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The Association of Public-Safety Communications Officials - International



Minimum Training
Standards for
Public Safety
Communications
Training Officer
(CTO)

APCO ANS 3.101.1-2007



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Minimum Training Standards for Public Safety Communications Training Officer (CTO)

APCO ANS 3.101.1-2007

Standard written by **APCO International Call Center Standards Committee**

Approved February 8, 2007 by **APCO International Board of Officers**

Approved February 11, 2007 by **APCO International Executive Council**

Approved August 22, 2007 by

APCO International Standards Development Committee (SDC)

Approved September 19, 2007 by

The American National Standards Institute (ANSI)

Abstract: This standard addresses the minimum training requirements, in general, necessary to foster levels of consistency for all personnel in an emergency communications environment assigned to providing on-the-job training to active 9-1-1 professionals and telecommunicators, as well as to promote the leadership role of the CTO. This standard responds to the valid needs of the rapidly expanding and ever-changing industry, providing competent training standards while defining training in certain knowledge, skills, and abilities, and recognizing the need to supplement basic competencies with agency-specific information and existing equipment-use parameters.

Keywords: Telecommunicators, public safety, communications training officer, training requirements, emergency communications, public safety answering points, 9-1-1, emergency management and personnel.

APCO International

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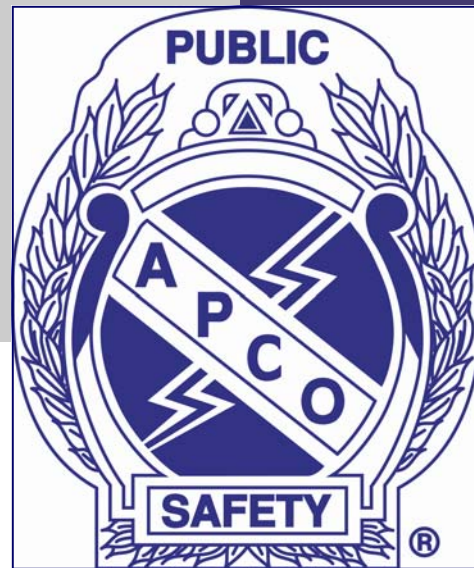


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Minimum Training Standards for Public Safety Communications Training Officer (CTO)

Foreword*

The Association of Public-Safety Communications Officials (APCO) International is the world's oldest and largest professional organization dedicated to the enhancement of public-safety communications. APCO International serves the professional needs of its 15,000 members worldwide by creating a platform for setting professional standards, addressing professional issues and providing education, products and services for people who manage, operate, maintain and supply the communications systems used by police, fire and emergency medical dispatch agencies throughout the world.

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At the time this standard was written, the Call Center Standards Committee had the following membership:

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At the time this standard received ANS designation, the Standards Development Committee had the following membership:

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Minimum Training Standards for Public Safety Communications Training Officer (CTO)

Introduction*

On behalf of public safety communications professionals across the nation, the Call Center Standards Committee has diligently worked to complete comprehensive Minimum Training Standards for Public Safety Communications Training Officer. The Committee, consisting of a group of working public safety communications professionals from various size agencies and backgrounds, reviewed and validated occupational analysis data for the Minimum Training Standards for Communications Training Officer. The need for core competencies necessary to build upon those skills outlined in the P33 Minimum Training Standards for Public Safety Communications Telecommunicator creates new challenges for training officers, supervisors and managers. The focus of the Minimum Training Standards for Public Safety Communications Training Officer is to provide training necessary to foster levels of consistency for training officers providing on the job training, as well as to promote the leadership role of the CTO in a public safety communications center. It is expected that a CTO wishing to meet this standard be trained prior to or within the first three months of assignment, promotion or hire.

Responding to the valid needs of our members, dealing with the rapidly expanding and ever-changing service environment, the Committee worked together over six months to refine the tasks and subtasks relative to the Communications Training Officer. Work on these tasks and subtasks began at the APCO International's 72nd Annual Conference and Exposition and were completed by the Committee in November of 2006. The standard was announced in the *Public Safety Communications/APCO Bulletin*, as well as posted on the APCO Web site, with comment solicited from the membership. The Minimum Training Standards for Public Safety Communications Training Officer was approved by the APCO International Board of Officers on February 8, 2007 and ratified by the APCO International Executive Council on February 11, 2007.

The Standards Development Committee reviewed the standard and it was submitted as a candidate American National Standard (ANS) through the APCO ANS process. The candidate ANS was available for public review and comment for 45 days, announced both by APCO and ANSI. Only positive comments were received. The Standards Development Committee CTO Consensus Body voted unanimously to approve the standard. Final approval was received by ANSI's Board of Standards Review on September 19, 2007.

