

Virginia Information Technologies Agency



Optimal PSAP Staffing Structure Best Practice



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Commonwealth of Virginia

Optimal PSAP Staffing Structure

Best Practice

ABSTRACT: This document has been created to serve as a best practice for an optimum staffing structure within Virginia Public Safety Answering Points including appropriate positions and/or functions. It is an overview of the knowledge, skills and professional competencies needed to enable an individual to be successful in their given professional capacity. All knowledge, skills and professional competencies for each listed position are based on a combination of pre-existing and vetted national standards. In the absence of a national standard, an occupational analysis process has been completed as noted, to obtain knowledge, skills and professional competencies for a position from a wide collection of subject matter experts. This publication serves as a recommended informational resource. As explained in the Foreword below, use or implementation of any content in this document is optional and voluntary.



Developed by the
Integrated Services Program
in consultation with the
Best Practice Steering Committee
and/or appropriate workgroup(s)

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Foreword

A best practice is a generally accepted method that, when followed, shows consistent superior results based on experience and/or research. Best practices should be used as a benchmark by which to maintain quality, and are an alternative to mandatory legislated standards. When developing a best practice, it is important to identify the core principle, purpose and/or goal of the practice, while allowing flexibility for how it is implemented so it remains flexible for a variety of local conditions. Also, when best practices are considered for implementation on a wide scale, the documents developer's must remain aware of sites with minimal to no resources, and consider how those sites will be supported in order to create the desired outcomes.

This best practices document was developed through a collaborative effort by ISP staff, the Best Practices Steering Committee and applicable workgroups or committees composed of Subject Matter Experts (SME) who have volunteered their time and insights.

These are consensus best practices, and their use is voluntary. Management of PSAPs is a local responsibility. Decisions regarding applicable content and practices, including whether and/or how a Virginia locality should implement this best practice, are strictly local decisions. VITA and the 9-1-1 Services Board assume no responsibility or liability for any such decisions or other use of this document. This best practice is not intended to be an exclusive resource; you should also consider other qualifications, standards, or documents related to this topic. All best practices are subject to change and will be reviewed by ISP staff and/or the BP Steering Committee at least annually following its publication date.

Outside of scheduled review, comments regarding VITA ISP best practices are accepted at any time and can be submitted to Stefanie.McGuffin@vita.virginia.gov. If the comment includes a recommended change, it is requested to accompany the recommendation with supporting material. If you have a question regarding any portion of this best practice, VITA ISP will consider and/or respond to your question in accordance with applicable law, policies, and procedures.

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Note : P = Primary; A = Alternate

Abbreviations, Acronyms & Definitions

For the purpose of this best practice the following applies:

Term	Meaning
Call Taker	An individual assigned the duties of emergency and/or non-emergency telephone call taking/processing only.
Dispatcher	An individual assigned the duties of handling one or more emergency and/or non-emergency radio channel/talk group, regardless of public safety discipline (EMS, fire, law enforcement, rescue, etc.)
Telecommunicator	An individual employed within a PSAP handling call taker, dispatcher, teletype, and/or other associated tasks. (Note – A particular position using this title may not perform all duties listed in this specification. The specific definition may vary, and is solely at the discretion of the authority having jurisdiction.)

Chapter 1: Introduction

1.1 Scope

This best practice has been developed to support and/or strengthen individual levels of professional competency for administrative, operational and technical positions for public safety answering points (PSAPs) in the commonwealth. Use of this best practice will promote the standardization of knowledge, skills and professional competencies among jurisdictions and therefore provide consistency in levels of public safety communication services provided across Virginia. Having this consistency will improve service delivery. Using the best practices contained in this guide, and other documents cited within, PSAPs should develop, document, and continuously train on and refine, all processes and procedures to specifically meet the needs of their environment and operations.

1.2 Purpose

The purpose of this Optimal PSAP Staffing Best Practice is to focus on staff position descriptions, independent of approved staffing (personnel) numbers for each PSAP. It should also be noted, that while having an individual assigned full-time to each of these duties would be optimal, some positions can serve as function descriptions. This means that one staff member may fill more than one of these positions/functions. These descriptions are guidelines towards the critical training necessary to develop the operational and technical skill sets for 9-1-1 and technical personnel. Two priority categories identified for NG9-1-1 are cybersecurity and disaster recovery. Staffing methodologies and professional development guidance developed in conjunction with the analyses is intended to be included in the future research library of the PSAP Clearinghouse.

