

# Core Competencies and Minimum Training Standards for Public Safety Communications Supervisor



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**Abstract:** This standard identifies the core competencies and minimum training requirements for Public Safety Communications Supervisors. This position is typically tasked with managing daily operations, performing administrative duties and maintaining employee relations. This position provides leadership and guidance to employees in order to achieve the Agency’s mission, while providing service to the public and emergency responders.

**Keywords:** Supervisor, telecommunicator, dispatcher, communications officer, call-taker, shift leader, lead telecommunicator, communications operator, public safety communications, training, 9-1-1, and emergency services.

## TABLE OF CONTENTS

Foreword*	4
Executive Summary*	7
Acknowledgements*	
Communications Center Standards Committee	8
Standards Development Committee	9
Acronyms and Abbreviations*	10
APCO ANS 3.102.2.2017	
Chapter 1: Introduction	12
Chapter 2: Agency Responsibilities	16
Chapter 3: Organizational Integrity	19
Chapter 4: General Knowledge and Skills	21
Chapter 5: Tools, equipment and Technology	23
Chapter 6: Professional Competence	24
Chapter 7: Training Requirements	25
Special Acknowledgements*	27

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

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## Executive Summary\*

The Communications Center Standards Committee has worked diligently to review, revise, and update the APCO ANSI Core Competencies and Minimum Training Standards for Public Safety Communications Supervisor.

The job of the Communications Supervisor is one of the most important and influential positions within an agency and critical in the development of personnel and management of agency operations. Because high-performing Supervisors know their job the best, the APCO Communications Center Standards Committee continues to use the Occupational Analysis process (OA) to the information used to create and revise the standard. We take the best from the best to gather information used as the foundation in the development of a standard. We thank all of the individuals who participated in these processes for their expertise, knowledge, and dedication to their profession and thank their agencies for supporting their participation in the creation of this standard.

The Committee would like to take this opportunity to thank the APCO Executive Committee whose on-going support of industry standards allows APCO Committees to engage in this vital work. We also thank the members of the Standards Development Committee that reviews and approves the standard and the Occupational Analysis Subcommittee, which conducts Occupational Analyses and Process Analyses around the U.S., The efforts of these individuals cannot be underestimated. Their work lives within these national standards.

We want to acknowledge as well, the APCO staff members who support these efforts with their dedication and hard work.

We highly encourage agencies to review the standard as a way to encourage the development of Communications Center Supervisors who fulfill such an important role in public safety.

### **Acknowledgements\***

Special recognition to the numerous facilitators, panelists and hosting agencies listed on pages 27 that provided the pertinent research needed to successfully update this candidate 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:

**ADA** Americans with Disabilities Act

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**AED** Automated External Defibrillator

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**ANS** American National Standard

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**APCO** Association of Public-Safety Communications Officials International, Inc.

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**CALEA** Commission of Accreditation for Law Enforcement Agencies

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**CISM** Critical Incident Stress Management

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**CTO** Public Safety Communications Training Officer

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**EAP** Employee Assistance Program

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**FLSA** Fair Labor Standards Act

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**FMLA** Family Medical Leave Act

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**HIPPA** Health Insurance Portability and Accountability Act

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**ICS** Incident Command System

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**NIMS** National Incident Management System

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**OSHA** Occupational Health and Safety Administration

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**Acronyms and Abbreviations (continued)\***

**PSAP** Public Safety Answering Point

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**QA/QI** Quality Assurance and Quality Improvement Program

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**SDC** Standards Development Committee

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**TTY/TDD** Teletypewriters/Telecommunications Device for the Deaf

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

## Chapter 1 Introduction

### 1.1 Scope

This standard identifies the core competencies and minimum training requirements for Public Safety Communications Supervisors. This position is typically tasked with managing daily operations, performing administrative duties and maintaining employee relations. This position provides leadership and guidance to employees in order to achieve the Agency's mission, while providing service to the public and the Agency's responders.

### 1.2 Purpose

To define the core competencies and minimum training requirements of the individual who is generally tasked with providing leadership and guidance to employees. 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 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 Communications Supervisor. 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 teletypewriters (TTYs) and other communication devices or services.
- 1.3.3. **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<sup>1</sup>, or event(s) consistent with general practices and locally defined parameters.

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<sup>1</sup> May include, but is not limited to: law enforcement officers, fire fighters, emergency medical technicians, paramedics, 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, 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.
- 1.3.7. **Knowledge:** Fundamental understanding one must have in order 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, civil expense or burden; condition which creates a duty to perform an act immediately or in the future. 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>3</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.

