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**Standard for Core Competencies and Minimum Training  
Standards for Public Safety Communications  
Manager/Director**

APCO Candidate ANS 3.109.3.20XX

# Table of Contents

24			
25	FOREWORD .....		4
26	EXECUTIVE SUMMARY .....		6
27	1 INTRODUCTION .....		7
28	1.1 Scope .....		7
29	2 AGENCY RESPONSIBILITIES.....		8
30	2.1 Scope.....		8
31	2.2 General Agency Responsibilities .....		8
32	2.3 Job Description and Performance Expectations .....		9
33	2.4 Written Directives .....		11
34	2.5 Support of Professional Development.....		11
35	3 ORGANIZATIONAL INTEGRITY .....		12
36	3.1 Scope.....		12
37	3.2 Organizational Integrity Overview .....		12
38	4 GENERAL KNOWLEDGE AND SKILLS .....		15
39	4.1 Scope.....		15
40	4.2 Knowledge of the Manager/Director.....		15
41	4.3 Skills of the Manager/Director .....		16
42	5 TOOLS, EQUIPMENT AND TECHNOLOGY.....	<b>ERROR! BOOKMARK NOT DEFINED.</b>	
43	5.1 Scope.....	<b>Error! Bookmark not defined.</b>	
44	5.2 Tools, Equipment and Technology.....	<b>Error! Bookmark not defined.</b>	
45	6 TOOLS, EQUIPMENT AND TECHNOLOGY.....	<b>ERROR! BOOKMARK NOT DEFINED.</b>	
46	6.1 Scope.....		18
47	6.2 Training and Certifications .....		18
48	6.3 Career Development.....		18
49	6.4 Compliance .....		19
50	6.5 Performance Standards .....		19
51	6.6 Team Building .....		20
52	7 PUBLIC SAFETY MANAGER/DIRECTOR TRAINING REQUIREMENTS .....		21
53	7.1 Scope.....		21
54	7.2 Management and Administration.....		21

55	7.3	Infrastructure Management .....	23
56	7.4	Human Resource Management .....	23
57	8	ACRONYMS.....	25
58	9	GLOSSARY.....	26
59	10	ACKNOWLEDGEMENTS & RESOURCES .....	29
60	11	APCO STANDARDS DEVELOPMENT COMMITTEE.....	30
61	12	NOTES.....	31
62			
63			

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## Foreword

64

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## Executive Summary

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125 Across the United States there exists a wide variety of Emergency Communication Centers (ECCs) serving  
126 a wide array of jurisdictions, municipalities, agencies, and organizations. Whether these ECCs are small,  
127 with few positions, medium-sized with 15-30 positions, or larger in size with dozens of positions, these  
128 standards apply to managers and directors.

129 One important characteristic shared across the spectrum is the need for a skilled leader to direct and/or  
130 manage each ECC. A leader who understands not only the technical side of the business, but also  
131 understands the people side of the business.

132 The operation of today's ECC continues to change rapidly as new and improved technology continues to  
133 become available.

134 This standard has been created to help jurisdictions, agencies and organizations select leaders who can  
135 take their ECC into the future while caring for the most important part of any ECC, the people who make  
136 it work every day.

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## Chapter One

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# Introduction

## 1.1 Scope

142 This document sets forth the minimum training standards and core competencies required for a Director  
143 and/or Manager in today's ECC. This standard has been developed using the Occupational Analysis  
144 process with high performing incumbents based on standards and best practices for leading an ECC. The  
145 need for such a document is profound in its implications for quality leadership at a time when ECCs  
146 continue to face new challenges and near continual change in technology and community expectations.

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## Chapter Two

# Agency Responsibilities

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## 2.1 Scope

While the majority of this standard addresses the training of the Public Safety Communications Managers/Directors, this chapter outlines the agency's responsibilities for providing training to both new and veteran Managers/Directors in accordance with this standard.

