



Core Competencies and Minimum Training Standards for Emergency Communications Center (ECC) Supervisor

APCO American National Standard 3.102.3-2026

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FOREWORD*

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EXECUTIVE SUMMARY*

The Standards Development Committee has worked diligently to review, revise, and update the APCO ANSI Core Competencies and Minimum Training Standards for Emergency Communications Center (ECC) Supervisor.

The Core Competencies and Minimum Training Standards for Emergency Communications Center (ECC) Supervisor Working Group was also convened to provide guidance to Emergency Communications Center (ECC) Supervisors on job descriptions and performance metrics for these technicians. This updated standard now includes Artificial Intelligence, Employee self-care, Health and Wellness awareness along with the guidance they need to refine their skills, pursue advancement opportunities within the 9-1-1 field.

The role of the Communications Supervisor is one of the most important and influential within any public safety agency, serving as a critical link in personnel development and operational management. High-performing Supervisors know their profession best and the APCO Communications Center Standards Committee continues to rely on the Occupational Analysis (OA) process to gather the information that forms the foundation of this standard. We extend our sincere appreciation to the many professionals who contributed their time, expertise, and dedication to this effort, as well as to the agencies that supported their participation.

The Committee would also like to extend our thanks to the APCO Executive Committee for its ongoing support of industry standards, which enables committees across the organization to engage in this vital work. Additional appreciation goes to the Standards Development Committee, which reviews and approves the standard, and to the Occupational Analysis Subcommittee, whose work conducting Occupational and Process Analyses across the United States is integral to the continued quality and relevance of these national standards.

We further acknowledge the APCO staff members whose dedication and hard work support every stage of this process.

We strongly encourage agencies to review and implement the standard to support the development of Communications Center Supervisors who fulfill such an essential role in public safety.

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

Chapter One

INTRODUCTION

SCOPE

This APCO standard identifies the minimum training requirements for both new and veteran Emergency Communications Center Supervisors. This position is typically tasked with maintaining appropriate staffing levels, enforcing agency policies and procedures, providing direction and supervision to employees, and coordinating employee training. This document seeks to define the responsibilities of the agency to provide certain resources and training to the Supervisor.

PURPOSE

The purpose of this standard is to identify minimum training requirements of any supervisor assigned to an Emergency Communications Center; this APCO standard recognizes the need to supplement these core competencies with agency-specific information. This standard should be accepted as independent and stand-alone from standards addressed elsewhere. Leadership should be cognizant of other APCO standards and other relevant standards such as The National Fire Protection Association's (NFPA) standards and The Commission on Accreditation for Law Enforcement Agencies (CALEA) standards.

Chapter Two

Agency Responsibilities

SCOPE

This chapter outlines the agency's responsibilities for providing training to both new and veteran supervisors.

2.1 General Agency

- 2.1.1 The agency shall establish, at a minimum, the training requirements herein while complying with all federal, state, local, and tribal laws.
- 2.1.2 The agency shall define the baseline qualifications, cognitive, effective, and psychomotor skills consistent with the hiring practices of the agency.
- 2.1.3 The agency shall provide training on its existing vision, mission, and core values.
- 2.1.4 The agency shall provide information, in both verbal and written formats, during an initial orientation to include:
 - 2.1.4.1 Disciplinary and Grievance processes,
 - 2.1.4.2 Facility orientation, including the facilities within the building, first-aid supplies, Automated External Defibrillator (AED),
 - 2.1.4.3 Schedule, work hours, and time keeping procedures.
- 2.1.5 The agency shall develop policies, procedures and written protocols that provide information on response agency resources and specialized teams.
- 2.1.6 The agency shall provide training and performance expectations detailing responses to catastrophic, technological, or structural failure within the communications center, emergency evacuation plans, and recovery processes to ensure the continuity of operations.
- 2.1.7 The agency shall provide policies, procedures and written protocols regarding customer service, personal conduct and behavior, investigating complaints, courtroom demeanor, and ethical standards.
- 2.1.8 The agency shall provide information including, but not limited to, access to and participation in such programs as:
 - 2.1.8.1 Critical Incident Stress Management (CISM),