The Committees thank those on the APCO International Executive Council who assisted in disseminating this standard for review by the membership and the public safety professionals who reviewed the standard in draft form. This collaboration of industry professionals can only increase the high degree of professionalism we all seek within our agencies.

Julie Righter

Call Center Standards Committee Chair

Carol Adams

Standards Development Committee Chair

*The Introduction is informative and not a part of this ANS

Minimum Training Standards for Public Safety Communications Training Officer (CTO)



Acronyms and Abbreviations*

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

ADA	Americans with Disabilities Act
ANS	American National Standard
ANSI	American National Standard Institute
APCO	Association of Public-Safety Communications Officials
CALEA	Commission on Accreditation for Law Enforcement Agencies
CISD	Critical Incident Stress Debriefing
CISM	Critical Incident Stress Management
CTO	Public Safety Communications Training Officer
EAP	Employee Assistance Program
ICS	Incident Command System
NFPA	National Fire Protection Association
NIMS	National Incident Management System
OSHA	Occupational Safety and Health Administration
PSAP	Public Safety Answering Point
SEG	Standard Evaluation Guideline
SDC	Standards Development Committee
TERT	Telecommunicator Emergency Response Taskforce

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



Minimum Training Standards for Public Safety Communications Training Officer (CTO)

Chapter 1: Administration

1.1 Scope

This standard identifies the minimum training requirements for Public Safety Communications Training Officer (CTO). This position is typically charged with providing one-on-one training to Telecommunicators (as defined in 2.1.9) in a public safety answering point (PSAP). This document seeks to define training in certain knowledge, skills, and abilities to be provided by the agency for those Telecommunicators selected as CTOs. This standard should be seen as independent and stand-alone from standards addressed in the Minimum Training Standards for Public Safety Telecommunicators; however, when a CTO performs the tasks of a Telecommunicator, he/she should meet the requirements of *APCO International's Project 33 Minimum Training Standards for Public Safety Telecommunicators*¹ or equivalent. Supervisors should be cognizant of other relevant standards such as The National Fire Protection Association's (NFPA)² standards, The Commission on Accreditation for Law Enforcement Agencies's (CALEA)³ standards, etc.

1.2 Purpose

The standard specifies the minimum training requirements, in general, of all personnel assigned to a one-on-one communications training function; it recognizes the need to supplement these basic competencies with agency-specific information and existing equipment-use parameters, as revised.

1.3 General

- 1.3.1 The agency/hiring authority shall establish no less than these minimum training standards and supplement each as necessary for localized operational needs.
- 1.3.2 The agency/hiring authority shall define the base-line literacy requirements in addition to cognitive and psychomotor skills required to successfully achieve compliance with these training standards.
- 1.3.3 The agency/hiring authority shall monitor the performance of the CTO to assure that the daily effort is consistent with the acceptable standards of training and supervising the call handling and dispatch responsibilities of his/her trainee. Special attention shall be paid to timely, accurate, and objective support and evaluation of subordinate personnel in accordance with agency/hiring authority policies.
- 1.3.4 The agency/hiring authority shall maintain complete training records and assure that all CTOs remain current in all areas of required performance and certifications through competent training.

¹APCO International publications are available at www.apcointl.org

²NFPA publications are available at www.nfpa.org

³CALEA publications are available at www.calea.org

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Chapter 2: Definitions

2.1 General

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

2.1.1 Agency/Hiring Authority (Agency):

The agency or body which defines the roles, responsibilities, policies, and procedures, as well as the performance standards that direct the activity of the supervisor. In multi-discipline centers, the hiring authority governs the operation providing call taking/dispatching 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 in-service requirements.

2.1.2 The Americans with Disabilities Act (ADA):

The Americans with Disabilities Act (ADA) and its inclusive guidance requires all PSAPs to provide direct, equal access to their services for people with disabilities who use teletypewriters (TTYs), which are also known as “telecommunications devices for the deaf (TDDs). Training Standards must comply with ADA requirements in providing direct, equal access to 9-1-1 for persons with disabilities who use TTYs.

2.1.3 Basic Competency:

The standard frequently refers to the need for the demonstration of basic supervisory competencies within various sections of the training program. Basic competency per section shall mean the unique, requisite knowledge, comprehension, and application of skills for an effective response to operational and training activities, as locally defined.

2.1.4 Call for Service:

A call that results in the dispatch of some class of public safety/service response.

2.1.5 Knowledge:

Fundamental understanding one must have in order to perform a specific task. Comprehension is required to effectively apply the knowledge in the analysis of each activity resulting in the synthesis of an appropriate action.



