

# Core Competencies and Minimum Training Standards for Public Safety Communications Quality Assurance Evaluators (QAE)



**APCO ANS 3.106.2-2017**

©2017; all rights reserved

APCO International

ISBN: 978-1-943877-21-8

This standard was written by The APCO International Communications Center Standards Committee (CCSC) and approved by the APCO Standards Development Committee (SDC) on August 31, 2016. Final approval received by the American National Standards Institute on September 12, 2017.

**Abstract:** This standard identifies the core competencies and minimum training requirements for Public Safety Communications Quality Assurance Evaluators (QAE). The QAE administers the Quality Assurance/Quality Improvement (QA/QI) process by providing compliance oversight, reviewing, and documenting an evaluation of the level of compliance with Agency directives and standards in an ongoing effort to ensure the highest levels of service to the public and emergency responders.

**Keywords:** quality assurance, quality improvement, quality, call review, training, telecommunicator, dispatcher, communications officer, call-taker, training coordinator, telecommunicator instructor, communications operator, public safety communications, training, 9-1-1, and emergency services.

## TABLE OF CONTENTS

Foreword*	4
Executive Summary*	7
Acknowledgements*	
1) Communications Center Standards Committee	8
2) Standards Development Committee	9
Acronyms and Abbreviations*	10
APCO ANS 3.106.2-2017	
Chapter 1: Introduction	11
Chapter 2: Agency Responsibilities	15
Chapter 3: Organizational Integrity	18
Chapter 4: General Knowledge and Skills	19
Chapter 5: Tools, Equipment and Technology	20
Chapter 6: Professional Competence	21
Chapter 7: Public Safety Communications QAE Training Requirements	22
Special Acknowledgements*	24

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

## **Foreword\***

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

### **The 2017-2018 APCO International Executive Board:**

**Martha K. Carter**, President

**Holly E. Wayt**, First Vice President

**Tracey Hilburn**, Second Vice President

**Cheryl Greathouse**, Immediate Past President

**Derek Poarch**, Ex-Officio

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

### **For more information regarding**

**APCO International and APCO standards please visit:**

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

**[www.apcostandards.org](http://www.apcostandards.org)**

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

APCO American National Standards (ANS) are voluntary consensus standards. Use of any APCO standard is voluntary. This standard does not imply that there are no other minimum qualifications related to public safety communications training officers. All standards are subject to change. APCO ANS are required to be reviewed no later than every five years. The designation of an APCO standard should be reviewed to ensure you have the latest edition of an APCO standard, for example:

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

APCO ANS 3.101.1-2007 = Unique number identifying the standard

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

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

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

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

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

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

**APCO SDC Secretary, Communications Center & 9-1-1 Services**

APCO International

351 N. Williamson Blvd

Daytona Beach, FL 32114 USA

[standards@apcointl.org](mailto:standards@apcointl.org)

## **Executive Summary\***

The Communications Center Standards Committee has worked diligently for the last year to review, revise, and update the APCO ANSI Core Competencies and Minimum Training Standards for Public Safety Quality Assurance Evaluators (QAE), often referred to as QAE.

The job of Quality Assurance Evaluator (QAE) is a critical function within our industry and an essential one in support of quality improvement for public safety communications agencies. QAEs provide information to individuals and the agency through the measurement of performance or other agency-determined standards. It is through their efforts that public safety communications centers put in place their Quality Assurance and Quality Improvement Programs for the benefit of their communities.

QAEs know their job the best, the APCO Communications Center Standards Committee uses high-performing incumbent QAEs in the Occupational Analysis process (OA) to gather the information used to create and revise the standard. We take the best from the best to assist in the development of standards. We thank all of the individuals who participated in these processes for their expertise, knowledge, and dedication to their profession. We equally thank our high-performing panel members' agencies for supporting them and their involvement in this process.

