



# Career Progression Within the Public Safety Emergency Communications Center

APCO candidate ANS 1.122.1-202X

# TABLE OF CONTENTS

28

29

30 **FOREWORD** ..... 3

31 **EXECUTIVE SUMMARY** ..... 5

32 **INTRODUCTION** ..... 6

33 **NON-SUPERVISORY/ENTRY-LEVEL POSITIONS** ..... 7

34     2.1     PUBLIC SAFETY TELECOMMUNICATOR ..... 7

35     2.2     CALL TAKER..... 8

36     2.3     LAW ENFORCEMENT PUBLIC SAFETY TELECOMMUNICATOR..... 10

37     2.4     FIRE PUBLIC SAFETY TELECOMMUNICATOR..... 13

38     2.5     EMERGENCY MEDICAL PUBLIC SAFETY TELECOMMUNICATOR..... 15

39     2.6     COMMUNICATIONS TRAINING OFFICER..... 17

40 **SUPERVISORY POSITIONS – MID-LEVEL**..... 19

41     3.1     COMMUNICATIONS CENTER SUPERVISOR ..... 19

42     3.2     TRAINING COORDINATOR..... 20

43 **SUPERVISORY/MANAGERIAL POSITIONS – UPPER LEVEL**..... 24

44     4.1     COMMUNICATIONS CENTER MANAGER / ASSISTANT MANAGER..... 24

45     4.2     DEPUTY / ASSISTANT DIRECTOR ..... 26

46     4.3     DEPARTMENT HEAD / DIRECTOR ..... 28

47 **TECHNICAL / SUPPORT POSITIONS** ..... 30

48     5.1     CAD MANAGER/SPECIALIST ..... 30

49     5.2     RADIO TECHNICIAN / SPECIALIST ..... 32

50     5.3     INCIDENT / TACTICAL PUBLIC SAFETY TELECOMMUNICATOR ..... 34

51 **ACRONYMS AND ABBREVIATIONS**..... 37

52 **GLOSSARY**..... 39

53 **ACKNOWLEDGMENTS**..... 41

54 **RESOURCES** ..... 42

55

Copyright ©202X APCO International | All Rights Reserved

56

57

58

# FOREWORD

59  
60  
61  
62  
63  
64  
65  
66  
67  
68  
69  
70  
71  
72  
73  
74  
75  
76  
77  
78  
79  
80  
81  
82  
83  
84  
85  
86  
87

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

## **The 2022 - 2023 APCO International Board of Directors:**

**Angela R. Batey, RPL, CPE**, President

**Becky Neugent**, First Vice President

**Stephen P. Martini, RPL, CPE**, Second Vice President

**Jason E. Kern, CPE**, Immediate Past President

**Derek K. Poarch**, Ex-Officio

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

For more information regarding

APCO International and APCO standards please visit:

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

88 APCO American National Standards (ANS) are voluntary consensus standards. Use of any APCO standard is  
89 voluntary. All standards are subject to change. APCO ANS are required to be reviewed no later than every five  
90 years. The designation of an APCO standard should be reviewed to ensure you have the latest edition of an  
91 APCO standard, for example:

92

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

94 APCO ANS 3.101.1-2007 = Unique number identifying the standard

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

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

98

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

105

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

109

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

113

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

117

118 **APCO Standards Program Manager, Communications Center & 9-1-1 Services**

119 APCO International

120 351 N. Williamson Blvd

121 Daytona Beach, FL 32114 USA

122 [apcostandards@apcointl.org](mailto:apcostandards@apcointl.org)

123

124 **ISBN:**

125 **Copyright ©202X**

126

## EXECUTIVE SUMMARY

127

128 On behalf of Public Safety Communications Professionals throughout the United States of America, the APCO  
129 Career Progression within the Emergency Communications Center Working Group has created a standard to  
130 address the significant need for the concept of career progression to be established as a guide to create,  
131 legitimize, and instruct agencies and their respective employees on how to develop career pathways for all  
132 personnel. The Working Group consisted of Emergency Communications Managers/Directors, Supervisors,  
133 Trainers, Public Safety Telecommunicators, and members of related fields from the commercial sector with  
134 information, knowledge, and experience pertinent to the development of this standard. Collectively, these  
135 individuals brought together a diverse set of perspectives, experiences, and technical knowledge on the topics  
136 and issues that a standard for career progression should address.

137 The document that follows takes the approach of beginning with entry-level positions and working upwards to  
138 the top-level positions, and further includes support/technical positions that are an integral part of the  
139 Emergency Communications Center. The intent is to provide a comprehensive progressive list of positions,  
140 duties, and responsibilities to any public safety agency for establishing positions critical to the daily operations  
141 of the Public Safety Communications Center while simultaneously defining those positions and offering all  
142 persons interested a road map for progression and advancement within the career of public safety.

143 Over the past 50 years, our industry has seen a tremendous amount of advancement in the areas of technology,  
144 daily responsibilities, and the need for an established progressive hierarchy of responsibility in operations,  
145 training, and technical support. In addition to these areas, a clear need for additional supervision, managing, and  
146 directing has become inherently necessary to ensure proper functionality daily within the Emergency  
147 Communications Center. There is no doubt that our ever-changing career will see additional advancement that  
148 will require additional positions and pathways to be established, and it should be understood by everyone who  
149 utilizes this standard that it is a dynamic living document, with standards established that will require review in  
150 the immediate future.

151 It is the sincere hope of the Working Group involved in the creation of this standard that all who use this  
152 standard to further develop their respective agency's career pathways and progression realize that each role  
153 and the associated responsibilities play an integral part that cannot be overlooked to ensure proper functioning  
154 of that agency. As we continue to endeavor towards national acceptance and recognition of our role as first  
155 responders, legitimizing the work performed by each person in the Emergency Communications Center as a  
156 position within a career path is critical. We also hope that all the information contained herein proves to be of  
157 value to all agencies and individuals as a resource for consideration and implementation as career progression  
158 standards are created, evaluated, and revised.

159

## Chapter One

# INTRODUCTION

This standard and the resources that it references has been developed to serve as a best practice guideline and operational model to support the establishment and development of career progression within the public safety communications center. The document attempts, in linear progression, to present the path forward for all public safety professionals by position and responsibility, from entry level to administration.

The standard endeavors to provide agencies with information inclusive of titles, duties, skills, and categories for the purpose of defining operational and administrative pathways for employees to consider for their potential career advancement. Additionally, the agency should endeavor to establish benchmarks and standards by which candidates should be evaluated for future advancement and promotion.

Not all agencies have every position defined within this document as part of their organizational structure. It is recommended that agencies consider establishing those positions that may not exist within their organization for the purpose of career progression.

Before adopting any part of this document, agencies are strongly encouraged to discuss the information contained herein, and to make final decisions based on all appropriate laws, policies, procedures, and protocols applicable.

It is also recommended that this standard be used in conjunction with, but not limited to, the following APCO ANSI Standards:

1. Minimum Training Standards for Public Safety Telecommunicators
2. Core Competencies & Minimum Training Standards for Public Safety Communications Training Officer (CTO)
3. Core Competencies & Minimum Training Standards for Public Safety Communications Supervisor
4. Core Competencies & Minimum Training Standards for Public Safety Communications Training Coordinator
5. Core Competencies & Minimum Training Standards for Public Safety Communications Quality Assurance Evaluators (QAE)
6. Core Competencies & Minimum Training Requirements for Public Safety Communications Technician
7. Core Competencies & Minimum Training Standards for Public Safety Communications Manager/Director
8. Multi-Functional Multi-Discipline Computer Aided Dispatch (CAD) Minimum Functional Requirements

## Chapter Two

# Non-Supervisory/Entry-Level Positions

### SCOPE

This chapter outlines the career progression within the Public Safety Communications Center for entry-level and non-Supervisory personnel beginning their career path as a Public Safety Telecommunications professional.

## 2.1 Public Safety Telecommunicator

### 2.1.1 Functions of the Position

- 2.1.1.1 The Public Safety Telecommunicator shall receive and transmit radio communications in accordance with agency policies, procedures, protocols, and FCC guidelines.
- 2.1.1.2 The Public Safety Telecommunicator shall possess the ability to answer and process emergency and non-emergency calls for service.
- 2.1.1.3 The Public Safety Telecommunicator should possess the ability to enter data into a computer aided dispatch (CAD) system, when applicable.
- 2.1.1.4 The Public Safety Telecommunicator should receive and prioritize calls for service based on severity and discipline, consistent with agency policies, procedures, and protocols.
- 2.1.1.5 If applicable, the Public Safety Telecommunicator shall provide emergency caller instructions consistent with agency policies, procedures, and protocols.
- 2.1.1.6 The Public Safety Telecommunicator shall assist non-emergency callers with requests for information.
- 2.1.1.7 If applicable, the Public Safety Telecommunicator shall operate National Crime Information Center (NCIC) software as well as associated State and Local networks on behalf of law enforcement.
- 2.1.1.8 The Public Safety Telecommunicator should be capable of managing all resources in each public safety discipline served by the agency.
- 2.1.1.9 The Public Safety Telecommunicator shall utilize reference materials and resources as applicable during daily operations.

### 2.1.2 Pre-Requisites

- 2.1.2.1 It is recommended that a Public Safety Telecommunicator possess two years' experience before applying for an advanced position.