## 2.2 General Agency Responsibilities

- 2.1.1 The Agency shall establish no less than these minimum training standards while complying with all local, state, federal and tribal laws.
- 2.1.2 The Agency shall define the baseline qualifications in addition to requisite cognitive, affective, and psychomotor skills needed to achieve compliance with this.
- 2.1.3 During orientation for this purpose, the Agency shall provide the Manager/Director with information, in both verbal and written format, which includes but is not limited to:
  - 2.1.3.1 Organizational Structure
  - 2.1.3.2 Disciplinary process
  - 2.1.3.3 Grievance process
  - 2.1.3.4 Location of first-aid supplies including Automated External Defibrillator (AED) if available
  - 2.1.3.5 Time keeping procedures
  - 2.1.3.6 Work hours
  - 2.1.3.7 Copy of APCO ANS ECC Manager/Director Core Competencies and Minimum Training Standards
  - 2.1.3.8 Copy of Mission, Vision, and Core Values
  - 2.1.3.9 Information regarding Critical Incident Stress Management (CISM)
  - 2.1.3.10 Information regarding an Employee Assistance Program (EAP)
  - 2.1.3.11 Information regarding Health and Wellness programs
  - 2.1.3.12 Information regarding Safety/Risk Management programs

- 175 2.1.3.13 Information regarding Stress Management techniques
- 176 2.1.3.14 Information regarding Peer Support
- 177 2.1.4 The Agency shall provide the Manager/Director with information regarding  
178 response Agency resources,<sup>1</sup> including location of public safety service  
179 buildings,<sup>2</sup> apparatus and equipment and emergency response planning  
180 documents.
- 181 2.1.5 The Agency shall provide training and performance expectations to the  
182 Manager/Director detailing responses to catastrophic technological or structural  
183 failure within the communications center, emergency evacuation plans and  
184 recovery processes to ensure the continuity of operations.
- 185 2.1.6 The Agency shall provide the Manager/Director with expectations regarding  
186 customer service, personal conduct and behavior, courtroom demeanor and  
187 ethical rules.
- 188 2.1.7 The Agency shall provide the Manager/Director with access to appropriate state  
189 and federal regulations and labor practices including, but not limited to:
- 190 2.1.7.1 Americans with Disabilities Act (ADA)
- 191 2.1.7.2 Fair Labor Standards Act (FLSA)
- 192 2.1.7.3 Family Medical and Leave Act (FMLA)
- 193 2.1.7.4 Health Insurance Portability and Accountability Act (HIPAA)
- 194 2.1.7.5 Occupational Health and Safety Administration (OSHA)
- 195 2.1.7.6 Equal Employment Opportunity Commission (EEOC)
- 196 2.1.7.7 Any other applicable labor agreements

197

## 198 **2.2 Job Description and Performance Expectations**

- 199 2.2.1 The Agency shall clearly define the job description and performance  
200 expectations of the Manager/Director.

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<sup>1</sup> SWAT, K9, Dive, Search and Rescue, HAZMAT, and other specialized responses.

<sup>2</sup> Refers to fire stations, precincts, landing zones, and/or hospitals.

- 201           2.2.2 The Agency shall provide for and support the following, in order for the  
202           Manager/Director to meet Agency performance standards:
- 203                   2.2.2.1 Position specific training
- 204                   2.2.2.2 Ongoing Professional Development (including benchmarks and timelines)
- 205                   2.2.2.3 Any necessary certifications or licenses
- 206           2.2.3 The Agency shall establish detailed and defined performance expectations,  
207           providing and ensuring a clear understanding of those expectations.
- 208                   2.2.3.1 The Agency shall provide the Manager/Director with an overview of its quality  
209                   assurance (QA) process.
- 210                   2.2.3.2 The Agency shall have an established mechanism by which the job performance  
211                   of the Manager/Director is regularly reviewed and evaluated.
- 212                   2.2.3.3 The Agency shall ensure performance objectives are met by the  
213                   Manager/Director.
- 214                   2.2.3.4 The Agency shall provide ongoing opportunities for the Manager/Director to  
215                   provide and receive feedback during a review of the individual's job  
216                   performance.
- 217                   2.2.3.5 The Agency shall provide a mechanism during the performance review wherein  
218                   the Manager/Director can identify goals and objectives to be accomplished in  
219                   the course of employment.
- 220           2.2.4 The Agency shall inform the Manager/Director of types of actions that could be  
221           considered cause for disciplinary action including loss of certification, license or  
222           employment.
- 223                   2.2.4.1 The Agency shall document and address unacceptable performance with the  
224                   Manager/Director in a timely manner.
- 225                   2.2.4.2 The Agency shall ensure a fair and consistent application of the disciplinary  
226                   processes associated with performance.
- 227           2.2.5 The Agency shall provide applicable training and continuing education  
228           opportunities for the Manager/Director in areas identified within the job  
229           description, performance expectations and in the knowledge and skills areas  
230           identified in Chapter 4, General Knowledge and Skills.
- 231           2.2.6 The Agency shall provide the Manager/Director with the information on how and  
232           to whom they may address training issues and concerns.