1.3 Document Format

Following is an example of the format used for each position/function identified within this document.

CATEGORY TITLE (Each section is divided by personnel category)
Definition: (Each section has a definition of the personnel category)

Positions:

- Position Name (some positions, such as public safety telecommunicator, are further subdivided with the below listed topics)
 - ❖ **Knowledge:** These are the topics of knowledge necessary for the individual performing this position to be successful.
 - ❖ **Skills:** These are the skills necessary for the individual performing this position to be competent in to be successful.
 - ❖ **Professional Competencies:** These are the professional competencies/abilities for the individual performing this position to obtain, and maintain, to be successful. **NOTE** – Some standards utilized as reference for this document, have Professional Competencies *and* General Competencies. Where this is the case, both lists have been compiled under Professional Competencies.
 - ❖ **Requisite Standards:** These are the pre-existing standards that form the basis of education/knowledge that an employee should have *prior* to performing the tasks associated with the listed position.

References: The various adopted standards utilized to compile the above information are listed for each position. Additional documentation for each position is included here.

Chapter 2: Operational Personnel

Definition: Those persons whose job performance is critical to public health and safety, or the safety of property, and who are in direct communications with the public and/or public safety responders.

Public Safety Telecommunicator

- ❖ **Knowledge:** The following general areas of knowledge have been identified for the telecommunicator regardless of their area of public safety expertise:
 - An awareness of and respect for diverse populations;
 - Comprehension of jurisdictional boundaries and geography;
 - Proper application of agency terminology;
 - The ability to identify and properly utilize agency resources, and;
 - Comprehension of their role in:
 - Incident Command Systems (ICS);
 - National Incident Management Systems (NIMS), including, but not limited to

- required training, Tactical Interoperable Communication Plan (TICP);
- State or local emergency operations plans.
- ❖ **Skills:** High-performing incumbent telecommunicators have been identified as demonstrating the ability to:
 - Make quick workable decisions;
 - Manage stress;
 - Multi-task;
 - Provide effective customer service;
 - Solve problems;
 - Think critically;
 - Work effectively with others;
 - Effectively communicate both verbally and in writing, examples may include the ability to:
 - actively listen;
 - appropriately use agency terminology, codes and signals, plan speech/language techniques, and phonetic alphabet;
 - clearly enunciate.
- ❖ **Professional Competencies:** This list identifies those components within Public Safety Communications that are critical for enhancing the professional competence of all telecommunicators (both new and veteran workers). These components have been identified, during the occupational analysis process, as being necessary for developing, maintaining, and enhancing the knowledge and skills of the telecommunicator. While the agency has some responsibility for supporting and facilitating the development of the telecommunicator's professional competence, this list places primary accountability on the individual telecommunicator.
 - The telecommunicator is responsible for:
 - Their own learning in the course of training;
 - Asking clarifying questions to ensure a thorough knowledge and understanding of the curriculum;
 - Providing honest and specific feedback to trainers regarding learning style preferences or issues that impact their learning;
 - providing input to improve or enhance the curriculum in an effort to ensure current information is taught;
 - always presenting themselves in a professional manner, being on time, being prepared ready to learn, and actively participating in their own learning;
 - The application of stress management principles.
 - The telecommunicator shall comply with the requirements and rules of the learning environment or training facility;
 - The telecommunicator shall demonstrate the ability to meet and/or exceed performance standards set by the agency and:
 - Demonstrate job proficiency in assigned job task;
 - Demonstrate compliance with agency expectations of interpersonal communications, personal conduct and ethical behavior;
 - Comply with department, local, state, tribal, or federal regulations;
 - Actively seek and be receptive to feedback and review of their performance, including during the agency's established quality assurance or quality improvement process;
 - Identify professional goals that can be supported by the agency;