232 **2.1.3 Training & Education**

233 2.1.3.1 The Public Safety Telecommunicator shall possess a minimum of a High School  
234 diploma or G.E.D. unless other educational requirements are established or allowed  
235 for by the agency.

236 2.1.3.2 The Public Safety Telecommunicator should complete an agency approved public  
237 safety telecommunicator training program within the first year of employment.

238 2.1.3.3 The Public Safety Telecommunicator shall complete specific training and maintain  
239 certification as required by Federal, State, and Local laws as well as agency policies,  
240 procedures, and protocols (e.g., NCIC, NIMS, EMD, NCMEC.)

241 **2.1.4 Selection Process**

242 2.1.4.1 The agency should consider utilization of a simulated performance exam, if  
243 applicable under State or Local laws and guidelines.

244 2.1.4.2 The agency should consider use of a panel interview, consisting of various  
245 representatives from different operational levels.

246 2.1.4.3 The agency shall require background investigations of all candidates prior to an offer  
247 of employment being made unless otherwise specified or prohibited by applicable  
248 law or agency policies, procedures, and protocols.

249 2.1.4.4 The agency shall require drug screening consistent with requirements of the agency  
250 prior to an offer of employment being made unless otherwise specified or  
251 prohibited by applicable law or agency policies, procedures, and protocols.

252 2.1.4.5 The agency shall require psychological assessment of all candidates prior to the  
253 offer of employment unless otherwise specified or prohibited by applicable law or  
254 agency policies, procedures, and protocols.

255 2.1.4.6 The agency should consider medical/physical examination, inclusive of visual and  
256 auditory exams that are consistent with the requirements of the agency prior to an  
257 offer of employment being made unless otherwise specified or prohibited by  
258 applicable law or agency policies, procedures, and protocols.

259 2.1.4.7 The agency should consider the use of polygraph or voice stress analysis unless  
260 otherwise specified or prohibited by applicable law or agency policies, procedures,  
261 and protocols.

262 **2.2 Call Taker**

263 **2.2.1 Functions of the Position**

264 2.2.1.1 The Call Taker shall answer telephone calls and accurately create a call for service  
265 (CFS) in a timely manner according to agency policies, procedures, and protocols.

- 266 2.2.1.2 The Call Taker shall accurately classify and prioritize each CFS using the gathered  
267 information according to agency policies, procedures, and protocols.
- 268 2.2.1.3 The Call Taker shall accurately document all pertinent information necessary to  
269 complete a CFS according to agency policies, procedures, and protocols.
- 270 2.2.1.4 The Call Taker shall maintain situational awareness in the Emergency  
271 Communications Center (ECC) and be able to recognize how previous and current  
272 CFS are related.
- 273 2.2.1.5 The Call Taker shall document additional information obtained after the initial call  
274 entry into the CFS as received from other callers to the ECC.
- 275 2.2.1.6 The Call Taker shall provide the appropriate pre- and post-arrival instructions based  
276 on the CFS type, if applicable to the agency operations.
- 277 2.2.1.7 The Call Taker shall provide all appropriate referrals in accordance with agency  
278 policies, procedures, and protocols.
- 279 2.2.1.8 The Call Taker shall transfer calls to the appropriate agency/jurisdiction needed to  
280 provide the necessary service(s), or, if not possible, provide the caller with the  
281 appropriate contact information.
- 282 2.2.1.9 The Call Taker shall provide informational updates via the agency chain of command  
283 (e.g., unit out of service, corrections/updates for common places in CAD, adding a  
284 hazard indication to CAD for a location or person.)
- 285 **2.2.2 Pre-Requisites**
- 286 2.2.2.1 The agency should consider preferred status to applicants with one year of  
287 customer service experience.
- 288 2.2.2.2 The Call Taker shall possess the ability to type a minimum of at least 35 words per  
289 minute unless other regulations establish a different standard.
- 290 2.2.2.3 The agency should consider bilingual ability based on the needs of the community  
291 unless otherwise provided for in specific bilingual job titles or positions.
- 292 **2.2.3 Training & Education**
- 293 2.2.3.1 The Call Taker shall possess a minimum of a High School diploma or G.E.D. unless  
294 other educational requirements are established or allowed for by the agency.
- 295 2.2.3.2 The agency should consider preferred status if a candidate has completed an agency  
296 approved Call Taker training program prior to an offer of employment being made.
- 297
- 298



- 332 2.3.1.5 The Law Enforcement PST shall remain attentive and prepared to process all  
333 information from radio transmissions. Additionally, the Law Enforcement PST shall  
334 respond to, and document uncharacteristic transmissions or unusual actions taken  
335 by responders and clarify the situation in accordance with agency policies,  
336 procedures, and protocols.
- 337 2.3.1.6 The Law Enforcement PST shall quickly and accurately provide information to  
338 another PST/agency/organization as applicable, in accordance with agency policies,  
339 procedures and protocols to create a responder initiated CFS.
- 340 2.3.1.7 The Law Enforcement PST shall successfully multitask by managing multiple CFS,  
341 radio-initiated traffic, coordinate radio channels and talk-groups in accordance with  
342 agency policies, procedures, and protocols.
- 343 2.3.1.8 The Law Enforcement PST shall demonstrate situational awareness and the ability to  
344 anticipate and take the appropriate course of action in accordance with agency  
345 policies, procedures, and protocols.
- 346 2.3.1.9 The Law Enforcement PST shall be familiar with all resources available from Federal,  
347 State, Local, and Tribal organizations.
- 348 2.3.1.10 The Law Enforcement PST shall demonstrate the ability to direct and/or assign radio  
349 channels when necessary to provide clear understanding of all responder  
350 transmissions.
- 351 2.3.1.11 The Law Enforcement PST shall facilitate responder requests for additional  
352 resources in a timely manner in accordance with agency policies, procedures, and  
353 protocols.
- 354 2.3.1.12 The Law Enforcement PST shall demonstrate knowledge of properly receiving,  
355 documenting, and broadcasting information to responders regarding “Be on the  
356 Lookout (BOLO) and/or “Attempt to Locate” (ATL) messages in accordance with  
357 agency policies, procedures, and protocols.
- 358 2.3.1.13 The Law Enforcement PST shall perform timely status checks for all responders in  
359 accordance with agency policies, procedures, and protocols.
- 360 2.3.1.14 The Law Enforcement PST shall demonstrate a thorough knowledge of actions to be  
361 taken should a responder fail to respond to a PST attempting to contact them via  
362 radio for any purpose in accordance with agency policies, procedures, and  
363 protocols.
- 364 2.3.1.15 The Law Enforcement PST shall demonstrate knowledge of all methods and  
365 resources available, i.e., radio, telephone, mobile data terminal/mobile data  
366 computer (MDT/MDC) used to disseminate information to responders.
- 367 2.3.1.16 The Law Enforcement PST shall provide informational updates to all appropriate  
368 personnel (e.g., unit out of service, updates to information in CAD, updated CFS  
369 information, hazard indications attached to a location or person.)

370

371 **2.3.2 Pre-Requisites**

372 2.3.2.1 The agency should consider preferred status for candidates with one year of public  
373 safety and/or customer service experience.

374 **2.3.3 Training & Education**

375 2.3.3.1 The Law Enforcement PST shall possess a minimum of a High School diploma or  
376 G.E.D. unless other educational requirements are established or allowed for by the  
377 agency.

378 2.3.3.2 The Law Enforcement PST should complete an agency approved Public Safety  
379 Telecommunicator training program within the first year of employment.

380 **2.3.4 Selection Process**

381 2.3.4.1 It is recommended that the agency consider utilization of a simulated performance  
382 exam, if applicable under State or Local laws and guidelines.

383 2.3.4.2 The agency should consider use of a panel interview, consisting of various  
384 representatives from different operational levels.

385 2.3.4.3 The agency shall require background investigations of all candidates prior to an offer  
386 of employment being made unless otherwise specified or prohibited by applicable  
387 law or agency policies, procedures, and protocols.

388 2.3.4.4 The agency shall require drug screening consistent with requirements of the agency  
389 prior to an offer of employment being made unless otherwise specified or  
390 prohibited by applicable law or agency policies, procedures, and protocols.

391 2.3.4.5 The agency shall require psychological assessment of all candidates prior to the  
392 offer of employment unless otherwise specified or prohibited by applicable law or  
393 agency policies, procedures, and protocols.

394 2.3.4.6 The agency should consider medical/physical examination, inclusive of visual and  
395 auditory exams that are consistent with the requirements of the agency prior to an  
396 offer of employment being made unless otherwise specified or prohibited by  
397 applicable law or agency policies, procedures, and protocols.

398 2.3.4.7 The agency should consider the use of polygraph or voice stress analysis unless  
399 otherwise specified or prohibited by applicable law or agency policies, procedures,  
400 and protocols.

