

Candidate APCO ANS 3.101.2-201x Core Competencies and Minimum Training Standards for Public Safety Communications Training Officer (CTO)

Draft for Public Review and Comment

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Candidate APCO ANS 3.101.2-201x

Standard written by The APCO International Communications Center Standards
Committee (CCSC)

Abstract: This candidate standard identifies the core competencies and minimum training requirements for Public Safety Communications Training Officer (CTO). This position is typically tasked with on-the-job training of agency employees on the essential duties and tasks of a Public Safety Telecommunicator.

Keywords: CTO, training, telecommunicator, dispatcher, communications officer, call-taker, training coordinator, telecommunicator instructor, communications operator, public safety communications, training, 9-1-1, and emergency services.

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40
41 **Foreword***
42

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DRAFT APCO ANS

116 **A Letter from the**
117 **APCO International Communication Center Standards Committee Chair***
118

119 On behalf of public safety communications professionals across the nation, the Communications Center
120 Standards Committee has diligently worked to research, review and update competencies and minimum
121 training standards for Public Safety Communications Training Officer. The focus of this publication is to
122 provide minimum training standards and identify competencies for public safety communications
123 professionals typically tasked with on-the-job training of agency employees on the essential duties and tasks
124 of a Public Safety Telecommunicator. This standard refers to this function as titled “Communications
125 Training Officer;” however, agencies may title the position differently; the focus of this standard is based
126 upon the functions of the position, not the title.
127

128 Many hours were volunteered by numerous subject matter experts to develop this standard. Three
129 Occupational Analysis (OA) Workshops were conducted regionally by the trained facilitators from the OA
130 Sub-committee. As a revision to an existing APCO membership standard, three validation panels were
131 conducted to identify needed updates. Each panel consisted of six to twelve high-performing incumbent
132 workers for the position. It is important to recognize the time and effort APCO members have dedicated to
133 updating this important standard.
134

135 The Communications Center Standards Committee, made up of a group of working public safety
136 communication professionals from various size agencies and backgrounds, reviewed and compiled the
137 validated occupational analysis data for the Core Competencies and Minimum Training Standards for
138 Public Safety Communications Training Officer (CTO). A draft standard was developed using this data and
139 then sent to the Standards Review Sub-Committee for initial review. The final draft was then submitted to
140 the APCO Standards Development Committee (SDC) to begin the APCO American National Standards
141 (ANS) Process.
142

143 Responding to the valid needs of our members while dealing with the rapidly expanding and ever-changing
144 service environment, the public review and comment period is one of the most important steps in the
145 standard development process. This provides an opportunity for each of you to review and contribute. We
146 appreciate all feedback and comments related to the final draft of this resource. Please assist in
147 disseminating this candidate standard to those that may be interested and encourage comments
148 to be submitted. This collaboration of industry experts can only increase the high degree of professionalism
149 we all seek within our agencies and throughout our profession.
150

151 Sincerely,
152 Matt Stillwell
153 APCO International Communications Center Standards Committee Chair

154 **Acknowledgements***

155 Special recognition to the numerous facilitators, panelists, and hosting agencies listed on pages 25-27 that
156 provided the pertinent research needed to successfully update this candidate standard. At the time this
157 version was written, the Communications Center Standards Committee (CCSC) included the following
158 membership:

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181
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216

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221 American Medical Response, Massachusetts
222

223 **Sherry Taylor**

224 Indianapolis Fire Department Communications Division, Indiana
225

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227 City of Edmond, Oklahoma
228

229 **Crystal McDuffie, ENP, RPL Secretary**

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231

Acronyms and Abbreviations*

For the purposes of this ANS, the following definitions of acronyms apply:

| | |
|----------------|---|
| ADA | Americans with Disabilities Act |
| AED | Automated External Defibrillator |
| AHJ | Authority Having Jurisdiction |
| ANS | American National Standard |
| ANSI | American National Standard Institute |
| APCO | Association of Public-Safety Communications Officials |
| CALEA | Commission on Accreditation for law Enforcement Agencies |
| CISM | Critical Incident Stress Management |
| CTO | Public Safety Communications Training Officer |
| EAP | Employee Assistance Program |
| EMD | Emergency Medical Dispatch |
| FLSA | Fair Labor Standards Act |
| FMLA | Family Medical and Leave Act |
| HIPPA | Health Insurance Portability and Accountability Act |
| ICS | Incident Command System |
| NFPA | National Fire Protection Association |
| NIMS | National Incident Management System |
| OSHA | Occupational Health and Safety Administration |
| PSAP | Public Safety Answering Point |
| QA/QI | Quality Assurance (QA) and Quality Improvement (QI) Program |
| SDC | Standards Development Committee |
| TTY/TDD | Teletypewriters / Telecommunications Device for the Deaf |