- Take responsibility for their own professional career development by actively seeking developmental opportunities to enhance their job knowledge and skills;
- Demonstrate improvement of performance deficiencies.
- The telecommunicator shall:
 - Demonstrate the ability to operate within all written directives and plans established by the agency;
 - Demonstrate the appropriate application of policies, guidelines, and plans;
 - Recommend updates to policies, guidelines, and plans when appropriate.
- The telecommunicators should:
 - Demonstrate the ability to utilize networking opportunities when appropriate;
 - Take advantage of opportunities to network both within the public safety community and within the community for which they provide service;
 - Recognize networking opportunities presented in concert with training, professional affiliations, and community outreach.
- The telecommunicator should:
 - Review professional publications in order to enhance professional competence and remain up-to-date on developments within the profession;
 - Read professional publications, when possible, to remain up-to-date on current events affecting the public safety communications industry;
 - Have an awareness of professional publications that identify, regulate or mandate activities associated with public safety emergency communications.
- ❖ **Requisite Standards:** The following requisite standards have been identified for the public safety telecommunicator. The agency shall require the telecommunicator to demonstrate the following:
 - This position is an entry level position with no pre-existing knowledge required.
- ❖ **Public Safety Calltaker**
 - In addition to the knowledge, skills, and professional competencies listed above for the public safety telecommunicator, the calltaker shall:
 - Demonstrate the ability to apply procedures to answer calls within agency parameters while projecting a professional demeanor;
 - Demonstrate the ability to obtain, verify, and analyze incident information to include, location, reporting party contact information, nature, and severity of the incident while applying effective communication skills to control the call;
 - Demonstrate the ability to synthesize available information to identify conditions that may affect public and responder safety;
 - Demonstrate the ability to ascertain whether the caller is in an unsafe location and then take appropriate protective actions in compliance with agency directives;
 - Demonstrate the ability to accurately document incident information including, but not limited to incident urgency details, establish call priority, and appropriately label call types;
 - Demonstrate the ability to manage challenging calls and callers including, but not limited to:
 - Missing, abducted and sexually exploited children;
 - Child callers;
 - Communications impaired callers;
 - Callers with limited English language proficiency.
 - Verify, document and relay initial dispatch information, and provide updates as

- necessary to process calls for service;
 - Provide callers with any agency approved pre-arrival instructions and inform callers of actions being taken to respond to the request for service according to written directives;
 - Demonstrate the ability to complete telephone reports, provide appropriate referrals, transfer and terminate calls, or place outgoing calls in accordance with agency written directives;
 - Demonstrate the ability to fulfill their role in ICS, NIMS and state and local emergency operations plans;
 - Participate in Agency defined post-incident activities.
- ❖ Law Enforcement Dispatcher
- In addition to the knowledge, skills, and professional competencies listed above for the public safety telecommunicator, the law enforcement dispatcher shall:
 - Demonstrate the ability to analyze calls for service and determine the appropriate response action;
 - Demonstrate the comprehension of agency documentation requirements and the ability to create and update the CAD record or incident log, and maintain accurate call narrative or documentation;
 - Demonstrate the ability to determine the nature and priority of incidents and assign available resources in accordance with written directives;
 - Demonstrate proficiency in tracking and documenting radio activity, incident, and unit status within written directives;
 - Demonstrate proficiency in assigning and coordinating responders to incident, the priority of the incident, available resources, and written directives;
 - Demonstrate the ability to consistently identify, analyze, and relay initial pertinent incident information to field units as appropriate;
 - Demonstrate the ability to obtain acknowledgement of calls for service from responders as per written directives;
 - Demonstrate the ability to evaluate information and relay updates to responding units as appropriate;
 - Demonstrate the ability to analyze and disseminate information to additional responders and resources including, but not limited to Hazmat teams, the Forest Service, Fire and EMS Units, etc.;
 - Demonstrate the ability to analyze and evaluate all available information in order to identify the potential for escalation of the incident and perform status checks to determine scene and responder safety;
 - Demonstrate the ability to evaluate and synthesize information, relay updates and broadcast BOLO (Be On the Look-Out) and attempt to locate information to responders, supervisors, and other resources as appropriate;
 - Demonstrate the proper application of agency notification guidelines to daily operations and special events;
 - Demonstrate the ability to coordinate with other entities in accordance with written directives;
 - Demonstrate the proper application of agency notification guidelines to daily operations and special events;
 - Demonstrate the ability to coordinate with other entities in accordance with written directives;
 - Demonstrate the proper application of agency defined mutual or automatic aid