401

402

403

## 404 2.4 Fire Public Safety Telecommunicator

### 405 2.4.1 Functions of the Position

- 406 2.4.1.1 The Fire PST shall demonstrate the comprehension of agency documentation  
407 requirements as well as the ability to create and update the CAD record or incident  
408 log to maintain accurate call comments.
- 409 2.4.1.2 The Fire PST shall demonstrate the ability to determine the nature and the priority  
410 of incidents and assign appropriate resources in accordance with agency policies,  
411 procedures, and protocols.
- 412 2.4.1.3 The Fire PST shall demonstrate proficiency in tracking and documenting radio  
413 activity, incident information, and unit status in accordance with agency policies,  
414 procedures, and protocols.
- 415 2.4.1.4 The Fire PST shall demonstrate the ability to evaluate information and relay updates  
416 to responding units in accordance with agency policies, procedures, and protocols.
- 417 2.4.1.5 The Fire PST shall demonstrate the ability to analyze and disseminate information to  
418 additional responders and resources including, but not limited to, Hazmat teams,  
419 Forest Service, Emergency Medical Services, Law Enforcement, and any other  
420 agencies or organizations in accordance with agency policies, procedures, or  
421 protocols.
- 422 2.4.1.6 The Fire PST shall demonstrate the ability to analyze and evaluate all available  
423 information to identify the potential for escalation of the incident and perform  
424 status checks to determine scene and responder safety in accordance with agency  
425 policies, procedures, and protocols.
- 426 2.4.1.7 The Fire PST shall demonstrate comprehension and the proper application of agency  
427 defined mutual aid policies, procedures, and protocols.
- 428 2.4.1.8 The Fire PST shall demonstrate the ability to coordinate/patch assigned radio  
429 channels and/or talk-groups in accordance with agency policies, procedures, and  
430 protocols.
- 431 2.4.1.9 The Fire PST shall demonstrate the ability to comprehend and fulfill their role in  
432 Incident Command System (ICS), National Incident Management System (NIMS), as  
433 well as Federal, State, and Local emergency operations plans.
- 434 2.4.1.10 The Fire PST shall possess knowledge of geographical boundaries of all areas  
435 covered by the agency in accordance with agency policies, procedures, and  
436 protocols.
- 437 2.4.1.11 The Fire PST shall be able to speak clearly and understand communications via radio  
438 and phone equipment.

439 2.4.1.12 The Fire PST shall possess the ability to interpret maps as they relate to fire  
440 incidents in accordance with agency policies, procedures, and protocols.

441 2.4.1.13 The Fire PST shall possess the ability to use CAD, radio consoles, and other related  
442 programs in accordance with agency policies, procedures, and protocols.

443 **2.4.2 Pre-Requisites**

444 2.4.2.1 The agency should consider preferred status for candidates with one year of public  
445 safety and/or customer service experience.

446 **2.4.3 Training & Education**

447 2.4.3.1 The Fire PST shall possess a minimum of a High School diploma or G.E.D. unless  
448 other educational requirements are established or allowed for by the agency.

449 2.4.3.2 The Fire PST should complete an agency approved Public Safety Telecommunicator  
450 training program within the first year of employment.

451 **2.4.4 Selection Process**

452 2.4.4.1 It is recommended that the agency consider utilization of a simulated performance  
453 exam, if applicable under State or Local laws and guidelines.

454 2.4.4.2 The agency should consider use of a panel interview, consisting of various  
455 representatives from different operational levels.

456 2.4.4.3 The agency shall require background investigations of all candidates prior to an offer  
457 of employment being made unless otherwise specified or prohibited by applicable  
458 law or agency policies, procedures, and protocols.

459 2.4.4.4 The agency shall require drug screening consistent with requirements of the agency  
460 prior to an offer of employment being made unless otherwise specified or  
461 prohibited by applicable law or agency policies, procedures, and protocols.

462 2.4.4.5 The agency shall require psychological assessment of all candidates prior to the  
463 offer of employment unless otherwise specified or prohibited by applicable law or  
464 agency policies, procedures, and protocols.

465 2.4.4.6 The agency should consider medical/physical examination, inclusive of visual and  
466 auditory exams that are consistent with the requirements of the agency prior to an  
467 offer of employment being made unless otherwise specified or prohibited by  
468 applicable law or agency policies, procedures, and protocols.

469 2.4.4.7 The agency should consider the use of polygraph or voice stress analysis unless  
470 otherwise specified or prohibited by applicable law or agency policies, procedures,  
471 and protocols.

472

## 473 2.5 Emergency Medical Public Safety Telecommunicator

### 474 2.5.1 Functions of the Position

- 475 2.5.1.1 The Emergency Medical PST shall demonstrate the comprehension of agency  
476 documentation requirements and the ability to create and update the CAD record or  
477 incident log to maintain accurate call comments.
- 478 2.5.1.2 The Emergency Medical PST shall demonstrate the ability to determine the nature  
479 and priority of incidents and assign the appropriate resources in accordance with  
480 agency policies, procedures, and protocols.
- 481 2.5.1.3 The Emergency PST shall demonstrate proficiency in tracking and documenting  
482 radio activity, incident information and unit activity in accordance with agency  
483 policies, procedures, and protocols.
- 484 2.5.1.4 The Emergency Medical PST shall demonstrate the ability to consistently identify,  
485 analyze, and relay initial pertinent information to responding units in accordance  
486 with agency policies, procedures, and protocols.
- 487 2.5.1.5 The Emergency Medical PST shall demonstrate the ability to obtain  
488 acknowledgement of calls for service from responding units in accordance with  
489 agency policies, procedures, and protocols.
- 490 2.5.1.6 The Emergency Medical PST shall demonstrate the ability to evaluate information  
491 and relay updates to responding units in accordance with agency policies,  
492 procedures, and protocols.
- 493 2.5.1.7 The Emergency Medical PST shall demonstrate the ability to analyze and  
494 disseminate information to additional responders and resources including, but no  
495 limited to, Hazmat teams, Forest Service, Fire Services, Law Enforcement, etc.
- 496 2.5.1.8 The Emergency Medical PST shall apply appropriate agency policies, procedures,  
497 and protocols for the purpose of monitoring and documenting hospital diversion  
498 statuses and emergency facility availability.
- 499 2.5.1.9 The Emergency Medical PST shall demonstrate the ability to analyze and evaluate all  
500 available information to identify the potential for escalation of the incident and  
501 perform status checks to determine scene and responder safety in accordance with  
502 agency policies, procedures, and protocols.
- 503 2.5.1.10 The Emergency Medical PST shall demonstrate the ability to coordinate/patch  
504 assigned radio channels and/or talk groups in accordance with agency policies,  
505 procedures, and protocols.
- 506 2.5.1.11 The Emergency Medical PST shall demonstrate the ability to acknowledge and  
507 monitor radio traffic on assigned channels in accordance with agency policies,  
508 procedures, and protocols.

- 509 2.5.1.12 The Emergency Medical PST shall demonstrate the ability to fulfill their role in ICS,  
510 NIMS, and in any State or Local emergency operations plans.
- 511 2.5.1.13 The Emergency Medical PST shall possess knowledge of geographical boundaries of  
512 all areas covered by the agency in accordance with agency policies, procedures, and  
513 protocols.
- 514 2.5.1.14 The Emergency Medical PST shall be able to speak clearly and understand  
515 communications via radio and phone equipment.
- 516 2.5.1.15 The Emergency Medical PST shall possess the ability to interpret maps as they relate  
517 to fire incidents in accordance with agency policies, procedures, and protocols.
- 518 2.5.1.16 The Emergency Medical PST shall possess the ability to use CAD, radio consoles, and  
519 other related programs in accordance with agency policies, procedures, and  
520 protocols.
- 521 **2.5.2 Pre-Requisites**
- 522 2.5.2.1 The agency shall require the Emergency Medical PST to possess a valid driver's  
523 license.
- 524 2.5.2.2 The agency should consider preferred status for candidates with one year of public  
525 safety and/or customer service experience.
- 526 **2.5.3 Training & Education**
- 527 2.5.3.1 The Emergency Medical PST shall possess a minimum of a High School diploma or  
528 G.E.D. unless other educational requirements are established or allowed for by the  
529 agency.
- 530 2.5.3.2 The Emergency Medical PST should complete an agency approved Public Safety  
531 Telecommunicator training program within the first year of employment.
- 532 2.5.3.3 The Emergency Medical PST should complete an agency approved Emergency  
533 Medical Dispatch (EMD) course within the first year of employment.
- 534 **2.5.4 Selection Process**
- 535 2.5.4.1 It is recommended that the agency consider utilization of a simulated performance  
536 exam, if applicable under State or Local laws and guidelines.
- 537 2.5.4.2 The agency should consider use of a panel interview, consisting of various  
538 representatives from different operational levels.
- 539 2.5.4.3 The agency shall require background investigations of all candidates prior to an offer  
540 of employment being made unless otherwise specified or prohibited by applicable  
541 law or agency policies, procedures, and protocols.

- 542 2.5.4.4 The agency shall require drug screening consistent with requirements of the agency  
543 prior to an offer of employment being made unless otherwise specified or  
544 prohibited by applicable law or agency policies, procedures, and protocols.
- 545 2.5.4.5 The agency shall require psychological assessment of all candidates prior to the  
546 offer of employment unless otherwise specified or prohibited by applicable law or  
547 agency policies, procedures, and protocols.
- 548 2.5.4.6 The agency should consider medical/physical examination, inclusive of visual and  
549 auditory exams that are consistent with the requirements of the agency prior to an  
550 offer of employment being made unless otherwise specified or prohibited by  
551 applicable law or agency policies, procedures, and protocols.
- 552 2.5.4.7 The agency should consider the use of polygraph or voice stress analysis unless  
553 otherwise specified or prohibited by applicable law or agency policies, procedures,  
554 and protocols.