233 2.2.7 The Agency shall maintain a complete training record for the Manager/Director  
234 according to applicable record retention guidelines.

## 235 **2.3 Written Directives**

236 2.3.1 The Agency shall keep all written directives up to date and shall provide the most  
237 current written directives to the Manager/Director.

238 2.3.2 The Agency shall make readily available documents that identify regulations,  
239 recommendations, or mandates within the public safety communications  
240 industry including but not limited to:

241 2.3.2.1 APCO Standards

242 2.3.2.2 National Response Framework

243 2.3.2.3 National Fire Protection Association (NFPA)

244 2.3.2.4 Freedom of Information Act (FOIA)

## 245 **2.4 Support of Professional Development**

246 2.4.1 The Agency shall encourage and support professional development of the  
247 Manager/Director through the identification and provision of networking  
248 opportunities within the public safety community, as well as the community  
249 within which services are provided.

250 2.4.2 The Agency should, whenever possible, subscribe to professional publications  
251 and make those publications available to its employees.

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## Chapter Three

255

# Organizational Integrity

## 3.1 Scope

257 This chapter discusses the issues related to organization integrity. Topics include the  
258 mission and values of the profession in general and the agency specifically, as well as  
259 the scope of the Manager/Director's authority, confidentiality and liability.

## 3.2 Organizational Integrity Overview

261 3.2.1 The Manager/Director shall demonstrate an understanding of the Agency's  
262 mission, values, and vision.

263 3.2.2 The Manager/Director shall comply with the Agency's expectations of  
264 professional conduct.

265 3.2.3 The Manager/Director shall demonstrate a comprehensive knowledge of the  
266 duties and essential functions of the position.

267 3.2.4 The Manager/Director shall act within their scope of authority as defined by the  
268 Agency.

269 3.2.5 The Manager/Director shall demonstrate proper application of the Agency's  
270 written directives.

271

- 272           3.2.6   The Manager/Director shall demonstrate an ability to work within the Agency's  
273           Chain of Command.
- 274           3.2.7   The Manager/Director shall comply with mandatory professional requirements  
275           as identified by the Agency.<sup>3</sup>
- 276           3.2.8   The Manager/Director shall adhere to applicable local, state, federal and tribal  
277           statutes and codes as appropriate.
- 278           3.2.9   The Manager/Director shall demonstrate comprehension and application of the  
279           Agency's confidentiality policies and rules regarding the retention, discussion,  
280           or release of information acquired in the workplace to the public, the media or  
281           others. Such information should include, but is not limited to:
- 282                   3.2.9.1   Data systems accessible through local, state or federal networks
- 283                   3.2.9.2   Information contained in calls for service
- 284                   3.2.9.3   Information gained through the 9-1-1 or Enhanced 911 (E9-1-1) system
- 285                   3.2.9.4   Records Management Systems
- 286                   3.2.9.5   System security<sup>4</sup>
- 287           3.2.10 The Manager/Director shall demonstrate comprehension of the liabilities specific  
288           to systems issues related to overall Agency operations. This should include, but may  
289           not be limited to:
- 290                   3.2.10.1   Negligence
- 291                   3.2.10.2   Negligent assignment
- 292                   3.2.10.3   Negligent entrustment
- 293                   3.2.10.4   Negligent retention
- 294                   3.2.10.5   Negligent supervision
- 295                   3.2.10.6   Negligent training

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<sup>3</sup> Applies to information regarding local, state, federal and tribal mandates, industry certifications, standards, etc.

<sup>4</sup> May include network keys, encryption keys, source codes, etc.