- 2.1.8.2 Employee Assistance Program (EAP),
 - 2.1.8.3 Health and Wellness programs,
 - 2.1.8.4 Safety/Risk Management programs,
 - 2.1.8.5 Peer Support Groups, and
 - 2.1.8.6 Stress Management techniques.
- 2.1.9 The agency shall provide the supervisor with access to appropriate federal, state regulations and labor practices, including, but not limited to:
- 2.1.9.1 Americans with Disabilities Act (ADA),
 - 2.1.9.2 Fair Labor Standards Act (FLSA),
 - 2.1.9.3 Family Medical and Leave Act (FMLA),
 - 2.1.9.4 Health Insurance Portability and Accountability Act (HIPAA),
 - 2.1.9.5 Occupational Health and Safety Administration (OSHA), and
 - 2.1.9.6 Any applicable labor agreements.
- 2.1.10 The agency shall define the job description and performance expectations.
- 2.1.11 The agency shall clearly articulate the roles and responsibilities of the position within a defined job description.
- 2.1.12 The agency shall provide the opportunity to obtain and attend necessary training to receive and maintain any necessary certifications or licenses.
- 2.1.13 The agency shall establish detailed and defined performance expectations, providing and ensuring a clear understanding of those expectations.
- 2.1.13.1 The agency shall implement a quality assurance process that includes regular performance evaluations and coaching based on accepted standards.
 - 2.1.13.2 The agency shall provide an overview of its quality assurance process.
 - 2.1.13.3 This process shall provide opportunities for individuals to give and receive feedback, identify goals and objectives, and ensure performance expectations are met.
- 2.1.14 The agency shall inform the supervisor of types of actions that could be considered cause for disciplinary action, including loss of certification, license, or employment.
- 2.1.14.1 The agency shall document and address unacceptable performance with the supervisor in a timely manner.

- 2.1.14.2 The agency shall ensure a fair and consistent application of the disciplinary processes associated with performance.
- 2.1.15 In addition to mandatory training requirements, the agency shall provide the supervisor with relevant training and continuing education opportunities aligned with their job description, performance expectations, and the general knowledge, skills, and abilities outlined in Chapter 4.
- 2.1.16 The agency shall provide the supervisor with information on how and to whom training issues and concerns shall be addressed.
- 2.1.17 The agency shall maintain complete training records for the supervisor in accordance with applicable record retention guidelines.
- 2.1.18 The agency shall keep all policies and procedures up to date and shall provide the most current version to supervisor.
- 2.1.19 The agency shall encourage and support professional development of the supervisor through the following:
 - 2.1.19.1 Networking opportunities within the community,
 - 2.1.19.2 Subscribing to professional publications.
- 2.1.20 The agency shall make readily available documents that identify regulations, recommendations, or mandates within the public safety communications industry including, but not limited to, APCO Standards.
- 2.1.21 The agency shall provide opportunities for supervisory personnel, including, but not limited to, training, professional development, webinars, meetings, and policy development regarding NG9-1-1, cybersecurity, and Artificial Intelligence (AI), as applicable.

Chapter Three

Organizational Integrity

SCOPE

This chapter discusses issues related to organizational integrity. Topics include the mission and values of the profession in general and the agency specifically, as well as the scope of the supervisor's authority, confidentiality, and liability.

3.1 General Supervision

- 3.1.1 The supervisor shall demonstrate an understanding of the agency's mission, values, and vision.
- 3.1.2 The supervisor shall comply with the agency's expectations of professional conduct.
- 3.1.3 The supervisor shall demonstrate a comprehensive knowledge of the duties and essential functions of the position and the positions they supervise.
- 3.1.4 The supervisor shall act within the scope of authority as defined by the agency.
- 3.1.5 The supervisor shall demonstrate proper application of agency policies and procedures.
- 3.1.6 The supervisor shall demonstrate an ability to work within the agency's chain of command.
- 3.1.7 The supervisor shall adhere to applicable federal, state, local, and tribal statutes and codes as appropriate.
- 3.1.8 The supervisor shall demonstrate the ability to comply with professional requirements as identified by the agency.
- 3.1.9 The supervisor shall demonstrate comprehension and application of the agency's policies regarding ethical behavior.
- 3.1.10 The supervisor shall demonstrate comprehension and application of the agency's confidentiality policies and rules regarding the discussion or release of information acquired in the workplace to the public, the media, or others. Such information shall include, but is not limited to:
 - 3.1.10.1 Information contained in data systems accessible through federal, state, local, and tribal networks,
 - 3.1.10.2 Information contained in calls for service,