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2.1.6 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 as required.⁴

2.1.7 Public Safety Answering Point (PSAP):

A facility equipped and staffed to receive emergency and non-emergency calls requesting police, fire, emergency medical, and other public safety services via telephone and other communication devices. A primary PSAP is a facility at which emergency calls are first answered and triaged. The primary PSAP may also be the point from which calls are dispatched. The secondary PSAP is the point to which a primary PSAP transfers calls for service for dispatch or further processing.

2.1.8 Public Safety Communications First-Level Supervisor (Supervisor):

The first-level public safety communications professional that is responsible for decision-making, problem solving, and monitoring the work of subordinate public safety telecommunicators. A supervisor promotes individual and organizational performance to achieve the agency mission, standards, and goals through leadership and training in order to provide the highest possible level of public safety communications services.

2.1.9 Public Safety Communications Telecommunicator (Telecommunicator):

The first-line public safety communications professional who essentially serves as a first responder to every class of emergency for which public safety services are provided. The individual employed by a public safety agency whose primary responsibility is to receive, process, transmit and/or dispatch emergency and non-emergency calls for police, fire, emergency medical, and other public safety services via telephone and other communication devices.

2.1.10 Public Safety Communications Training Officer (CTO):

The first-line public safety communications professional who demonstrates superior conduct, professionalism, skills, and knowledge in the training of a new hire. This is accomplished through the use of adult learning principles using agency-defined training parameters. Training can be accomplished in a classroom setting and through on-the-job/one-on-one interactions and simulations.

⁴Homeland Security Presidential Directive (HSPD)- 5

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2.1.11 Shall:

Within the context of this standard indicates a mandatory requirement.

2.1.12 Skill sets:

The essential knowledge, skills, and/or abilities necessary to perform specific supervisory functions.

2.1.13 Trainee:

A public safety telecommunicator, new to the agency, who is under the direct supervision of a CTO while learning the knowledge and skill sets needed to become a successful telecommunicator.

(continued on next page)



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Chapter 3: Communications Training Officer Requirements

3.1 General

The CTO shall be provided with training to reach these basic training competencies and agency-specific requirements:

- 3.1.1** The CTO shall have a thorough working knowledge of the agency's policies, practices, operational activities, and telecommunicator skill sets.⁵
- 3.1.2** The CTO shall demonstrate a comprehensive understanding of agency resources and capabilities, including location of public safety/service buildings, apparatus and equipment, emergency management services and facilities, and emergency planning documents.
- 3.1.3** The CTO shall have received basic training in effective interpersonal communication skills, accreditation and/or certification processes (if applicable)⁶, leadership qualities and adult learning principles.
- 3.1.4** The CTO shall be aware of and understand the opportunity of all employees to participate in such programs as listed below, demonstrating the ability to inform Trainees of these services and make referrals as necessary:
 - (1) Employee Assistance Program (EAP);
 - (2) Critical Incident Stress Management (CISM)/Critical Incident Stress Debriefing (CISD);
 - (3) Health and Wellness Programs;
 - (4) Stress-Management techniques.
- 3.1.5** The CTO shall fully understand the safety requirement of the position as required by the agency, appropriate state regulations and, if applicable, the Occupational Safety and Health Administration (OSHA).
- 3.1.6** The CTO shall fully understand the impact of the ADA-specific requirements of PSAPs for equal access.
- 3.1.7** The CTO should have full understanding of the agency's hiring practices and ADA accommodation procedures.
- 3.1.8** The CTO shall have received training in applicable local, county, state, and federal programs, particularly in the area of emergency management, disaster events, threat notification, mutual aid/mutual response procedures and homeland security information.⁷

⁵Such Training as defined in the APCO International's Minimum Training Standard for Public Safety Telecommunicators or equivalent.

⁶For example, APCO International, CALEA, or other public safety communications certification programs.

⁷For example, NIMS, ICS, or National Joint TERT initiative.

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Chapter 4: Duties and Responsibilities

4.1 General

The CTO shall understand the agency's mission and can demonstrate the same by articulating their duties within the organization toward accomplishment of the mission.

- 4.1.1 The CTO can articulate formal and informal values that support public safety professionalism.
- 4.1.2 The CTO can identify formal and informal values that relate to his/her role as a public safety communications training officer.
- 4.1.3 The CTO shall demonstrate ethical behavior for which he/she has a direct responsibility and can articulate the importance of ethical behavior by all employees. The CTO shall demonstrate understanding of agency guidelines for handling sensitive personnel information for which confidentiality is required and/or expected.
- 4.1.4 The CTO shall articulate the agency expectations of professional conduct.
- 4.1.5 The CTO shall appropriately and professionally represent the agency, as authorized.
- 4.1.6 The CTO shall project a positive attitude, demonstrating effective problem solving, reiterating the mission and values of the agency, and modeling positive behavior.
- 4.1.7 The CTO shall demonstrate a thorough knowledge of the agency practices and training programs.
- 4.1.8 The CTO shall demonstrate and maintain operational and technological competence as defined by the agency.