**The Acronyms and Abbreviations are informative material and not a part of the ANS*

256 **Chapter 1: Introduction**

257
258 **1.1 Scope**

259 This standard applies to those Agencies that have adopted a formal program for one-on-one training for
260 Telecommunicators. This standard identifies the core competencies and minimum training requirements for
261 Public Safety Communications Training Officers (CTO). This position is typically tasked with on-the-job
262 training of Agency employees on the essential duties and tasks of a Public Safety Telecommunicator.
263

264 **1.2 Purpose**

265 To define the core competencies and minimum training requirements of the individual who is generally
266 tasked with one-on-one training of Agency employees on the essential duties, tasks, knowledge and skills
267 of a Public Safety Telecommunicator. The purpose of this standard is to provide a consistent foundation
268 for the knowledge, skills and abilities needed to fulfill this critical function. This standard recognizes the
269 need to supplement the core competencies and training identified within this standard with Agency
270 specific information.
271

272 **1.3 Definitions**

273 Most terms used throughout this document are defined as they appear in the text. Additional definitions
274 are provided below.
275

276 **1.3.1 Agency:** The hiring authority or also referred to as the Authority Having Jurisdiction (AHJ). The
277 Agency or body that defines the roles, responsibilities, written directives, and performance
278 standards that direct the activity of the CTO. In multi-discipline centers, the Agency governs the
279 operation providing call taking/dispatch and related services to customer agencies; in single
280 discipline centers, a single Agency may direct these services for one or more departments within a
281 service area. Both have the duty to define training appropriateness, content, format, and continuing
282 education requirements.
283

284 **1.3.2 The Americans With Disabilities Act (ADA):** A Federal law that requires all Public Safety
285 Answering Points (PSAPs) to provide direct and equal access to emergency telephone services to
286 individuals with disabilities who use teletypewriters (TTY/TDDs) and other communication
287 devices or services.
288

289 **1.3.3 Core Competency:** The unique traits, requisite knowledge, comprehension, and application of
290 skills, and situational analysis leading to the appropriate response to the caller, co-worker, other
291 public safety stakeholders¹, or event(s) consistent with general practices and locally defined
292 parameters.
293

294 **1.3.4 Calls for Service or Request for Service:** A call that results in the provision of a public safety
295 service or response.

¹ May include, but is not limited to: law enforcement officers, fire fighters, emergency medical technicians, paramedics, emergency management personnel.

296
297 1.3.5 **Demographics:** Characteristics and cultural composition of the service area.
298

299 1.3.6 **Fair Labor Standards Act (FLSA)**²: A Federal law, sometimes called the overtime law, that
300 ensures that wages are paid for all hours worked and that all overtime hours, overtime pay and
301 collected unpaid overtime due is paid to wage earners.
302

303 1.3.7 **Knowledge:** Fundamental understanding one must have in order to perform a specific task.
304

305 1.3.8 **Liability:** The condition of being actually or potentially subject to an obligation; condition of
306 being responsible for a possible, or actual loss, penalty, evil expense or burden; condition which
307 creates a duty to perform an act immediately or in the future³. Types of liability may include:
308

309 1.3.8.1 **Negligence:** “Failure to use such care as a reasonably prudent and careful person would
310 use under similar circumstances; it is the doing of some act which a person of ordinary
311 prudence *would not have done* or the failure to do something a person of ordinary
312 prudence *would have done* under similar circumstances”⁴.
313

314 1.3.8.2 **Negligent Assignment:** Assigning someone to a task or job for which they are not
315 skilled or trained. For example, assigning someone to the position of CTO who has not
316 been properly trained or allowing an employee to perform a function for which they are
317 not qualified.
318

319 1.3.8.3 **Negligent Entrustment:** Failure to control dangerous equipment or devices entrusted
320 to an employee or allowing an employee to use a piece of equipment for which they
321 have not been trained. Includes allowing a trainee to work the radio or CAD system
322 unsupervised without proper training.
323

324 1.3.8.4 **Negligent Retention:** Failure to terminate an employee who is clearly unsuitable for
325 the job.
326