## 555 2.6 Communications Training Officer

### 556 2.6.1 Functions of the Position

- 557 2.6.1.1 The Communications Training Officer (CTO) shall provide on the job training (OJT) to  
558 the PST trainee and observe as well as assess the knowledge, skills, and abilities  
559 (KSA) of any individual in training, intervening when necessary, and providing  
560 constructive feedback daily in accordance with agency policies, procedures, and  
561 protocols.
- 562 2.6.1.2 The CTO may provide, teach, and develop instructional sessions as well as provide  
563 appropriate course materials in accordance with agency policies, procedures, and  
564 protocols.
- 565 2.6.1.3 The CTO shall ensure that training dates are assigned with the appropriate notice  
566 given to the trainee and meet minimum requirements in accordance with agency  
567 policies, procedures, and protocols.
- 568 2.6.1.4 The CTO shall administer oral and written performance tests and adhere to  
569 evaluation procedures in accordance with relevant guidelines.
- 570 2.6.1.5 The CTO should be responsible for grading and evaluating all PST trainee exams,  
571 quizzes, and assessments.
- 572 2.6.1.6 The CTO shall maintain confidentiality of appropriate areas of the training process  
573 as well as report to supervisory staff any deviations from agency policies,  
574 procedures, and protocols.
- 575 2.6.1.7 CTOs additionally shall maintain appropriate security standards as established by  
576 agency policies, procedures, and protocols.

- 577 2.6.1.8 The CTO should receive appropriate training regarding emotional and behavioral  
578 health before being assigned a PST trainee.
- 579 **2.6.2 Pre-Requisites**
- 580 2.6.2.1 The agency shall require the CTO to possess a valid driver's license.
- 581 2.6.2.2 CTO candidates or applicants should possess at least one years' experience as a PST  
582 before being considered for the position.
- 583 **2.6.3 Training & Education**
- 584 2.6.3.1 The CTO shall possess a minimum of a High School diploma or G.E.D. unless other  
585 educational requirements are established or allowed for by the agency.
- 586 2.6.3.2 The CTO should complete an agency approved CTO course prior to being assigned  
587 any trainee or related duties.
- 588 2.6.3.3 The CTO shall meet the training and education requirements as established by the  
589 agency for a PST.
- 590 2.6.3.4 The CTO shall meet the training standard for the title of CTO, as determined by the  
591 agency policies, procedures, and protocols.
- 592 2.6.3.5 The CTO shall maintain the required number of Continuing Education Units (CEUs) if  
593 applicable, to remain in good standing with the certifying entity.
- 594
- 595 **2.6.4 Selection Process**
- 596 2.6.4.1 The agency should establish an application process for the position of CTO.
- 597 2.6.4.2 The agency should establish a minimum number of years as a call taker and/or PST,  
598 prior to an applicant being considered eligible for the position of CTO.
- 599 2.6.4.3 The agency should consider all qualified candidates for the position of CTO, with  
600 preference given to internal applicants.

601

602

603

604

605

## Chapter Three

# Supervisory Positions – Mid-Level

606  
607

## 608 SCOPE

609 This chapter outlines the career progression within the Public Safety Communications Center for Mid-Level  
610 Supervisory personnel advancing their career path as Public Safety Telecommunications professionals.

611

## 612 3.1 Communications Center Supervisor

### 613 3.1.1 Functions of the Position

614 3.1.1.1 All prospective candidates for this position shall understand the concepts and  
615 applications of the basic principles of supervisory roles and responsibilities, as  
616 defined by an agency approved training curriculum.

617 3.1.1.2 The Supervisor shall evaluate employee performance and oversee line personnel in  
618 the performance of emergency and non-emergency work functions.

619 3.1.1.3 The Supervisor shall assign tasks and responsibilities to PSTs ensuring compliance  
620 with all duties and responsibilities proficiently and professionally in accordance with  
621 agency policies, procedures, and protocols.

622 3.1.1.4 The Supervisor shall perform administrative functions and coordinate the  
623 implementation of agency policies, procedures, and protocols.

624 3.1.1.5 The Supervisor shall recommend changes to existing agency policies, procedures,  
625 and protocols to address operational needs and changes in working conditions.

626 3.1.1.6 The Supervisor shall ensure that forms and logs are accurately maintained.  
627 Additionally, the Supervisor shall ensure administrative files are maintained in  
628 accordance with agency policies, procedures, and protocols.

629 3.1.1.7 The Supervisor shall monitor operational activities of systems and technology that  
630 support the agency, taking appropriate and corrective action as needed.

631 3.1.1.8 The Supervisor shall monitor safety practices in the communications center in  
632 compliance with agency risk management, policies, procedures, and protocols.

### 633 3.1.2 Pre-Requisites

634 3.1.2.1 The agency should consider a minimum of two years' experience as a PST or CTO,  
635 with three or more years' experience preferred.

636 3.1.2.2 The Supervisor shall possess strong interpersonal, analytical, problem solving, and  
637 decision-making skills.

- 638 3.1.2.3 The Supervisor shall possess the ability to read and speak in a clear and concise  
639 manner as well as the ability to educate, counsel, and motivate employees.
- 640 3.1.2.4 The Supervisor shall possess the ability to establish and maintain effective working  
641 relationships with all employees, external agencies and stakeholders, and the public.
- 642 3.1.2.5 The Supervisor shall possess excellent knowledge and functional capability  
643 regarding the operation of all communications center equipment, including, but not  
644 limited to, radios, phones, computer systems, and support software under routine  
645 and stressful conditions.
- 646 3.1.2.6 The Supervisor shall possess the ability to prepare and maintain records and files in  
647 accordance with agency policies, procedures, and protocols.

### 648 3.1.3 Training & Education

- 649 3.1.3.1 The Supervisor shall meet all training and educational requirements for the position  
650 of PST prior to promotion.
- 651 3.1.3.2 The Supervisor should complete an agency approved Communications Center  
652 Supervisor certification course within the first year of promotion.
- 653 3.1.3.3 It is recommended that the Supervisor complete an advanced leadership course  
654 through APCO, NENA, or similar organization within the first year of promotion.
- 655 3.1.3.4 It is recommended that the Supervisor possess an advanced educational degree in a  
656 related field.
- 657 3.1.3.5 It is recommended that the Supervisor complete mental health training, inclusive of  
658 CISD/CISM principles and any other related standards within the first year of  
659 promotion.

### 660 3.1.4 Selection Process

- 661 3.1.4.1 The agency should establish an application process for the position of Supervisor.
- 662 3.1.4.2 It is recommended that Supervisory applicants have a minimum of one years'  
663 experience in an acting or assistant Supervisory capacity prior to being selected as a  
664 supervisor.
- 665 3.1.4.3 The agency should consider all qualified candidates for the position of Supervisor,  
666 with preference given to internal applicants.

## 667 3.2 Training Coordinator

### 668 3.2.1 Functions of the Position

- 669 3.2.1.1 The Training Coordinator shall provide, instruct, and develop educational sessions as  
670 well as provide prepared course materials to all trainees and CTOs.

- 671 3.2.1.2 The Training Coordinator shall ensure training dates are assigned with appropriate  
672 advance notice to the trainee and CTO and that minimum requirements in  
673 accordance with Federal, State, Local, and Departmental laws, policies, procedures,  
674 and protocols are met.
- 675 3.2.1.3 The Training Coordinator shall coordinate scheduling of any trainee(s) with an  
676 appropriately certified CTO to establish a daily work week in accordance with  
677 agency policies, procedures, and protocols.
- 678 3.2.1.4 The Training Coordinator shall be responsible for maintaining a permanent training  
679 record and/or system within the agency for each trainee, in accordance with State  
680 and Local records retention requirements as well as internal agency policies,  
681 procedures, and protocols.
- 682 3.2.1.5 The Training Coordinator shall recommend budgetary needs for the agency training  
683 program in accordance with agency training goals and requirements.
- 684 3.2.1.6 The Training Coordinator should have awareness of training resources and identify  
685 training opportunities consistent with established agency requirements, timelines,  
686 and budgetary constraints.
- 687 3.2.1.7 The Training Coordinator shall enhance and update training topics to meet  
688 minimum training standards as required by governmental laws, institutional  
689 requirements, or agency policies, procedures, and protocols.
- 690 3.2.1.8 The Training Coordinator shall supervise CTOs and ensure their ability to teach and  
691 maintain competency and compliance with training standards.
- 692 3.2.1.9 The Training Coordinator shall develop student, CTO, and course evaluation tools  
693 consistent with agency goals and requirements as well as evaluate routinely for  
694 modifications and updates.
- 695 **3.2.2 Pre-Requisites**
- 696 3.2.2.1 The agency should consider a minimum of three years' experience as a call taker  
697 and/or PST.
- 698 3.2.2.2 The agency should consider a minimum of two years' experience as a CTO and/or  
699 Supervisor.
- 700 3.2.2.3 The Training Coordinator shall possess excellent problem-solving skills inclusive of  
701 the ability to read, write, spell, and speak in a clear and concise manner as well as  
702 the ability to educate, counsel, and motivate personnel.
- 703 3.2.2.4 The Training Coordinator shall possess excellent oral and written presentation and  
704 documentation skills, in accordance with agency needs and requirements.

