



Core Competencies and Minimum Training Requirements for Public Safety Communications Center Manager/Director

APCO ANS 3.109.3.2022

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ISBN: 978-1-943877-44-7

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APCO ANS 3.109.3.2022 Core Competencies and Minimum Training Requirements for Public Safety Communications Manager/Director

Executive Summary

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

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

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

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

Chapter One

Introduction

1.1 Scope

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

Chapter Two

Agency Responsibilities

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

¹ SWAT, K9, Dive, Search and Rescue, HAZMAT and other specialized responses.

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

2.2 Job Description and Performance Expectations

- 2.2.1 The Agency shall clearly define the job description and performance expectations of the Manager/Director.
- 2.2.2 The Agency shall provide for and support the following, in order for the Manager/Director to meet Agency performance standards:
 - 2.2.2.1 Position specific training
 - 2.2.2.2 Ongoing Professional Development (including benchmarks and timelines)
 - 2.2.2.3 Any necessary certifications or licenses
- 2.2.3 The Agency shall establish detailed and defined performance expectations, providing and ensuring a clear understanding of those expectations.
 - 2.2.3.1 The Agency shall provide the Manager/Director with an overview of its quality assurance (QA) process.
 - 2.2.3.2 The Agency shall have an established mechanism by which the job performance of the Manager/Director is regularly reviewed and evaluated.
 - 2.2.3.3 The Agency shall ensure performance objectives are met by the Manager/Director.
 - 2.2.3.4 The Agency shall provide ongoing opportunities for the Manager/Director to provide and receive feedback during a review of the individual's job performance.
 - 2.2.3.5 The Agency shall provide a mechanism during the performance review wherein the Manager/Director can identify goals and objectives to be accomplished in the course of employment.
- 2.2.4 The Agency shall inform the Manager/Director of types of actions that could be considered cause for disciplinary action including loss of certification, license or employment.
 - 2.2.4.1 The Agency shall document and address unacceptable performance with the Manager/Director in a timely manner.
 - 2.2.4.2 The Agency shall ensure a fair and consistent application of the disciplinary processes associated with performance.

- 2.2.5 The Agency shall provide applicable training and continuing education opportunities for the Manager/Director in areas identified within the job description, performance expectations and in the knowledge and skills areas identified in Chapter 4, General Knowledge and Skills.
- 2.2.6 The Agency shall provide the Manager/Director with the information on how and to whom they may address training issues and concerns.
- 2.2.7 The Agency shall maintain a complete training record for the Manager/Director according to applicable record retention guidelines.

2.3 Written Directives

- 2.3.1 The Agency shall keep all written directives up to date and shall provide the most current written directives to the Manager/Director.
- 2.3.2 The Agency shall make readily available documents that identify regulations, recommendations, or mandates within the public safety communications industry including but not limited to:
 - 2.3.2.1 APCO Standards
 - 2.3.2.2 National Response Framework
 - 2.3.2.3 National Fire Protection Association (NFPA)
 - 2.3.2.4 Freedom of Information Act (FOIA)

2.4 Support of Professional Development

- 2.4.1 The Agency shall encourage and support professional development of the Manager/Director through the identification and provision of networking opportunities within the public safety community, as well as the community within which services are provided.
- 2.4.2 The Agency should, whenever possible, subscribe to professional publications and make those publications available to its employees.

Chapter Three

Organizational Integrity

3.1 Scope

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

3.2 Organizational Integrity Overview

- 3.2.1 The Manager/Director shall demonstrate an understanding of the Agency's mission, values, and vision.
- 3.2.2 The Manager/Director shall comply with the Agency's expectations of professional conduct.
- 3.2.3 The Manager/Director shall demonstrate a comprehensive knowledge of the duties and essential functions of the position.
- 3.2.4 The Manager/Director shall act within their scope of authority as defined by the Agency.
- 3.2.5 The Manager/Director shall demonstrate proper application of the Agency's written directives.

- 3.2.6 The Manager/Director shall demonstrate an ability to work within the Agency's Chain of Command.
- 3.2.7 The Manager/Director shall comply with mandatory professional requirements as identified by the Agency.³
- 3.2.8 The Manager/Director shall adhere to applicable local, state, federal and tribal statutes and codes as appropriate.
- 3.2.9 The Manager/Director shall demonstrate comprehension and application of the Agency's confidentiality policies and rules regarding the retention, discussion, or release of information acquired in the workplace to the public, the media or others. Such information should include, but is not limited to:
- 3.2.9.1 Data systems accessible through local, state or federal networks
 - 3.2.9.2 Information contained in calls for service
 - 3.2.9.3 Information gained through the 9-1-1 or Enhanced 911 (E9-1-1) system
 - 3.2.9.4 Records Management Systems
 - 3.2.9.5 System security⁴
- 3.2.10 The Manager/Director shall demonstrate comprehension of the liabilities specific to systems issues related to overall Agency operations. This should include, but may not be limited to:
- 3.2.10.1 Negligence
 - 3.2.10.2 Negligent assignment
 - 3.2.10.3 Negligent entrustment
 - 3.2.10.4 Negligent retention
 - 3.2.10.5 Negligent supervision

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

⁴ May include network keys, encryption keys, source codes, etc.