- 3.1.10.3 Information gained through the 9-1-1 system and records management systems, and
- 3.1.10.4 Personnel information.
- 3.1.11 The supervisor shall demonstrate comprehension of the specific training and supervisory liability issues related to overall agency operations. This shall include, but is not limited to:
 - 3.1.11.1 Negligence,
 - 3.1.11.2 Negligent assignment,
 - 3.1.11.3 Negligent entrustment,
 - 3.1.11.4 Negligent retention,
 - 3.1.11.5 Negligent supervision,
 - 3.1.11.6 Negligent training, and
 - 3.1.11.7 Vicarious liability.
- 3.1.12 The supervisor shall ensure the accurate reporting and documentation of records for which they are responsible including communication of any information that needs to be passed on to the next shift or other co-workers.
- 3.1.13 The supervisor shall foster and create effective working relationships with all personnel within the organization and with individuals and organizations external to the agency.
 - 3.1.13.1 The supervisor shall establish and clearly express the expectations of the employees that they oversee,
 - 3.1.13.2 The agency, in conjunction with supervisory personnel, shall ensure standardization of expectations for all personnel.
- 3.1.14 The supervisor shall encourage and support the highest quality of workplace team interaction and behavior by fostering a positive work environment and boosting morale.
- 3.1.15 The supervisor shall demonstrate fiscal responsibility, and work within the specified parameters as directed by the agency.
- 3.1.16 The supervisor shall demonstrate comprehension and application of diversity awareness and an active commitment to ensure equality, according to agency policies and procedures.

Chapter Four

General Knowledge, Skills, and Abilities

SCOPE

This chapter provides an overview of the general knowledge, skills, and abilities that are expected among high-performing incumbent supervisors.

4.1 Requisite Standards

- 4.1.1 A supervisor shall have a working knowledge of APCO American National Standards: Minimum Training Standards for Public Safety Telecommunicator¹ and Core Competencies and Minimum Training Standards for Public Safety Communications Training Officers².
- 4.1.2 The supervisor shall be cognizant of other relevant standards applicable to the agency jurisdiction, such as NFPA, National Emergency Number Association (NENA), Department of Labor, Federal Aviation Administration (FAA), CALEA, and any other federal, state, local, and tribal standards that may apply.

4.2 General Knowledge of the Supervisor

- 4.2.1 The agency shall require the supervisor to demonstrate proficiency in the following areas:
 - 4.2.1.1 ADA-specific requirements for equal access and accommodation practices,
 - 4.2.1.2 Internal hiring procedures,
 - 4.2.1.3 Administrative functions which include complaint investigation and processing and basic human resources principles,
 - 4.2.1.4 Agency operations,
 - 4.2.1.5 Agency training standards and requirements,
 - 4.2.1.6 Agency policies and procedures,
 - 4.2.1.7 Applicable federal, state, local, and tribal standards including statutes and any applicable certification requirements,
 - 4.2.1.8 Employee performance management processes and systems,

¹ APCO ANS 3.103.3-2025

² APCO ANS 3.101.3-2017

- 4.2.1.9 Jurisdiction and geography,
- 4.2.1.10 Legal concepts, risk assessment, and liability,
- 4.2.1.11 Record retention procedures,
- 4.2.1.12 Relevant public safety and homeland security initiatives³,
- 4.2.1.13 Resources, both internal and external,
- 4.2.1.14 Employee Mental Health and Wellness resources, both internal and external,
- 4.2.1.15 Staffing and scheduling procedures,
- 4.2.1.16 Supervision and leadership concepts and principles,
- 4.2.1.17 Technological systems used within the agency,
- 4.2.1.18 New and emerging technologies, including, but not limited to, standardized call handling software, AI-driven technology, and NG9-1-1 applications,
- 4.2.1.19 Telecommunicator and Communications Training Officer (CTO) job duties, requirements and most recent, relevant APCO American National Standards including Minimum Training Standards for Public Safety Telecommunicators (PST) and Core Competencies and Minimum Training Standards for Public Safety Communications Training Officers,
- 4.2.1.20 Agency defined protocols.

