APCO ANS 3.109.1.2014: Core Competencies and Minimum Training Standards for Public Safety Communications Manager/Director
This standard written by The APCO International Communications Center Standards Committee (CCSC) and approved by the APCO International Standards Development Committee (SDC) on April 15, 2014. Final approval by the American National Standards Institute was received on June 9, 2014.

Abstract: This standard identifies the core competencies and minimum training requirements for The Public Safety Communications Manager/Director, herein referred to as Manager/Director. This position is typically tasked with managing and directing all aspects of a public safety communications center, while effectively utilizing leadership skills, resources, and partnerships in order to successfully provide emergency communications service.

Keywords: training, telecommunicator, dispatcher, communications officer, call-taker, training coordinator, telecommunicator instructor, communications operator, public safety communications, training, 9-1-1, manager, director and emergency services.
# TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Foreword*</td>
<td>4</td>
</tr>
<tr>
<td>Introduction*</td>
<td>7</td>
</tr>
<tr>
<td>Acknowledgements*</td>
<td></td>
</tr>
<tr>
<td>1) Communications Center Standards Committee</td>
<td>8</td>
</tr>
<tr>
<td>2) Standards Development Committee</td>
<td>9</td>
</tr>
<tr>
<td>Acronyms and Abbreviations*</td>
<td>10</td>
</tr>
<tr>
<td>APCO ANS 3.109.1.2014 Core Competencies and Minimum Training Standards for Public Safety Communications Manager/Director</td>
<td></td>
</tr>
<tr>
<td>Chapter 1: Introduction</td>
<td>11</td>
</tr>
<tr>
<td>Chapter 2: Agency Responsibilities</td>
<td>15</td>
</tr>
<tr>
<td>Chapter 3: Organizational Integrity</td>
<td>18</td>
</tr>
<tr>
<td>Chapter 4: General Knowledge and Skills</td>
<td>20</td>
</tr>
<tr>
<td>Chapter 5: Tools, Equipment and Technology</td>
<td>22</td>
</tr>
<tr>
<td>Chapter 6: Professional Competence</td>
<td>22</td>
</tr>
<tr>
<td>Chapter 7: Public Safety Manager/Director Training Requirements</td>
<td>23</td>
</tr>
<tr>
<td>Special Acknowledgements*</td>
<td>27-30</td>
</tr>
</tbody>
</table>

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Foreword*

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A Letter from the
AFCO International Communications Center Standards Committee Chair*

Thank you for your interest in the APCO’s developed standard identifying Core Competencies for Public Safety Communications Managers and/or Directors. This Standard, as all APCO standards, is derived from a process which includes high performing individuals who have first-hand knowledge and an extensive understanding of the standard being developed. Geared specifically to those who are responsible for the management of the overall public safety communications center, it provides a comprehensive look at those core competencies which best describe the individual responsible for supporting, staffing and/or maintaining such critical infrastructure and point of service to the public safety community and the neighborhoods we support. This standard also provides an excellent model for those who look forward into their career and aspire to provide leadership within a public safety communications center; subsequently recognizing the high degree of professionalism we all seek within our agencies and throughout our profession.

The Communications Center Standards Committee is pleased to continue to enhance the Public Safety Communications Profession through its development of this and other standards specific to our professional industry. The Committee, made up of a group of working public safety communication professionals from various size agencies and backgrounds, review and compile the validated analysis data not only used in the initial development, but also in the revision process of APCO Standards.

The Occupational Analysis utilized through the Communications Center Standards Committee has been utilized in the development of all occupational standards and is a very detailed and organized process. The data derived from an initial 2-day analysis is then supported by up to three (3) validations from areas across the United States. Again, high-performing incumbent workers who perform the duties of the position participate. We thank those who are willing to give of their time to participate in this analysis and to their agencies for recognizing the importance of the contribution made by these individuals.