3.2.10.6 Negligent training

3.2.10.7 Vicarious liability

3.2.11 The Manager/Director shall ensure the accurate reporting, documentation retention, and preservation of records for which they are responsible.

3.2.12 The Manager/Director shall demonstrate comprehension and application of the Agency's policies regarding ethical behavior.

3.2.13 The Manager/Director shall foster and maintain effective, productive and professional relationships with both internal and external customers and personnel.

3.2.14 The Manager/Director shall encourage and support the highest quality of workplace team interaction and behavior. This should include, but may not be limited to:

3.2.14.1 Safety

3.2.14.2 Peer support

3.2.14.3 Inclusiveness

3.2.14.4 Respect

3.2.15 The Manager/Director shall demonstrate fiscal responsibility and work within the specified parameters as directed by the Agency.

3.2.16 The Manager/Director shall demonstrate comprehension and application of diversity awareness with both internal and external customer interactions, ensuring an active commitment to equality in accordance with the Agency written directives.

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

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

4.3 Skills of the Manager/Director

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

- 4.3.1.1 Analysis
- 4.3.1.2 Budget development and maintenance
- 4.3.1.3 Computer
- 4.3.1.4 Decision making
- 4.3.1.5 Delegation
- 4.3.1.6 Interpersonal communications (verbal and written)
- 4.3.1.7 Leadership

- 4.3.1.8 Listening
- 4.3.1.9 Motivational
- 4.3.1.10 Multi-tasking
- 4.3.1.11 Organization
- 4.3.1.12 Project management
- 4.3.1.13 Public speaking
- 4.3.1.14 Resource management
- 4.3.1.15 Time management

Chapter Five

Professional Competence

5.1 Scope

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

5.2 Training and Certifications

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

5.3 Career Development

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

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

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

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

5.3.4.1 Attend Peer Meetings

5.3.4.2 Attend Professional Conferences

5.3.4.3 Cultivate Professional Relationships

5.3.5 The Manager/Director should review professional publications and resources to enhance professional competence and remain current on trends within the profession.

5.4 Compliance

5.4.1 The Manager/Director shall comply with department, local, state, federal and tribal regulations.

5.4.2 The Manager/Director shall demonstrate the ability to operate within all applicable written directives and plans regarding operations established by and for the Agency.

5.4.3 The Manager/Director shall remain current and informed of all of the Agency's written directives including relevant public safety and homeland security initiatives.

5.4.4 The Manager/Director shall demonstrate the appropriate application of the Agency's written directives.

5.4.5 The Manager/Director shall recommend updates to the Agency's written directives as appropriate.

5.5 Performance Standards

5.5.1 The Manager/Director shall demonstrate the ability to meet and/or exceed performance standards set by the agency.

5.5.2 The Manager/Director shall demonstrate competency of the applicable skills detailed in Chapter 4, Section 4.3-General Skills of the Manager/Director.

5.5.3 The Manager/Director shall actively seek and be receptive to feedback and review of their performance.

5.6 Team Building

- 5.6.1 The Manager/Director shall demonstrate knowledge and competency in being a team member.
- 5.6.2 The Manager/Director shall demonstrate knowledge and competency in developing and managing effective teams.

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.

6.2.1.10 Analyze operational efficiencies.

6.2.1.11 Manage and develop agency reports.

6.2.1.12 Comply with local or state records retention requirements.

6.2.1.13 Comply with the Freedom of Information Act, public disclosure regulations and relevant local and state laws regarding release of public information.

6.2.1.14 Develop and administer the agency's work schedule.

6.2.1.15 Ensure regulatory compliance. These may include, but are not limited to:

- Agency CJIS information
- Agency licenses
- FCC Rules and Regulations
- Local, State, Federal or Tribal mandates
- Records Requests

6.2.1.16 Oversee the payroll process.

6.2.1.17 Support governance structure.

6.2.1.18 Manage agency contracts and other written agreements (i.e., memoranda of agreement, memoranda of understanding, inter-local agreements and employment/labor contracts).