4.3 General Skills of the Supervisor

- 4.3.1 High-performing incumbent supervisors shall demonstrate the following skills and abilities:
 - 4.3.1.1 Active listening,
 - 4.3.1.2 Adaptability,
 - 4.3.1.3 Analysis,
 - 4.3.1.4 Change management,
 - 4.3.1.5 Coaching/Mentoring,
 - 4.3.1.6 Computer applications,

³ For example, National Incident Management System, Incident Command System, Tactical Interoperations Communications Plan, and National Response Framework.

- 4.3.1.7 Conflict resolution and mediation,
- 4.3.1.8 Counseling,
- 4.3.1.9 Critical thinking,
- 4.3.1.10 Customer Service,
- 4.3.1.11 Decision-making,
- 4.3.1.12 Delegating,
- 4.3.1.13 Effective written and verbal skills,
- 4.3.1.14 Emotional Intelligence,
- 4.3.1.15 Evaluation,
- 4.3.1.16 Interpersonal skills,
- 4.3.1.17 Leadership,
- 4.3.1.18 Multi-tasking,
- 4.3.1.19 Operational skills,
- 4.3.1.20 Organization,
- 4.3.1.21 Payroll,
- 4.3.1.22 Planning,
- 4.3.1.23 Project Management,
- 4.3.1.24 Problem solving,
- 4.3.1.25 Research,
- 4.3.1.26 Resource Management,
- 4.3.1.27 Scheduling,
- 4.3.1.28 Stress Management,
- 4.3.1.29 Team building,
- 4.3.1.30 Technical troubleshooting,
- 4.3.1.31 Telecommunicator skills, and

4.3.1.32 Time Management.

Chapter Five

Emerging Technologies

SCOPE

This chapter addresses the need for all communications center supervisors to demonstrate proficiency in all tools, equipment, and technology used to operate the public safety communications center and back-up public safety communications facilities.

5.1 Technical Knowledge

- 5.1.1 The supervisor shall demonstrate a working knowledge of the tools, equipment, and technology used by Public Safety Telecommunicators as identified in APCO American National Standards: Minimum Training Standards for Public Safety Telecommunicators and Public Safety Communications Training Officers.
- 5.1.2 The supervisor shall be aware of, and consult, all applicable APCO standards related to the content of this chapter.
- 5.1.3 The supervisor shall demonstrate a working knowledge of the tools, equipment, and technology used by the agency.
- 5.1.4 The supervisor shall demonstrate the ability to access administrator functions for all tools, equipment, and technology as designated by agency parameters.
- 5.1.5 The supervisor shall demonstrate the ability to maintain agency equipment functionality within established agency parameters.
- 5.1.6 The supervisor shall demonstrate the ability to activate emergency alert systems according to agency parameters.
- 5.1.7 The supervisor shall demonstrate the ability to use evolving and emerging technologies, such as NG9-1-1, cybersecurity, and AI, as applicable.
- 5.1.8 The supervisor shall demonstrate a willingness to remain adaptable and continuously learn new technologies, by participating in training, professional development, webinars, meetings, and policy development regarding NG9-1-1, cybersecurity, and AI, as applicable.

Chapter Six

Professional Competence

SCOPE

This chapter identifies those components within Public Safety Communications that are critical for enhancing the professional competencies of all Public Safety Communications Supervisors. Some of these components have been identified as being necessary for developing, maintaining, and enhancing the knowledge and skills of the supervisor. The agency and the supervisor share responsibility for maintaining professional competence. The agency shall provide applicable standards, required certifications, and necessary support; the supervisor shall actively participate in and utilize these resources.

