

# Core Competencies and Minimum Training Standards for Public Safety Communications Training Officer (CTO)



© 2017; all rights reserved  
APCO International  
351 N Williamson Blvd  
Daytona Beach, FL 32114

**APCO ANS 3.101.3-2017**

©2017; all rights reserved

APCO International

ISBN: 978-1-943877-18-8

This standard was revised by The APCO International Communications Center Standards Committee (CCSC) and approved by the APCO International Standards Development Committee (SDC) on October 13, 2016. Final approval by the American National Standards Institute (ANSI) was received on September 12, 2017.

**Abstract:** This standard identifies the core competencies and minimum training requirements for Public Safety Communications Training Officers (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.

## **TABLE OF CONTENTS**

Foreword* .....	4
Executive Summary* .....	7
Acknowledgements* .....	8
Communications Center Standards Committee* .....	8
Standards Development Committee* .....	9
Acronyms and Abbreviations* .....	10
Chapter 1: Introduction .....	11
Chapter 2: Agency Responsibilities .....	14
Chapter 3: Organizational Integrity .....	17
Chapter 4: General Knowledge and Skills .....	18
Chapter 5: Tools, Equipment and Technology .....	20
Chapter 6: Professional Competence .....	20
Chapter 7: Public Safety Communications Training Officer (CTO) Training Requirements .....	22
Special Acknowledgements* .....	25

*\*Informative material and not a part of this American National Standard (ANS)*

## **Foreword\***

APCO International is the world's largest organization of public safety communications professionals. It serves the needs of public safety communications practitioners worldwide, and the welfare of the public as a whole, by providing complete expertise, professional development, technical assistance, advocacy and outreach.

### **The 2017-2018 APCO International Executive Board:**

**Martha K. Carter**, President

**Holly E. Wayt**, First Vice President

**Tracey Hilburn**, Second Vice President

**Cheryl Greathouse**, Immediate Past President

**Derek Poarch**, Ex-Officio

APCO International standards are developed by APCO committees, projects, task forces, work-groups and collaborative efforts with other organizations coordinated through the APCO International Standards Development Committee (SDC). Members of the committees are not necessarily members of APCO. Members of the SDC are not required to be APCO members. All members of APCO's committees, projects, and task forces are subject matter experts who volunteer and are not compensated by APCO. APCO standards activities are supported by the Communications Center & 9-1-1 Services Department of APCO International.

**For more information regarding APCO International and APCO standards please visit:**

**[www.apcointl.org](http://www.apcointl.org)**

**[www.apcostandards.org](http://www.apcostandards.org)**

APCO American National Standards (ANS) are voluntary consensus standards. Use of any APCO standard is voluntary. This standard does not imply that there are no other minimum qualifications related to public safety communications training officers. All standards are subject to change. APCO ANS are required to be reviewed no later than every five years. The designation of an APCO standard should be reviewed to ensure you have the latest edition of an APCO standard, for example:

APCO ANS 3.101.1-2007 = 1- Operations, 2- Technical, 3-Training

APCO ANS 3.101.1-2007 = Unique number identifying the standard

APCO ANS 3.101.1-2007 = The edition of the standard, which will increase after each revision

APCO ANS 3.101.1-2007 = The year the standard was approved and published, which will change after each revision.

The latest edition of an APCO standard cancels and replaces older versions of the APCO standard. Comments regarding APCO standards are accepted any time and can be submitted to [apcostandards@apcointl.org](mailto:apcostandards@apcointl.org), if the comment includes a recommended change, it is requested to accompany the change with supporting material. If you have a question regarding any portion of the standard, including interpretation, APCO will respond to your request following its policies and procedures. ANSI does not interpret APCO standards; they will forward the request to APCO.

APCO International adheres to ANSI's Patent Policy. Neither APCO nor ANSI is responsible for identifying patents for which a license may be required by an ANS or for conducting inquiries into the legal validity or scope of any patents brought to their attention.

No position is taken with respect to the existence or validity of any patent rights within this standard. APCO is the sole entity that may authorize the use of trademarks, certification marks, or other designations to indicate compliance with this standard.