## Acknowledgements\*

Special recognition to the numerous facilitators, panelists, and hosting agencies listed on page 24 that provided the pertinent research needed to successfully update this candidate standard. At the time this version was written, the Communications Center Standards Committee (CCSC) included the following membership:

Cory Ahrens, Chair  
Washington State Criminal Justice Training Commission, Washington

Nancy Dzoba, Vice-Chair  
Ft. Lauderdale, FL

Kristi Key  
Fayetteville, Arkansas

Michele Lau  
Austin Police, Texas

Lori Markham  
Spokane Fire Communications Center, Washington

Shantelle Oliver  
Irving Police Department, Texas

Kim Ostin  
Sterling Heights, Michigan

Jackie Pace  
Redwood City Police Department, California

Angie Schulz  
Raleigh-Wake Communications, North Carolina

Matt Stillwell, RPL  
City of Edmond, Oklahoma

Nicola Tidey, RPL  
Orange County Emergency Communications, Virginia

Michael Tillman,  
Norcom, Illinois

Steve Leese Secretary  
APCO International

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



**APCO Standards Development Committee (SDC)**

Daniel Morelos, Chair  
Tucson Airport Authority, Arizona

Sherry Taylor, Vice Chair  
Indianapolis Fire Department Communications Division, Indiana

Chris Fischer, Past APCO International President  
Des Moines, Washington

Mark Fletcher  
AVAYA

James Leyerle  
OnStar

Nathan McClure, Past APCO International President  
AECOM

Michael Romano  
NexGen Global Technologies

Bradford S. Smith  
Framingham Fire Department, Massachusetts

Bud Hicks  
Grundy County, Illinois

Jackie Pace  
Redwood City, California

Tracy Ertl  
TitleTown Publishing

Rick Thomas  
Apex, North Carolina

Nicki Tidey  
Orange County Emergency Communications Center

Crystal McDuffie, RPL, ENP  
Standards Secretary, APCO International

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

## Acronyms and Abbreviations\*

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

<b>ADA</b>	Americans with Disabilities Act
<b>AED</b>	Automated External Defibrillator
<b>ANS</b>	American National Standard
<b>ANSI</b>	American National Standard Institute
<b>APCO</b>	Association of Public-Safety Communications Officials
<b>CALEA</b>	Commission on Accreditation for Law Enforcement Agencies
<b>CISM</b>	Critical Incident Stress Management
<b>CTO</b>	Public Safety Communications Training Officer
<b>FLSA</b>	Fair Labor Standards Act
<b>FMLA</b>	Family Medical and Leave Act
<b>HIPAA</b>	Health Insurance Portability and Accountability Act
<b>ICS</b>	Incident Command System
<b>NFPA</b>	National Fire Protection Association
<b>NIMS</b>	National Incident Management System
<b>OSHA</b>	Occupational Health and Safety Administration
<b>PSAP</b>	Public Safety Answering Point
<b>QAE</b>	Quality Assurance Evaluators
<b>QA/QI</b>	Quality Assurance/Quality Improvement
<b>SDC</b>	Standards Development Committee
<b>TC</b>	Training Coordinator
<b>TTY/TDD</b>	Teletypewriters

*\*The Acronyms and Abbreviations are informative material and not a part of this American National Standard (ANS)*

## Chapter 1: Introduction

### 1.1 Scope

This standard identifies the core competencies and minimum training requirements for Public Safety Communications Quality Assurance Evaluators (QAE). The QAE administers the Quality Assurance/Quality Improvement (QA/QI) process by providing compliance oversight, reviewing, evaluating, and documenting telecommunicator work and Agency performance. This includes compliance with the Organization's mission, directives, and standards in an ongoing effort to ensure the highest quality of service to the community.

### 1.2 Purpose

To define the core competencies and minimum training requirements of the individual who is generally tasked with the administration of the QA/QI process. The purpose of this standard is to provide a consistent foundation for the knowledge, skills, and abilities needed to fulfill this critical function. This standard recognizes the need to supplement the training and core competencies identified within this standard with Agency specific information.

### 1.3 Definitions

Definitions of terms used throughout this document.