- 705 3.2.2.5 The Training Coordinator shall possess the ability to establish and maintain effective  
706 working relationships with employees, external agencies and stakeholders, and the  
707 public.
- 708 3.2.2.6 The Training Coordinator should possess the ability to operate all communications  
709 center equipment, inclusive of phone, radio, computer systems, and applicable  
710 software under both routine and stressful conditions.
- 711 3.2.2.7 The Training Coordinator shall possess the ability to prepare and maintain agency  
712 records and files in accordance with agency policies, procedures, and protocols.
- 713 3.2.2.8 The Training Coordinator shall possess the ability to evaluate trainee, CTO, PST, and  
714 Supervisory performance through established Quality Assurance/Quality  
715 Improvement (QA/QI) guidelines and any supporting documents established within  
716 the training program.
- 717 3.2.2.9 The Training Coordinator should possess the ability to mentor and coach all  
718 personnel.
- 719 3.2.2.10 The Training Coordinator shall possess the ability to organize, facilitate, and manage  
720 agency projects as related to training.
- 721 3.2.2.11 The Training Coordinator should remain up to date on industry technology, training,  
722 and new or revised training standards.
- 723 3.2.2.12 The Training Coordinator shall possess the ability to foster team building across all  
724 personnel.
- 725 **3.2.3 Training & Education**
- 726 3.2.3.1 The Training Coordinator shall meet the training and educational requirements of  
727 CTO prior to promotion in accordance with agency policies, procedures, and  
728 protocols.
- 729 3.2.3.2 It is recommended that the Training Coordinator shall complete an advanced  
730 leadership course, such as APCO Registered Public Safety Leader (RPL) course  
731 and/or NENA Emergency Number Professional (ENP) course within one year of  
732 promotion.
- 733 3.2.3.3 It is recommended that the Training Coordinator possess an advanced educational  
734 degree in a related field of study.
- 735 3.2.3.4 It is recommended that the Training Coordinator participate in additional  
736 administrative training as related to the responsibilities of the position in  
737 accordance with agency policies, procedures, and protocols.
- 738 **3.2.4 Selection Process**

- 739 3.2.4.1 The agency should establish an application process for the position of Training  
740 Coordinator.
- 741 3.2.4.2 It is recommended that Training Coordinator applicants have a minimum of two  
742 years' experience as a CTO and/or Supervisor before being eligible to apply.
- 743 3.2.4.3 The agency should establish in standard operating procedures (SOPs) preferred  
744 educational requirements for candidates applying for the position of Training  
745 Coordinator.
- 746 3.2.4.4 The agency should consider all qualified candidates for the position of Training  
747 Coordinator, with preference given to internal applicants.
- 748
- 749
- 750
- 751
- 752

## Chapter Four

# Supervisory/Managerial Positions – Upper Level

## SCOPE

This chapter outlines the career progression within the Public Safety Communications Center for Upper-Level Supervisory and Managerial personnel advancing their career path as a Public Safety Telecommunications professional.

## 4.1 Communications Center Manager / Assistant Manager

### 4.1.1 Functions of the Position

- 4.1.1.1 All prospective candidates should understand the basic concepts and applications of advanced supervisory and managerial roles and responsibilities as defined by the agency, and as approved by the agency in any training curricula required for the position.
- 4.1.1.2 The Communications Center Manager shall develop, coordinate, and supervise all personnel as appropriate, as well as engage in professional development of personnel in accordance with agency needs and requirements.
- 4.1.1.3 The Communications Center Manager shall participate in the selection and purchase of communications center equipment as well as coordinating needs with other departments as necessary or as required by the agency.
- 4.1.1.4 The Communications Center Manager shall create, develop, and implement agency policies, procedures, and protocols.
- 4.1.1.5 The Communications Center Manager shall be responsible for specified administrative and employment functions, i.e., completion of personnel evaluations, assignment of schedules, recognizing opportunities for personnel development, identifying where performance improvement is needed, disciplinary actions, etc.
- 4.1.1.6 The Communications Center Manager shall participate in the development of the agency's communications center budget.
- 4.1.1.7 The Communications Center Manager should possess the KSAs to fill the role as a floor supervisor or PST, unless prohibited by agency policy or governing collective bargaining agreement.

### 4.1.2 Pre-Requisites

- 785 4.1.2.1 The agency should consider five years' minimum experience in public safety  
786 communications.
- 787 4.1.2.2 The agency should consider three years' minimum experience at the Supervisory  
788 level.
- 789 4.1.2.3 The Communications Center Manager shall possess excellent problem-solving skills  
790 inclusive of the ability to read and speak in a clear and concise manner as well as the  
791 ability to educate, counsel, and motivate personnel.
- 792 4.1.2.4 The Communications Center Manager shall possess excellent oral and written  
793 presentation and documentation skills, in accordance with agency needs and  
794 requirements.
- 795 4.1.2.5 The Communications Center Manager shall possess the ability to establish and  
796 maintain effective working relationships with employees, external agencies and  
797 stakeholders, and the public.
- 798 4.1.2.6 The Communications Center Manager should possess the ability to operate all  
799 communications center equipment, inclusive of phone, radio, computer systems,  
800 and applicable software under both routine and stressful conditions.
- 801 4.1.2.7 The Communications Center Manager should possess the ability to mentor, coach,  
802 and professionally develop all personnel.
- 803 4.1.2.8 The Communications Center Manager shall possess the ability to organize, facilitate,  
804 and manage agency projects as related to the daily operations of the  
805 communications center.
- 806 4.1.2.9 The Communications Center Manager shall possess the ability to foster team  
807 building across all personnel.
- 808 4.1.2.10 The Communications Center Manager shall be knowledgeable of industry changes,  
809 developments, and issues as they relate to the daily operations of the  
810 communications center.
- 811 **4.1.3 Training & Education**
- 812 4.1.3.1 The Communications Center Manager shall meet the training and educational  
813 requirements of Supervisor prior to promotion in accordance with agency policies,  
814 procedures, and protocols.
- 815 4.1.3.2 It is recommended that the Communications Center Manager shall complete an  
816 advanced leadership course, such as APCO RPL, Certified Public-Safety Executive  
817 (CPE) or as offered by another public safety or industry organization within one year  
818 of promotion.
- 819 4.1.3.3 It is recommended that the Communications Center Manager possess an advanced  
820 educational degree in a related field of study.

821 4.1.3.4 It is recommended that the Communications Center Manager participate in ongoing  
 822 administrative training as related to the responsibilities of the position in  
 823 accordance with agency policies, procedures, and protocols.

824 **4.1.4 Selection Process**

825 4.1.4.1 The agency should establish an application process for the position of  
 826 Communications Center Manager.

827 4.1.4.2 It is recommended that Communications Center Manager / Assistant Manager  
 828 applicants have a minimum of three years' experience as a CTO and/or Supervisor  
 829 before being eligible to apply.

830 4.1.4.3 The agency should establish in standard operating procedures (SOPs) preferred  
 831 educational requirements for candidates applying for the position of  
 832 Communications Center Manager / Assistant Manager.

833 4.1.4.4 The agency should consider all qualified candidates for the position of  
 834 Communications Center Manager / Assistant Manager, with preference given to  
 835 internal applicants.

836 **4.2 Deputy / Assistant Director**

837 **4.2.1 Functions of the Position**

838 4.2.1.1 All prospective candidates should understand the basic concepts and applications of  
 839 advanced supervisory and managerial roles and responsibilities as defined by the  
 840 agency, and as approved by the agency in any training curricula for the position.

841 4.2.1.2 The Deputy / Assistant Director shall have supervisory responsibility within in the  
 842 agency.

843 4.2.1.3 The Deputy / Assistant Director shall assist with the development of the agency  
 844 budget.

845 4.2.1.4 The Deputy / Assistant Director shall be able to assume all duties of the Department  
 846 Head / Director in their absence or while the position is vacant.

847 4.2.1.5 The Deputy / Assistant Director shall be able to ensure compliance with  
 848 organizational policies, procedures, and protocols.

849 4.2.1.6 The Deputy / Assistant Director should have oversight of all agency equipment  
 850 within the communications center.

851 **4.2.2 Pre-Requisites**

852 4.2.2.1 The agency should consider eight years' minimum experience in public safety  
 853 communications.

- 854 4.2.2.2 The agency should consider five years' minimum experience at the Supervisory or  
855 Managerial level.
- 856 4.2.2.3 The Deputy / Assistant Director shall possess excellent problem-solving skills  
857 inclusive of the ability to read, write, spell, and speak in a clear and concise manner  
858 as well as the ability to educate, counsel, and motivate personnel.
- 859 4.2.2.4 The Deputy / Assistant Director shall possess excellent oral and written presentation  
860 and documentation skills, in accordance with agency needs and requirements.
- 861 4.2.2.5 The Deputy / Assistant Director shall possess the ability to establish and maintain  
862 effective working relationships with employees, external agencies and stakeholders,  
863 and the public.
- 864 4.2.2.6 The Deputy / Assistant Director should possess the ability to mentor, coach, and  
865 professionally develop all personnel.
- 866 4.2.2.7 The Deputy / Assistant Director shall possess the ability to organize, facilitate, and  
867 manage agency projects as related to the operations of the communications center.
- 868 4.2.2.8 The Deputy / Assistant Director shall possess the ability to foster team building  
869 across all personnel.
- 870 4.2.2.9 The Deputy / Assistant Director should be knowledgeable of industry changes,  
871 developments, and issues as they relate to the daily operations of the  
872 communications center.
- 873 **4.2.3 Training & Education**
- 874 4.2.3.1 The Deputy / Assistant Director shall possess a high school diploma or G.E.D.
- 875 4.2.3.2 It is recommended that the Deputy / Assistant Director possess an advanced  
876 educational degree in a related field of study.
- 877 4.2.3.3 It is recommended that the Deputy / Assistant Director participate in additional  
878 administrative training as related to the responsibilities of the position in  
879 accordance with agency policies, procedures, and protocols.
- 880 **4.2.4 Selection Process**
- 881 4.2.4.1 The agency should establish an application process for the position of Deputy /  
882 Assistant Director.
- 883 4.2.4.2 The agency should establish in standard operating procedures (SOPs) preferred  
884 educational requirements for candidates applying for the position of Deputy /  
885 Assistant Director.
- 886 4.2.4.3 The agency should consider all qualified candidates for the position of Deputy /  
887 Assistant Director, with preference given to internal applicants.