6.1 Technical Knowledge

- 6.1.1 The supervisor shall complete and maintain mandated training and certifications.
- 6.1.2 Some suggested training courses and certifications are listed in Chapter 4, subsection 4.3 of the document.
- 6.1.3 The supervisor shall take responsibility for their professional career development by actively seeking opportunities to enhance their job knowledge and skills.
- 6.1.4 The supervisor shall identify professional goals that can be supported by the agency and affiliated organizations.
- 6.1.5 The supervisor shall take advantage of opportunities to network within the public safety community, with other stakeholders, and within the communities in which they serve.
- 6.1.6 The supervisor shall review professional publications and resources to enhance professional competence and remain current on trends within the profession. The agency shall ensure compliance with the subsection consistent with the provisions of Chapter 2, subsection 2.1.19.2.
- 6.1.7 The supervisor shall comply with all agency and federal, state, local, and tribal regulations.
- 6.1.8 The supervisor shall demonstrate the ability to meet performance standards set by the agency.
- 6.1.9 The supervisor shall demonstrate competency of the skills detailed in Chapter 4, General Knowledge, Skills, and Abilities of the supervisor.
- 6.1.10 The supervisor shall actively seek and be receptive to feedback and review of their performance.

- 6.1.11 The supervisor shall maintain knowledge and demonstrate awareness of the agency's code of conduct.
- 6.1.12 The supervisor shall demonstrate team leadership concepts, including being an effective team leader, as well as developing and managing high-performing teams.
- 6.1.13 The supervisor shall receive training and demonstrate the ability to coach personnel regarding performance, professional development, and conduct.
- 6.1.14 The supervisor shall demonstrate the ability to communicate with superiors, peers, subordinates, community members, stakeholders, and local officials in a professional and constructive manner.
- 6.1.15 The supervisor shall demonstrate the ability to operate within all established agency policies and procedures.
- 6.1.16 The supervisor shall demonstrate proficiency in agency operations, consistent with the provisions of Chapter 4, subsection 4.2.1.4 of the document.

Chapter Seven

Roles and Responsibilities

SCOPE

This chapter addresses the duties defined for Public Safety Communications Supervisors. The agency shall ensure that the supervisor is able to demonstrate the level of proficiency established by the agency and industry standards for these duties.

7.1 General Responsibilities

- 7.1.1 The supervisor shall demonstrate the ability to manage daily operations of the communications center.
- 7.1.2 The supervisor shall demonstrate the ability to schedule appropriate staffing levels within agency guidelines.
- 7.1.3 The supervisor shall demonstrate the ability to enforce agency policies and procedures.
- 7.1.4 The supervisor shall demonstrate the ability to provide direction and supervision to employees.
- 7.1.5 The supervisor shall demonstrate the ability to monitor communications center equipment and be able to identify when such equipment is malfunctioning.
 - 7.1.5.1 The supervisor shall demonstrate the ability to troubleshoot equipment malfunctions to the extent authorized or required by the agency.
 - 7.1.5.2 The supervisor shall demonstrate the ability to report and notify agency personnel as well as external stakeholders in accordance with the agency's policies and procedures.
 - 7.1.5.3 The supervisor shall document equipment malfunctions in accordance with the agency's policies and procedures.
- 7.1.6 The supervisor shall demonstrate the ability to brief oncoming personnel to ensure they are informed of any information needed to perform their duties.
- 7.1.7 The supervisor shall demonstrate the ability to coordinate employee training and professional development as required and authorized by the agency.
- 7.1.8 The supervisor shall demonstrate the ability to coordinate inter-agency services such as, but not limited to, Emergency Operations Center activation, command staff notifications, radio patching, emergency evacuation procedures, and mutual aid resources.