327 1.3.8.5 **Negligent Supervision:** Failure to coordinate, control, or direct trainee conduct that
328 may cause injury. This can include failure to use reasonable care in addressing and
329 documenting misconduct.
330

331 1.3.8.6 **Negligent Training:** Failure to adequately train or training that is grossly negligent
332 thus creating a risk that the trainee will not act with due regard in the future.
333

² <http://www.dol.gov/whd/flsa>

³ Black's Law Dictionary Sixth Edition

⁴ Black's Law Dictionary, 1133 (9th ed. 2009)

334 1.3.8.7 **Vicarious Liability:** A legal doctrine referring to the imposition of liability on one
335 person for the actionable conduct of another based solely on a relationship between the
336 two persons⁵. For example, the liability of an employer for the acts of an employee.
337

338 1.3.9 **National Incident Management System/Incident Command System (NIMS/ICS):** An
339 organized method to define roles, responsibilities, and standard operating procedures used to
340 unify multiple disciplines in order to manage emergency operations under one functional
341 organization.⁶
342

343 1.3.10 **Public Safety Answering Point (PSAP):** A facility equipped and staffed to receive emergency
344 and non-emergency calls requesting public safety services via telephone and other
345 communication devices. Emergency calls are first answered, assessed, classified and prioritized.
346 The FCC further defines a primary PSAP as a facility to which 9-1-1 calls are routed directly
347 from the 9-1-1 Control Office. A secondary PSAP is defined as a facility to which 9-1-1 calls
348 are transferred from a primary PSAP.
349

350 1.3.11 **Public Safety Communications Center:** A public safety entity, which may include a PSAP or
351 be referred to as an Emergency Communications Center or Communications Center, where
352 emergency calls for service or 9-1-1 phone calls culminate, and/or where calls for service are
353 dispatched to public safety service providers.
354

355 1.3.12 **Public Safety Communications Supervisor:** The individual employed by a Public Safety
356 Communications Center to provide leadership and guidance to employees in order to achieve the
357 Agency's mission, values, and vision.
358

359 1.3.13 **Public Safety Telecommunicator (Telecommunicator):** The individual employed by a public
360 safety Agency as the first of the first responders whose primary responsibility is to receive,
361 process, transmit, and/or dispatch emergency and non-emergency calls for law enforcement, fire,
362 emergency medical, and other public safety services via telephone, radio, and other
363 communication devices.
364

365 1.3.14 **Public Safety Communications Training Coordinator:** One who administers the training
366 function through the needs analysis, research, planning, curriculum design, implementation,
367 records management, and evaluation processes to enhance emergency communications.
368

369 1.3.15 **Public Safety Communications Training Officer (CTO):** One who is responsible for training
370 employees through the delivery of one-on-one and on-the-job training in order to develop
371 professional Telecommunicators for the Agency.
372

⁵ Black's Law Dictionary Sixth Edition

⁶ <http://www.fema.gov/emergency/nims/IncidentCommandSystem.shtm#item1>

- 373 1.3.16 **Quality Assurance (QA):** All actions taken to ensure that standards and procedures are adhered
374 to and that delivered products or services meet performance requirements.⁷
375
- 376 1.3.17 **Quality Assurance (QA) and Quality Improvement (QI) Program:** An on-going program
377 providing at a minimum, the random case review evaluating call receiving and emergency
378 dispatch performance, feedback of protocol compliance, commendation, retraining and
379 remediation as appropriate, and submission of compliance data to the Agency.
380
- 381 1.3.18 **Quality Assurance Process:** A formal assessment process by which actual performance,
382 behavior, and outcomes are compared against established standards to ensure compliance,
383 consistency, and accuracy in the delivery of quality service.
384
- 385 1.3.19 **Quality Improvement Process:** Actions taken to improve or correct areas of concern.
386
- 387 1.3.20 **Shall:** Within the context of this standard, “shall” indicates a mandatory requirement.
388
- 389 1.3.21 **Should:** Within the context of this standard, “should” indicates a recommendation.
390
- 391 1.3.22 **Trainee:** A public safety communications employee (new or veteran) being trained in any one of
392 the programs under the direction of the CTO.
393
- 394 1.3.23 **Written Directives:** A set of Agency specific policies, procedures, rules, regulations, and
395 guidelines.
396

398 **Chapter 2 Agency Responsibilities**

400 **2.1 Scope**

401 While the majority of this standard addresses the training of the CTO, this chapter outlines the Agency’s
402 responsibilities for providing training to both new and veteran CTOs in accordance with this standard.
403

404 **2.2 General Agency Responsibilities**

405 2.2.1 The Agency shall establish no less than these minimum training requirements while complying
406 with all local, state, federal, and tribal laws⁸.
407

408 2.2.2 The Agency shall establish the baseline qualifications in addition to requisite cognitive,
409 affective, and psychomotor skills needed to achieve compliance with this standard.
410
411

⁷ <http://www.its.bldrdoc.gov/>

⁸ To include, but not limited to: the ADA, Fair Labor Standards Act, and Equal Employment Opportunity laws.