- procedures;
 - Demonstrate the ability to identify and relay pertinent shift activities to relief dispatcher at shift or position change;
 - Demonstrate the ability to coordinate assigned radio channels and/or talk groups;
 - Demonstrate the ability to monitor and acknowledge radio traffic in accordance with agency requirements;
 - Comply with regulations of the Federal Communications Commission (FCC) that directly apply to public safety radio;
 - Comply with regulations and requirements for the use of any data systems accessible through local, state, regional, federal, tribal, or international networks; (e.g. RMS, DOL/DMV, any criminal justice information systems, NCIC/VCIN, Interpol, CPIC);
 - Demonstrate the ability to fulfill their role in ICS, NIMS, and state and local emergency operations plans;
 - Participate in agency defined post-incident activities.
- ❖ Fire Service Dispatcher
- In addition to the knowledge, skills and professional competencies listed above for the public safety telecommunicator, the fire service dispatcher shall:
 - Demonstrate the ability to analyze calls for service and determine the appropriate response action;
 - Demonstrate the comprehension of agency documentation requirements and the ability to create and update CAD record or incident log, and maintain accurate call narrative or documentation;
 - Demonstrate the ability to determine the nature and priority of incidents and assign available resources in accordance with agency written directives;
 - Demonstrate proficiency in tracking and documenting radio activity, incident, and unit status within agency written directives;
 - Demonstrate proficiency in assigning and coordinating responders to incidents based on the nature of the incident, the priority of the incident, available resources, and agency written directives;
 - Demonstrate the ability to consistently identify, analyze, and relay initial pertinent incident information to field units as appropriate;
 - Demonstrate the ability to obtain acknowledgement of calls for service from responders as per written directives;
 - Demonstrate the ability to evaluate information and relay updates to responding units as appropriate;
 - Demonstrate the ability to analyze and disseminate information to additional responders and resources including, but not limited to: Hazmat teams, the Forest service, EMS, Law Enforcement;
 - Demonstrate the ability to analyze and evaluate all available information in order to identify the potential for escalation of the incident and perform status checks to determine scene and responder safety;
 - Demonstrate the proper application of agency notification guidelines to daily operations and special events;
 - Demonstrate the ability to coordinate with other entities in accordance with written directives;
 - Demonstrate the proper application of agency defined mutual aid procedures;
 - Demonstrate the ability to identify and relay pertinent shift activities to relief

- dispatchers at shift or position change;
 - Demonstrate the ability to coordinate assigned radio channels and/or talk groups;
 - Demonstrate the ability to monitor and acknowledge radio traffic on assigned channels;
 - Comply with regulations of the Federal Communications Commission (FCC) that directly apply to public safety radio;
 - Demonstrate proper application of written directives for processing alarm signals, tracking alarm activity, resolving alarm conflicts, maintaining alarm accounts, and generating alarm reports;
 - Demonstrate the ability to fulfill their role in ICS, NIMS and state and local emergency operations plans;
 - Participate in all agency defined post-incident activities.
- ❖ Emergency Medical Services Dispatcher
- In addition to the Knowledge, Skills and Professional Competencies listed above for the public safety telecommunicator, the emergency medical service dispatcher shall:
 - Demonstrate the ability to analyze calls for service and determine the appropriate response action;
 - Demonstrate the comprehension of agency documentation requirements and the ability to create and update the CAD record or incident log, maintain accurate call narrative or documentation;
 - Demonstrate the ability to determine the nature and priority of incidents and assign available resources in accordance with Agency written directives;
 - Demonstrate proficiency in tracking and documenting radio activity, incident, and unit status within written directives;
 - Demonstrate proficiency in assigning and coordinating responders to incidents based on the nature of the incident, the priority of the incident, available resources, and agency written directives;
 - Demonstrate the ability to consistently identify, analyze, and relay initial pertinent incident information to field units as appropriate;
 - Demonstrate the ability to obtain acknowledgement of calls for service from responders as per written directives;
 - Demonstrate the ability to evaluate information and relay updates to responding units as appropriate;
 - Demonstrate the ability to analyze and disseminate information to additional responders and resources including, but not limited to Hazmat teams, the Forest Service, Fire Services, Law Enforcement, etc.;
 - Apply agency procedures for documenting hospital diversion status and emergency facility availability;
 - Demonstrate the ability to analyze and evaluate all available information in order to identify the potential for escalation of the incident and perform status checks to determine scene and responder safety;
 - Demonstrate the proper application of agency notification guidelines to daily operations and special events;
 - Demonstrate the ability to coordinate with other entities in accordance with written directives;
 - Demonstrate the proper application of agency defined mutual aid procedures;
 - Demonstrate the ability to identify and relay pertinent shift activities to relief dispatchers at shift or position change;