Permission must be obtained to reproduce any portion of this standard and can be obtained by contacting APCO International's Communications Center & 9-1-1 Services Department. Requests for information, interpretations, and/or comments on any APCO standards should be submitted in writing addressed to:

**APCO SDC Secretary, Communications Center & 9-1-1 Services**

APCO International  
351 N. Williamson Blvd Daytona  
Beach, FL 32114-1112 USA  
[standards@apcointl.org](mailto:standards@apcointl.org)

*\*Informative material and not a part of this American National Standard (ANS)*

## **Executive Summary\***

The job of Communications Training Officer (CTO) is one of the most important and influential positions within a public safety communications agency. The work of the CTO directly affects the outcome of training in an industry that plays an important role in the safety of his or her community. This is vital work within the public safety communications center.

Because the CTO plays such an important role and function, this standard endeavors to capture the critical elements of the job and training required to enable CTOs to successfully train the telecommunicators of the future. When we train a telecommunicator, we train a professional public safety communications partner. When we train a CTO, we train *many* professional public safety communications partners.

We want to thank the Occupational Analysis (OA) Subcommittee of the Communications Center Standards Committee for their ongoing commitment to excellence using the Occupational Analysis process that was used to gather the foundational information about the job of a CTO. We also thank the high-performing CTO panelists and their agencies, which allowed them to participate in the OA process where they identified the knowledge, skills, and traits of an effective CTO, and further identified and prioritized the most important duties and tasks performed by the CTO. The resulting standard reflects their efforts on behalf of their training counterparts around the country.

Finally, I want to personally thank the current and past members of the APCO International Communications Center Standards Committee for their service on behalf of APCO and public safety communications personnel. The work they have accomplished through the creation of this and all of the other APCO/ANSI standards was done in the spirit of service to their profession and has been carried out through hard work, dedication, and passion. The CTO standard is a legacy to their professionalism and one of their most significant contributions to the industry.

## **Acknowledgements\***

### **APCO Communications Center Standards Committee**

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

Cory Ahrens, CCSC Chair

Washington State Criminal Justice Training Commission, Washington

Nancy Dzoba, Vice Chair

Ft. Lauderdale, Florida

Kristi Key, RPL

Fayetteville Police Department, Arkansas

Michele Lau

Austin Police Department, Texas

Lori Markham

City of Spokane Fire Department, Washington

Shantelle Oliver

Irving Police Department, Texas

Kim Ostin

Sterling Heights Police, Michigan

Jacqueline Pace

Redwood Police Department, California

Angie Schulz

Raleigh-Wake Communications, North Carolina

Matt Stillwell, RPL

City of Edmond, Oklahoma

Nicola Tidey, RPL

Orange County Emergency Communications, Virginia

Michael Tillman

Norcom, Belleville, Illinois

Steve Leese, Secretary

APCO International



**APCO Standards Development Committee (SDC)**

Daniel Morelos, Chair  
Tucson Airport Authority, Arizona

Sherry Taylor, Vice Chair  
Indianapolis Fire Department Communications Division, Indiana

Chris Fischer, Past APCO International President  
Des Moines, Washington

Mark Fletcher  
AVAYA

James Leyerle  
OnStar

Nathan McClure, Past APCO International President  
AECOM

Michael Romano  
NexGen Global Technologies

Bradford S. Smith  
Framingham Fire Department, Massachusetts

Bud Hicks  
Grundy County, Illinois

Jackie Pace  
Redwood City, California

Tracy Ertl  
TitleTown Publishing

Rick Thomas  
Apex, North Carolina

Nicki Tidey  
Orange County Emergency Communications Center

Crystal McDuffie, RPL, ENP  
Standards Secretary, APCO International

*\*Informative material and not a part of this American National Standard (ANS)*

## Acronyms and Abbreviations\*

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

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

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

## Chapter 1: Introduction

### 1.1 Scope

This standard applies to those Agencies that have adopted a formal program for one-on-one training for Telecommunicators. This standard identifies the core competencies and minimum training requirements for a Communications Training Officer (CTO). This position is typically tasked with implementing training programs in accordance with federal, state, local, tribal, and departmental mandates.

### 1.2 Purpose

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

### 1.3 Definitions

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

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

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

**1.3.3 Core Competencies:** The unique traits, requisite knowledge, comprehension, and application of skills, and situational analysis leading to the appropriate response to the caller, co-worker, other public safety stakeholders<sup>1</sup>, or event(s) consistent with general practices and locally defined parameters.