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

<sup>3</sup> Black's Law Dictionary 1133 (9th ed. 2009)

**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.

- 1.3.9. **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>4</sup> 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)**<sup>5</sup>: 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.
- 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 culminate, and/or where calls for service are dispatched to public safety service providers.
- 1.3.13. **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.
- 1.3.14. **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.
- 1.3.15. **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>4</sup> Black's Law Dictionary 998 (9th ed. 2009)

<sup>5</sup> <http://www.fema.gov/emergency/nims/IncidentCommandSystem.shtm#item1>

- 1.3.16. **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.
- 1.3.17. **Quality Assurance (QA):** All actions taken to ensure that standards and procedures are adhered to and that delivered products or services meet performance requirements.
- 1.3.18. **Quality Assurance (QA) and Quality Improvement (QI) Program:** An on-going 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.
- 1.3.19. **Quality Assurance/ Improvement 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.
- 1.3.20. **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. **System:** An integrated set of elements that are combined in an operational or support environment to accomplish a defined objective. These elements may include people, hardware, software, firmware, information, procedures, facilities, services, and environment
- 1.3.23. **Trainee:** A public safety communications employee (new or veteran) being trained in any one of the programs under the direction of the Supervisor.
- 1.3.24. **Written Directives:** A set of Agency specific policies, procedures, rules, regulations, and guidelines.

## Chapter 2 Agency Responsibilities

### 2.1 Scope

While the majority of this standard addresses the training of the Supervisor, this chapter outlines the Agency's responsibilities for providing training to both new and veteran Supervisors in accordance with this standard.

### 2.2 General Agency

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>6</sup>.

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

2.2.3 The Agency shall provide the Supervisor with any existing vision, mission, and values statements.

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

2.2.4.1 Disciplinary processes,

2.2.4.2 Grievance processes,

2.2.4.3 Location of first-aid supplies including Automated External Defibrillator (AED) if available,

2.2.4.4 Location of facilities within the building,

2.2.4.5 Schedule and Work hours, and

2.2.4.6 Time keeping procedures.

2.2.5 The Agency shall provide the Supervisor with information regarding response Agency resources<sup>7</sup>, including location of public safety service buildings<sup>8</sup>, apparatus and equipment, and emergency response planning documents.

2.2.6 The Agency shall provide training and performance expectations to the Supervisor detailing responses to catastrophic, technological, or structural failure within the communications center, emergency evacuation plans, and recovery processes to ensure the continuity of operations.

2.2.7 The Agency shall provide the Supervisor with expectations regarding customer service,

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<sup>6</sup> To include, but not limited to: the ADA, Fair Labor Standards Act, and Equal Employment Opportunity laws to include, but not limited to: break<sup>room</sup>, kitchen, equipment room, and other important locations.

<sup>7</sup> Refers to SWAT, K9, Dive Team, Search and Rescue, HAZMAT and other specialized responses.

<sup>8</sup> Refers to fire stations, precincts, landing zones, and/or hospitals



personal conduct and behavior, courtroom demeanor, and ethical rules. If they exist, the Agency shall provide the Supervisor with a written copy of the Agency's adopted principles (for example, mission statement, core values, vision statement, etc.).

2.2.8 The Agency shall provide the Supervisor with information regarding access to and participation in programs such as:

- 2.2.8.1 Critical Incident Stress Management (CISM),
- 2.2.8.2 Employee Assistance Program (EAP),
- 2.2.8.3 Health and wellness programs,
- 2.2.8.4 Safety/Risk management programs, and
- 2.2.8.5 Stress management techniques.

2.2.9 The Agency shall provide the Supervisor with access to appropriate state and federal regulations and labor practices, including, but not limited to:

- 2.2.9.1 Americans with Disabilities Act (ADA);
- 2.2.9.2 Fair Labor Standards Act (FLSA);
- 2.2.9.3 Family Medical and Leave Act (FMLA);
- 2.2.9.4 Health Insurance Portability and Accountability Act (HIPAA);
- 2.2.9.5 Occupational Health and Safety Administration (OSHA); and
- 2.2.9.6 Any applicable labor agreements.

2.3 The Agency shall define the job description and performance expectations of the Supervisor.

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 Supervisor 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.

2.3.3.1 The Agency shall provide the Supervisor 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 Supervisor 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 Supervisor.

2.3.3.4 The Agency shall provide regular opportunities for the Supervisor to provide and receive feedback during a review of the individual's job performance.