## 888 4.3 Department Head / Director

### 889 4.3.1 Functions of the Position

890 4.3.1.1 All prospective candidates should understand the basic concepts and applications of  
891 advanced supervisory and managerial roles and responsibilities as defined by the  
892 agency, and as approved by the agency in training curricula required for the  
893 position.

894 4.3.1.2 The Department Head/Director shall be responsible for all areas of operation and  
895 supervision within the agency.

896 4.3.1.3 The Department Head/Director shall have a leadership role in the development of  
897 the agency budget.

898 4.3.1.4 The Department Head/Director shall be responsible for strategic planning and  
899 development of the agency goals and operations.

900 4.3.1.5 The Department Head/Director shall liaison with other governmental officials and  
901 groups, community stakeholders, and bodies having interest or authority.

902 4.3.1.6 The Department Head/Director should be responsible for the assignment and  
903 completion of subordinate personnel evaluations as specified by agency policies,  
904 procedures, and protocols.

905 4.3.1.7 The Department Head/Director should have final authority for the purchasing,  
906 acquisition, and implementation of all equipment as it relates to the operational  
907 needs of the communications center.

### 908 4.3.2 Pre-Requisites

909 4.3.2.1 The agency should consider eight years' minimum experience in public safety  
910 communications.

911 4.3.2.2 The agency should consider five years' minimum experience at the Supervisory or  
912 Managerial level.

913 4.3.2.3 The Department Head/Director shall possess excellent problem-solving skills  
914 inclusive of the ability to read, write, spell, and speak in a clear and concise manner  
915 as well as the ability to educate, counsel, and motivate personnel.

916 4.3.2.4 The Department Head/Director shall possess excellent oral and written presentation  
917 and documentation skills, in accordance with agency needs and requirements.

918 4.3.2.5 The Department Head/Director shall possess the ability to establish and maintain  
919 effective working relationships with employees, external agencies and stakeholders,  
920 and the public.

- 921 4.3.2.6 The Department Head/Director should possess the ability to mentor, coach, and  
922 professionally develop all personnel.
- 923 4.3.2.7 The Department Head/Director shall possess the ability to organize, facilitate, and  
924 manage agency projects as related to the operations of the communications center.
- 925 4.3.2.8 The Department Head/Director shall possess the ability to foster team building  
926 across all personnel.
- 927 4.3.2.9 The Department Head/Director should be knowledgeable of industry changes,  
928 developments, and issues as they relate to the daily operations of the  
929 communications center.
- 930 **4.3.3 Training & Education**
- 931 4.3.3.1 The Department Head/Director shall possess a high school diploma or G.E.D.
- 932 4.3.3.2 It is recommended that the Department Head/Director possess an advanced  
933 educational degree in a related field of study.
- 934 4.3.3.3 It is recommended that the Department Head/Director participate in additional  
935 administrative training as related to the responsibilities of the position in  
936 accordance with agency policies, procedures, and protocols.
- 937 **4.3.4 Selection Process**
- 938 4.3.4.1 The agency should establish an application process for the position of Department  
939 Head/Director.
- 940 4.3.4.2 The agency should establish in standard operating procedures (SOPs) preferred  
941 educational requirements for candidates applying for the position of Department  
942 Head/Director.
- 943 4.3.4.3 The agency should consider all qualified candidates for the position of Department  
944 Head/Director, with preference given to internal applicants.
- 945 4.3.4.4 The agency should solicit applications by posting the position on industry  
946 organization career pages.
- 947
- 948
- 949
- 950
- 951
- 952

953  
954  
955 Chapter Five

956 **Technical / Support Positions**

957  
958 **SCOPE**

959 This chapter outlines the career progression within the Public Safety Communications Center for Technical and  
960 Support Positions for personnel advancing their career path as a Public Safety Telecommunications professional.

961 **5.1 CAD Manager/Specialist**

962 **5.1.1 Functions of the Position**

- 963 5.1.1.1 All prospective candidates should understand the basic concepts and applications of  
964 technical/support roles and responsibilities as defined by the agency, and as  
965 approved by the agency in training curricula required for the position.
- 966 5.1.1.2 The CAD Manager/Specialist shall maintain updates and revisions to the CAD,  
967 Records Management System (RMS), and mobile software applications in  
968 accordance with agency policies, procedures, and protocols.
- 969 5.1.1.3 The CAD Manager/Specialist shall update geographical and mapping systems  
970 utilized by CAD and RMS in accordance with agency policies, procedures, and  
971 protocols.
- 972 5.1.1.4 The CAD Manager/Specialist should collaborate with partner agencies to maintain,  
973 revise, and create CFS, response plans, and Geographic Information Systems (GIS)  
974 map layers to ensure a proper response to reported incidents.
- 975 5.1.1.5 The CAD Manager/Specialist should serve as the agency coordinator for applications  
976 that interface with CAD and RMS (e.g., Pulse Point, Automated Secure Alarm  
977 Protocol [ASAP]).
- 978 5.1.1.6 The CAD Manager/Specialist shall create and instruct training content for CAD users  
979 in accordance with agency policies, procedures, and protocols.
- 980 5.1.1.7 The CAD Manager/Specialist should expunge obsolete or inaccurate records from  
981 CAD at the request of partner agencies.
- 982 5.1.1.8 The CAD Manager/Specialist should conduct a weekly review of CAD data to ensure  
983 the quality of data in the system. (e.g., geo-validation of locations, common places  
984 names, flags, entry of bias-based data, etc.)

985 5.1.1.9 The CAD Manager/Specialist shall complete necessary reports as requested or  
986 directed inclusive of statistical reports.

987 **5.1.2 Pre-Requisites**

988 5.1.2.1 The agency should consider three years' experience as a PST or above.

989 5.1.2.2 The CAD Manager/Specialist shall have knowledge and experience with CAD and  
990 RMS systems inclusive of CFS and response plans.

991 5.1.2.3 The CAD Manager/Specialist shall have knowledge of GIS mapping, including layers,  
992 address points, and center lines.

993 5.1.2.4 The CAD Manager/Specialist shall possess the ability to apply critical thinking, using  
994 logic and reasoning to identify strengths and weakness of alternative solutions,  
995 conclusions, or approaches to problems.

996 5.1.2.5 The CAD Manager/Specialist shall possess the ability to communicate professionally  
997 and effectively with internal and external stakeholders, both orally and in writing.

998 5.1.2.6 The CAD Manager/Specialist shall have excellent working knowledge of Law  
999 Enforcement, Fire, Emergency Medical Services (EMS), and Emergency Management  
1000 operations.

1001 **5.1.3 Training & Education**

1002 5.1.3.1 The CAD Manager/Specialist shall receive CAD, RMS, Mobile Computer Terminal  
1003 System, and Systems Administrator training within the first year of obtaining the  
1004 position.

1005 5.1.3.2 It is recommended that the CAD Manager/Specialist possess advanced knowledge  
1006 and/or certification in Microsoft Excel or a similar program.

1007 5.1.3.3 It is recommended that the CAD Manager/Specialist possess server reporting  
1008 services training.

1009 5.1.3.4 It is recommended that the CAD Manager/Specialist receive training and  
1010 certification in GIS, inclusive of Geographic Information Systems Professional (GISP).

1011 **5.1.4 Selection Process**

1012 5.1.4.1 The agency should establish an application process for the position of CAD  
1013 Manager/Specialist.

1014 5.1.4.2 The agency should establish in standard operating procedures (SOPs) preferred  
1015 educational requirements for candidates applying for the position of CAD  
1016 Manager/Specialist.

1017 5.1.4.3 The agency should consider all qualified candidates for the position of CAD  
1018 Manager/Specialist, with preference given to internal applicants.

1019

## 1020 5.2 Radio Technician / Specialist

### 1021 5.2.1 Functions of the Position

1022 5.2.1.1 All prospective candidates should understand the basic concepts and applications of  
1023 technical/support roles and responsibilities as defined by the agency, and as  
1024 approved by the agency in training curricula required for the position.

1025 5.2.1.2 The Radio Technician/Specialist shall serve as technical expert for all land mobile  
1026 radio systems (LMRS) and other related electronic equipment, including  
1027 conventional Very High Frequency (VHF), Ultra High Frequency (UHF), trunked radio  
1028 systems, digital microwave network(s), alphanumeric paging systems, dispatch radio  
1029 consoles, and supporting computer systems.