---

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

- 1.3.4 **Calls for Service or Request for Service:** A call that results in the provision of a public safety service or response.
- 1.3.5 **Demographics:** Characteristics and cultural composition of the service area.
- 1.3.6 **Fair Labor Standards Act (FLSA)<sup>2</sup>:** A federal law, which sets out various labor regulations regarding interstate commerce employment, including minimum wages, requirements for overtime pay and limitations on child labor.
- 1.3.7 **Knowledge:** Fundamental understanding one must have to perform a specific task.
- 1.3.8 **Liability:** The condition of being actually or potentially subject to an obligation; condition of being responsible for a possible, or actual loss, penalty, evil expense or burden; condition which creates a duty to perform an act immediately or in the future.<sup>3</sup> Types of liability may include:
- 1.3.8.1 **Negligence:** “Failure to use such care as a reasonably prudent and careful person would use under similar circumstances; it is the doing of some act which a person of ordinary prudence *would not have* done or the failure to do something a person of ordinary prudence *would have* done under similar circumstances.”<sup>4</sup>
  - 1.3.8.2 **Negligent Assignment:** Assigning someone to a task or job for which they are not skilled or trained. For example, assigning someone to the position of CTO who has not been properly trained or allowing an employee to perform a function for which they are not qualified.
  - 1.3.8.3 **Negligent Entrustment:** Failure to control dangerous equipment or devices entrusted to an employee or allowing an employee to use a piece of equipment for which they have not been trained. Includes allowing a trainee to work the radio or CAD system unsupervised without proper training.
  - 1.3.8.4 **Negligent Retention:** Failure to terminate an employee who is clearly unsuitable for the job.
  - 1.3.8.5 **Negligent Supervision:** Failure to coordinate, control, or direct trainee conduct that may cause injury. This can include failure to use reasonable care in addressing and documenting misconduct.

---

<sup>2</sup> <http://www.dol.gov/whd/flsa>

<sup>3</sup> Black's Law Dictionary Sixth Edition

<sup>4</sup> Black's Law Dictionary, 1133 (9<sup>th</sup> ed. 2009)

- 1.3.8.6 **Negligent Training:** Failure to adequately train or training that is grossly negligent thus creating a risk that the trainee will not act with due regard in the future.
- 1.3.8.7 **Vicarious Liability:** A legal doctrine referring to the imposition of liability on one person for the actionable conduct of another based solely on a relationship between the two persons.<sup>5</sup> For example, the liability of an employer for the acts of an employee.
- 1.3.9 **National Incident Management System/Incident Command System (NIMS/ICS):** An organized method to define roles, responsibilities, and standard operating procedures used to unify multiple disciplines in order to manage emergency operations under one functional organization.<sup>6</sup>
- 1.3.10 **Public Safety Answering Point (PSAP):** A facility equipped and staffed to receive emergency and non-emergency calls requesting public safety services via telephone and other communication devices. Emergency calls are first answered, assessed, classified, and prioritized. The FCC further defines a primary PSAP as a facility to which 9-1-1 calls are routed directly from the 9-1-1 Control Office. A secondary PSAP is defined as a facility to which 9-1-1 calls are transferred from a primary PSAP.
- 1.3.11 **Public Safety Communications Center:** A public safety entity, which may include a PSAP or be referred to as an Emergency Communications Center or Communications Center, where emergency calls for service or 9-1-1 phone calls culminate, and/or where calls for service are dispatched to public safety service providers.
- 1.3.12 **Public Safety Communications Supervisor:** The individual employed by a Public Safety Communications Center to provide leadership and guidance to employees in order to achieve the Agency's mission, values, and vision.
- 1.3.13 **Public Safety Telecommunicator (Telecommunicator):** The individual employed by a public safety Agency as the first of the first responders whose primary responsibility is to receive, process, transmit, and/or dispatch emergency and non-emergency calls for law enforcement, fire, emergency medical, and other public safety services via telephone, radio, and other communication devices.
- 1.3.14 **Public Safety Communications Training Coordinator:** One who administers the training function through the needs analysis, research, planning, curriculum design, implementation, records management, and evaluation processes to enhance emergency communications?