- 7.1.9 The supervisor shall consistently demonstrate strong interpersonal skills, emotional intelligence, and the ability to communicate, collaborate, and engage effectively with employees across all levels.
- 7.1.10 The supervisor shall demonstrate the ability to give constructive feedback to employees.
- 7.1.11 The supervisor shall demonstrate the ability to document and counsel employees regarding conduct and performance, as necessary.
- 7.1.12 The supervisor shall demonstrate the ability to encourage teamwork among employees.
- 7.1.13 The supervisor shall demonstrate the use of positive communication and language while encouraging the same between employees.
- 7.1.14 The supervisor shall demonstrate the ability to identify, mediate, resolve, or refer employee conflicts as authorized.
- 7.1.15 The supervisor shall demonstrate the ability to identify, address, or refer to employee morale issues.
- 7.1.16 The supervisor shall demonstrate the ability to provide employees with available resources such as, employee assistance programs or peer support programs.
- 7.1.17 The supervisor shall demonstrate the ability to perform administrative functions as assigned.
- 7.1.18 The supervisor shall demonstrate the ability to present and conduct themselves professionally when representing the agency at meetings with the public, representatives of other agencies, departments, committees, commissions, and judicial proceedings.
- 7.1.19 The supervisor shall demonstrate the ability to evaluate employee work performance in accordance with the agency policies and procedures.
- 7.1.20 The supervisor shall demonstrate the ability to participate in the agency's Quality Assurance and Quality Improvement processes.
- 7.1.21 The supervisor shall demonstrate the ability to investigate complaints or inquiries from the public or members of other departments in accordance with agency policies and procedures.
- 7.1.22 The supervisor shall demonstrate the ability to recommend or administer disciplinary actions in accordance with agency policies and procedures.
- 7.1.23 The supervisor shall demonstrate the ability to manage employee time records.

- 7.1.24 The supervisor shall demonstrate the ability to generate and review administrative records in accordance with agency policies and procedures.
- 7.1.25 The supervisor shall demonstrate the ability to prepare employee performance appraisals.
- 7.1.26 The supervisor shall demonstrate the ability to maintain and update database(s) in accordance with agency policies and procedures.
- 7.1.27 The supervisor shall demonstrate the ability to supervise electronic communications, as authorized, to ensure compliance with agency policies and procedures.
- 7.1.28 The supervisor shall demonstrate the ability to perform agency logistical duties including, but not limited to, assignment or distribution of materials and equipment in accordance with agency policies and procedures.
- 7.1.29 The supervisor shall demonstrate the ability to participate in the interview and hiring process in accordance with agency policies and procedures.

Chapter Eight

Mental Health and Wellness

SCOPE

This chapter establishes the responsibility of the Supervisor in recognizing, promoting, and facilitating employee wellness within the Emergency Communications Center.

8.1 General Wellness

- 8.1.1 The supervisor shall demonstrate awareness of agency-approved wellness resources available to employees, including peer support programs, employee assistance programs, mental health services, stress management tools, wellness initiatives, and critical incident support.
- 8.1.2 The supervisor shall demonstrate the ability to facilitate employee access to agency-approved wellness resources available to employees, including peer support programs, employee assistance programs, mental health services, stress management tools, wellness initiatives, and critical incident support.
- 8.1.3 The supervisor shall demonstrate the ability to recognize indicators of stress, fatigue, burnout, or compromised wellness in employees and respond in accordance with agency policies and procedures.
- 8.1.4 The supervisor shall demonstrate the ability to provide timely guidance to employees on accessing appropriate wellness resources when needed.
- 8.1.5 The supervisor shall demonstrate the ability to maintain employee confidentiality regarding wellness concerns in accordance with agency policy and federal, state, local, and tribal regulations, as well as ethical guidelines.
- 8.1.6 The supervisor shall demonstrate the ability to identify and appropriately address behaviors that may indicate declining wellness or reduced fitness for duty.
- 8.1.7 The supervisor should remain informed about emerging best practices, research, and industry trends.
- 8.1.8 The supervisor shall maintain awareness of evolving approaches to stress management, resilience training, and occupational wellness as they apply to public safety communications.

- 8.1.9 The agency shall ensure that supervisors have access to training and educational materials related to employee wellness, stress recognition, crisis response, and available support resources.
- 8.1.10 The agency shall ensure that wellness resources are accessible, confidential, and communicated clearly to all personnel.