**1.3.1 Agency:** The hiring authority. The Agency or body that defines the roles, responsibilities, written directives, and performance standards that direct the activity of the Public Safety Communications Quality Assurance Evaluator. In multi-discipline centers, the Agency governs the operation providing call taking/dispatch and related services to customer agencies. In single discipline centers, a single Agency may direct these services for one or more departments within a service area. Both have the duty to define training appropriateness, content, format, and continuing education requirements.

**1.3.2 The Americans with Disabilities Act Title II (ADA):** a landmark civil rights law that both identifies and prohibits discrimination on the basis of disability in employment, state and local government, public accommodations, commercial facilities, transportation, and telecommunications. This Act requires all Public Safety Answering Points (PSAPs) to provide direct and equal access to emergency telephone services for people with disabilities who use teletypewriters (TTY/TDDs), which are also known as telecommunications devices for the deaf. This means that the personnel answering calls at the PSAP level must be able to directly receive TTY/TDD calls and must be able to engage in TTY/TDD conversation.

**Core Competency:** The unique traits, requisite knowledge, comprehension, application of skills, and situational analysis leading to the appropriate response to the caller, co-worker, other public safety stakeholders, or event(s) consistent with general practices and locally defined parameters.

**1.3.3 Request for Service:** A call or service request that may result in the provision of a public safety service or response. (Also referred to as call for service.)

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

**1.3.5 Fair Labor Standards Act (FLSA):** A Federal law, sometimes called the overtime law, that ensures that wages are paid for all hours worked and that all overtime hours, overtime pay and collected unpaid overtime due is paid to wage earners<sup>1</sup>.

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

**1.3.7 Liability:** The condition of being actually or potentially subject to an obligation; condition of being responsible for a possible, or actual loss, penalty, evil expense or burden; condition which creates a duty to perform an act immediately or in the future<sup>2</sup>. Types of liability may include:

**1.3.7.1 Negligence:** “Failure to use such care as a reasonably prudent and careful person would use under similar circumstances; it is the doing of some act which a person of ordinary prudence *would not have* done or the failure to do something a person of ordinary prudence *would have* done under similar circumstances”<sup>3</sup>.

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

**1.3.7.3 Negligent Entrustment:** Failure to control dangerous equipment or devices entrusted to an employee or allowing an employee to use a piece of equipment for which they have not been trained. Includes allowing a trainee to work the radio or CAD system unsupervised without proper training.

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

**Negligent Supervision:** Failure to coordinate, control, or direct trainee conduct that may cause injury. This can include failure to use reasonable care in addressing and documenting misconduct.

<sup>1</sup> US Department of Labor: E-Laws – Fair Labor Standards Act

<sup>2</sup> Black’s Law Dictionary 6<sup>th</sup> Edition

<sup>3</sup> Black’s Law Dictionary 6<sup>th</sup> Edition

**1.3.7.5 Negligent Training:** Failure to adequately train or training that is “so reckless or grossly negligent that future... misconduct is almost inevitable<sup>4</sup>.”

**1.3.7.6 Vicarious Liability:** A legal doctrine referring to the imposition of liability on one person for the actionable conduct of another based solely on a relationship between the two persons<sup>5</sup>. For example, the liability of an employer for the acts of an employee.

**1.3.8 National Incident Management System/Incident Command System (NIMS/ICS):** An organized method to define roles, responsibilities, and standard operating procedures used to unify multiple disciplines in order to manage emergency operations under one functional organization<sup>6</sup>.

**1.3.9 Public Safety Answering Point (PSAP):** A facility equipped and staffed to receive emergency and non-emergency calls requesting public safety services via telephone and other communication devices. The FCC further defines a primary PSAP as a facility to which 9-1-1 calls are routed directly from the 9-1-1 Control Office. A secondary PSAP is defined as a facility to which 9-1-1 calls are transferred from a primary PSAP.

**1.3.10 Public Safety Communications Center:** A public safety entity (which may include a PSAP or be referred to as an Emergency Communications Center or communications center) where emergency calls for service or 9-1-1 phone calls culminate, and/or where calls for service are dispatched to public safety service providers.

**1.3.11 Public Safety Communications Supervisor (Supervisor):** The individual employed by a Public Safety Communications Center to provide leadership and guidance to employees in order to achieve the Agency’s mission, values, and vision.