- 412 2.2.3 The Agency shall provide the CTO with information, in both verbal and written formats, during
413 an initial orientation (for example, disciplinary processes, grievance processes, location of first-
414 aid supplies including Automated External Defibrillator (AED) if available, location of facilities,
415 time keeping procedures, work hours, etc).
- 416
- 417 2.2.4 The Agency shall provide the CTO with information regarding response Agency resources⁹,
418 including location of public safety service buildings¹⁰, apparatus and equipment, and emergency
419 response planning documents.
- 420
- 421 2.2.5 The Agency shall provide training and performance expectations to the CTO detailing responses
422 to catastrophic, technological, or structural failure within the communications center, emergency
423 evacuation plans, and recovery processes to ensure the continuity of operations.
- 424
- 425 2.2.6 The Agency shall provide the CTO with expectations regarding customer service, personal
426 conduct and behavior, courtroom demeanor, and ethical rules. If they exist, the Agency shall
427 provide the CTO with a written copy of the Agency's adopted principles (for example, mission
428 statement, core values, vision statement, etc).
- 429
- 430 2.2.7 The Agency shall provide the CTO with information regarding access to and participation in
431 programs such as:
- 432 2.2.7.1 Critical Incident Stress Management (CISM);
- 433 2.2.7.2 Employee Assistance Program (EAP);
- 434 2.2.7.3 Health and wellness programs;
- 435 2.2.7.4 Safety/Risk management programs; and
- 436 2.2.7.5 Stress management techniques.
- 437
- 438 2.2.8 The Agency shall provide the CTO with access to appropriate state and federal regulations and
439 labor practices, including, but not limited to:
- 440 2.2.8.1 Americans with Disabilities Act (ADA);
- 441 2.2.8.2 Fair Labor Standards Act (FLSA);
- 442 2.2.8.3 Family Medical and Leave Act (FMLA);
- 443 2.2.8.4 Health Insurance Portability and Accountability Act (HIPAA);
- 444 2.2.8.5 Occupational Health and Safety Administration (OSHA); and
- 445 2.2.8.6 Any applicable labor agreements.
- 446
- 447 2.3 The Agency shall define the job description and performance expectations of the CTO.
- 448
- 449 2.3.1 The Agency shall clearly articulate the roles and responsibilities of the position within a defined
450 job description.
- 451

⁹ SWAT, K9, Dive, Search and Rescue, HAZMAT and other specialized responses.

¹⁰ Refers to fire stations, precincts, landing zones, and/or hospitals.

- 452 2.3.2 The Agency shall provide for and support the position-specific training and ongoing professional
453 development, including benchmarks and timelines, of the CTO to meet Agency performance
454 standards and required certifications or licenses.
455
- 456 2.3.3 The Agency shall establish detailed and defined performance expectations, providing and
457 ensuring a clear understanding of those expectations.
458
- 459 2.3.3.1 The Agency shall provide the CTO with an overview of its quality assurance process.
460
- 461 2.3.3.2 The Agency shall have an established mechanism by which the job performance of the
462 CTO is regularly reviewed and evaluated based upon accepted quality assurance practices
463 or standards.
464
- 465 2.3.3.3 The Agency shall ensure performance objectives are met by the CTO.
466
- 467 2.3.3.4 The Agency shall regularly provide the CTO with a review of their performance as a
468 CTO.
469
- 470 2.3.3.5 The Agency shall provide a mechanism during the performance review wherein the CTO
471 can identify goals and objectives to be accomplished in the course of employment.
472
- 473 2.3.4 The Agency shall provide applicable training and continuing education opportunities for the
474 CTO in areas identified within the job description, performance expectations, and in the
475 knowledge and skills areas identified in Chapter Four, General Knowledge and Skills.
476
- 477 2.3.5 The Agency shall maintain a complete training record for the CTO according to applicable
478 record retention guidelines.
479
- 480 2.3.6 The Agency shall provide the CTO with information on how and to whom they may address
481 training issues and concerns.
482
- 483 2.3.7 The Agency shall inform the CTO of types of actions that could be considered cause for
484 disciplinary actions, including the loss of certification, licenses, or employment.
485
- 486 2.3.7.1 The Agency shall document and address unacceptable performance with the CTO in a
487 timely manner.
488
- 489 2.3.7.2 The Agency shall ensure a fair and consistent application of the disciplinary processes
490 associated with performance.
491
- 492 2.4 The Agency shall keep all written directives up to date and shall provide the most current written
493 directives to the CTO.