I hope you will take the time to review this standard and apply it as you can within your agency and/or training academy. It will serve to enhance learning and ensure consistency amongst classroom instructors who have a fundamental but critical role in continuing to educate established veterans within the industry but also in developing the public safety communications professional of tomorrow.

Sincerely,
Carol W. Adams, RPL
APCO International Communications Center Standards Committee Chair
Acknowledgements*

Special recognition to the numerous facilitators, panelists and hosting agencies listed on pages 27-30 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:

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Acronyms and Abbreviations*

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

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>ADA</td>
<td>Americans with Disabilities Act</td>
</tr>
<tr>
<td>AED</td>
<td>Automated External Defibrillator</td>
</tr>
<tr>
<td>AHJ</td>
<td>Authority Having Jurisdiction</td>
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<tr>
<td>ANS</td>
<td>American National Standard</td>
</tr>
<tr>
<td>ANSI</td>
<td>American National Standard Institute</td>
</tr>
<tr>
<td>APCO</td>
<td>Association of Public-Safety Communications Officials</td>
</tr>
<tr>
<td>CALEA</td>
<td>Commission on Accreditation for law Enforcement Agencies</td>
</tr>
<tr>
<td>CAD</td>
<td>Computer-Aided Dispatch</td>
</tr>
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<td>CISM</td>
<td>Critical Incident Stress Management</td>
</tr>
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<td>CTO</td>
<td>Public Safety Communications Training Officer</td>
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<tr>
<td>FLSA</td>
<td>Fair Labor Standards Act</td>
</tr>
<tr>
<td>FMLA</td>
<td>Family Medical and Leave Act</td>
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<tr>
<td>HIPPA</td>
<td>Health Insurance Portability and Accountability Act</td>
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<tr>
<td>ICS</td>
<td>Incident Command System</td>
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<tr>
<td>NFPA</td>
<td>National Fire Protection Association</td>
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<tr>
<td>NIMS</td>
<td>National Incident Management System</td>
</tr>
<tr>
<td>OSHA</td>
<td>Occupational Health and Safety Administration</td>
</tr>
<tr>
<td>PSAP</td>
<td>Public Safety Answering Point</td>
</tr>
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<td>SDC</td>
<td>Standards Development Committee</td>
</tr>
<tr>
<td>TTY</td>
<td>Teletypewriters</td>
</tr>
</tbody>
</table>

*The Acronyms and Abbreviations are informative material and not a part of this American National Standard (ANS)
Chapter 1: Introduction

1.1. Scope
This standard identifies the core competencies and minimum training requirements for the Public Safety Communications Manager/Director, herein referred to as Manager/Director. This position is typically tasked with managing and directing all aspects of a public safety communications center, while effectively utilizing leadership skills, resources, and partnerships in order to successfully provide emergency communications service.

1.2. Purpose
To define the core competencies and minimum training requirements of the individual who is generally tasked with managing public safety communications centers. 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 training and core competencies identified within this standard with Agency specific information.

1.3. Definitions
Definitions of terms used throughout this document.

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 Public Safety Manager/Director. 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 Title II (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 Telecommunications Devices for Deaf (TTY/TDDs) and other communication services.

1.3.3 Calls for Service or Request for Service: A call that results in the provision of a public safety service or response.
1.3.4 **Computer-Aided Dispatch (CAD) System**: A computer based system which aids PSAP attendants by automating selected dispatching and record keeping activities\(^1\). A computer-based system, which acts as a point of entry for information coming into the public safety system. Typical CAD system functions include resource management, calltaking, location verification, dispatching, unit status management, and call disposition. Additionally, mapping functionality, interface with mobile data computers (MDC), and interfaces with other external local, state, and federal information systems may be included\(^2\).

1.3.5 **Core Competency**: 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\(^3\), or event(s) consistent with general practices and locally defined parameters.

1.3.6 **Demographics**: Characteristics and cultural composition of the service area.