**1.3.12 Public Safety Telecommunicator (Telecommunicator):** The individual employed by a public safety Agency as the first of the first responders whose primary responsibility is to receive, process, transmit, and/or dispatch emergency and non-emergency calls for law enforcement, fire, emergency medical, and other public safety services via telephone, radio, and other communication devices.

---

<sup>4</sup> Black’s Law Dictionary Sixth Edition

<sup>5</sup> Black’s Law Dictionary Sixth Edition

<sup>6</sup> Homeland Security Presidential Directive (HSPD) -5

- 1.3.13 Public Safety Communications Training Coordinator:** One who administers the training function through the needs analysis, research, planning, curriculum design, implementation, records management, and evaluation processes to enhance emergency communications.
- 1.3.14 Public Safety Communications Training Officer (CTO):** One who is responsible for training employees through the delivery of one-on-one and on-the-job training in order to develop professional Telecommunicators for the Agency.
- 1.3.15 Quality Assurance (QA):** All actions taken to ensure that standards and procedures are adhered to and that delivered products or services meet performance requirements<sup>7</sup>.
- 1.3.16 Quality Assurance (QA) and Quality Improvement (QI) Program:** An on-going program providing at a minimum, the random case review evaluating call receiving and emergency dispatch performance, feedback of protocol compliance, commendation, retraining and remediation as appropriate, and submission of compliance data to the Agency.
- 1.3.17 Quality Assurance Evaluator (QAE):** A qualified public safety professional who reviews, evaluates, and documents telecommunicator work and Agency Performance. This includes compliance with the Organization’s mission, directives, and standards in an ongoing effort to ensure the highest quality of service to the community
- 1.3.18 Quality Assurance (QA) Process:** A formal assessment process by which actual performance, behavior, and outcomes are compared against established standards to ensure compliance, consistency, and accuracy in the delivery of quality service.
- 1.3.19 Quality Improvement Process:** Actions taken to improve or correct areas of concern.
- 1.3.20 Shall:** Within the context of this standard, “shall” indicates a mandatory requirement.
- 1.3.21 Should:** Within the context of this standard, “should” indicates a recommendation.
- 1.3.22 Trainee:** A public safety communications employee (new or veteran) being trained in any one of the programs under the direction of the Quality Assurance Evaluator.
- 1.3.23 Written Directives:** A set of Agency specific policies, procedures, rules, regulations, and guidelines.

---

<sup>7</sup> Institute for Telecommunications Services, the research and engineering branch of National Telecommunications and Information Administration a part of the US Dept. of Commerce.

## **Chapter 2 Agency Responsibilities**

### **2.1 Scope**

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

**2.2** The Agency shall establish no less than these minimum training requirements while complying with all local, state, federal, and tribal laws<sup>8</sup>.

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

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

- 2.4.1 Defibrillator (AED) if available,
- 2.4.2 Disciplinary processes,
- 2.4.3 Grievance processes,
- 2.4.4 Location of facilities,
- 2.4.5 Location of first-aid supplies including Automated External,
- 2.4.6 Time keeping procedures, and
- 2.4.7 Work hours.

**2.5** The Agency shall provide the QAE with information regarding response Agency resources<sup>9</sup>, including location of public safety service buildings<sup>10</sup>, apparatus and equipment, and emergency response planning documents.

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

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

---

<sup>8</sup> To include, but not limited to: the ADA, Fair Labor Standards Act, and Equal Employment Opportunity laws.

<sup>9</sup> SWAT, K9, Dive, Search & Rescue, HAZMAT, and other specialized responses.

<sup>10</sup> Refers to fire stations, precincts, landing zones, and/or hospitals.