- Demonstrate the ability to coordinate assigned radio channels and/or talk groups;
- Demonstrate the ability to acknowledge and monitor radio traffic on assigned channels;
- Comply with regulations of the Federal Communications Commission (FCC) that directly apply to public safety radio;
- Demonstrate the ability to fulfill their role in ICS, NIMS, and state and local emergency operations plans;
- Participate in all agency defined post-incident activities.

References: (Association of Public Safety Communication Officials, 2015) (National Fire Protection Association, 2014) (National Emergency Number Association, 2016)

Public Safety Communications Training Officer (CTO)

- ❖ **Knowledge:** The following general areas of knowledge have been identified for the CTO. The agency shall require the CTO to demonstrate proficiency in at least the following areas:
 - ADA-specific requirements of the agency for equal access, as well as internal hiring and accommodation practices;
 - Agency chain of command;
 - Adult learning principles;
 - Agency operations;
 - Agency's written directives;
 - Agency training standards and requirements;
 - Applicable local, state, federal and/or tribal standards and statutes and any applicable certification requirements;
 - Components and requirements of the agency's CTO program;
 - Employee performance management process and tools;
 - Equipment operation;
 - Jurisdiction and geography;
 - Legal concepts and risk assessment;
 - Protocols, user agency defined (EMD, Police, Fire, etc.);
 - Record retention procedures;
 - Relevant public safety and homeland security initiatives;
 - Resources, internal and external;
 - Supervision and leadership concepts and principles;
 - Technological systems: current systems used within the agency;
 - Telecommunicator job duties, requirements, and relevant standards;
 - Workplace culture.
- ❖ **Skills:** High-performing incumbent CTOs have been identified as demonstrating the following abilities:
 - Active listening;
 - Analysis;
 - Coaching/Mentoring;
 - Computer;
 - Counseling;
 - Critical thinking;
 - Decision-making;
 - Evaluation and feedback;
 - Equipment, operation;
 - Interpersonal communications;

- Leadership;
 - Motivation;
 - Multi-tasking;
 - Observation;
 - Organization;
 - Planning;
 - Prioritization;
 - Problem solving;
 - Research;
 - Stress management;
 - Supervision;
 - Team-building;
 - Technical troubleshooting;
 - Telecommunicator;
 - Time management;
 - Written and verbal communication.
- ❖ **Professional Competencies:** This list identifies those components within Public Safety Communications that are critical for enhancing the professional competence of all CTOs (both new and veteran workers). Some of these components have been identified as being necessary for developing, maintaining, and enhancing the knowledge and skills of the CTO. While the agency has some responsibility for supporting and facilitating the development of the CTO's professional competence, this list places primary accountability for developing professional competence upon the CTO.
- The CTO shall complete and maintain mandated training and certifications;
 - The CTO shall take responsibility for their own professional career development by actively seeking opportunities to enhance their job knowledge and skills:
 - The CTO shall identify professional goals that can be supported by the agency;
 - The CTO shall take advantage of career development opportunities;
 - The CTO should take advantage of opportunities to network both within the public safety community and within the community in which they serve;
 - The CTO should review professional publications and resources to enhance professional competence and remain current on trends within the profession.
 - The CTO shall comply with department, local, state, federal, or tribal regulations;
 - The CTO shall demonstrate the ability to meet and/or exceed performance standards set by the agency:
 - The CTO shall demonstrate competency of the skills detailed herein;
 - The CTO shall actively seek and be receptive to feedback and review of their performance, including issues identified during the agency's established quality assurance and quality improvement processes.
 - The CTO shall demonstrate effective team concepts;
 - The CTO shall demonstrate the ability to communicate with superiors, peers, and subordinates in a positive and constructive manner;
 - The CTO shall demonstrate the ability to operate within all written directives and plans regarding operations established by and for the Agency:
 - The CTO shall demonstrate proficiency in agency operations which may include, but are not limited to, calltaking, dispatching, jurisdictional and geographical boundaries, and other related job duties;
 - The CTO shall remain current and informed of all the agency's written directives