1030 5.2.1.3 The Radio Technician/Specialist shall install, maintain, repair, and remove radio  
1031 transmitters, radio receivers, microwave transmitters, microwave receivers, and  
1032 associated multiplex equipment, antenna, coaxial cables, dispatch center consoles,  
1033 and supporting computer systems as defined by the agency.

1034 5.2.1.4 The Radio Technician/Specialist shall collaborate with customer agencies, vendors,  
1035 and outside radio service shop personnel to determine system support and repair  
1036 action need on mobile, portable, and fixed radio systems, microwave and multiplex  
1037 equipment, radio facilities, and emergency power systems.

1038 5.2.1.5 The Radio Technician/Specialist should write templates and matrixes for subscriber  
1039 equipment and programs.

1040 5.2.1.6 The Radio Technician/Specialist should research and program subscriber equipment  
1041 with new firmware and updates as needed.

1042 5.2.1.7 The Radio Technician/Specialist shall ensure completion of semi-annual  
1043 preventative maintenance for all radio, microwave, console, and supporting  
1044 equipment and maintain appropriate repair logs on all equipment as it relates to the  
1045 operation and functionality of the communications center.

1046 5.2.1.8 The Radio Technician/Specialist shall utilize appropriate computer software to  
1047 document and perform system diagnostics and to interpret those results.

1048 5.2.1.9 The Radio Technician/Specialist shall accurately document changes in equipment  
1049 layout, facility plans, and wiring schematics that affect the rapid repair of electronic  
1050 systems as well as provide support for the wide area network that controls trunked  
1051 radio systems, if applicable.

1052 5.2.1.10 The Radio Technician/Specialist should make recommendations to user agencies  
1053 regarding maintenance, purchase, and usage logs on all equipment requested.

1054 5.2.1.11 The Radio/Technician/Specialist should also consider working with HAM radio  
1055 groups (such as RACES/ARES).

1056

1057 **5.2.2 Pre-Requisites**

1058 5.2.2.1 The Radio Technician/Specialist shall possess a high school diploma or G.E.D.

1059 5.2.2.2 It is recommended that the Radio Technician/Specialist possess a minimum of an  
1060 associate degree or post-secondary vocational or military equivalent in electrical  
1061 engineering or computer science.

1062 5.2.2.3 The Radio Technician/Specialist shall possess the ability to apply critical thinking,  
1063 using logic and reasoning to identify strengths and weakness of alternative  
1064 solutions, conclusions, or approaches to problems.

1065 5.2.2.4 The Radio Technician/Specialist shall possess the ability to communicate  
1066 professionally and effectively with internal and external stakeholders, both orally  
1067 and in writing.

1068 5.2.2.5 The Radio Technician/Specialist shall have excellent working knowledge of Law  
1069 Enforcement, Fire, Emergency Medical Services (EMS), and Emergency Management  
1070 operations.

1071 **5.2.3 Training & Education**

1072 5.2.3.1 The Radio Technician/Specialist shall participate in training as it relates to safety and  
1073 quality guidelines.

1074 5.2.3.2 It is recommended that certification for FCC General Radiotelephone Operator's  
1075 License is obtained within the first year of employment.

1076 5.2.3.3 It is recommended that certification as a Radio Technician (or equivalent) is  
1077 obtained within the first year of employment.

1078 5.2.3.4 It is recommended that the agency consider certification of the Radio  
1079 Technician/Specialist as an ETA General Communications Technician Level 2 within  
1080 two years of employment.

1081 5.2.3.5 It is recommended that the agency consider certification of the Radio  
1082 Technician/Specialist with the National Association of Business and Educational  
1083 Radio (NABER) within two years of employment.

1084 **5.2.4 Selection Process**

1085 5.2.4.1 The agency should establish an application process for the position of Radio  
1086 Technician/Specialist.

1087 5.2.4.2 The agency should establish in standard operating procedures (SOPs) preferred  
1088 educational requirements for candidates applying for the position of Radio  
1089 Technician/Specialist.

1090 5.2.4.3 The agency should consider all qualified candidates for the position of Radio  
1091 Technician/Specialist, with preference given to internal applicants.

## 1092 **5.3 Incident / Tactical Public Safety Telecommunicator**

### 1093 **5.3.1 Functions of the Position**

1094 5.3.1.1 The Incident/Tactical PST shall perform all essential functions of the PST position as  
1095 described in Section 2.1, Public Safety Telecommunicator, while in a remote  
1096 environment away from the communications center.

1097 5.3.1.2 The Incident/Tactical PST shall utilize all reference materials and resources as  
1098 applicable during the operation.

1099 5.3.1.3 The Incident/Tactical PST shall provide, accurate, brief, and timely communications  
1100 between Command Staff and field personnel.

1101 5.3.1.4 The Incident/Tactical PST shall designate radio talk-groups and data paths based on  
1102 incident requirements consistent with NIMS/ICS requirements and agency policies,  
1103 procedures, and protocols.

1104 5.3.1.5 The Incident/Tactical PST shall complete all necessary forms during and after all  
1105 responses, including the communications function of after-action reports.

### 1106 **5.3.2 Pre-Requisites**

1107 5.3.2.1 The agency should consider a minimum of three years' experience as a PST, with at  
1108 least one years' experience with the current agency.

1109 5.3.2.2 The Incident/Tactical PST shall have awareness of fundamental public safety  
1110 communications technology.

1111 5.3.2.3 The Incident/Tactical PST should have a rating of satisfactory or above in all areas of  
1112 their most recent performance evaluation.

1113 5.3.2.4 The Incident/Tactical PST should not have been subject to any formal disciplinary  
1114 actions within the previous year of service.

1115 5.3.2.5 The Incident/Tactical PST shall be familiar with ICS structure and should have  
1116 advanced NIMS/ICS training (e.g., IS-300 or above).

- 1117 5.3.2.6 The Incident/Tactical PST shall demonstrate the capacity for handling prolonged  
1118 stressful situations, using good judgment and effectively function as a team  
1119 member.
- 1120 5.3.2.7 The Incident/Tactical PST should have excellent working knowledge of all agency  
1121 policies, procedures, and protocols.
- 1122 5.3.2.8 The Incident/Tactical PST shall possess a high level of motivation and responsibility  
1123 with keen attention to detail.
- 1124 5.3.2.9 The Incident/Tactical PST shall possess willingness and ability to respond to call outs,  
1125 at all hours, in a timely manner, in accordance with agency policies, procedures, and  
1126 protocols.
- 1127 5.3.2.10 The Incident/Tactical PST shall be willing to participate in annual psychological  
1128 evaluation(s) in accordance with agency policies, procedures, and protocols.
- 1129 **5.3.3 Training & Education**
- 1130 5.3.3.1 The Incident/Tactical PST shall complete the following NIMS courses within six  
1131 months of obtaining the position: IS-100, IS-200, IS-700, IS-800.
- 1132 5.3.3.2 It is recommended that the Incident/Tactical PST complete NIMS IS-144 and IS-300  
1133 within one year of obtaining the position.
- 1134 5.3.3.3 It is recommended that the Incident/Tactical PST complete an accredited Tactical  
1135 Dispatch Course approved by the agency.
- 1136 5.3.3.4 The Incident/Tactical PST shall attend in-service trainings as determined by the  
1137 agency.
- 1138 **5.3.4 Selection Process**
- 1139 5.3.4.1 The agency should establish an application process for the position of  
1140 Incident/Tactical PST.
- 1141 5.3.4.2 The agency should establish in standard operating procedures (SOPs) preferred  
1142 educational requirements for candidates applying for the position Incident/Tactical  
1143 PST.
- 1144 5.3.4.3 The agency should consider all qualified candidates for the position of  
1145 Incident/Tactical PST, with preference given to internal applicants.
- 1146
- 1147
- 1148

1149

1150

1151

1152

DRAFT

# ACRONYMS AND ABBREVIATIONS

1153		
1154		
1155	<b>ANS</b>	American National Standards
1156	<b>ANSI</b>	American National Standards Institute
1157	<b>APCO</b>	Association of Public Safety Communications Officials
1158	<b>ASAP</b>	Automated Secure Alarm Protocol
1159	<b>ATL</b>	Attempt to Locate
1160	<b>BOLO</b>	Be on The Lookout
1161	<b>CAD</b>	Computer Aided Dispatch
1162	<b>CISD</b>	Critical Incident Stress Debriefing
1163	<b>CISM</b>	Critical Incident Stress Management
1164	<b>CTO</b>	Communications Training Officer
1165	<b>CFS</b>	Call for Service
1166	<b>CPE</b>	Certified Public-Safety Executive
1167	<b>ECC</b>	Emergency Communications Center (formerly called PSAP)
1168	<b>EMD</b>	Emergency Medical Dispatch
1169	<b>EMS</b>	Emergency Medical Services
1170	<b>ENP</b>	Emergency Number Professional
1171	<b>FCC</b>	Federal Communications Commission
1172	<b>GED</b>	General Educational Development
1173	<b>GIS</b>	Geographic Information Systems
1174	<b>GISP</b>	Geographic Information Systems Professional
1175	<b>ICS</b>	Incident Command System
1176	<b>KSA</b>	Knowledge Skills and Abilities
1177	<b>LMRS</b>	Land Mobile Radio Systems
1178	<b>MDC</b>	Mobile Data Computer
1179	<b>MDT</b>	Mobile Data Terminal
1180	<b>NABER</b>	National Association of Business and Educational Radio

