



Career Progression Within the Public Safety Emergency Communications Center

APCO candidate ANS 1.122.1-202X

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FOREWORD

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APCO International

351 N. Williamson Blvd

Daytona Beach, FL 32114 USA

apcostandards@apcointl.org

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EXECUTIVE SUMMARY

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

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

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

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

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.

2.1.3 Training & Education

- 2.1.3.1 The Public Safety Telecommunicator shall possess a minimum of a High School diploma or G.E.D. unless other educational requirements are established or allowed for by the agency.
- 2.1.3.2 The Public Safety Telecommunicator should complete an agency approved public safety telecommunicator training program within the first year of employment.
- 2.1.3.3 The Public Safety Telecommunicator shall complete specific training and maintain certification as required by Federal, State, and Local laws as well as agency policies, procedures, and protocols (e.g., NCIC, NIMS, EMD, NCMEC.)

2.1.4 Selection Process

- 2.1.4.1 The agency should consider utilization of a simulated performance exam, if applicable under State or Local laws and guidelines.
- 2.1.4.2 The agency should consider use of a panel interview, consisting of various representatives from different operational levels.
- 2.1.4.3 The agency shall require background investigations of all candidates prior to an offer of employment being made unless otherwise specified or prohibited by applicable law or agency policies, procedures, and protocols.
- 2.1.4.4 The agency shall require drug screening consistent with requirements of the agency prior to an offer of employment being made unless otherwise specified or prohibited by applicable law or agency policies, procedures, and protocols.
- 2.1.4.5 The agency shall require psychological assessment of all candidates prior to the offer of employment unless otherwise specified or prohibited by applicable law or agency policies, procedures, and protocols.
- 2.1.4.6 The agency should consider medical/physical examination, inclusive of visual and auditory exams that are consistent with the requirements of the agency prior to an offer of employment being made unless otherwise specified or prohibited by applicable law or agency policies, procedures, and protocols.
- 2.1.4.7 The agency should consider the use of polygraph or voice stress analysis unless otherwise specified or prohibited by applicable law or agency policies, procedures, and protocols.

2.2 Call Taker

2.2.1 Functions of the Position

- 2.2.1.1 The Call Taker shall answer telephone calls and accurately create a call for service (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

2.2.4 Selection Process

- 2.2.4.1 The agency should consider utilization of a simulated performance exam, if applicable under State or Local laws and guidelines.
- 2.2.4.2 The agency should consider use of a panel interview, consisting of various representatives from different operational levels.
- 2.2.4.3 The agency shall require background investigations of all candidates prior to an offer of employment being made unless otherwise specified or prohibited by applicable law or agency policies, procedures, and protocols.
- 2.2.4.4 The agency shall require drug screening consistent with requirements of the agency prior to an offer of employment being made unless otherwise specified or prohibited by applicable law or agency policies, procedures, and protocols.
- 2.2.4.5 The agency shall require psychological assessment of all candidates prior to the offer of employment unless otherwise specified or prohibited by applicable law or agency policies, procedures, and protocols.
- 2.2.4.6 The agency should consider medical/physical examination, inclusive of visual and auditory exams that are consistent with the requirements of the agency prior to an offer of employment being made unless otherwise specified or prohibited by applicable law or agency policies, procedures, and protocols.
- 2.2.4.7 The agency should consider the use of polygraph or voice stress analysis unless otherwise specified or prohibited by applicable law or agency policies, procedures, and protocols.

2.3 Law Enforcement Public Safety Telecommunicator

2.3.1 Functions of the Position

- 2.3.1.1 The Law Enforcement Public Safety Telecommunicator (PST) shall meet agency established dispatch times for CFS in accordance with applicable policies, procedures, and protocols.
- 2.3.1.2 The Law Enforcement PST shall process each CFS and prioritize radio traffic in accordance with agency established, policies, procedures, and protocols.
- 2.3.1.3 The Law Enforcement PST shall promptly, efficiently, and accurately relay CFS information, including initial and supplemental information, from all available resources.
- 2.3.1.4 The Law Enforcement PST shall identify, analyze, and evaluate any potential response hazard or escalation of a situation affecting public and responder safety.

- 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.)