- 2.8** The Agency shall provide the QAE with information regarding access to and participation in programs such as:
- 2.8.1 Critical Incident Stress Management (CISM),
  - 2.8.2 Employee Assistance Program (EAP),
  - 2.8.3 Health and wellness programs,
  - 2.8.4 Safety/Risk management programs, and
  - 2.8.5 Stress management techniques.
- 2.9** The Agency shall provide the QAE with access to appropriate state and federal regulations and labor practices, including, but not limited to:
- 2.9.1 Americans with Disabilities Act (ADA),
  - 2.9.2 Fair Labor Standards Act (FLSA),
  - 2.9.3 Family Medical and Leave Act (FMLA),
  - 2.9.4 Health Insurance Portability and Accountability Act (HIPAA),
  - 2.9.5 Occupational Health and Safety Administration (OSHA), and
  - 2.9.6 Any applicable labor agreements.
- 2.10** The Agency shall define the job description and performance expectations of the QAE.
- 2.11** The Agency shall clearly articulate the roles and responsibilities of the position within a defined job description.
- 2.12** The Agency shall provide for and support the position-specific training and ongoing professional development, including benchmarks and timelines, of the QAE to meet Agency performance standards and any necessary certifications or licenses.
- 2.13** The Agency shall establish detailed and defined performance expectations, providing and ensuring a clear understanding of those expectations.
- 2.14** The Agency shall provide the QAE with an overview of its quality assurance process.
- 2.15** The Agency shall have an established mechanism by which the job performance of the QAE is regularly reviewed and evaluated based upon accepted quality assurance practices or standards.
- 2.16** The Agency shall ensure performance objectives are met by the QAE.
- 2.17** The Agency shall provide regular opportunities for the QAE to provide and receive feedback during a review of the individual's job performance.
- 2.18** The Agency shall provide a mechanism during the performance review wherein the QAE can identify goals and objectives to be accomplished in the course of employment.



- 2.19** The Agency shall inform the QAE of types of actions that could be considered cause for disciplinary action including loss of certification, license, or employment.
- 2.20** The Agency shall document and address unacceptable performance with the QAE in a timely manner.
- 2.21** The Agency shall ensure a fair and consistent application of the disciplinary processes associated with performance.
- 2.22** The Agency shall provide applicable training and continuing education opportunities for the QAE in areas identified within the job description, performance expectations, and in the knowledge and skills areas identified in Chapter Four, General Knowledge and Skills.
- 2.23** The Agency shall provide the QAE with the information on how and to whom they may address training issues and concerns.
- 2.24** The Agency shall maintain a complete training record for the QAE according to applicable record retention guidelines.
- 2.25** The Agency shall keep all written directives up to date and shall provide the most current written directives to the QAE.
- 2.26** The Agency shall encourage and support professional development of the QAE through the identification and provision of networking opportunities within the public safety community, as well as the community within which services are provided.
- 2.27** The Agency should, when possible, subscribe to professional publications and make those publications available to its employees.
- 2.28** The Agency shall make readily available documents that identify regulations, recommendations, or mandates within the public safety communications industry (i.e. APCO Standards, National Response Framework, OSHA<sup>11</sup>, etc.).

---

<sup>11</sup> Occupational Safety and Health Administration

## **Chapter 3 Organizational Integrity**

### **3.1 Scope**

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

**3.2** The QAE shall demonstrate an understanding of the Agency's mission, values, and vision.

**3.3** The QAE shall comply with the Agency's expectations of professional conduct.

**3.4** The QAE shall demonstrate a comprehensive knowledge of the duties and essential functions of the position.

**3.5** The QAE shall act within their scope of authority as defined by the Agency.

**3.6** The QAE shall demonstrate proper application of the Agency's written directives.

**3.7** The QAE shall demonstrate an ability to work within the Agency's Chain of Command.

**3.8** The QAE shall adhere to applicable local, state, federal, or tribal laws.

**3.9** The QAE shall comply with mandatory professional requirements as identified by the Agency<sup>12</sup>.

**3.10** The QAE shall demonstrate comprehension and application of the Agency's written directives regarding ethical behavior.

**3.11** The QAE shall demonstrate comprehension of the specific training and Quality Assurance liability issues related to overall Agency operations. This should include, but is not limited to:

- 3.11.1 Negligence,
- 3.11.2 Negligent assignment,
- 3.11.3 Negligent entrustment,
- 3.11.4 Negligent retention,
- 3.11.5 Negligent supervision,
- 3.11.6 Negligent training, and
- 3.11.7 Vicarious liability.