1.3.7 **Fair Labor Standards Act (FLSA)**: A Federal law, sometimes called the overtime law, that ensures that wages are paid for all hours worked and that all overtime hours, overtime pay and collected unpaid overtime due is paid to wage earners.\(^4\)

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

1.3.9 **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\(^5\). Types of liability may include:

1.3.9.1 **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”.\(^6\)

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\(^1\) National Emergency Number Association. NENA Master Glossary of 9-1-1 Terminology.


\(^3\) May include, but is not limited to: law enforcement officers, fire fighters, emergency medical technicians, paramedics, emergency management personnel.

\(^4\) U.S. Department of Labor – Laws – Fair Labor Standards Act

\(^5\) Black’s Law Dictionary Sixth Edition

\(^6\) Black’s Law Dictionary Sixth Edition
1.3.9.2 **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 Manager/Director who has not been properly trained or allowing an employee to perform a function for which they are not qualified.

1.3.9.3 **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.

1.3.9.4 **Negligent Retention:** Failure to terminate an employee who is clearly unsuitable for the job.

1.3.9.5 **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.

1.3.9.6 **Negligent Training:** Failure to train “resulting in a deprivation of constitutional rights that was ‘substantially certain to result.’”7

1.3.9.7 **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 persons8. For example, the liability of an employer for the acts of an employee.

1.3.10 **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.9

1.3.11 **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. 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.

1.3.12 **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

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7 As defined in the Supreme Court case City of Canton V. Harris 489 US 378 (1989)
8 Black’s Law Dictionary Sixth Edition
9 Homeland Security Presidential Directive (HSPD)- 5
culminate, and/or where calls for service are dispatched to public safety service providers.

1.3.13 **The Public Safety Communications Manager/Director:** One who is responsible for managing and directing all aspects of a public safety communications center, while effectively utilizing leadership skills, resources, and partnerships in order to successfully provide emergency communications service.

1.3.14 **Public Safety Communications Supervisor (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.

1.3.15 **Public Safety Technology System Specialists:** One who is responsible for planning, monitoring, maintaining, managing, and/or installing technology systems, including radio systems, computer-aided dispatch (CAD) systems, and associated equipment, to ensure continuity of mission critical operations.

1.3.16 **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.

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

1.3.18 **Public Safety Computer-Aided Dispatch Systems Specialist:** One who is responsible for planning, monitoring, maintaining, and managing the computer-aided dispatch system, its applications, interfaces, and related technologies, through the continuous analysis and coordination of support resources to support the mission of the public safety communications center.

1.3.19 **Public Safety Radio Systems Specialist:** One who is responsible for planning, monitoring, maintaining, managing, and/or installing radio systems and associated equipment to ensure continuity of mission critical systems.

1.3.20 **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.

1.3.21 **Quality Assurance (QA):** All actions taken to ensure that standards and procedures are adhered to and that delivered products or services meet performance requirements.  

1.3.22 **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.

1.3.23 **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.

1.3.24 **Quality Improvement Process:** Actions taken to improve or correct areas of concern.

1.3.25 **Shall:** Within the context of this standard, “shall” indicates a mandatory requirement.

1.3.26 **Should:** Within the context of this standard, “should” indicates a recommendation.

1.3.27 **Trainee:** A public safety communications employee (new or veteran) being trained in any one of the programs under the direction of the Supervisor.

1.3.28 **Written Directives:** A set of Agency specific policies, procedures, rules, regulations, and guidelines provided in written format.

**Chapter 2: Agency Responsibilities**

**2.1. Scope**

While the majority of this standard addresses the training of the Public Safety Communications Manager/Director, this chapter outlines the Agency’s responsibilities for providing training to both new and veteran Manager/Directors in accordance with this standard.

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10 Institute for Telecommunications Services, the research and engineering branch of National Telecommunications and Information Administration a part of the US Dept of Commerce.
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.\textsuperscript{11} The Agency shall define the baseline qualifications in addition to requisite cognitive, affective, and psychomotor skills needed to achieve compliance with this standard.