- including relevant public safety and homeland security initiatives;
 - The CTO shall demonstrate the appropriate application of the agency's written directives;
 - The CTO shall recommend updates to the agency's written directives when appropriate.
- ❖ **Requisite Standards:** The following requisite standards have been identified for the CTO. The agency shall require the CTO to demonstrate the following:
- The CTO shall have a thorough understanding of the following APCO American National Standards:
 - APCO ANS 3.103.2-2015: *Minimum Training Standards for Public Safety Telecommunicators*.
 - The CTO should be cognizant of other relevant standards, including other APCO standards, National Fire Protection Association's (NFPA) standards, National Emergency Number Association (NENA) standards, and The Commission on Accreditation for Law Enforcement Agencies' (CALEA) standards.
- References: (Association of Public Safety Communication Officials, 2013)

Public Safety Communications Supervisor

- ❖ **Knowledge:** The following general areas of knowledge have been identified for the Supervisor. The agency shall require the supervisor to demonstrate proficiency in at least the following areas:
- ADA-specific requirements of the agency for equal access, as well as internal hiring and accommodation practices;
 - Administrative functions which include complaint investigation and processing and basic human resources principles;
 - Agency operations;
 - Agency training standards and requirements;
 - Agency written directives;
 - Applicable local, state, federal, and/or tribal standards and statutes and any applicable certification requirements;
 - Employee performance management process and tools;
 - Jurisdiction and geography;
 - Legal concepts and risk assessment;
 - Record retention procedures;
 - Relevant public safety and homeland security initiatives;
 - Resources (internal and external);
 - Staffing and scheduling procedures;
 - Supervision and leadership concepts and principles;
 - Technological systems (current systems used within the agency, emerging technologies and new trends);
 - Telecommunicator and communications training officer (CTO) job duties, requirements and most recent, relevant APCO American National Standards including:
 - APCO ANS 3.103-2-2015: *Minimum Training Standards for Public Safety Telecommunicators*;
 - APCO ANS 3.101-2-2013: *Core Competencies and Minimum Training Standards for Public Safety Communications Training Officers (CTO)*.
 - User agency defined protocols (Emergency Medical Dispatch, etc.).
- ❖ **Skills:** High-performing incumbent supervisors have been identified as demonstrating the

following skills and abilities:

- Active listening;
- Analysis;
- Coaching/Mentoring;
- Computer;
- Conflict resolution and mediation;
- Counseling;
- Critical thinking;
- Decision-making;
- Delegating;
- Evaluation;
- Interpersonal communications;
- Leadership;
- Multi-tasking;
- Observation;
- Organization;
- Planning;
- Project management;
- Problem solving;
- Research;
- Stress management;
- Supervision;
- Team-building;
- Technical troubleshooting;
- Telecommunicator;
- Time management;
- Written and verbal communications.

❖ **Professional Competencies:** This list identifies those components within Public Safety Communications that are critical for enhancing the professional competence of all Supervisors (both new and veteran workers). Some of these components have been identified as being necessary for developing, maintaining, and enhancing the knowledge and skills of the CTO. While the agency has some responsibility for supporting and facilitating the development of the CTO's professional competence, this list places primary accountability for developing professional competence upon the Supervisor.