- 494
495 2.5 The Agency shall encourage and support professional development of the CTO through the
496 identification and provision of networking opportunities within the public safety community, as well as
497 the community within which services are provided.
498
499 2.6 The Agency should, when possible, subscribe to professional publications and make those publications
500 available to its employees.
501
502 2.7 The Agency shall make readily available documents that identify regulations, recommendations, or
503 mandates within the public safety communications industry (i.e. National Response Framework,
504 OSHA¹¹, APCO Standards, etc.).
505
506

507 **Chapter 3 Organizational Integrity**
508

509 **3.1 Scope**

510 This chapter discusses the issues related to organizational integrity. Topics include the mission and
511 values of the profession in general and the Agency specifically, as well as the scope of the Supervisor's
512 authority, confidentiality, and liability.
513

514 3.2 The CTO shall demonstrate an understanding of the Agency's mission, values, and vision.
515

516 3.3 The CTO shall comply with the Agency's expectations of professional conduct.
517

518 3.4 The CTO shall demonstrate a comprehensive knowledge of the duties and essential functions of the
519 position.
520

521 3.5 The CTO shall act within their scope of authority as defined by the Agency.
522

523 3.6 The CTO shall demonstrate appropriate application of the Agency's written directives.
524

525 3.7 The CTO shall demonstrate an ability to work within the Agency's Chain of Command.
526

527 3.8 The CTO shall adhere to applicable local, state, federal, or tribal statutes and codes as appropriate.
528

529 3.9 The CTO shall comply with mandatory professional requirements as identified by the Agency.¹²
530

531 3.10 The CTO shall demonstrate comprehension and application of the Agency's policies regarding ethical
532 behavior.
533

¹¹ Occupational Safety and Health Administration

¹² Applies to information regarding states' certifications, standards, etc

- 534
535 3.10 The CTO shall be able to demonstrate comprehension of the specific training and supervisory liability
536 issues related to overall Agency operations. This should include, but is not limited to:
537 3.10.1 Negligence;
538 3.10.2 Negligent assignment;
539 3.10.3 Negligent entrustment;
540 3.10.4 Negligent retention;
541 3.10.5 Negligent supervision;
542 3.10.6 Negligent training; and
543 3.10.7 Vicarious liability.
544
545 3.11 The CTO shall ensure the accurate reporting and documentation of records for which they are
546 responsible.
547
548 3.12 The CTO shall foster and create effective working relationships with all personnel within the
549 organization and with individuals and organizations external to the Agency.
550
551 3.13 The CTO shall encourage and support the highest quality of workplace team interaction and behavior.
552
553 3.14 The CTO shall demonstrate comprehension and application of diversity awareness and an active
554 commitment to ensure equality, per the Agency written directives.
555
556

557 **Chapter 4 General Knowledge and Skills**

558 559 **4.1 Scope**

560 This chapter provides an overview of the general knowledge and skills that are common among high
561 performing incumbent CTOs.
562

563 **4.2 Requisite Standards**

564
565 4.2.1 A CTO shall have a working knowledge of APCO ANS: *Minimum Training*
566 *Standards for Public Safety Telecommunicator*.
567

568 4.2.2 The CTO should be cognizant of other relevant standards, including other APCO standards,
569 National Fire Protection Association's (NFPA) standards, and The Commission on Accreditation
570 for Law Enforcement Agencies' (CALEA) standards.