---

<sup>5</sup> Black's Law Dictionary Sixth Edition

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

- 1.3.15 **Public Safety Communications Training Officer (CTO):** A telecommunicator who consistently demonstrates superior skills, knowledge, and professionalism on the job. One who is responsible for implementing training program(s) in accordance with local, state, federal, tribal, and departmental mandates.
- 1.3.16 **Quality Assurance (QA):** All actions taken to ensure that standards and procedures are adhered to and that delivered products or services meet performance requirements.<sup>7</sup>
- 1.3.17 **Quality Assurance (QA) and Quality Improvement (QI) Program:** An ongoing program providing at a minimum, the random case review evaluating call receiving and emergency dispatch performance, feedback of protocol compliance, commendation, retraining and remediation as appropriate, and submission of compliance data to the Agency.
- 1.3.18 **Quality Assurance Process:** A formal assessment process by which actual performance, behavior, and outcomes are compared against established standards to ensure compliance, consistency, and accuracy in the delivery of quality service.
- 1.3.19 **Quality Improvement Process:** Actions taken to improve or correct areas of concern.
- 1.3.20 **Shall:** Within the context of this standard, “shall” indicates a mandatory requirement.
- 1.3.21 **Should:** Within the context of this standard, “should” indicates a recommendation.
- 1.3.22 **Trainee:** A public safety communications employee (new or veteran) being trained in any of the programs under the direction of the CTO.
- 1.3.23 **Written Directives:** A set of Agency specific policies, procedures, rules, regulations, and guidelines.

## Chapter 2 Agency Responsibilities

### 2.1 Scope

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

### 2.2 General Agency Responsibilities

- 2.2.1 The Agency shall establish no less than these minimum training requirements while complying with all local, state, federal, and tribal laws.<sup>8</sup>

<sup>7</sup> <http://www.its.bldrdoc.gov/>

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

- 2.2.2 The Agency shall establish the baseline qualifications in addition to requisite cognitive, affective, and psychomotor skills needed to achieve compliance with this standard.
- 2.2.3 The Agency shall provide the CTO with information, in both verbal and written formats, during an initial orientation (for example, disciplinary processes, grievance processes, location of first-aid supplies including AED if available, location of facilities, time keeping procedures, work hours, etc.).
- 2.2.4 The Agency shall provide the CTO with information regarding response Agency resources,<sup>9</sup> including location of public safety service buildings,<sup>10</sup> apparatus and equipment, and emergency response planning documents.
- 2.2.5 The Agency shall provide training and performance expectations to the CTO detailing responses to catastrophic, technological, or structural failure within the communications center, emergency evacuation plans, and recovery processes to ensure the continuity of operations.
- 2.2.6 The Agency shall provide the CTO with expectations regarding customer service, personal conduct and behavior, courtroom demeanor, and ethical rules. If they exist, the Agency shall provide the CTO with a written copy of the Agency's adopted principles (for example, mission statement, core values, vision statement, etc.).
- 2.2.7 The Agency shall provide the CTO with information regarding access to and participation in programs such as:
  - 2.2.7.1 Critical Incident Stress Management (CISM);
  - 2.2.7.2 Employee Assistance Program (EAP);
  - 2.2.7.3 Health and wellness programs;
  - 2.2.7.4 Safety/Risk management programs; and
  - 2.2.7.5 Stress management techniques.
- 2.2.8 The Agency shall provide the CTO with access to appropriate state and federal regulations and labor practices, including, but not limited to:
  - 2.2.8.1 Americans with Disabilities Act (ADA);
  - 2.2.8.2 Fair Labor Standards Act (FLSA);
  - 2.2.8.3 Family Medical and Leave Act (FMLA)
  - 2.2.8.4 Health Insurance Portability and Accountability Act (HIPAA);
  - 2.2.8.5 Occupational Health and Safety Administration (OSHA); and
  - 2.2.8.6 Any applicable labor agreements.

<sup>9</sup> SWAT, K9, Dive, Search and Rescue, HAZMAT and other specialized responses.