4.2 Training

- 4.2.1 The CTO shall demonstrate the ability to provide instructional materials and recommend appropriate supplemental training materials to trainees.
- 4.2.2 The CTO shall demonstrate the ability to provide individualized instruction by:
 - (1) Identifying common agency reference materials;
 - (2) Selecting appropriate instructional techniques;
 - (3) Conducting remedial training;



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- (4) Conducting continuing education, if applicable;
- (5) Coordinating ride-alongs;
- (6) Providing job materials.

4.2.3 The CTO shall demonstrate the ability to review existing training records to coordinate trainee transitions between training phases.

4.2.4 The CTO shall demonstrate the ability to monitor and document the progression of assigned trainees, in accordance with agency requirements.

4.3 Model professional behavior

4.3.1 The CTO shall demonstrate professional behavior by abiding by and supporting departmental policies and directives.

4.3.2 The CTO shall demonstrate and encourage effective teamwork in order to accomplish the mission of the agency. Teamwork relies on mutual respect, a good work ethic, and doing what it takes to get the job done without complaint.

4.3.3 The CTO shall refrain from gossip. Telecommunicator trainees must observe the CTO working constructively with other employees and not engaging in destructive rumors or gossip. This will socialize the trainee to the agency's stated or unstated organizational norms.

4.3.4 The CTO shall demonstrate the ability to resolve conflicts effectively through the use of appropriate conflict resolution models and other available resources.

4.3.5 The CTO shall participate in continuing education. This education can be in the form of agency-hosted in-services, participating in professional organizations/association formal trainings, etc.

4.4 Training Evaluation and Documentation

4.4.1 The CTO shall demonstrate the ability to effectively and objectively use agency-designated evaluation tools, which may include standard evaluation guidelines (SEG), daily observation reports, or other available resources.

4.4.2 The CTO shall demonstrate the ability to provide effective verbal feedback to the trainee.

4.4.3 The CTO shall demonstrate the ability to administer cognitive and performance tests, including final examinations, as determined by the agency.

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- 4.4.4 The CTO shall demonstrate the ability to determine the next level of the trainee's progression up to and including completion of training or recommendation for termination.
- 4.4.5 The CTO shall demonstrate the ability to maintain comprehensive training files, separate from personnel files, which should be considered confidential.
 - (1) Document CTO to student feedback;
 - (2) Document policy violations.
- 4.4.6 The CTO shall receive training on effective training documentation methods, as prescribed by the agency.
- 4.4.7 The CTO shall demonstrate the ability to use objective language to describe observations of the trainee's performance and behavior.
- 4.4.8 The CTO shall use standardized, agency-specific systems for charting the trainee's progress on a daily basis to allow effective identification of trends in the trainee's progress and performance.

4.5 Identify remedial training needs

The CTO shall demonstrate understanding of general and agency-specific techniques for identifying remedial training needs, including but not limited to, written examinations, performance testing, and practical exercises.

4.6 Document CTO to trainee feedback

The CTO shall provide feedback to the trainee using daily observation reports or other documents designated by the agency.

4.7 Distribute documents appropriately

The CTO shall demonstrate the ability to distribute training documents appropriately in accordance with agency-specific policies while maintaining confidentiality of such documents.

4.8 Document policy violations

The CTO shall receive training on the agency-specific practice for documenting policy violations by trainees.



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Chapter 5: Liability

5.1 General

The CTO shall demonstrate understanding of general and agency-specific liability concepts and terms, with emphasis related to responder and community safety. The CTO, in addition to understanding the general principles of liability and the consequences of lawsuits, shall demonstrate understanding of the specific liability factors related to law enforcement, fire, rescue, and emergency medical call types.

5.2 CTO liability

5.2.1 The CTO shall demonstrate comprehension of the specific liability issues related to training in PSAP operations:

- (1) Negligent hiring;
- (2) Failure to train;
- (3) Negligent entrustment/assignment;
- (4) Negligent supervision;
- (5) Negligent retention;

5.2.2 The CTO shall demonstrate understanding of the legal implications of Title 42 United States Code § 1983.

5.2.3 The CTO shall articulate the specific liability issues related to the interaction with other agencies (local, county, state, and federal), particularly in the area of emergency management, disaster events, threat notification, and homeland security information.

End of ANS 3.101.1-2007

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NOTES*:

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