1181	<b>NENA</b>	National Emergency Number Association
1182	<b>NCIC</b>	National Crime Information Center
1183	<b>NCMEC</b>	National Center for Missing and Exploited Children
1184	<b>NG911</b>	Next Generation 9-1-1
1185	<b>NIMS</b>	National Incident Management System
1186	<b>OJT</b>	On the Job Training
1187	<b>PSAP</b>	Public Safety Answering Point (currently called ECC)
1188	<b>PST</b>	Public Safety Telecommunicator
1189	<b>QA/QI</b>	Quality Assurance / Quality Improvement
1190	<b>SDC</b>	Standards Development Committee
1191	<b>SOP</b>	Standard Operating Procedure
1192	<b>QAE</b>	Quality Assurance Evaluators
1193	<b>RMS</b>	Records Management System
1194	<b>RPL</b>	Registered Public-Safety Leader
1195	<b>VHF</b>	Very High Frequency
1196		
1197		

# GLOSSARY

1198

1199

1200 **AGENCY:** The hiring authority also referred to as the Authority Having Jurisdiction (AHJ). The Agency or body  
 1201 that defines the roles, responsibilities, written directives, and performance standard that direct the activity of  
 1202 the Public Safety Manager/Director. In multi-discipline centers, the Agency governs the operation providing call  
 1203 taking/dispatch and related services to customer agencies; in single discipline centers, a single Agency may  
 1204 direct these services for one or more departments within a service area. Both have the duty to define training  
 1205 appropriateness, content, format, and continuing education requirements.

1206 **CALLTAKER:** A Telecommunicator who processes incoming calls through the analyzing, prioritizing, and  
 1207 disseminating of information to aid in the safety of the public and responders.

1208 **EMERGENCY COMMUNICATIONS CENTER (ECC):** Formerly referred to as a PSAP.

1209 **EMERGENCY MEDICAL PST:** A Telecommunicator who provides dispatch services by analyzing, prioritizing, and  
 1210 processing calls while maintaining radio contact with responders to ensure safe, efficient, and effective  
 1211 responses to calls for emergency medical services, in accordance with local, state, tribal or national standards.

1212 **FIRE SERVICES PST:** A Telecommunicator who provides dispatch services by analyzing, prioritizing, and  
 1213 processing calls while maintaining radio contact with responders to ensure safe, efficient, and effective  
 1214 responses to requests for fire services, in accordance with local, state, tribal, or national standards.

1215 **INCIDENT COMMAND SYSTEM (ICS):** It is a standardized approach to the command, control, and coordination of  
 1216 emergency response providing a common hierarchy within which responders from multiple agencies can be  
 1217 effective.

1218 **KNOWLEDGE:** Fundamental understanding one must have to perform a specific task.

1219 **LAW ENFORCEMENT PST:** A Telecommunicator who provides dispatch services by analyzing, prioritizing, and  
 1220 processing calls, while maintaining radio contact with responders to ensure, safe, efficient, and effective  
 1221 responses to requests for law enforcement services, in accordance with local, state, tribal, or national standards.

1222 **MANAGER/DIRECTOR:** The Public Safety Communications Manager/Director. One who is responsible for leading  
 1223 and directing all aspects of a public safety communications center, while effectively utilizing leadership skills,  
 1224 resources, and partnerships to successfully provide emergency communications service.

1225 **NATIONAL INCIDENT MANAGEMENT SYSTEM (NIMS):** It is a comprehensive, national approach to incident  
 1226 management that is applicable at all jurisdictional levels and across functional disciplines.

1227 **PUBLIC SAFETY ANSWERING POINT (PSAP):** Currently referred to as Emergency Communications Center (ECC) A  
 1228 facility equipped and staffed to receive emergency and non-emergency calls requesting public safety services via  
 1229 telephone and other communication devices. Emergency calls are first answered, assessed, classified, and  
 1230 prioritized. The FCC further defines a primary PSAP as a facility to which 9-1-1 calls are routed directly from the  
 1231 9-1-1 Control Office. A secondary PSAP is defined as a facility to which 9-1-1 calls are transferred from a primary  
 1232 PSAP.

1233 **PUBLIC SAFETY TELECOMMUNICATOR (PST):** The individual employed by a public safety agency as the first of

1234 the first responders whose primary responsibility is to receive, process, transmit, and/or dispatch emergency  
1235 and nonemergency calls for law enforcement, fire, emergency medical, and other public safety services via  
1236 telephone, radio, and other communication devices.

1237 **QUALITY ASSURANCE EVALUATOR (QAE):** A qualified public safety professional who reviews, evaluates, and  
1238 documents telecommunicator work and Agency Performance. This includes compliance with the Organization's  
1239 mission, directives, and standards in an ongoing effort to ensure the highest quality of service to the community.

1240 **SHALL:** Within the context of this standard, "shall" indicates a mandatory requirement.

1241 **SHOULD:** Within the context of this standard, "should" indicates a recommendation.

1242 **STANDARD OPERATING PROCEDURES (SOP):** a written directive that provides a guideline for conducting an  
1243 activity. The guideline may be made mandatory by including terms such as "shall" rather than "should" or "must"  
1244 rather than "may."

1245 **SUPERVISOR:** Public Safety Communications Supervisor. The individual employed by a Public Safety  
1246 Communications Center to provide leadership and guidance to employees to achieve the Agency's mission, values,  
1247 and vision.

1248 **TRAINING COORDINATOR:** One who administers the training function through the needs analysis, research,  
1249 planning, curriculum design, implementation, records management, and evaluation processes to enhance  
1250 emergency communications.

1251 **WRITTEN DIRECTIVES:** A set of Agency specific policies, procedures, rules, regulations, and guidelines.

1252

# ACKNOWLEDGMENTS

1253

1254

1255 Special recognition to the Working Group members who provided their expertise in successfully creating the  
1256 standard to be used in the public safety industry.

1257

**D. Jeremy DeMar, MA, CPE, ENP (Chair)**

Intrado Corporation  
Omaha, NE

**Tim Martindale, RPL, CPE (Vice-Chair)**

Gallatin County 9-1-1  
Bozeman, MT

**John Halaychik, ED-Q, EMT (Technical Editor)**

Tompkins County Department of  
Emergency Response  
Ithaca, NY

**Mary Buchman, RPL**

Garden City Police Department  
Garden City, KS

**Nicholas D'Antona, RPL**

Southwest Regional Communications Center  
Shelton, CT

**James Thomas, RPL, CPE, ENP**

Barnstable County Sheriff's Office  
Buzzards Bay, MA

**Jacque Costa**

SDC Operations Subcommittee Liaison  
Bedford, OH

**Mindy Conner Adams, ENP, RPL, CPE**

APCO Standards Program Manager  
APCO International

**Aimee Jarrell**

CC9S Resource Coordinator  
APCO International

**Stephan Bunker, M Ed.**

Maine E-9-1-1 Advisory Council  
Augusta, ME

**Kevin Lessard, ENP**

Northern Middlesex Regional Emergency  
Communications Center  
Tewksbury, MA

**Lauren Yankanin, CPE**

Northwest Regional Emergency  
Communications Center  
Dublin, OH

# RESOURCES

APCO ANS 3.109.3-2022 Core Competencies and Minimum Training Requirements for Public Safety Communications Center Manager/Director. <https://www.apcointl.org/~documents/standard/core-competencies-and-minimum-training-requirements-for-public-safety-communications-center-manager?layout=default>

APCO ANS 3.107.2-2022 Core Competencies and Minimum Training Requirements for Public Safety Communications Technician <https://www.apcointl.org/~documents/standard/core-competencies-and-minimum-training-requirements-for-psc-technician?layout=default>

APCO ANS 3.106.2-2017 Public Safety Communications Quality Assurance Evaluators (QAE) <https://www.apcointl.org/~documents/standard/31062-2017-qae/?layout=default>

APCO ANS 3.104.2-2017 Core Competencies and Minimum Training Standards for Public Safety Communications Training Coordinator <https://www.apcointl.org/~documents/standard/31042-2017-training-coordinator/?layout=default>

APCO ANS 3.103.2-2015 Minimum Training Standards for Public Safety Telecommunicators <https://www.apcointl.org/~documents/standard/31032-2015-public-safety-telecommunicator/?layout=default>

APCO ANS 3.102.2-2017 Core Competencies and Minimum Training Standards for Public Safety Communications Supervisor <https://www.apcointl.org/~documents/standard/31022-2017-psc-supervisor/?layout=default>

APCO ANS 3.101.3-2017 Core Competencies and Minimum Training Standards for Communications Training Officer (CTO) <https://www.apcointl.org/~documents/standard/31013-2017-cto/?layout=default>

APCO ANS 1.107.1-2015 Standard for the Establishment of a Quality Assurance and Quality Improvement Program for Public Safety Answering Points <https://www.apcointl.org/~documents/standard/11071-2015-aqi?layout=default>

NFPA Standard 1225 <https://www.nfpa.org/codes-and-standards/all-codes-and-standards/list-of-codes-and-standards/detail?code=1225>



APCO International  
351 N. Williamson Blvd  
Daytona Beach, FL 32114

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