If you've had the opportunity to hear any of the families during the briefings, you will know that some are still hopeful that their loved one will be found alive.
- Stage Two. Many people have moved into stage two: a highly emotional stage. You may encounter callers who are angry, appearing to focus their anger at you. It's a normal coping mechanism. Use the technique of not escalating their anger. Remain calm. In fact, lower the volume of your voice so the caller has to work harder to hear you. As they focus on listening to you, they can put less effort toward their anger.

You may find callers who are so overcome with emotion that they can't begin to articulate their needs. To jump-start the conversation, ask a question such as: "Tell me about the person you're calling about." That's an open-ended statement that should elicit some remarks from the caller to enable them to open up.

B. Hints for Helping

Keep in mind that the survivors are themselves victims of the circumstances. Our role, besides providing information and referral, is to nurture them by giving them the “tools” they need to help themselves. In this case, the tools are small bits of information and referrals that help them regain control of their lives, a little bit at a time.

As you work with someone in crisis, helping them to gain that control of their lives, it will be useful if you can help put things in perspective and prioritize steps for them, without actually doing the work.

For instance, the caller may not see all the options available to them because their judgment is currently clouded by the crisis. Provide those options to them.

If you give someone three referrals, be sure to suggest which number they should call first. Prioritizing the referrals lends some order to the chaos they feel. As they then make the calls, some control is returned to their life.

C. Talking About Death

When dealing with casualties, you will need to develop a level of comfort with speaking of death. This may feel as awkward for you as it is for the families experiencing the loss. Be sensitive to this as you speak with families.

- One phrase you should not use when speaking with families of the missing/casualties is “I understand.” While you may have had a similar crisis in your life, you are not the person experiencing it now. Hearing “I understand” may serve to infuriate that person who may say: “How could you possibly understand? Your husband hasn’t been taken from you. Your children aren’t without a father. I don’t even know how we will manage living here....”
- Instead, use an empathetic statement, such as: “I can’t imagine how difficult this must be for you.” That statement acknowledges the person’s feelings. They will recognize that you do understand, and may even say that.

IV. GROUND RULES FOR STAFF

Be sure to receive some sort of pass down as you relieve the previous shift. Information and procedures can change rapidly in even an eight-hour period. Review the resource information binder materials for the latest updates.

Don’t work beyond your designated shift without supervisory approval.

Notify the volunteer office if you are unable to meet your scheduled commitment. That number is ()_____.

Please take breaks as necessary, but be sure to let someone know that you are leaving so your phone can be covered. Also, in the event of an evacuation, we want to be able to account for you.

V. CONFIDENTIALITY

In a nutshell, what you see here and what you hear here... stays here! Don't discuss situations outside of the PFAC. There is always a possibility that someone could recognize a situation and identify the person(s) involved.

VI. MEDIA REQUESTS

You will receive calls from media representatives. They may call and ask to speak directly with our public affairs officer. If it is urgent, get the public affairs officer to the phone. Otherwise, take a message and get the message to the public affairs officer.

Be careful not to provide a media representative with any information/opinions that could constitute an interview. As soon as you recognize that you are speaking with a media representative, refer them to the public affairs officer or a public affairs office listed in your resource information binder.

VII. VALUES CLARIFICATION

What constitutes a crisis for one person does not necessarily constitute a crisis for another. So, a crisis is defined not by the situation, but by the individual experiencing it. This awareness is important as a reminder not to judge someone whose coping skills may not be as well developed as ours. Judgmental listeners are ineffective listeners!

VIII. TAKING CARE OF YOURSELF

In addition to not working beyond your designated shift, do not work more than one shift per day. Most volunteers are already working a full time job, so it becomes important that you take care of yourself.

If you usually need seven hours sleep, please be sure to get seven hours sleep, even if your nights and days have flip flopped because your are working at night. If you ordinarily eat three meals a day, be sure to continue to eat three meals a day.

While you're volunteering AND keeping your usual schedule, you can't continue to do it all. Enlist the help of your family and friends. Chances are they too want to do something to help. Perhaps they can assist with the kids, the pets, the chores, or shopping.

Working in a crisis response center can be stressful, and burnout can easily occur. Signs of burnout are:

- Physical exhaustion
- Mental fatigue

- Irritability
- Emotional peaks

If you recognize any of these signs in yourself, that's the time to take a break. Go for a walk, stretch, get some fresh air. If when you return, you continue to experience the signs, don't hesitate to tell the supervisor that you need to be relieved.

Because people in helping positions tend to be dedicated, and not so willing to call it quits, it's possible you may overlook these signs. So help take care of each other. If you see someone else experiencing any stress, let the supervisor know so they can get that person to take a break and take care of himself or herself. The bottom line is that we are far more effective as helpers when we ourselves are in good physical and emotional shape.

IX. VOLUNTEER INFORMATION

We are currently taking applications from all callers who wish to volunteer. The attached staff/volunteer information intake form is self-explanatory.

When asking if the caller has language skills, please list the specific language(s) they speak. We are in need of people who can sign as well.

The volunteer schedule indicates three 8-hour shifts. However, they may work fewer than 8 hours and time frames other than those listed.

Be sure to remind the caller that we will get back to them. We have received an overwhelming response from volunteers, so it could take a while.

Ask how late in the day we may call them back.

Remind trainees to provide scheduled volunteers the number to call if they have questions or can not meet their volunteer commitment for any reason. Give us as much lead time as possible so we can find a replacement.

Place completed forms in the designated box on the table in the back of the room.

X. CALL RECORD AND FAMILY MEMBER CONTACT INFORMATION

The call record and family member contact information form is used to record calls and important victim/family member information. Because this is a data collection form, it is important to write legibly, verify phone numbers, and spell back names to ensure accuracy.