- 296                    3.2.10.7    Vicarious liability
- 297                    3.2.11 The Manager/Director shall ensure the accurate reporting, documentation  
298                    retention, and preservation of records for which they are responsible.
- 299                    3.2.12 The Manager/Director shall demonstrate comprehension and application of the  
300                    Agency's policies regarding ethical behavior.
- 301                    3.2.13 The Manager/Director shall foster and maintain effective, productive and  
302                    professional relationships with both internal and external customers and personnel.
- 303                    3.2.14 The Manager/Director shall encourage and support the highest quality of  
304                    workplace team interaction and behavior. This should include, but may not be  
305                    limited to:
- 306                               3.2.14.1    Safety
- 307                               3.2.14.2    Peer support
- 308                               3.2.14.3    Inclusiveness
- 309                               3.2.14.4    Respect
- 310                    3.2.15 The Manager/Director shall demonstrate fiscal responsibility and work within  
311                    the specified parameters as directed by the Agency.
- 312                    3.2.16 The Manager/Director shall demonstrate comprehension and application of  
313                    diversity awareness with both internal and external customer interactions, ensuring  
314                    an active commitment to equality in accordance with the Agency written directives.  
315

## Chapter Four

# General Knowledge and Skills

### 4.1 Scope

The Manager/Director should be cognizant of all relevant standards and regulations governing public safety systems including those of APCO, the Federal Aviation Administration (FAA), the Federal Communications Commission (FCC), National Emergency Number Association (NENA), NFPA, OSHA, and the Commission on Accreditation for Law Enforcement Agencies (CALEA).

### 4.2 Knowledge of the Manager/Director

4.2.1 The following general areas of knowledge have been identified for the Manager/Director. At minimum, The Agency shall require the Manager/Director to demonstrate proficiency in the following areas:

- 4.2.1.1 Applicable Standards
- 4.2.1.2 Basic Communications
- 4.2.1.3 Business Math
- 4.2.1.4 Criminal Justice Information System (CJIS)/National Crime Information Center (NCIC)
- 4.2.1.5 Computer Programs
- 4.2.1.6 Contract Negotiations
- 4.2.1.7 Demographics of Jurisdiction
- 4.2.1.8 Department Heads
- 4.2.1.9 Dispatching Experience
- 4.2.1.10 Emerging Technology
- 4.2.1.11 Familiar with Executed Agreements
- 4.2.1.12 General Accounting

- 341 4.2.1.13 Geography of Jurisdiction
- 342 4.2.1.14 Human Resource Management
- 343 4.2.1.15 Liability Issues
- 344 4.2.1.16 Local Politics
- 345 4.2.1.17 Local, State and Federal Laws
- 346 4.2.1.18 Mental Health
- 347 4.2.1.19 Next Generation 9-1-1 (NG9-1-1)
- 348 4.2.1.20 Personality Types
- 349 4.2.1.21 Personnel Management
- 350 4.2.1.22 Policies and Procedures
- 351 4.2.1.23 Public Safety Culture
- 352 4.2.1.24 Radio and Phone Operations
- 353 4.2.1.25 Continuity of Operations Planning (COOP)

### 354 **4.3 Skills of the Manager/Director**

355 4.3.1 High-performing Managers/Directors have been identified as demonstrating the  
356 following skills and abilities:

- 357 4.3.1.1 Analysis
- 358 4.3.1.2 Budget development and maintenance
- 359 4.3.1.3 Computer
- 360 4.3.1.4 Decision making
- 361 4.3.1.5 Delegation
- 362 4.3.1.6 Interpersonal communications (verbal and written)
- 363 4.3.1.7 Leadership
- 364 4.3.1.8 Listening

365	4.3.1.9	Motivational
366	4.3.1.10	Multi-tasking
367	4.3.1.11	Organization
368	4.3.1.12	Project management
369	4.3.1.13	Public speaking
370	4.3.1.14	Resource management
371	4.3.1.15	Time management

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## Chapter Five

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# Professional Competence

## 375 5.1 Scope

376 This chapter identifies those components within Public Safety Communications critical for  
377 enhancing the professional competence of all Public Safety Manager/Directors. These  
378 components have been identified, during the occupational analysis process, as being necessary  
379 for developing, maintaining and enhancing the knowledge and skills of the Public Safety  
380 Communications Manager/Director. While the Agency has some responsibility for supporting  
381 and facilitating the development of the Manager/Director's professional competence, this  
382 chapter places primary accountability on the individual Manager/Director.