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

- 2.3.4 The Agency shall inform the Supervisor of types of actions that could be considered cause for disciplinary action including loss of certification, license or employment.
  - 2.3.4.1 The Agency shall document and address unacceptable performance with the Supervisor in a timely manner.
  - 2.3.4.2 The Agency shall ensure a fair and consistent application of the disciplinary processes associated with performance.
- 2.3.5 The Agency shall provide applicable training and continuing education opportunities for the Supervisor in areas identified within the job description, performance expectations, and in the knowledge and skills areas identified in Chapter 4, General Knowledge and Skills.
- 2.3.6 The Agency shall provide the Supervisor with the information on how and to whom they may address training issues and concerns.
- 2.3.7 The Agency shall maintain a complete training record for the Supervisor 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 Supervisor.
  
- 2.5 The Agency shall encourage and support professional development of the Supervisor 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 such as other APCO Standards, National Response Framework and Occupational Safety and Health Administration (OSHA) regulations.

## 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 Supervisor's authority, confidentiality, and liability.

- 3.2 The Supervisor shall demonstrate an understanding of the Agency's mission, values, and vision.
- 3.3 The Supervisor shall comply with the Agency's expectations of professional conduct.
- 3.4 The Supervisor shall demonstrate a comprehensive knowledge of the duties and essential functions of the position.
- 3.5 The Supervisor shall act within their scope of authority as defined by the Agency.
- 3.6 The Supervisor shall demonstrate proper application of the Agency's written directives.
- 3.7 The Supervisor shall demonstrate an ability to work within the Agency's Chain of Command.
- 3.8 The Supervisor shall adhere to applicable local, state, federal, or tribal statutes and codes as appropriate.
- 3.9 The Supervisor shall demonstrate the ability to comply with professional requirements as identified by the Agency.<sup>9</sup>
- 3.10 The Supervisor shall demonstrate comprehension and application of the Agency's policies regarding ethical behavior.
- 3.11 The Supervisor 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 tribal networks,
  - 3.11.2 Information contained in calls for service,
  - 3.11.3 Information gained through the 9-1-1 system and/or records management systems and
  - 3.11.4 Personnel information.

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<sup>9</sup> Applies to information regarding states' certifications, standards, etc.

- 3.12** The Supervisor shall demonstrate comprehension of the specific training and supervisory liability issues 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 Supervisor shall ensure the accurate reporting and documentation of records for which they are responsible.
- 3.14** The Supervisor 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 Supervisor shall encourage and support the highest quality of workplace team interaction and behavior.
- 3.16** The Supervisor shall demonstrate fiscal responsibility, and work within the specified parameters as directed by the Agency.
- 3.17** The Supervisor shall demonstrate comprehension and application of diversity awareness and an active commitment to ensure equality, per 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 Supervisors.

### 4.2 Requisite Standards

- 4.2.1 A Supervisor shall have a working knowledge of APCO American National Standards: *Minimum Training Requirements for Public Safety Telecommunicator*<sup>10</sup> and *Core Competencies and Minimum Training Requirements for Public Safety Communications Training Officers*<sup>11</sup>.
- 4.2.2 The Supervisor should be cognizant of other relevant standards, applicable to the agency jurisdiction, i.e., National Fire Protection Association standards, National Emergency Number Association, Department of Labor, Federal Aviation Administration, the Commission on Accreditation for Law Enforcement Agencies, etc.), and any other federal, state, local, or tribal standards that may apply.

### 4.3 General Knowledge of the Supervisor

The following general areas of knowledge have been identified for the Supervisor. The Agency shall require the Supervisor 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 Administrative functions which include complaint investigation and processing and basic human resources principles,
- 4.3.3 Agency operations,
- 4.3.4 Agency training standards and requirements,
- 4.3.5 Agency written directives,
- 4.3.6 Applicable local, state, federal, and/or tribal standards and statutes and any applicable certification requirements,
- 4.3.7 Employee performance management process and tools,
- 4.3.8 Jurisdiction and geography,
- 4.3.9 Legal concepts and risk assessment,
- 4.3.10 Record retention procedures,
- 4.3.11 Relevant public safety and homeland security initiatives<sup>12</sup>,
- 4.3.12 Resources (internal and external),
- 4.3.13 Staffing and scheduling procedures,
- 4.3.14 Supervision and leadership concepts and principles,
- 4.3.15 Technological systems (current systems used within the agency, emerging technologies and new

<sup>10</sup> APCO ANS 3.103.2-2015

<sup>11</sup> APCO ANS 3.101.2-2013

<sup>12</sup> For example, Local, state, national; ex NIMS, ICS, Tactical Interoperations Communications Plan (TICP), National Response Framework

- trends),
- 4.3.16 Telecommunicator and Communications Training Officer (CTO) job duties, requirements and most recent, relevant APCO American National Standards including: *Minimum Training Standards for Public Safety Telecommunicators (PST)* and *Core Competencies and Minimum Training Standards for Public Safety Communications Training Officers (CTO)*.
  - 4.3.17 User Agency defined protocols (Emergency Medical Dispatch, etc.).