2.2.2 The Agency shall provide the Manager/Director with information, in both verbal and written formats, during an initial orientation to include, but not limited to:

- Disciplinary processes,
- Grievance processes,
- Location of facilities,
- Location of first-aid supplies including Automated External Defibrillator (AED) if available,
- Time keeping procedures, and
- Work hours.

2.2.4 The Agency shall provide the Manager/Director with information regarding response Agency resources\textsuperscript{12}, including location of public safety service buildings\textsuperscript{13}, apparatus and equipment, and emergency response planning documents.

2.2.5 The Agency shall provide training and performance expectations to the Manager/Director 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 Manager/Director with expectations regarding customer service, personal conduct and behavior, courtroom demeanor, and ethical rules. If they exist, the Agency shall provide the Manager/Director 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 Manager/Director with information regarding access to and participation in programs such as:

- Critical Incident Stress Management (CISM),
- Employee Assistance Program (EAP).

\textsuperscript{11} To include, but not limited to: the ADA, Fair Labor Standards Act, and Equal Employment Opportunity laws.

\textsuperscript{12} SWAT, K9, Dive, Search and Rescue, HAZMAT and other specialized responses.

\textsuperscript{13} Refers to fire stations, precincts, landing zones, and/or hospitals.
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 Manager/Director 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 Any applicable labor agreements,
2.2.8.3 Fair Labor Standards Act (FLSA),
2.2.8.4 Family Medical and Leave Act (FMLA),
2.2.8.5 Health Insurance Portability and Accountability Act (HIPAA), and
2.2.8.6 Occupational Health and Safety Administration (OSHA).

2.3 The Agency shall define the job description and performance expectations of the Manager/Director.

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 Manager/Director to meet Agency performance standards and any necessary certifications or licenses.

2.3.3 The Agency shall establish detailed and defined performance expectations, providing and ensuring a clear understanding of those expectations.

2.3.2.1 The Agency shall provide the Manager/Director with an overview of its quality assurance process.

2.3.2.2 The Agency shall have an established mechanism by which the job performance of the Manager/Director is regularly reviewed and evaluated.

2.3.2.3 The Agency shall ensure performance objectives are met by the Manager/Director.

2.3.2.4 The Agency shall provide regular opportunities for the Manager/Director to provide and receive feedback during a review of the individual’s job performance.

2.3.2.5 The Agency shall provide a mechanism during the performance review wherein the Manager/Director can identify goals and objectives to be
accomplished in the course of employment.

2.3.3 The Agency shall inform the Manager/Director of types of actions that could be considered cause for disciplinary action including loss of certification, license or employment.

2.3.3.1 The Agency shall document and address unacceptable performance with the Manager/Director in a timely manner.

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

2.3.4 The Agency shall provide applicable training and continuing education opportunities for the Manager/Director in areas identified within the job description, performance expectations, and in the knowledge and skills areas identified in Chapter 4, General Knowledge and Skills.

2.3.5 The Agency shall provide the Manager/Director with the information on how and to whom they may address training issues and concerns.

2.3.6 The Agency shall maintain a complete training record for the Manager/Director according to applicable record retention guidelines.

2.4 The Agency shall keep all written directives up to date and shall provide the most current written directives to the Manager/Director.

2.5 The Agency shall encourage and support professional development of the Manager/Director 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. APCO Standards, National Response Framework, OSHA\textsuperscript{14}, etc.).

Chapter 3: Organizational Integrity

3.1 Scope
This chapter discusses the issues related to organizational integrity. Topics include the

\textsuperscript{14} Occupational Safety and Health Administration
mission and values of the profession in general and the Agency specifically, as well as the scope of the Manager/Director’s authority, confidentiality, and liability.

3.2 The Manager/Director shall demonstrate an understanding of the Agency’s mission, values, and vision.

3.3 The Manager/Director shall comply with the Agency’s expectations of professional conduct.

3.4 The Manager/Director shall demonstrate a comprehensive knowledge of the duties and essential functions of the position.