## 383 5.2 Training and Certifications

384 5.2.1 The Manager/Director shall complete and maintain training and certifications, as  
385 mandated by the Agency.

## 386 5.3 Career Development

387 5.3.1 The Manager/Director shall take responsibility for their own professional career  
388 development by actively seeking opportunities to enhance their job knowledge  
389 and skills.

390 5.3.2 The Manager/Director shall identify professional goals that can be supported by  
391 the Agency.

392 5.3.3 The Manager/Director shall take advantage of career development opportunities  
393 supported by the Agency.

394 5.3.4 The Manager/Director should take advantage of opportunities to network both  
395 within the public safety community and within the community in which they  
396 serve. These may include, but are not limited to:

397 5.3.4.1 Attend Peer Meetings

398 5.3.4.2 Attend Professional Conferences

- 399                    5.3.4.3            Cultivate Professional Relationships
- 400                    5.3.5            The Manager/Director should review professional publications and resources to  
401                    enhance professional competence and remain current on trends within the  
402                    profession.

## 403    **5.4    Compliance**

- 404                    5.4.1            The Manager/Director shall comply with department, local, state, federal and  
405                    tribal regulations.
- 406                    5.4.2            The Manager/Director shall demonstrate the ability to operate within all  
407                    applicable written directives and plans regarding operations established by and  
408                    for the Agency.
- 409                    5.4.3            The Manager/Director shall remain current and informed of all of the Agency's  
410                    written directives including relevant public safety and homeland security  
411                    initiatives.
- 412                    5.4.4            The Manager/Director shall demonstrate the appropriate application of the  
413                    Agency's written directives.
- 414                    5.4.5            The Manager/Director shall recommend updates to the Agency's written  
415                    directives as appropriate.

## 416    **5.5    Performance Standards**

- 417                    5.5.1            The Manager/Director shall demonstrate the ability to meet and/or exceed  
418                    performance standards set by the agency.
- 419                    5.5.2            The Manager/Director shall demonstrate competency of the applicable skills  
420                    detailed in Chapter 4, Section 4.3-General Skills of the Manager/Director.
- 421                    5.5.3            The Manager/Director shall actively seek and be receptive to feedback and  
422                    review of their performance.  
423

424

425 **5.6 Team Building**

426 5.6.1 The Manager/Director shall demonstrate knowledge and competency in being a  
427 team member.

428 5.6.2 The Manager/Director shall demonstrate knowledge and competency in  
429 developing and managing effective teams.

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## Chapter Six

# Public Safety Manager/Director Training Requirements

## 6.1 Scope

This chapter addresses the duties identified for Public Safety Communications Manager/Director through the occupational analysis process. Training shall ensure that the Manager/Director can demonstrate proficiency in these duties.

## 6.2 Management and Administration

6.2.1 The Manager/Director shall demonstrate proficiency in the following:

6.2.1.1 Effectively manage the agency's administrative functions.

6.2.1.2 Administer written directives.

6.2.1.3 Manage the budget process.

6.2.1.4 Develop and maintain long-term strategic plans.

6.2.1.5 Identify industry trends.

6.2.1.6 Develop, implement, evaluate and review the annual work plan.

6.2.1.7 Collaborate with both internal and external agency customers

6.2.1.8 Represent the agency at meetings

6.2.1.9 Develop, implement, and maintain a QA Program.

- 449 6.2.1.10 Analyze operational efficiencies.
- 450 6.2.1.11 Manage and develop agency reports.
- 451 6.2.1.12 Comply with local or state records retention requirements.
- 452 6.2.1.13 Comply with the Freedom of Information Act, public disclosure  
453 regulations and relevant local and state laws regarding release of public  
454 information.
- 455 6.2.1.14 Develop and administer the agency's work schedule.
- 456 6.2.1.15 Ensure regulatory compliance. These may include, but are not limited  
457 to:
- 458 • Agency CJIS information
  - 459 • Agency licenses
  - 460 • FCC Rules and Regulations
  - 461 • Local, State, Federal or Tribal mandates
  - 462 • Records Requests
- 463 6.2.1.16 Oversee the payroll process.
- 464 6.2.1.17 Support governance structure.
- 465 6.2.1.18 Manage agency contracts and other written agreements (i.e.,  
466 memoranda of agreement, memoranda of understanding, inter-local  
467 agreements, and employment/labor contracts).  
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## 474 **6.3 Infrastructure Management**

475 6.3.1 The Manager/Director shall demonstrate the ability to manage the  
476 communications infrastructure.