571 **4.3 General Knowledge of the Public Safety Communications Training Officer**

572 The following general areas of knowledge have been identified for the CTO. The Agency shall require
573 the CTO to demonstrate proficiency in at least the
574 following areas:

- 575 4.2.1 ADA-specific requirements of the Agency for equal access, as well as internal hiring and
- 576 accommodation practices;
- 577 4.2.2 Agency chain of command;
- 578 4.2.3 Adult learning principles;
- 579 4.2.4 Agency operations;
- 580 4.2.5 Agency's written directives;
- 581 4.2.6 Agency training standards and requirements;
- 582 4.2.7 Applicable local, state, federal and/or tribal standards and statutes and any applicable
- 583 certification requirements;
- 584 4.2.8 Components and requirements of the Agency's CTO Program;
- 585 4.2.9 Employee performance management process and tools;
- 586 4.2.10 Equipment operation;
- 587 4.2.11 Jurisdiction and geography;
- 588 4.2.12 Legal concepts and risk assessment;
- 589 4.2.13 Protocols, user agency defined (EMD, Police, Fire, etc.);
- 590 4.2.14 Record retention procedures;
- 591 4.2.15 Relevant public safety and homeland security initiatives¹³;
- 592 4.2.16 Resources, internal and external;
- 593 4.2.17 Supervision and leadership concepts and principles;
- 594 4.2.18 Technological systems: current systems used within the Agency;
- 595 4.2.19 Telecommunicator job duties, requirements, and relevant standards; and
- 596 4.2.20 Workplace culture.

599 **4.4 General Skills of the Public Safety Communications Training Officers**

600 High-performing incumbent CTOs have been identified as demonstrating the following abilities:

- 601 4.4.1 Active listening;
- 602 4.3.2 Analysis;
- 603 4.3.3 Coaching/Mentoring;
- 604 4.3.4 Computer;
- 605 4.3.5 Counseling;
- 606 4.3.6 Critical thinking;
- 607 4.3.7 Decision-making;
- 608 4.3.8 Evaluation and feedback;
- 609 4.3.9 Equipment, operation;
- 610 4.3.10 Interpersonal communications;
- 611 4.3.11 Leadership;
- 612 4.3.12 Motivation;
- 613 4.3.13 Multi-tasking;
- 614 4.3.14 Observation;

¹³ For example, local, state, national; ex NIMS, ICS, Tactical Interoperations Communications Plan (TICP), National Response Framework

- 615 4.3.15 Organization;
- 616 4.3.16 Planning;
- 617 4.3.17 Prioritization;
- 618 4.3.18 Problem solving;
- 619 4.3.19 Research;
- 620 4.3.20 Stress management;
- 621 4.3.21 Supervision;
- 622 4.3.22 Team-building;
- 623 4.3.23 Technical troubleshooting;
- 624 4.3.24 Telecommunicator¹⁴;
- 625 4.3.25 Time management; and
- 626 4.3.26 Written and verbal communication.

629 **Chapter 5 Tools, Equipment, and Technology**

631 **5.1 Scope**

632 This chapter addresses the need for all CTOs to demonstrate proficiency on all tools, equipment, and
633 technology they may be expected to operate within the public safety communications center and/or
634 training facilities.

636 5.2 The CTO shall demonstrate the ability to utilize tools, equipment, and technology used by a Public
637 Safety Telecommunicator as identified in APCO ANS: *Minimum Training Standards for Public Safety*
638 *Telecommunicators*.

640 5.3 The CTO shall demonstrate the ability to access administrator functions for all tools, equipment, and
641 technology as designated by the Agency.

644 **Chapter 6 Professional Competence**

646 **6.1 Scope**

647 This chapter identifies those components within Public Safety Communications that are critical for
648 enhancing the professional competence of all CTOs (both new and veteran workers). Some of these
649 components have been identified as being necessary for developing, maintaining, and enhancing the
650 knowledge and skills of the CTO. While the Agency has some responsibility for supporting and
651 facilitating the development of the CTO's professional competence, this chapter places primary
652 accountability for developing professional competence upon the CTO.