3.5 The Manager/Director shall act within their scope of authority as defined by the Agency.

3.6 The Manager/Director shall demonstrate proper application of the Agency’s written directives.

3.7 The Manager/Director shall demonstrate an ability to work within the Agency’s Chain of Command.

3.8 The Manager/Director shall adhere to applicable local, state, federal, or tribal statutes and codes as appropriate.

3.9 The Manager/Director shall comply with mandatory professional requirements as identified by the Agency. 15

3.10 The Manager/Director shall demonstrate comprehension and application of the Agency’s policies regarding ethical behavior.

3.11 The Manager/Director shall demonstrate comprehension and application of the Agency’s confidentiality policies and rules regarding the discussion or release of information acquired in the workplace to the public, the media, or others. Such information should include, but is not limited to:

3.11.1 Data systems accessible through local, state, or federal networks,
3.11.2 Information contained in calls for service,
3.11.3 Information gained through the 9-1-1 or E9-1-1 system,
3.11.4 Records Management Systems, and
3.11.5 System security. 16

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15 Applies to information regarding local, state, federal and tribal mandates, certifications, standards, etc
16 May include network keys, encryption keys, source codes, etc
3.12 The Manager/Director shall demonstrate comprehension of the liabilities specific to Systems issues that are related to overall Agency operations. This should include, but is not limited to:
3.12.1 Negligence,
3.12.2 Negligent assignment,
3.12.3 Negligent entrustment,
3.12.4 Negligent retention,
3.12.5 Negligent supervision,
3.12.6 Negligent training, and
3.12.7 Vicarious liability.

3.13 The Manager/Director shall ensure the accurate reporting and documentation of records for which they are responsible.

3.14 The Manager/Director shall foster and create effective working relationships with all personnel within the organization and with individuals and organizations external to the Agency.

3.15 The Manager/Director shall encourage and support the highest quality of workplace team interaction and behavior.

3.16 The Manager/Director shall demonstrate fiscal responsibility, and work within the specified parameters as directed by the Agency.

3.17 The Manager/Director shall demonstrate comprehension and application of diversity awareness and an active commitment to ensure equality, in accordance with 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 Manager/Directors.

4.2 The Manager/Director should be cognizant of all relevant standards and regulations governing public safety Systems including those of APCO, the Federal Aviation Administration (FAA), Federal Communications Commission (FCC), National Fire Protection Association (NFPA), Occupational Safety and Health Administration (OSHA), and The Commission on Accreditation for Law Enforcement Agencies (CALEA).
4.3 General Knowledge of the Manager/Director

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

4.3.1 Applicable Standards,
4.3.2 Basic Communications,
4.3.3 Business Math,
4.3.4 CJIS/NCIC,
4.3.5 Computer Programs,
4.3.6 Contract Negotiations,
4.3.7 Demographics of Jurisdiction,
4.3.8 Department Heads,
4.3.9 Dispatching Experience,
4.3.10 Emerging Technology,
4.3.11 Familiar with Executed Agreements,
4.3.12 General Accounting,
4.3.13 Geography of Jurisdiction,
4.3.14 Liability Issues,
4.3.15 Local Politics,
4.3.16 Local, State, and Federal Laws,
4.3.17 Personality Types,
4.3.18 Personnel Management,
4.3.19 Policies and Procedures,
4.3.20 Public Safety Culture, and
4.3.21 Radio and Phone Operations.

4.4 General Skills of the Manager/Director

High-performing incumbent Manager/Directors have been identified as demonstrating the following skills and abilities:

4.4.1 Analysis,
4.4.2 Budget development and maintenance,
4.4.3 Computer,
4.4.4 Decision making,
4.4.5 Delegation,
4.4.6 Interpersonal communications,
4.4.7 Leadership,
4.4.8 Listening,
4.4.9 Motivational,
4.4.10 Multi-tasking,
4.4.11 Organization,
4.4.12 Project management,
4.4.13 Public speaking,
4.4.14 Resource management,
4.4.15 Time management, and
4.4.16 Verbal and written communication.