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

- 2.3 The Agency shall define the job description and performance expectations of the CTO.
- 2.3.1 The Agency shall clearly articulate the roles and responsibilities of the position within a defined job description.
  - 2.3.2 The Agency shall provide for and support the position-specific training and ongoing professional development, including benchmarks and timelines, of the CTO to meet Agency performance standards and required certifications or licenses.
  - 2.3.3 The Agency shall establish detailed and defined performance expectations, providing and ensuring a clear understanding of those expectations.
    - 2.3.3.1 The Agency shall provide the CTO with an overview of its quality assurance process.
    - 2.3.3.2 The Agency shall have an established mechanism by which the job performance of the CTO is regularly reviewed and evaluated based upon accepted quality assurance practices or standards.
    - 2.3.3.3 The Agency shall ensure performance objectives are met by the CTO.
    - 2.3.3.4 The Agency shall regularly provide the CTO with a review of their performance as a CTO.
    - 2.3.3.5 The Agency shall provide a mechanism during the performance review wherein the CTO can identify goals and objectives to be accomplished in the course of employment.
  - 2.3.4 The Agency shall provide applicable training and continuing education opportunities for the CTO in areas identified within the job description, performance expectations, and in the knowledge and skills areas identified in Chapter Four, General Knowledge and Skills.
  - 2.3.5 The Agency shall maintain a complete training record for the CTO according to applicable record retention guidelines.
  - 2.3.6 The Agency shall provide the CTO with information on how and to whom they may address training issues and concerns.
  - 2.3.7 The Agency shall inform the CTO of types of actions that could be considered cause for disciplinary actions, including the loss of certification, licenses, or employment.
    - 2.3.7.1 The Agency shall document and address unacceptable performance with the CTO in a timely manner.



2.3.7.2 The Agency shall ensure a fair and consistent application of the disciplinary processes associated with performance.

- 2.4 The Agency shall keep all written directives up to date and shall provide the most current written directives to the CTO.
- 2.5 The Agency shall encourage and support professional development of the CTO through the identification and provision of networking opportunities within the public safety community, as well as the community within which services are provided.
- 2.6 The Agency should, when possible, subscribe to professional publications and make those publications available to its employees.
- 2.7 The Agency shall make readily available documents that identify regulations, recommendations, or mandates within the public safety communications industry (i.e. National Response Framework, OSHA,<sup>11</sup> APCO Standards, etc.).

### **Chapter 3 Organizational Integrity**

#### **3.1 Scope**

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

- 3.2 The CTO shall demonstrate an understanding of the Agency's mission, values, and vision.
- 3.3 The CTO shall comply with the Agency's expectations of professional conduct.
- 3.4 The CTO shall demonstrate a comprehensive knowledge of the duties and essential functions of the position.
- 3.5 The CTO shall act within their scope of authority as defined by the Agency.
- 3.6 The CTO shall demonstrate appropriate application of the Agency's written directives.
- 3.7 The CTO shall demonstrate an ability to work within the Agency's Chain of Command.
- 3.8 The CTO shall adhere to applicable local, state, federal, or tribal statutes and codes as appropriate.

---

<sup>11</sup> Occupational Safety and Health Administration

- 3.9 The CTO shall comply with mandatory professional requirements as identified by the Agency.<sup>12</sup>
- 3.10 The CTO shall demonstrate comprehension and application of the Agency’s policies regarding ethical behavior.
- 3.11 The CTO shall be able to demonstrate comprehension of specific training and supervisory liability issues related to overall Agency operations. This should include, but is not limited to:
- 3.11.1 Negligence;
  - 3.11.2 Negligent assignment;
  - 3.11.3 Negligent entrustment;
  - 3.11.4 Negligent retention;
  - 3.11.5 Negligent supervision;
  - 3.11.6 Negligent training; and
  - 3.11.7 Vicarious liability.
- 3.12 The CTO shall ensure the accurate reporting and documentation of records for which they are responsible.
- 3.13 The CTO shall foster and create effective working relationships with all personnel within the organization and with individuals and organizations external to the Agency.
- 3.14 The CTO shall encourage and support the highest quality of workplace team interaction and behavior.
- 3.15 The CTO shall demonstrate comprehension and application of diversity awareness and an active commitment to ensure equality, per the Agency written directives.

## **Chapter 4 General Knowledge and Skills**

### **4.1 Scope**

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

### **4.2 Requisite Standards**

4.2.1 The CTO shall have a working knowledge of APCO ANS 3.103.1-2010: *Minimum Training Standards for Public Safety Telecommunicator*.

4.2.2 The CTO should be cognizant of other relevant standards, including but not limited to, other APCO standards, NFPA standards, and CALEA standards.

---

<sup>12</sup> Applies to information regarding states’ certifications, standards, etc.