477 6.3.2 The Manager/Director shall demonstrate the ability to manage critical systems  
478 and facilitate the maintenance of those systems.

479 6.3.3 The Manager/Director shall demonstrate the ability to develop and maintain the  
480 COOP.

481 6.3.4 The Manager/Director shall demonstrate the ability to maintain equipment and  
482 technology.

483 6.3.5 The Manager/Director shall demonstrate the ability to manage changes to  
484 facilities and related technological systems and equipment.

485 6.3.6 The Manager/Director shall demonstrate the ability to ensure proper  
486 maintenance on communications buildings and related facilities.

## 487 **6.4 Human Resource Management**

488 6.4.1 The Manager/Director shall demonstrate the ability to manage human  
489 resources.

490 6.4.2 The management of human resources may include, but is not limited to:

491 6.4.2.1 Discipline

492 6.4.2.2 Hiring process including recruitment, testing and background checks

493 6.4.2.3 Promotions

494 6.4.3 Regulatory compliance including compliance with federal laws including but not  
495 limited to the ADA, EEOC, FLSA, FMLA and workplace safety.

496 6.4.4 The Manager/Director shall demonstrate the ability to facilitate staff  
497 development. This may include, but is not limited to:

498 6.4.4.1 Employee certifications

499 6.4.4.2 Employee recognition

500 6.4.4.3 Mentoring

501 6.4.4.4 Training

502 6.4.4.5 Professional/Personal Development Plans

503 6.4.5 The Manager/Director shall demonstrate the ability to administer the  
504 performance appraisal process.

505 6.4.6 The Manager/Director shall demonstrate the ability to manage labor relations. If  
506 applicable the Manager/Director shall demonstrate the ability to effectively manage  
507 relationships with bargaining units.

508

# Acronyms

509		
510	<b>ANS</b>	American National Standards
511	<b>ANSI</b>	American National Standards Institute
512	<b>APCO</b>	Association of Public-Safety Communications Officials
513	<b>ADA</b>	Americans with Disabilities Act
514	<b>AHJ</b>	Authority Having Jurisdiction
515	<b>CALEA</b>	Commission on Accreditation for Law Enforcement Agencies
516	<b>CISM</b>	Critical Incident Stress Management
517	<b>EAP</b>	Employee Assistance Program
518	<b>ECC</b>	Emergency Communications Center
519	<b>EEOC</b>	Equal Employment Opportunity Commission
520	<b>COOP</b>	Continuity of Operations Planning
521	<b>E9-1-1</b>	Enhanced 9-1-1
522	<b>FCC</b>	Federal Communications Commission
523	<b>FLSA</b>	Fair Labor Standards Act
524	<b>FMLA</b>	Family Medical Leave Act
525	<b>FOIA</b>	Freedom of Information Act
526	<b>HIPAA</b>	Health Insurance Portability and Accountability Act
527	<b>NENA</b>	National Emergency Number Association
528	<b>NFPA</b>	National Fire Protection Agency
529	<b>OSHA</b>	Occupational Safety and Health Administration
530	<b>NCIC</b>	National Crime Information Center
531	<b>NG9-1-1</b>	Next Generation 9-1-1
532	<b>QA</b>	Quality Assurance
533	<b>SDC</b>	Standards Development Committee
534	<b>SOP</b>	Standard Operation Procedures
535		

# GLOSSARY

536

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

545

546 **ADA** The Americans With Disabilities Act Title II. A Federal law that requires all ECCs to  
 547 provide direct and equal access to emergency telephone services to individuals with  
 548 disabilities who use Telecommunications Devices for Deaf (TTY/TDDs) and other  
 549 communication services.