#### **4.4 General Skills of the Supervisor**

High-performing incumbent Supervisors have been identified as demonstrating the following skills and abilities:

- 4.4.1 Active listening,
- 4.4.2 Adaptability
- 4.4.3 Analysis,
- 4.4.4 Coaching/Mentoring,
- 4.4.5 Computer,
- 4.4.6 Conflict resolution and mediation,
- 4.4.7 Counseling,
- 4.4.8 Critical thinking,
- 4.4.9 Customer Service
- 4.4.10 Decision-making,
- 4.4.11 Delegating,
- 4.4.12 Evaluation,
- 4.4.13 Interpersonal communications,
- 4.4.14 Leadership,
- 4.4.15 Multi-tasking,
- 4.4.16 Observation,
- 4.4.17 Organization,
- 4.4.18 Planning,
- 4.4.19 Project management,
- 4.4.20 Problem solving,
- 4.4.21 Research,
- 4.4.22 Stress management,
- 4.4.23 Supervision,
- 4.4.24 Team-building,
- 4.4.25 Technical troubleshooting,
- 4.4.26 Telecommunicator<sup>13</sup>,
- 4.4.27 Time management, and
- 4.4.28 Written and verbal communications.

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<sup>13</sup> Refer to APCO Minimum Training Standards for Public Safety Telecommunicator

## Chapter 5 Tools, Equipment, and Technology

### 5.1 Scope

This chapter addresses the need for all Public Safety Communications Supervisors to demonstrate proficiency on all tools, equipment, and technology they may be expected to operate within the public safety communications center and back-up public safety communications facilities.

- 5.2 The Supervisor shall demonstrate a working knowledge of the tools, equipment, and technology used by Public Safety Telecommunicators as identified in APCO American National Standards: *Minimum Training Standards for Public Safety Telecommunicators* and used by Public Safety Communications Training Officers as identified in: *Core Competencies and Minimum Training Standards for Public Safety Communications Training Officers (CTO)*.
- 5.3 The Supervisor shall demonstrate the ability to access administrator functions for all tools, equipment, and technology as designated by the Agency.
- 5.4 The Supervisor shall demonstrate the ability to maintain agency equipment functionality within established agency parameters.
- 5.5 The Supervisor shall demonstrate the ability to activate emergency alert systems according to agency parameters.
- 5.6 The Supervisor shall demonstrate the ability to use evolving and emerging technologies (e.g. telematics, NG9-1-1, Broadband, etc.) when applicable.

## 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 Communications Supervisors (both new and veteran workers). Some of these components have been identified as being necessary for developing, maintaining, and enhancing the knowledge and skills of the Supervisor. While the Agency has some responsibility for supporting and facilitating the development of the Supervisor's professional competence, this chapter places primary accountability on the Supervisor.

### 6.2 The Supervisor shall complete and maintain mandated training and certifications.

6.2.1 The Supervisor shall take responsibility for their own professional career development by actively seeking opportunities to enhance their job knowledge and skills.

6.2.2 The Supervisor shall identify professional goals that can be supported by the Agency.

6.2.3 The Supervisor should take advantage of opportunities to network both within the public safety community and within the community in which they serve.

6.2.4 The Supervisor should review professional publications and resources to enhance professional competence and remain current on trends within the profession.

### 6.3 The Supervisor shall comply with all department, local, state, federal, or tribal regulations.

### 6.4 The Supervisor shall demonstrate the ability to meet and/or exceed performance standards set by the Agency.

6.4.1 The Supervisor shall demonstrate competency of the skills detailed in Chapter 4, General Skills of the Supervisor.

6.4.2 The Supervisor shall actively seek and be receptive to feedback and review of their performance, including during the Agency's established quality assurance and quality improvement processes.

### 6.5 The Supervisor shall demonstrate team leadership concepts, including being an effective team member, as well as developing and managing high-performing teams.

### 6.6 The Supervisor shall demonstrate the ability to communicate with superiors, peers, and subordinates in a positive and constructive manner.

### 6.7 The Supervisor shall demonstrate the ability to operate within all written directives and plans regarding operations established by and for the Agency.