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

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

- 4.3.1 ADA specific requirements of the Agency for equal access, as well as internal hiring and accommodation practices;
- 4.3.2. Agency chain of command;
- 4.3.3. Adult learning principles;
- 4.3.4. Agency operations;
- 4.3.5. Agency's written directives;
- 4.3.6. Agency training standards and requirements;
- 4.3.7. Applicable local, state, federal and/or tribal standards and statutes and any applicable certification requirements;
- 4.3.8. Components and requirements of the Agency's CTO Program;
- 4.3.9. Employee performance management process and tools;
- 4.3.10. Equipment operation;
- 4.3.11. Jurisdiction and geography;
- 4.3.12. Legal concepts and risk assessment;
- 4.3.13. Protocols, user agency defined (EMD, Police, Fire, etc.);
- 4.3.14. Record retention procedures;
- 4.3.15. Relevant public safety and homeland security initiatives<sup>13</sup>;
- 4.3.16. Resources, internal and external;
- 4.3.17. Supervision and leadership concepts and principles;
- 4.3.18. Current technological systems used within the Agency;
- 4.3.19. Telecommunicator job duties, requirements, and relevant standards; and
- 4.3.20. Workplace culture.

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

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

- 4.4.1 Active listening;
- 4.4.2 Analysis;
- 4.4.3 Coaching/Mentoring;
- 4.4.4 Computer;
- 4.4.5 Counseling;
- 4.4.6 Critical thinking;
- 4.4.7 Decision making;
- 4.4.8 Evaluation and feedback;
- 4.4.9 Equipment operation;
- 4.4.10 Interpersonal communications;

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

- 4.4.11 Leadership;
- 4.4.12 Motivation;
- 4.4.13 Multitasking;
- 4.4.14 Observation;
- 4.4.15 Organization;
- 4.4.16 Planning;
- 4.4.17 Prioritization;
- 4.4.18 Problem solving;
- 4.4.19 Research;
- 4.4.20 Stress management;
- 4.4.21 Supervision;
- 4.4.22 Team-building;
- 4.4.23 Technical troubleshooting;
- 4.4.24 Telecommunicator;<sup>14</sup>
- 4.4.25 Time management; and
- 4.4.26 Written and verbal communication.

## Chapter 5 Tools, Equipment, and Technology

### 5.1 Scope

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

5.2 The CTO shall demonstrate the ability to utilize tools, equipment, and technology including, but not limited to, those used by a Public Safety Telecommunicator, in accordance with Agency expectations, and as identified in APCO ANS 3.103.1-2010: *Minimum Training Standards for Public Safety Telecommunicators*.

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

## Chapter 6 Professional Competence

### 6.1 Scope

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

<sup>14</sup> Refer to APCO Minimum Training Standards for Public Safety Telecommunicator

accountability for developing professional competence upon the CTO.

- 6.2 The CTO shall complete and maintain mandated training and certifications.
- 6.3 The CTO shall take responsibility for their own professional career development by actively seeking opportunities to enhance job knowledge and skills.
  - 6.3.1 The CTO shall identify professional goals that can be supported by the Agency.
  - 6.3.2 The CTO shall take advantage of career development opportunities.
  - 6.3.3 The CTO shall participate in continuing education.
  - 6.3.4 The CTO should take advantage of opportunities to network both within the public safety community and within the community in which they serve.
  - 6.3.5 The CTO should review professional publications and resources to enhance professional competence and remain current on trends within the profession.
- 6.4 The CTO shall comply with department, local, state, federal, or tribal regulations.
- 6.5 The CTO shall demonstrate the ability to meet and/or exceed performance standards set by the Agency.
  - 6.5.1 The CTO shall demonstrate competency of the skills detailed in Chapter Four, Section 4.3: General Skills of the Communications Training Officer.
  - 6.5.2 The CTO shall actively seek and be receptive to feedback and review of their performance, including, but not limited to, issues identified during the Agency's established quality assurance and quality improvement processes.
- 6.6 The CTO shall demonstrate the ability to participate as an active member of a team.
- 6.7 The CTO shall encourage effective communication and reinforce positive interpersonal skills.
- 6.8 The CTO shall demonstrate the ability to communicate with superiors, peers, and subordinates in a positive and constructive manner.
- 6.9 The CTO shall demonstrate the ability to operate within all written directives and plans regarding operations established by and for the Agency.
  - 6.9.1 The CTO shall demonstrate proficiency in Agency operations which may include, but are not limited to, call-taking, dispatching, jurisdictional and geographical boundaries, and other related job duties.