- The Supervisor shall complete and maintain mandated training and certifications:
 - The Supervisor shall take responsibility for their own professional career development by actively seeking opportunities to enhance their job knowledge and skills;
 - The Supervisor shall identify professional goals that can be supported by the Agency;
 - The Supervisor shall take advantage of career development opportunities;
 - The Supervisor should take advantage of opportunities to network both within the public safety community and within the community in which they serve;
 - The Supervisor should review professional publications and resources to enhance professional competence and remain current on trends within the profession.
- The Supervisor shall comply with all department, local, state, federal, or tribal regulations;
- The Supervisor shall demonstrate the ability to meet and/or exceed performance

standards set by the agency:

- The Supervisor shall demonstrate competency of the skills detailed herein;
 - The Supervisor 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.
 - The Supervisor shall demonstrate effective team concepts, including being an effective team member, as well as developing and managing effective teams;
 - The Supervisor shall demonstrate the ability to communicate with superiors, peers, and subordinates in a positive and constructive manner;
 - The Supervisor shall demonstrate the ability to operate within all written directives and plans regarding operations established by and for the agency:
 - The Supervisor shall demonstrate proficiency in agency operations which may include, but is not limited to: call taking, dispatching, jurisdictional and geographical boundaries, and other related job duties;
 - The Supervisor shall remain current and informed of all of the agency's written directives including relevant public safety and homeland security initiatives;
 - The Supervisor shall demonstrate the appropriate application of the agency's written directives;
 - The Supervisor shall recommend updates to the agency's written directives as appropriate.
- ❖ **Requisite Standards:** The following requisite standards have been identified for the Supervisor. The agency shall require the Supervisor to demonstrate the following:
- The Supervisor shall have a thorough understanding of the following APCO American National Standards:
 - APCO ANS 3.103-2-2015: *Minimum Training Standards for Public Safety Telecommunicators*;
 - APCO ANS 3.101-2-2013: *Minimum Training Requirements for Public Safety Communications Training Officers (CTO)*.
 - The Supervisor should be cognizant of other relevant standards, including other APCO standards, National Fire Protection Association's (NFPA) standards, National Emergency Number Association (NENA) standards, and The Commission on Accreditation for Law Enforcement Agencies' (CALEA) standards.

References: (Association of Public Safety Communication Officials, 2012)

Chapter 3: Administrative Personnel

Definition: Individuals responsible for the development of policy, supervision, or the execution of plans and functional operations.

Public Safety Communications Instructor

- ❖ **Knowledge:** The following general areas of knowledge have been identified, through an Occupational Analysis for the Instructor. The agency shall require the Instructor to demonstrate proficiency in at least the following areas:
- Agency operations and mission;
 - Adult learning principals;
 - Agency expectations;
 - Applicable directives;

- Audience diversity;
 - Equipment;
 - Management techniques;
 - Industry trends and standards;
 - Instructional methods;
 - Learning objectives;
 - Resources;
 - Role of the Instructor;
 - Student-centered learning;
 - Subject matter.
- ❖ **Skills:** High-performing incumbent Instructors have been identified as demonstrating the following skills and abilities:
- Active listening;
 - Management;
 - Communications:
 - Written;
 - Verbal;
 - Non-verbal.
 - Critical thinking;
 - Facilitation;
 - Improvisation;
 - Interpersonal skills;
 - Lesson plan development;
 - Multi-tasking;
 - Organization;
 - Presentation;
 - Project management:
 - Evaluation;
 - Documentation;
 - Assessment.
 - Research;
 - Supervisory;
 - Technological;
 - Time management.
- ❖ **Professional Competencies:** This list identifies those components within Public Safety Communications that are critical for enhancing the professional competence of all Public Safety Instructors (both new and veteran workers). 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 Instructor. While the agency has some responsibility for supporting and facilitating the development of the Instructor's professional competence, this list places primary accountability on the individual Instructor.
- The Instructor shall complete and maintain mandated training and certifications;
 - The Instructor shall take responsibility for their own professional career development by actively seeking opportunities to enhance their job knowledge and skills:
 - The Instructor shall identify professional goals that can be supported by the Agency;
 - The Instructor shall take advantage of career development opportunities;
 - The Instructor should take advantage of opportunities to network both within the