6.7.1 The Supervisor shall demonstrate proficiency in Agency operations, which may include, but is not limited to: call taking, dispatching, jurisdictional and geographical boundaries, and other related job duties.

6.7.2 The Supervisor shall remain current and informed of all of the Agency's written



- directives including relevant public safety and homeland security initiatives.
- 6.7.3 The Supervisor shall demonstrate the appropriate application of the Agency's written directives.
  - 6.7.4 The Supervisor shall recommend updates to the Agency's written directives as appropriate.

## **Chapter 7 Training Requirements**

### **7.1 Scope**

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

### **7.2 The Supervisor shall demonstrate the ability to manage daily operations of the Public Safety Communications Center.**

- 7.2.1 The Supervisor shall demonstrate the ability to schedule appropriate staffing levels within Agency guidelines.
- 7.2.2 The Supervisor shall demonstrate the ability to enforce the Agency's written directives.
- 7.2.3 The Supervisor shall demonstrate the ability to provide direction and supervision to employees.
- 7.2.4 The Supervisor shall demonstrate the ability to monitor communications center equipment and be able to identify when such equipment is malfunctioning.
  - 7.2.4.1 The Supervisor shall demonstrate the ability to troubleshoot equipment malfunctions to the extent authorized or required by the Agency.
  - 7.2.4.2 The Supervisor shall demonstrate the ability to report and document equipment malfunctions in accordance with the Agency's procedures.
- 7.2.5 The Supervisor shall demonstrate the ability to brief oncoming personnel to ensure the staff is informed of any information they may need to perform their duties.
- 7.2.6 The Supervisor shall demonstrate the ability to coordinate employee training and professional development as required by the Agency.
- 7.2.7 The Supervisor shall demonstrate the ability to coordinate interagency services such as but not limited to Emergency Operations Center activation, command staff notifications, radio patching, and/or mutual aid resources.

### **7.3 The Supervisor shall demonstrate the ability to interact effectively with employees.**

- 7.3.1 The Supervisor shall demonstrate the ability to give constructive feedback to employees.
- 7.3.2 The Supervisor shall demonstrate the ability to counsel employees regarding conduct or performance as necessary.
- 7.3.3 The Supervisor shall demonstrate the ability to develop and maintain a cohesive team.
- 7.3.4 The Supervisor shall demonstrate the use of positive and constructive communication and encourage the same between employees.

- 7.3.5 The Supervisor shall demonstrate the ability to mediate employee conflicts.
- 7.3.6 The Supervisor shall demonstrate the ability to identify and address employee morale issues.
- 7.4** The Supervisor shall demonstrate the ability to perform administrative functions as assigned.
- 7.4.1 The Supervisor shall demonstrate the ability to present and conduct themselves professionally when representing the Agency at meetings with the public, representatives of other agencies, departments, committees, and commissions.
- 7.4.2 The Supervisor shall demonstrate the ability to evaluate employee work performance in accordance with the Agency's written directives.
- 7.4.3 The Supervisor shall demonstrate the ability to participate in the Agency's Quality Assurance and Quality Improvement processes.
- 7.4.4 The Supervisor shall demonstrate the ability to investigate complaints or inquiries from the public or members of other departments in accordance with the Agency's written directives.
- 7.4.5 The Supervisor shall demonstrate the ability to recommend or administer disciplinary actions in accordance with Agency's written directives.
- 7.4.6 The Supervisor shall demonstrate the ability to manage employee time records.
- 7.4.7 The Supervisor shall demonstrate the ability to generate and review administrative records in accordance with the Agency's written directives.
- 7.4.8 The Supervisor shall demonstrate the ability to prepare employee performance appraisals.
- 7.4.9 The Supervisor shall demonstrate the ability to maintain and update database(s) in accordance with agency procedures.
- 7.4.10 The Supervisor shall demonstrate the ability to supervise electronic communications, as authorized, to ensure compliance with the Agency's written directives.<sup>14</sup>
- 7.4.11 The Supervisor shall demonstrate the ability to perform Agency logistical duties including but not limited to assignment or distribution of materials and equipment in accordance with the Agency's written directives.
- 7.4.12 The Supervisor shall demonstrate the ability to participate in the interview and hiring process in accordance with the Agency's written directives.

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*End of APCO ANS3.102.2-2017*

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<sup>14</sup> This applies to internal communications including, but not limited to: Agency email accounts, mobile data, mobile computer, instant messaging, terminal-to-terminal communications, etc.

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**NOTES\*:**

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



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