Chapter 5: Tools, Equipment, and Technology

5.1 Scope
This chapter addresses the need for all Public Safety Manager/Director to demonstrate proficiency on all tools, equipment, and technology they may be expected to operate within the normal execution of their duties and under emergency conditions.

5.2 The Manager/Director 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 Public Safety Manager/Directors (both new and veteran workers). These components have been identified, during the occupational analysis process, as being necessary for developing, maintaining, and enhancing the knowledge and skills of the Public Safety Communications Manager/Director. While the Agency has some responsibility for supporting and facilitating the development of the Manager/Director’s professional competence, this chapter places primary accountability on the individual Manager/Director.

6.2 The Manager/Director shall complete and maintain mandated training and certifications.

6.3 The Manager/Director shall take responsibility for their own professional career development by actively seeking opportunities to enhance their job knowledge and skills.

6.3.1 The Manager/Director shall identify professional goals that can be supported by the Agency.

6.3.2 The Manager/Director shall take advantage of career development opportunities.

6.3.3 The Manager/Director should take advantage of opportunities to network both within the public safety community and within the community in which they serve. These may include but are not limited to:

6.3.3.1 Attend Peer Meetings,
6.3.3.2 Attend Professional Conferences, and
6.3.3.3 Cultivate Professional Relationships.
6.3.4 The Manager/Director should review professional publications and resources to enhance professional competence and remain current on trends within the profession.

6.4 The Manager/Director shall comply with department, local, state, federal, or tribal regulations.

6.5 The Manager/Director shall demonstrate the ability to meet and/or exceed performance standards set by the Agency.

6.5.1 The Manager/Director shall demonstrate competency of the applicable skills detailed in Chapter 4, section 4.4, General Skills of the Manager/Director.

6.5.2 The Manager/Director shall actively seek and be receptive to feedback and review of their performance.

6.6 The Manager/Director shall demonstrate effective team concepts, including being an effective team member, as well as developing and managing effective teams, as defined by the agency.

6.7 The Manager/Director shall demonstrate the ability to communicate with superiors, peers, and subordinates in a positive and constructive manner.

6.8 The Manager/Director shall demonstrate the ability to operate within all applicable written directives and plans regarding operations established by and for the Agency.

6.8.1 The Manager/Director shall remain current and informed of all of the Agency’s written directives including relevant public safety and homeland security initiatives.

6.8.2 The Manager/Director shall demonstrate the appropriate application of the Agency’s written directives.

6.8.3 The Manager/Director shall recommend updates to the Agency’s written directives as appropriate.

Chapter 7: Public Safety Manager/Director Training Requirements

7.1 Scope
This chapter addresses the duties identified for Public Safety Communications Manager/Director through the occupational analysis process. Training shall ensure that the Manager/Director can demonstrate proficiency in these duties.

7.2 The Manager/Director shall demonstrate the ability to effectively manage the agency’s administrative functions.

7.2.1 The Manager/Director shall demonstrate the ability to administer written directives.

7.2.2 The Manager/Director shall demonstrate the ability to manage the budget process.

7.2.3 The Manager/Director shall demonstrate the ability to manage strategic planning.

7.2.3.1 The Manager/Director shall demonstrate the ability to identify industry trends,

7.2.3.2 The Manager/Director shall demonstrate the ability to develop, implement, evaluate, and review the annual work plan, and

7.2.3.3 The Manager/Director shall demonstrate the ability to develop and maintain a long-term strategic plan.

7.2.4 The Manager/Director shall demonstrate the ability to perform liaison functions.

7.2.4.1 The Manager/Director shall demonstrate the ability to collaborate with both internal and external agency customers.

7.2.4.2 The Manager/Director shall demonstrate the ability to represent the agency at meetings.

7.2.5 The Manager/Director shall demonstrate the ability to develop, implement, and maintain a Quality Assurance program.