Some callers have called numerous "hotlines" or have called us previously. For that reason, please do not stress out callers by insisting they provide any information for this form. If you sense that this is the case, immediately ask the caller, "How may I help you today?" Then fill in any information they may offer.

The form is scripted, so if you're not accustomed to this type of contact, just follow the script as written. Collect as much information as you can on the caller's questions, concerns, and personal family data. This form is used to collect statistics as well as data for our database. Important fields to complete are:

- Date/time/call taken by
- Relationship
- Organization/military service affiliation
- Reason for call
- Follow-up needed

Remember that some family members, although local residents, may be staying with a friend or family for support. Be sure to ask for both the address they are currently staying at as well as their home address and phone numbers. Obtain any other means of contacting them, such as work or cell phones, pager, or e-mail address.

Close the call using statements similar to that at the bottom of the form, letting callers know that we are here 24 hours a day if they need additional information or want to talk. Remind them also of the family briefings times.

Place completed forms in the designated box on the table in the back of the room for data processing.

XI. QUESTIONS AND CONCERNS

Ask trainees if they have any questions or concerns about working in the call center. Remind them that as they go to their station, they should review the resource information binder to familiarize themselves with its content. Tell them also that as they take their first few calls, they will often need to ask for assistance in handling them. Calls can be so unique that you may frequently need to consult with experienced staff/volunteers until you become experienced.

XII. CALL CENTER FORMS AND ADDITIONAL INFORMATION

Attachments:

1. Pentagon Family Assistance Center (PFAC) Call Center Data Entry Flow Chart & Process
2. Call Record and Family Member Contact Form
3. Staff/Volunteer Intake Form

Pentagon Family Assistance Center (PFAC) Call Center Data Entry Flow Chart & Process

Retrieve Call Record & Family Member Contact Forms from
Call Center
(Designated "in"-box)

Enter caller information into
the master database at the
"Data Entry" station in the Operation Center
and back-up data
*Initial and date the sheet in the
upper right hand corner!*

IF

Check caller information
against the "Unaccounted For" lists
from the Military Services and the hospitals

IF

ON "Unaccounted List"

Make two additional copies of the Call Record and Family Member Contact Form (copies not required if computer system/database is networked)

- Place one copy in the central log book
- Place one copy in the Casualty Liaison Cell binder
- Place one copy in Mental Health Counselor Officer in Charge binder

NOT on "Unaccounted List"

Return original to Call Center Lead or Shift Supervisor:

- Reviews sheet for prioritization
- Call back made as needed
- Follow-up action documented on form
- Place original call-in information sheet into the central log book

CALL RECORD AND FAMILY MEMBER CONTACT FORM

Please Print clearly and verify all information recorded.

General Call/Inquiry:		
Date of Call	Time	Call Taken By
<i>Hello. This is the Pentagon Family Assistance Center. May I please have your name?</i>		
<i>Thank you. I want you to know we are here to try to answer any questions you have, but unfortunately we may not have all the answers.</i>		
Family Member Inquiry and Information:		
<i>May I have your telephone number?</i>		
<i>May I have the name of the person that you are calling about?</i>		
<i>What is your relationship to that person?</i>		
<i>Are you the Primary Next-of-Kin?</i>		
<i>What is the individual's Organization/Military Service Affiliation?</i>		
<input type="checkbox"/> Army <input type="checkbox"/> Air Force <input type="checkbox"/> Marine Corps <input type="checkbox"/> Navy <input type="checkbox"/> Civilian Personnel <input type="checkbox"/> OSD <input type="checkbox"/> American Airlines		
<i>Where does he/she work?</i>		
<i>Do you know the office?</i>		
<i>By any chance, do you have their social security number?</i>		
Reason for Call (Questions/Concerns):		
<i>When is the best time to reach you?</i>		
<i>At what address can we reach you during the next 24 hours?</i>		
Street Address		City, State, Zip
<i>What is the telephone number at this address?</i>		
<i>Is this your normal home address? (If NO, complete below)</i>		
Street Address		City, State, Zip
		Telephone Number
<i>Are there any other ways that we can reach you, such as a cell phone, pager, or e-mail?</i>		
Work Phone		Cell Phone
		Pager
E-mail Address		
<i>Thank you for calling. We will be here 24 hours, if you want additional information. Family Briefings will be conducted at the Pentagon Family Assistance Center, Sheraton Crystal City Hotel, (address) at (times) daily.</i>		
Follow-up Needed/PFAC Staff Responsible:		

STAFF/VOLUNTEER INTAKE FORM

Name	Date
Home Phone	Work Phone
Cell Phone	
Skills/Professional Qualifications:	
Foreign Languages	Sign Language
Counseling	
Experience	
Organization Affiliated With/Military Associated	
Experience	

AVAILABILITY:

Week Days	Weekends
Provide specific dates of availability if known:	

DAY	DATE	Midnight-8:00 a.m.	8:00 a.m.-4:00 p.m.	4:00 p.m.-Midnight
Sunday				
Monday				
Tuesday				
Wednesday				
Thursday				
Friday				
Saturday				

You will be notified of a specifically scheduled time period if you are needed.

How late in the evening may we call you, if we need to schedule you?

If you cannot make your assigned shift please call (number here)

For Scheduling Staff Only

DAY	DATE	Midnight-8:00 a.m.	8:00 a.m.-4:00 p.m.	4:00 p.m.-Midnight
Sunday				
Monday				
Tuesday				
Wednesday				
Thursday				
Friday				
Saturday				

SCHEDULED BY _____

Name of Staff Person Who Scheduled This Individual