¹⁴ Refer to APCO Minimum Training Standards for Public Safety Telecommunicator

- 654 6.2 The CTO shall complete and maintain mandated training and certifications.
655
- 656 6.3 The CTO shall take responsibility for their own professional career development by actively seeking
657 opportunities to enhance their job knowledge and skills.
658
- 659 6.3.1 The CTO shall identify professional goals that can be supported by the Agency.
660
- 661 6.3.2 The CTO shall take advantage of career development opportunities.
662
- 663 6.3.3 The CTO should take advantage of opportunities to network both within the public safety
664 community and within the community in which they serve.
665
- 666 6.3.4 The CTO should review professional publications and resources to enhance professional
667 competence and remain current on trends within the profession.
668
- 669 6.4 The CTO shall comply with department, local, state, federal, or tribal regulations.
670
- 671 6.5 The CTO shall demonstrate the ability to meet and/or exceed performance standards set by the Agency.
672
- 673 6.5.1 The CTO shall demonstrate competency of the skills detailed in Chapter Four, Section 4.3:
674 General Skills of the Communications Training Officer.
675
- 676 6.5.2 The CTO shall actively seek and be receptive to feedback and review of their performance,
677 including issues identified during the Agency's established quality assurance and quality
678 improvement processes.
679
- 680 6.6 The CTO shall demonstrate effective team concepts.¹⁵
681
- 682 6.7 The CTO shall demonstrate the ability to communicate with superiors, peers, and subordinates in a
683 positive and constructive manner.
684
- 685 6.8 The CTO shall demonstrate the ability to operate within all written directives and plans regarding
686 operations established by and for the Agency.
687
- 688 6.8.1 The CTO shall demonstrate proficiency in Agency operations which may include, but are not
689 limited to, calltaking, dispatching, jurisdictional and geographical boundaries, and other related
690 job duties.
691

¹⁵ Effective team concepts include being an effective team member, as well as developing and managing effective teams.

6.8.2 The CTO shall remain current and informed of all the Agency's written directives including relevant public safety and homeland security initiatives.

6.8.3 The CTO shall demonstrate the appropriate application of the Agency's written directives.

6.8.4 The CTO shall recommend updates to the Agency's written directives when appropriate.

Chapter 7 Public Safety Communications Training Officer (CTO) Training Requirements

7.1 Scope

This chapter addresses the duties defined for Public Safety CTO. Training shall ensure that the CTO can demonstrate the level of proficiency established by the agency for these duties.

7.2 The CTO shall demonstrate the ability to provide effective training.

7.2.1. The CTO shall demonstrate the ability to supervise the trainee effectively.

7.2.1.1 The CTO shall demonstrate the ability to review existing training records.

7.2.1.2 The CTO shall demonstrate the ability to inform the trainee of policy expectations.

7.2.1.3 The CTO shall demonstrate the ability to document policy violations.

7.2.1.4 The CTO shall demonstrate the ability to recommend trainee's release from training, extension of training or termination.

7.2.1.5 The CTO shall demonstrate the ability to enforce written directives.

7.2.1.6 The CTO shall demonstrate the ability to encourage trainee's to use effective stress management skills.

7.2.1.7 The CTO shall demonstrate the ability to monitor trainee progress and complete progress reports.

732 7.2.2 The CTO shall demonstrate the ability to process and maintain training
733 documentation.

734 7.2.2.1 The CTO shall demonstrate the ability to complete objective training progress reports.

735 7.2.2.2 The CTO shall demonstrate the ability to provide and document verbal and written
736 feedback.

737 7.2.2.3 The CTO shall demonstrate the ability to complete training logs.

738 7.2.2.4 The CTO shall demonstrate the ability to identify and document remedial training
739 needs.

740 7.2.3 The CTO shall demonstrate the ability to provide individualized instruction to the trainee.

741 7.2.3.1 The CTO shall demonstrate the ability to use multiple teaching methods and instructional
742 techniques to meet the specific needs of the trainee. These methods may include
743 identifying learning style preferences, multiple intelligences, generational learning
744 factors, etc.

745 7.2.3.2 The CTO shall demonstrate the ability to provide instruction on equipment and
746 technology.

747 7.2.3.3 The CTO shall demonstrate the ability to establish a written training plan to meet goals,
748 objectives, and benchmarks established by the Agency.

749 7.2.3.4 The CTO shall demonstrate the ability to provide supplemental education (for example,
750 ride-alongs, geography tours, service area tours, landmark tours, etc).

751 7.2.3.5 The CTO shall demonstrate the ability to evaluate and document the trainee's practical
752 application of skills.

753 7.2.3.6 The CTO shall demonstrate the ability to recommend supplemental training material.

754 7.2.4 The CTO shall demonstrate the ability to deliver classroom instruction as assigned.