550

551

552 **Core Competency** The unique traits, requisite knowledge, comprehension and application of skills, and  
 553 situational analysis leading to the appropriate response to the caller, co-worker, other  
 554 public safety stakeholders<sup>5</sup>, or event(s) consistent with general practices and locally  
 555 defined parameters.

556

557 **Demographics** Characteristics and cultural composition of the service area.

558

559 **ECC** Emergency Communications Center (ECC). A facility with capabilities that include  
 560 intelligence collection and monitoring, 9-1-1 multimedia traffic processing, full scale  
 561 dispatch, and incident command capabilities.<sup>6</sup>

562 **FLSA** Fair Labor Standards Act. A Federal law, sometimes called the overtime law, that  
 563 ensures that wages are paid for all hours worked and that all overtime hours, overtime  
 564 pay and collected unpaid overtime due is paid to wage earners.<sup>7</sup>

565

566 **Knowledge** Fundamental understanding one must have to perform a specific task.

567

568

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<sup>5</sup> May include, but is not limited to: law enforcement officers, fire fighters, emergency medical technicians, paramedics, emergency management personnel.

<sup>6</sup> P43 Report

<sup>7</sup> U.S. Department of Labor –Laws – Fair Labor Standards Act

- 569 **Liability** The condition of being or potentially being subject to an obligation; condition of being  
 570 responsible for a possible, or actual loss, penalty, evil expense, or burden; condition  
 571 which creates a duty to perform an act immediately or in the future.<sup>8</sup>  
 572
- 573 **Vicarious Liability** A legal doctrine referring to the imposition of liability on one person  
 574 for the actionable conduct of another based solely on a relationship  
 575 between the two persons<sup>9</sup>. For example, the liability of an employer for  
 576 the acts of an employee.  
 577
- 578 **Negligence** “Failure to use such care as a reasonably prudent and careful person would use under  
 579 similar circumstances; it is the doing of some act which a person of ordinary prudence  
 580 would not have done or the failure to do something a person of ordinary prudence  
 581 would have done under similar circumstances”.<sup>10</sup>  
 582
- 583 **Negligent Assignment:** Assigning someone to a task or job for which they are not skilled or trained. For  
 584 example, assigning someone to the position of Manager/Director who has not been  
 585 properly trained or allowing an employee to perform a function for which they are not  
 586 qualified.  
 587
- 588 **Negligent Entrustment** Failure to control dangerous equipment or devices entrusted to an employee or  
 589 allowing an employee to use a piece of equipment for which they have not been  
 590 trained.  
 591
- 592 **Negligent Retention** Failure to terminate an employee who is demonstrably unsuitable for the job based  
 593 upon agency standards.  
 594
- 595 **Negligent Supervision** Failure to coordinate, control, or direct trainee conduct that may cause injury.  
 596 This can include failure to use reasonable care in addressing and documenting  
 597 misconduct.  
 598
- 599 **Negligent Training** Failure to sufficiently train the employee so that they can perform their job safely.  
 600 This may include insufficient training or if the employee is not trained in accordance  
 601 with accredited ANS.  
 602
- 603 **PSAP** Public Safety Answering Point (PSAP). See ECC.  
 604
- 605 **Manager/Director** The Public Safety Communications Manager/Director. One who is responsible for  
 606 leading and directing all aspects of a public safety communications center, while  
 607 effectively utilizing leadership skills, resources, and partnerships to successfully provide  
 608 emergency communications service.  
 609

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<sup>8</sup> Black's Law Dictionary Sixth Edition

<sup>9</sup> Black's Law Dictionary Sixth Edition

<sup>10</sup> Black's Law Dictionary Sixth Edition

- 610 **Supervisor** Public Safety Communications Supervisor. The individual employed by a Public Safety  
611 Communications Center to provide leadership and guidance to employees to achieve  
612 the Agency’s mission, values, and vision.  
613
- 614 **Shall** Within the context of this standard, “shall” indicates a mandatory requirement.  
615
- 616 **Should** Within the context of this standard, “should” indicates a recommendation.  
617
- 618 **Written Directives** A set of Agency specific policies, procedures, rules, regulations, and guidelines.  
619

DRAFT

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620

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