ACRONYMS AND ABBREVIATIONS

ADA	Americans with Disabilities Act
AED	Automated External Defibrillator
AI	Artificial Intelligence
ANSI	American National Standards Institute
APCO	Association of Public Safety Communications Officials
CAD	Computer Aided Dispatch
CALEA	The Commission on Accreditation for Law Enforcement Agencies
CISM	Critical Incident Stress Management
CTO	Communications Training Officer
EAP	Employee Assistance Program
ECC	Emergency Communications Center
EOC	Emergency Operations Center
FAA	Federal Aviation Administration
FMLA	Family Medical and Leave Act
FLSA	Fair Labor Standards Act
HIPAA	Health Insurance Portability and Accountability Act
NENA	National Emergency Number Association
NFPA	National Fire Protection Association
NG9-1-1	Next Generation 9-1-1
OSHA	Occupational Health and Safety Administration
PSAP	Public Safety Answering Point
PST	Public Safety Telecommunicator
SDC	Standards Development Committee

GLOSSARY

ADMINISTRATIVE RECORDS: Documents related to the management and operation of the agency, such as time records, performance appraisals, and training logs.

AMERICAN NATIONAL STANDARDS INSTITUTE: The organization responsible for overseeing the creation, promulgation, and use of thousands of norms and guidelines that directly impact businesses in the United States.

AMERICANS WITH DISABILITIES ACT: Legislation that protects citizens from discrimination based on a disability, which is defined as a physical or mental impairment that substantially limits a major life activity. The ADA requires all Public Safety Answering Points (PSAPs) to provide direct and equal access to emergency telephone services to individuals with disabilities who use teletypewriters (TTYs) and other communication devices or services.

ARTIFICIAL INTELLIGENCE: A branch of computer science that enables machines to simulate human cognition, such as learning, reasoning, problem-solving, and decision-making, using techniques like machine learning and neural networks to analyze large datasets, recognize patterns, and operate autonomously to accomplish complex tasks.

ASSOCIATION OF PUBLIC SAFETY COMMUNICATIONS OFFICIALS: The world's largest organization of public safety communications professionals, responsible for developing standards and providing expertise in the field.

CHAIN OF COMMAND: The hierarchy within an agency that defines reporting relationships and authority, ensuring clear communication and accountability.

COMMUNICATIONS TRAINING OFFICER: A professional responsible for training public safety telecommunicators and ensuring they meet required standards.

COMPUTER AIDED DISPATCH: Software used in public safety emergency communications centers to manage and dispatch emergency services.

CORE COMPETENCIES: The essential skills, knowledge, and abilities required for effective performance as a Public Safety Communications Supervisor. These competencies form the foundation for job descriptions, training, and performance evaluation.

CRITICAL INCIDENT STRESS MANAGEMENT: A process some agencies use to help employees get through highly stressful, traumatic times.

DISCIPLINARY PROCESS: Procedures established by the agency to address employee misconduct and resolve workplace complaints.

DIVERSITY AWARENESS: Understanding and promoting diversity and equality in the workplace, ensuring fair treatment and opportunities for all employees.

EMPLOYEE ASSISTANCE PROGRAM: Workplace programs designed to assist employees with personal problems that might affect their job performance, health, and wellness.

EMERGENCY ALERT SYSTEMS: Systems used to notify personnel and the public of emergencies, enabling rapid response and coordination.

EMERGENCY COMMUNICATIONS CENTER: The facility where emergency communications are managed, including dispatch and coordination of public safety resources.

EMERGENCY OPERATIONS CENTER: A large area that can accommodate emergency responders from different agencies so they can share information, coordinate resources, and organize emergency response work.

FACILITY ORIENTATION: Introduction and familiarization with the physical layout, resources, and safety procedures of the workplace.

FAIR LABOR STANDARDS ACT: U.S. law establishing minimum wage, overtime pay, recordkeeping, and youth employment standards.

FAMILY MEDICAL AND LEAVE ACT: U.S. law providing eligible employees with unpaid, job-protected leave for specified family and medical reasons.

HEALTH AND WELLNESS AWARENESS: Programs and practices designed to support the mental and physical health of employees, including stress management, access to support resources, and promotion of overall wellness.

HEALTH INSURANCE PORTABILITY AND ACCOUNTABILITY ACT: U.S. law designed to provide privacy standards to protect patients' medical records and other health information.