755 7.2.5 The CTO shall demonstrate the ability to provide learning materials. These materials may
756 include training or equipment manuals, Agency's written directives, handouts, etc.
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- 771 7.2.5.1 The CTO shall demonstrate the ability to incorporate within the delivery of training the
772 use of common agency reference material. These materials may include maps,
773 Emergency Response Guidebook (ERG, hazmat book), NCIC manual, etc.
774
- 775 7.2.5.2 The CTO shall demonstrate the ability to recommend modifications to training
776 materials.
777
- 778 7.2.6 The CTO shall demonstrate the ability to administer written tests and skills assessments.
779
- 780 7.3 The CTO shall demonstrate the ability to interact effectively with trainees.
781
- 782 7.3.1 The CTO shall demonstrate the ability to give constructive feedback to the trainee.
783
- 784 7.3.2 The CTO shall demonstrate the ability to counsel trainees regarding conduct or performance as it
785 relates to training.
786
- 787 7.4 The CTO shall demonstrate the ability to perform administrative functions as assigned.
788
- 789 7.4.1 The CTO shall demonstrate the ability to perform the duties of a Public Safety
790 Telecommunicator and Supervisor as required by the Agency.
791
- 792 7.4.2 The CTO shall demonstrate the ability to represent the Agency at meetings with the public,
793 representatives of other agencies, departments, committees, and commissions.
794
- 795 7.4.3 The CTO shall demonstrate the ability to participate in the Agency's Quality Assurance and
796 Quality Improvement processes.
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Special Acknowledgements*

Special recognition to the numerous facilitators, panelists and hosting agencies that provided the pertinent research needed to successfully update this candidate standard.

Public Safety Communications Training Officer (CTO) Validation Panel – Florida

Hosting Agency:

Miami-Dade Fire Rescue
Miami, FL

Facilitators:

Natalie Duran
Arleen Fernandez
Carla Walker
Miami-Dade Fire Rescue
Miami, FL

Panelists:

Maeghan Dusenbery
Broward Sheriff’s Office
Ft. Lauderdale, FL

Christina Green
Palm Beach County Sheriff’s Office
West Palm Beach, FL

Jacqueline Samuel
City of Miami Fire-Rescue
Miami, FL
Amarilys Diaz
City of Miami Police Department
Miami, FL

Yvette Scott
Miami-Dade Fire Rescue
Miami, FL
Cindra Dunaway
Lee County Sheriff’s Office
Ft. Myers, FL

Darlene Saltsman
Regional Communications Center
Edgewater, FL

Jared Winch
Sarasota County Sheriff’s Office
Sarasota, FL

Jennifer Hall-Jenkins
Miami Beach Police Department
Miami Beach, FL

Felicia “Nery” Rosello
Hialeah Public Safety
Hialeah, FL

Amanda Fleming
Whitfield County 911
Chatsworth, GA

Public Safety Communications Training Officer (CTO) Validation Panel – Connecticut

Hosting Agency:

Waterford Emergency Communications Center
Waterford, CT

Facilitators:

Laurie Lewis
Waterford Emergency Comm Ctr
Waterford, CT

Panelists:

Helene Chapman
University of Connecticut
Department of Public & Environmental Safety
Storrs, CT

Kevin McManus
Colchester ECC
Colchester, CT

Robin Key
New London Police Department
New London, CT

J.P. Sredzinski
Southwestern Regional Comm
Bridgeport, CT

Paul Martineau
Hartford Police Department
Hartford, CT

Jodie Strohl
Waterford ECC
Waterford, CT

Public Safety Communications Training Officer (CTO) Validation – Arizona

Hosting Agency:

Arizona State University
Police Department
Tempe, Arizona

Facilitators:

Dan Morelos
Tucson Airport Authority
Tucson, AZ

Panelists:

Jennifer Johnson
Tempe PD
Tempe, AZ

Sarah Randall
Arizona State University PD
Tempe, AZ

Michelle Farnsworth
Phoenix PD
Phoenix, AZ

Emily Garcia
Pinal County Sheriff Office
Florence, AZ

Sharron Jagger
Goodyear PD
Goodyear, AZ

Marcy Modrick
Mesa PD
Mesa, AZ

Carlos Valencia
Pima Community College PD
Tucson, AZ

Celeste Zwolinski
Apache Junction PD
Apache Junction, AZ

Cheryl Alexander
Tucson PD
Tucson, AZ

Stephanie Szpotowski
Gila County Sheriff's Office
Globe, AZ

Sheila Kyer
Arizona Dept. of Public Safety
Phoenix, AZ

Kristina Townley
Yuma PD
Yuma, AZ



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Notes

DRAFT APCO ANS



Leaders in Public Safety Communications™

351 N. Williamson Blvd.

Daytona Beach, FL 32114 USA

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