**3.12** The QAE shall ensure the accurate reporting and documentation of records for which they are responsible.

---

<sup>12</sup> Applies to information regarding states' certifications, standards, etc.

- 3.13** The QAE shall foster and create effective working relationships with all personnel within the organization and with individuals and organizations external to the Agency.
- 3.14** The QAE shall encourage and support the highest quality of workplace team interaction and behavior.
- 3.15** The QAE shall demonstrate fiscal responsibility, and work within the specified parameters as directed by the Agency.
- 3.16** The QAE shall demonstrate comprehension and application of diversity awareness and an active commitment to ensure equality, in accordance with Agency directives.
- 3.17** The QAE shall demonstrate the ability to maintain confidentiality of individual quality improvement action and other privileged administrative and disciplinary information.

## **Chapter 4 General Knowledge and Skills**

### **4.1 Scope**

This chapter provides an overview of the general knowledge and skills that are common among high-performing incumbent QAEs.

### **4.2 Requisite Standards**

- 4.2.1** A QAE shall have a working knowledge of APCO ANS: *Minimum Training Requirements for Public Safety Telecommunicator* and *Core Competencies and Minimum Training Requirements for Public Safety Communications Training Officers*.
- 4.2.2** The QAE should be cognizant of other relevant standards, including but not limited to other APCO standards, National Fire Protection Association's (NFPA) standards, and The Commission on Accreditation for Law Enforcement Agencies' (CALEA) standards.

### **4.3 General Knowledge of the QAE**

The following general areas of knowledge have been identified for the QAE. The QAE shall demonstrate proficiency in at least the following areas:

- 4.3.1 Agency mission/Core values,
- 4.3.2 Agency performance and quality assurance standards,
- 4.3.3 Agency written directives,
- 4.3.4 Documentation procedures,
- 4.3.5 Employee rights related to employment practices, including confidentiality of employee records,
- 4.3.6 Expectations of Agency,
- 4.3.7 Geography/Jurisdiction,
- 4.3.8 Industry terminology, and
- 4.3.9 Quality assurance tools.

#### **4.4 General Skills of the QAE**

High-performing incumbent QAEs have been identified as demonstrating the following abilities:

- 4.4.1 Active listening,
- 4.4.2 Analysis,
- 4.4.3 Coaching/Mentoring,
- 4.4.4 Computer Skills,
- 4.4.5 Critical thinking,
- 4.4.6 Evaluation,
- 4.4.7 Interpersonal communications,
- 4.4.8 Leadership
- 4.4.9 Multi-tasking,
- 4.4.10 Observation,
- 4.4.11 Organization,
- 4.4.12 Problem Solving
- 4.4.13 Research,
- 4.4.14 Stress management,
- 4.4.15 Technical troubleshooting,
- 4.4.16 Time management, and
- 4.4.17 Written and verbal communications.

### **Chapter 5 Tools, Equipment, and Technology**

#### **5.1 Scope**

This chapter addresses the need for all Public Safety Communications QAEs to demonstrate proficiency on all tools, equipment, and technology they may be expected to operate.

**5.2** The QAE shall demonstrate the ability to utilize tool, equipment and technology necessary for the QA/QI process.

**5.3** The QAE shall demonstrate a working knowledge of the tools, equipment, and technology used by Public Safety Telecommunicators as identified in APCO ANS: *Minimum Training Standards for Public Safety Telecommunicators* and used by Public Safety Communications Training Officers as identified in *Core Competencies and Minimum Training Standards for Public Safety Communications Training Officers (CTO)*.

**5.4** The QAE shall demonstrate the ability to access administrator functions for all tools, equipment, and technology as designated by the Agency.