JOB DESCRIPTION: A detailed statement of the duties, responsibilities, and qualifications required for a specific position.

LOGISTICAL DUTIES: Tasks related to managing materials, equipment, and resources necessary for agency operations.

MINIMUM TRAINING STANDARDS: The baseline requirements for training that must be met for the role of Public Safety Communications Supervisor. These standards ensure consistency and quality in training across agencies.

MUTUAL AID: A process of supplying supplemental personnel, equipment, or other resources to an incident to assist agencies that may be in danger of becoming overwhelmed in their response.

NEGLIGENCE: The omission to do something a reasonable person, guided by those ordinary considerations which ordinarily regulate human affairs, would do, or the doing of something which a reasonable and prudent person

would not do. To prove negligence, the injured party must show: 1) that the defendant had a legal duty to the injured party; 2) that the actions taken (or failure to act) were negligent, not what a reasonable, prudent person would have done and 3) that the damage or injury was caused by the negligence.

NEGLIGENT ASSIGNMENT: Assigning someone to a task or job for which they are not skilled or trained. For example, assigning someone to the position of instructor who has not been properly trained or allowing an employee to perform a function for which they are not qualified.

NEGLIGENT ENTRUSTMENT: Failure to control dangerous equipment or devices entrusted to an employee or allowing an employee to use a piece of equipment for which they have not been trained.

NEGLIGENT RETENTION: Failure to terminate an employee who is clearly unsuitable for the job.

NEGLIGENT SUPERVISION: Failure to coordinate, control, or direct employee conduct that may cause injury. This can include failure to use reasonable care in addressing and documenting misconduct.

NEGLIGENT TRAINING: Failure to provide adequate and sufficient training for the completion of job tasks.

NEXT GENERATION 9-1-1: The term used to describe emerging technologies that may present 9-1-1 calls through voice, text, and/or video.

OCCUPATIONAL HEALTH AND SAFETY ADMINISTRATION: U.S. agency responsible for ensuring safe and healthy working conditions by setting and enforcing standards.

PEER SUPPORT: Personnel within the agency who provide emotional and practical support to employees, particularly in managing stress and coping with critical incidents.

PERFORMANCE METRICS: Quantitative or qualitative measures used to assess an employee's effectiveness and achievement of job expectations.

PROFESSIONAL COMPETENCE: The ability to perform duties to the standards required by the agency and industry, including maintaining certifications, skills, and ongoing professional development.

PUBLIC SAFETY ANSWERING POINT: A facility equipped and staffed to receive emergency calls requesting police, fire, emergency medical and other public safety services via telephone and other communications devices. A primary PSAP is the first communications center to answer a 9-1-1 call; it may also be the point from which calls are dispatched. A secondary PSAP receives transferred 9-1-1 calls for dispatch or further processing, after screening for a required service by a primary PSAP.

PUBLIC SAFETY COMMUNICATIONS SUPERVISOR: An individual responsible for overseeing the operations and personnel within a public safety communications center, ensuring effective management, supervision, and coordination of emergency communications.

QUALITY ASSURANCE AND IMPROVEMENT PROGRAM: QA/QI refers to an ongoing program providing, at a minimum, the random case review evaluating emergency dispatch performance, feedback of protocol compliance, commendation, retraining, and remediation as appropriate, and submission of compliance to the agency.

RADIO PATCHING: The process of connecting two or more radio channels to enable communication between different groups or agencies.

RECORD RETENTION GUIDELINES: Policies governing how long agency records must be kept and how they are managed.

SCHEDULING PROCEDURES: Methods and policies for assigning work shifts and managing staffing levels.

STANDARD OPERATING PROCEDURES: A written directive that provides guidelines for carrying out an activity. The guideline may be made mandatory by including terms such as “shall” rather than “should” or “must” rather than “may.”

TEAM BUILDING: Activities and skills that foster collaboration, positive relationships, and effective teamwork among employees.

VICARIOUS LIABILITY: Legal concepts related to supervisory liability. These terms refer to various forms of failure in supervision, training, or management that can result in harm or legal responsibility for the agency or supervisor.

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