- 6.9.2 The CTO shall remain current and informed of all the Agency's written directives including relevant public safety and homeland security initiatives.
- 6.9.3 The CTO shall demonstrate the appropriate application of the Agency's written directives.
- 6.9.4 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 trainees to use effective stress management skills.
  - 7.2.1.7 The CTO shall demonstrate the ability to monitor trainee progress and complete progress reports.
- 7.2.2 The CTO shall demonstrate the ability to process and maintain training documentation.
  - 7.2.2.1 The CTO shall demonstrate the ability to complete objective training progress reports.
  - 7.2.2.2 The CTO shall demonstrate the ability to provide and document verbal and written

feedback.

- 7.2.2.3 The CTO shall demonstrate the ability to complete training logs.
- 7.2.2.4 The CTO shall demonstrate the ability to identify and document remedial training needs.
- 7.2.3 The CTO shall demonstrate the ability to provide individualized instruction to the trainee.
  - 7.2.3.1 The CTO shall demonstrate the ability to use multiple teaching methods and instructional techniques to meet the specific needs of the trainee. These methods may include identifying learning style preferences, multiple intelligences, generational learning factors, etc.
  - 7.2.3.2 The CTO shall demonstrate the ability to provide instruction on equipment and technology.
  - 7.2.3.3 The CTO shall demonstrate the ability to establish a written training plan to meet goals, objectives, and benchmarks established by the Agency.
  - 7.2.3.4 The CTO shall demonstrate the ability to provide supplemental education (for example, ride-alongs, geography tours, service area tours, landmark tours, etc.).
  - 7.2.3.5 The CTO shall demonstrate the ability to evaluate and document the trainee's practical application of skills.
  - 7.2.3.6 The CTO shall demonstrate the ability to recommend supplemental training material.
- 7.2.4 The CTO shall demonstrate the ability to deliver classroom instruction as assigned.
- 7.2.5 The CTO shall demonstrate the ability to provide learning materials. These materials may include training or equipment manuals, Agency's written directives, handouts, etc.
  - 7.2.5.1 The CTO shall demonstrate the ability to incorporate within the delivery of training the use of common agency reference material. These materials may include maps, Emergency Response Guidebook (ERG, hazmat book), NCIC manual, etc.
  - 7.2.5.2 The CTO shall demonstrate the ability to recommend modifications to training materials.
- 7.2.6 The CTO shall demonstrate the ability to administer written tests and skills assessments.

- 7.3 The CTO shall demonstrate the ability to interact effectively with trainees.
  - 7.3.1 The CTO shall demonstrate the ability to give constructive feedback to the trainee.
  - 7.3.2 The CTO shall demonstrate the ability to counsel trainees regarding conduct or performance as it relates to training.
- 7.4 The CTO shall demonstrate the ability to perform administrative functions as assigned.
  - 7.4.1 The CTO shall demonstrate the ability to perform the duties of a Public Safety Telecommunicator and Supervisor as required by the Agency.
  - 7.4.2 The CTO shall demonstrate the ability to represent the Agency at meetings with the public, representatives of other agencies, departments, committees, and commissions.
  - 7.4.3 The CTO shall demonstrate the ability to participate in the Agency's QA/QI processes.

*End of ANS 3.101.3-2017*



**Special Acknowledgements\***

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

Validation Panel Convened Fairfax County, VA 3/27/2015

Facilitator: Carol Adams, Stafford County Sheriff's Office, VA

Panelists:

Gale, Dawn	Stafford County Sheriff's Office, VA
Garcia, Linda	City of Alexandria Dept. of Emergency Communications, VA
McCullough, Anne-Marie	PSCC Montgomery County, MD
Storey, Lee Anne	Virginia Beach Emergency Communications & Citizen Services, VA
Via, Christopher Scott	Charlottesville-Albemarle UVA Emergency Communications Center, VA
Wright, Jathiya	Manassas City Police Department, VA

*\*Informative material and not a part of this American National Standard (ANS)*



## Notes



Leaders in Public Safety Communications™

351 N. Williamson Blvd.

Daytona Beach, FL 32114 USA