7.2.6 The Manager/Director shall demonstrate the ability to analyze operational efficiencies.

7.2.7 The Manager/Director shall demonstrate the ability to manage and develop agency reports.

7.2.8 The Manager/Director shall demonstrate the ability to comply with local or state records retention requirements.

7.2.9 The Manager/Director shall demonstrate the ability to comply with the Freedom of Information Act, and relevant local and state laws, and manage the public
disclosure process.

7.2.10 The Manager/Director shall demonstrate the ability to develop and administer the agency’s work schedule.

7.2.11 The Manager/Director shall demonstrate the ability to assure regulatory compliance. These may include but are not limited to:
- 7.2.11.1 Agency CJIS information,
- 7.2.11.2 Agency Licenses,
- 7.2.11.3 Federal Communications Commission Rules and Regulations,
- 7.2.11.4 Local, State, Federal, or Tribal mandates, and
- 7.2.11.5 Records Requests.

7.2.12 The Manager/Director shall demonstrate the ability to oversee the payroll process.

7.2.13 The Manager/Director shall demonstrate the ability to support governance structure.

7.2.14 The Manager/Director shall demonstrate the ability to manage agency contracts and other written agreements (i.e., memorandum of agreement, memorandum of understanding, interlocal agreements, employment/labor contracts, etc.).

7.3 The Manager/Director shall demonstrate the ability to manage the communications infrastructure.

7.3.1 The Manager/Director shall demonstrate the ability to manage critical systems and facilitate the maintenance of those systems.

7.3.2 The Manager/Director shall demonstrate the ability to develop and maintain the Continuity of Operations Plan.

7.3.3 The Manager/Director shall demonstrate the ability to maintain equipment and technology.

7.3.4 The Manager/Director shall demonstrate the ability to manage changes to facilities and related technological systems and equipment.

7.3.5 The Manager/Director shall demonstrate the ability to facilitate the maintenance of communications buildings and related facilities.

7.4 The Manager/Director shall demonstrate the ability to manage human resources.
7.4.1 The management of human resources may include but is not limited to:
   7.4.1.1 Discipline,
   7.4.1.2 Hiring Process, including recruitment, testing and, Background checks,
   7.4.1.3 Promotions,
   7.4.1.4 Regulatory compliance, including compliance with Federal laws including, but not limited to the ADA, EEOC, FLSA and FMLA, and
   7.4.1.5 Workplace Safety.

7.4.2 The Manager/Director shall demonstrate the ability to facilitate staff development. This may include but is not limited to:
   7.4.2.1 Employee certifications,
   7.4.2.2 Employee recognition,
   7.4.2.3 Mentoring, and
   7.4.2.4 Training.

7.4.3 The Manager/Director shall demonstrate the ability to administer the performance appraisal process.

7.4.4 The Manager/Director shall demonstrate the ability to manage labor relations.
**Special Acknowledgements**

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

### Manager/Director Analysis Initial Panel – Georgia

<table>
<thead>
<tr>
<th>Hosting Agency</th>
<th>Facilitators</th>
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<tbody>
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<td><strong>Barry Murner</strong>&lt;br&gt;Georgia Public Safety Training Center,&lt;br&gt;Forsyth, GA</td>
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<td><strong>Jay Spinks</strong>&lt;br&gt;Effingham County E911&lt;br&gt;Springfield, GA</td>
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<td><strong>Beth Byars</strong>&lt;br&gt;Polk County 911&lt;br&gt;Cedartown, GA</td>
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<tr>
<td><strong>David Mumford</strong>&lt;br&gt;Paulding County E911&lt;br&gt;Dallas, GA</td>
<td><strong>Joe Estey</strong>&lt;br&gt;Chatcomm&lt;br&gt;Sandy Springs, GA</td>
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Manager/Director Analysis Validation Panel – California

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Jacqueline Pace
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Harrisonville, MO

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Chariton County Enhanced 911 Services
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NOTES*: 

*The “Notes” page is informative material and not a part of this American National Standard (ANS)