6.3 Infrastructure Management

- 6.3.1 The Manager/Director shall demonstrate the ability to manage the communications infrastructure.
- 6.3.2 The Manager/Director shall demonstrate the ability to manage critical systems and facilitate the maintenance of those systems.
- 6.3.3 The Manager/Director shall demonstrate the ability to develop and maintain the COOP.
- 6.3.4 The Manager/Director shall demonstrate the ability to maintain equipment and technology.
- 6.3.5 The Manager/Director shall demonstrate the ability to manage changes to facilities and related technological systems and equipment.
- 6.3.6 The Manager/Director shall demonstrate the ability to ensure proper maintenance on communications buildings and related facilities.

6.4 Human Resource Management

- 6.4.1 The Manager/Director shall demonstrate the ability to manage human resources.
- 6.4.2 The management of human resources may include, but is not limited to:
 - 6.4.2.1 Discipline
 - 6.4.2.2 Hiring process including recruitment, testing and background checks
 - 6.4.2.3 Promotions
- 6.4.3 Regulatory compliance including compliance with federal laws including but not limited to the ADA, EEOC, FLSA, FMLA and workplace safety.
- 6.4.4 The Manager/Director shall demonstrate the ability to facilitate staff development. This may include, but is not limited to:
 - 6.4.4.1 Employee certifications
 - 6.4.4.2 Employee recognition

6.4.4.3 Mentoring

6.4.4.4 Training

6.4.4.5 Professional/Personal Development Plans

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

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

Acronyms

ANS	American National Standards
ANSI	American National Standards Institute
APCO	Association of Public-Safety Communications Officials
ADA	Americans with Disabilities Act
AHJ	Authority Having Jurisdiction
CALEA	Commission on Accreditation for Law Enforcement Agencies
CISM	Critical Incident Stress Management
EAP	Employee Assistance Program
ECC	Emergency Communications Center
EEOC	Equal Employment Opportunity Commission
COOP	Continuity of Operations Planning
E9-1-1	Enhanced 9-1-1
FCC	Federal Communications Commission
FLSA	Fair Labor Standards Act
FMLA	Family Medical Leave Act
FOIA	Freedom of Information Act
HIPAA	Health Insurance Portability and Accountability Act
NENA	National Emergency Number Association
NFPA	National Fire Protection Agency
OSHA	Occupational Safety and Health Administration
NCIC	National Crime Information Center
NG9-1-1	Next Generation 9-1-1
QA	Quality Assurance
SDC	Standards Development Committee
SOP	Standard Operation Procedures

GLOSSARY

- Agency** The hiring authority also referred to as the Authority Having Jurisdiction (AHJ). The Agency or body that defines the roles, responsibilities, written directives, and performance standards that direct the activity of the Public Safety Manager/Director. 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.
- ADA** The Americans With Disabilities Act Title II. A Federal law that requires all ECCs to provide direct and equal access to emergency telephone services to individuals with disabilities who use Telecommunications Devices for Deaf (TTY/TDDs) and other communication services.
- Core Competency** The unique traits, requisite knowledge, comprehension and application of skills, and situational analysis leading to the appropriate response to the caller, co-worker, other public safety stakeholders⁵, or event(s) consistent with general practices and locally defined parameters.
- Demographics** Characteristics and cultural composition of the service area.
- ECC** Emergency Communications Center (ECC). A facility with capabilities that include intelligence collection and monitoring, 9-1-1 multimedia traffic processing, full scale dispatch, and incident command capabilities.⁶
- FLSA** Fair Labor Standards Act. A Federal law, sometimes called the overtime law, which 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.⁷
- Knowledge** Fundamental understanding one must have to perform a specific task.

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

⁶ P43 Report

⁷ U.S. Department of Labor –Laws – Fair Labor Standards Act

Liability The condition of being or potentially being 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.⁸

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 persons⁹. For example, the liability of an employer for the acts of an employee.

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.”¹⁰

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 Manager/Director who has not been professionally 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 demonstrably unsuitable for the job based upon agency standards.

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.

Negligent Training Failure to sufficiently train the employee so that they can perform their job safely. This may include insufficient training or if the employee is not trained in accordance with accredited ANS.

PSAP Public Safety Answering Point (PSAP). See ECC.

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

⁸ Black's Law Dictionary Sixth Edition

⁹ Black's Law Dictionary Sixth Edition

¹⁰ Black's Law Dictionary Sixth Edition

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

Acknowledgements & Resources

Special recognition belongs to the members and contributors of the Core Competencies and Minimum Training Standards for Public Safety Communications Manager / Director Working Group, for providing their expertise to this Standard.

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Special recognition belongs to the Standards Development Committee members for providing their expertise developing the scope and need for this standard as well as the support and guidance provided during the development of this candidate standard.

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Notes



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