2.3.2 Pre-Requisites

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

2.3.3 Training & Education

- 2.3.3.1 The Law Enforcement PST shall possess a minimum of a High School diploma or G.E.D. unless other educational requirements are established or allowed for by the agency.
- 2.3.3.2 The Law Enforcement PST should complete an agency approved Public Safety Telecommunicator training program within the first year of employment.

2.3.4 Selection Process

- 2.3.4.1 It is recommended that the agency consider utilization of a simulated performance exam, if applicable under State or Local laws and guidelines.
- 2.3.4.2 The agency should consider use of a panel interview, consisting of various representatives from different operational levels.
- 2.3.4.3 The agency shall require background investigations of all candidates prior to an offer of employment being made unless otherwise specified or prohibited by applicable law or agency policies, procedures, and protocols.
- 2.3.4.4 The agency shall require drug screening consistent with requirements of the agency prior to an offer of employment being made unless otherwise specified or prohibited by applicable law or agency policies, procedures, and protocols.
- 2.3.4.5 The agency shall require psychological assessment of all candidates prior to the offer of employment unless otherwise specified or prohibited by applicable law or agency policies, procedures, and protocols.
- 2.3.4.6 The agency should consider medical/physical examination, inclusive of visual and auditory exams that are consistent with the requirements of the agency prior to an offer of employment being made unless otherwise specified or prohibited by applicable law or agency policies, procedures, and protocols.
- 2.3.4.7 The agency should consider the use of polygraph or voice stress analysis unless otherwise specified or prohibited by applicable law or agency policies, procedures, and protocols.

2.4 Fire Public Safety Telecommunicator

2.4.1 Functions of the Position

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

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

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

2.4.2 Pre-Requisites

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

2.4.3 Training & Education

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

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

2.4.4 Selection Process

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

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

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

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

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

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

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

2.5 Emergency Medical Public Safety Telecommunicator

2.5.1 Functions of the Position

- 2.5.1.1 The Emergency Medical PST shall demonstrate the comprehension of agency documentation requirements and the ability to create and update the CAD record or incident log to maintain accurate call comments.
- 2.5.1.2 The Emergency Medical PST shall demonstrate the ability to determine the nature and priority of incidents and assign the appropriate resources in accordance with agency policies, procedures, and protocols.
- 2.5.1.3 The Emergency PST shall demonstrate proficiency in tracking and documenting radio activity, incident information and unit activity in accordance with agency policies, procedures, and protocols.
- 2.5.1.4 The Emergency Medical PST shall demonstrate the ability to consistently identify, analyze, and relay initial pertinent information to responding units in accordance with agency policies, procedures, and protocols.
- 2.5.1.5 The Emergency Medical PST shall demonstrate the ability to obtain acknowledgement of calls for service from responding units in accordance with agency policies, procedures, and protocols.
- 2.5.1.6 The Emergency Medical PST shall demonstrate the ability to evaluate information and relay updates to responding units in accordance with agency policies, procedures, and protocols.
- 2.5.1.7 The Emergency Medical PST shall demonstrate the ability to analyze and disseminate information to additional responders and resources including, but not limited to, Hazmat teams, Forest Service, Fire Services, Law Enforcement, etc.
- 2.5.1.8 The Emergency Medical PST shall apply appropriate agency policies, procedures, and protocols for the purpose of monitoring and documenting hospital diversion statuses and emergency facility availability.
- 2.5.1.9 The Emergency Medical PST shall demonstrate the ability to analyze and evaluate all available information to identify the potential for escalation of the incident and perform status checks to determine scene and responder safety in accordance with agency policies, procedures, and protocols.
- 2.5.1.10 The Emergency Medical PST shall demonstrate the ability to coordinate/patch assigned radio channels and/or talk groups in accordance with agency policies, procedures, and protocols.
- 2.5.1.11 The Emergency Medical PST shall demonstrate the ability to acknowledge and monitor radio traffic on assigned channels in accordance with agency policies, 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.

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

2.6 Communications Training Officer

2.6.1 Functions of the Position

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

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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.