**5.5** The QAE shall stay current on technology trends as related to the QA process.

## **Chapter 6 Professional Competence**

### **6.1 Scope**

This chapter identifies those components within Public Safety Communications that are critical for enhancing the professional competence of all Public Safety Communications QAEs (both new and veteran workers). Some of these components have been outlined within this document while others have been identified as being necessary for developing, maintaining, and enhancing the knowledge and skills of the QAE. While the Agency has some responsibility for supporting and facilitating the development of the QAE's professional competence, this chapter places primary accountability on the QAE.

**6.2** The QAE shall complete and maintain mandated training and certifications.

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

6.3.1 The QAE shall identify professional goals that can be supported by the Agency.

6.3.2 The QAE shall take advantage of career development opportunities.

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

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

6.3.5 The QAE should actively seek feedback on his or her own individual performance.

**6.4** The QAE shall comply with department, local, state, federal, or tribal regulations.

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

6.5.1 The QAE shall demonstrate competency of the skills detailed in Chapter Four, Section 4.3: General Skills of the QAE.

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

**6.6** The QAE shall demonstrate effective team concepts, including being an effective team member.

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

**6.8** The QAE shall demonstrate the ability to operate within all written directives and plans regarding operations established by and for the Agency.

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

6.8.2 The QAE shall demonstrate the appropriate application of the Agency’s written directives.

6.8.3 The QAE shall recommend updates to the Agency’s written directives as appropriate.

## **Chapter 7 Public Safety Communications QAE Training Requirements**

### **7.1 Scope**

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

**7.2** The QAE shall demonstrate the ability to objectively administer the established QA/QI program.

7.2.1 The QAE shall demonstrate the ability to select reviewable incidents in accordance with agency written directives.

7.2.2 The QAE shall demonstrate the ability to evaluate Telecommunicator performance in accordance with agency written directives.

7.2.2.1 The QAE shall demonstrate the ability to review selected incidents.

7.2.2.2 The QAE shall demonstrate the ability to examine related documents.

7.2.2.3 The QAE shall demonstrate the ability to rate the call based on agency criteria.

7.2.3 The QAE shall demonstrate the ability to document evaluation results.

7.2.4 The QAE shall demonstrate the ability to identify positive and negative performance trends based on results of both individual and aggregate reports.

7.2.5 The QAE shall demonstrate the ability to provide performance feedback to appropriate personnel.

7.2.6 The QAE shall demonstrate the ability to develop recommendations for performance improvement which may include:

7.2.6.1 Training,


7.2.6.2 Written directives,

7.2.6.3 Coaching, and

7.2.6.4 Commendations.

**7.3** The QAE shall demonstrate the ability to perform administrative functions related to the QA/QI program.

- 7.3.1 The QAE shall demonstrate the ability to prepare required reports.
- 7.3.2 The QAE shall demonstrate the ability to manage applicable records in accordance with agency, local, state, Federal, and tribal regulations.
- 7.3.3 The QAE shall demonstrate the ability to provide budget recommendations.
- 7.3.4 The QAE shall demonstrate the ability to brief management as required.
- 7.3.5 The QAE shall demonstrate the ability to participate in required meetings and agency defined assignments and proceedings.
- 7.3.6 The QAE shall demonstrate the ability to report and document faulty QA equipment, and troubleshoot when required.
- 7.3.7 The QAE shall demonstrate the ability to evaluate and update the QA process in accordance with the Agency's written directives.



## **Special Acknowledgements\***

Special recognition to the numerous facilitators, panelists, and hosting agencies that provided the pertinent research needed to successfully update this candidate standard. Other panels can be identified in previous versions of this standard (APCO ANS 3.106.1-2013).

### **Quality Assurance Evaluator (QAE) Re-validation Panel – Fairfax Virginia, March 27, 2015**

**Kesha Beckley**

Prince William County, Virginia

**Erikk Daniel**

Fairfax County DPS, Virginia

**Kari Magner**

Chesterfield County, Virginia

**Sherri Sealock**

Arlington County, Virginia

**Dee Dee Sencindiver**

Harrisonburg-Rockingham Emergency Communications Center, Virginia

**Antonella Volpe**

Charles County Department of Emergency Services, Maryland





Leaders in Public Safety Communications™

351 N. Williamson Blvd.

Daytona Beach, FL 32114 USA