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Chapter Three

Supervisory Positions – Mid-Level

SCOPE

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

3.1 Communications Center Supervisor

3.1.1 Functions of the Position

- 3.1.1.1 All prospective candidates for this position shall understand the concepts and applications of the basic principles of supervisory roles and responsibilities, as defined by an agency approved training curriculum.
- 3.1.1.2 The Supervisor shall evaluate employee performance and oversee line personnel in the performance of emergency and non-emergency work functions.
- 3.1.1.3 The Supervisor shall assign tasks and responsibilities to PSTs ensuring compliance with all duties and responsibilities proficiently and professionally in accordance with agency policies, procedures, and protocols.
- 3.1.1.4 The Supervisor shall perform administrative functions and coordinate the implementation of agency policies, procedures, and protocols.
- 3.1.1.5 The Supervisor shall recommend changes to existing agency policies, procedures, and protocols to address operational needs and changes in working conditions.
- 3.1.1.6 The Supervisor shall ensure that forms and logs are accurately maintained. Additionally, the Supervisor shall ensure administrative files are maintained in accordance with agency policies, procedures, and protocols.
- 3.1.1.7 The Supervisor shall monitor operational activities of systems and technology that support the agency, taking appropriate and corrective action as needed.
- 3.1.1.8 The Supervisor shall monitor safety practices in the communications center in compliance with agency risk management, policies, procedures, and protocols.

3.1.2 Pre-Requisites

- 3.1.2.1 The agency should consider a minimum of two years' experience as a PST or CTO, with three or more years' experience preferred.
- 3.1.2.2 The Supervisor shall possess strong interpersonal, analytical, problem solving, and 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.

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.

4.3 Department Head / Director

4.3.1 Functions of the Position

- 4.3.1.1 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 training curricula required for the position.
- 4.3.1.2 The Department Head/Director shall be responsible for all areas of operation and supervision within the agency.
- 4.3.1.3 The Department Head/Director shall have a leadership role in the development of the agency budget.
- 4.3.1.4 The Department Head/Director shall be responsible for strategic planning and development of the agency goals and operations.
- 4.3.1.5 The Department Head/Director shall liaison with other governmental officials and groups, community stakeholders, and bodies having interest or authority.
- 4.3.1.6 The Department Head/Director should be responsible for the assignment and completion of subordinate personnel evaluations as specified by agency policies, procedures, and protocols.
- 4.3.1.7 The Department Head/Director should have final authority for the purchasing, acquisition, and implementation of all equipment as it relates to the operational needs of the communications center.

4.3.2 Pre-Requisites

- 4.3.2.1 The agency should consider eight years' minimum experience in public safety communications.
- 4.3.2.2 The agency should consider five years' minimum experience at the Supervisory or Managerial level.
- 4.3.2.3 The Department Head/Director shall possess excellent problem-solving skills inclusive of the ability to read, write, spell, and speak in a clear and concise manner as well as the ability to educate, counsel, and motivate personnel.
- 4.3.2.4 The Department Head/Director shall possess excellent oral and written presentation and documentation skills, in accordance with agency needs and requirements.
- 4.3.2.5 The Department Head/Director shall possess the ability to establish and maintain effective working relationships with employees, external agencies and stakeholders, 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.

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Chapter Five

Technical / Support Positions

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

5.1 CAD Manager/Specialist

5.1.1 Functions of the Position

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

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ACRONYMS AND ABBREVIATIONS

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

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

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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

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

Intrado Corporation
Omaha, NE

Jacque Costa

SDC Operations Subcommittee Liaison
Bedford, OH

Tim Martindale, RPL, CPE (Vice-Chair)

Gallatin County 9-1-1
Bozeman, MT

Mindy Conner Adams, ENP, RPL, CPE

APCO Standards Program Manager
APCO International

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

Tompkins County Department of
Emergency Response
Ithaca, NY

Aimee Jarrell

CC9S Resource Coordinator
APCO International

Mary Buchman, RPL

Garden City Police Department
Garden City, KS

Stephan Bunker, M Ed.

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

Nicholas D'Antona, RPL

Southwest Regional Communications Center
Shelton, CT

Kevin Lessard, ENP

Northern Middlesex Regional Emergency
Communications Center
Tewksbury, MA

James Thomas, RPL, CPE, ENP

Barnstable County Sheriff's Office
Buzzards Bay, 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
www.apcointl.org/standards/