- public safety community and within the community in which they serve;
- The Instructor should review professional publications and resources to enhance professional competence and remain current on trends within the profession;
- The Instructor shall comply with department, local, state, federal, or tribal regulations;
- The Instructor shall demonstrate the ability to meet and/or exceed performance standards set by the agency:
 - The Instructor shall actively seek and be receptive to feedback and review of their performance, both inclusive of and apart from the agency's established quality assurance and quality improvement processes.
- The Instructor shall demonstrate effective team concepts, including being an effective team member, as well as developing and managing effective teams, as required by the agency;
- The Instructor shall demonstrate the ability to communicate with superiors, peers, and subordinates in a positive and constructive manner;
- The Instructor shall demonstrate the ability to operate within all applicable written directives and plans regarding operations established by and for the agency:
 - The Instructor shall remain current and informed of all agency written directives relevant to public safety and homeland security initiatives;
 - The Instructor shall demonstrate the appropriate application of the agency's written directives;
 - The Instructor shall recommend updates to the agency's written directives, as appropriate.
- ❖ **Requisite Standards:** The following requisite standards have been identified for the Instructor. The agency shall require the Instructor to demonstrate the following:
 - The Instructor shall have a thorough understanding of the following APCO American National Standards:
 - APCO ANS 3.103-2-2015: *Minimum Training Standards for Public Safety Telecommunicators*;
 - APCO ANS 3.101-2-2013: *Core Competencies and Minimum Training Standards for Public Safety Communications Training Officers (CTO)*;
 - APCO ANS 3.102.1-2012: *Core Competencies and Minimum Training Standards for Public Safety Communications Supervisor*.
 - The Instructor should be cognizant of other relevant standards, including other APCO standards, National Fire Protection Association's (NFPA) standards, National Emergency Number Association (NENA) standards, and The Commission on Accreditation for Law Enforcement Agencies' (CALEA) standards.

References: (Association of Public Safety Communication Officials, 2014)

Public Safety Communications Training Coordinator

- ❖ **Knowledge:** The following general areas of knowledge have been identified for the Training Coordinator. The Agency shall require the Training Coordinator to demonstrate proficiency in at least the following areas:
 - ADA-specific requirements of the agency for equal access, as well as internal hiring and accommodation practices;
 - Adult learning principles;
 - Agency operations;
 - Agency's written directives;
 - Applicable local, state, federal and/or tribal standards and statutes and any applicable

- certification requirements;
 - Basic budgeting processes;
 - Industry resources;
 - Instructional design/curriculum development;
 - Instructional techniques;
 - Jurisdiction and geography;
 - Legal concepts and risk assessment;
 - Records management;
 - Record retention procedures and procedures;
 - Relevant public safety and homeland security initiatives (For example, Local, state, national; ex NIMS, ICS, Tactical Interoperations Communications Plan (TICP), National Response Framework);
 - Research methods;
 - Supervision principles;
 - Technological systems: current systems used within the agency, emerging technologies and new trends;
 - Telecommunicator and communications training officer (CTO) job duties and requirements and relevant standards.
- ❖ **Skills:** High-performing incumbent Training Coordinators have been identified as demonstrating the following abilities:
- Active listening;
 - Analysis;
 - Computer;
 - Critical thinking;
 - Decision-making;
 - Evaluation;
 - Interpersonal communications;
 - Instructional and presentation;
 - Leadership;
 - Mentoring and coaching;
 - Multi-tasking skills;
 - Observation;
 - Organization;
 - Project management;
 - Problem-solving;
 - Research;
 - Supervision;
 - Team-building;
 - Telecommunicator (Refer to APCO Minimum Training Standards for Public Safety Telecommunicator);
 - Time management;
 - Written and verbal communication.
- ❖ **Professional Competencies:** This list identifies those components within Public Safety Communications that are critical for enhancing the professional competence of all Public Safety Communications Training Coordinators (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 Training Coordinator. While the agency has some responsibility for supporting

and facilitating the development of the Training Coordinator's professional competence, this chapter places primary accountability for developing professional competence upon the Training Coordinator.

- The training coordinator shall complete and maintain mandated training and certifications;
- The training coordinator shall take responsibility for their own professional career development by actively seeking opportunities to enhance their job knowledge and skills:
 - The training coordinator shall take advantage of career development opportunities;
 - The training coordinator should take advantage of opportunities to network both within the public safety community and within the community.
- The training coordinator shall comply with department, local, state, federal, or tribal regulations;
- The training coordinator shall demonstrate the ability to meet and/or exceed performance standards set by the agency:
 - The training coordinator shall demonstrate job proficiency in assigned job tasks and shall demonstrate competency of the skills as detailed herein.
- The Training Coordinator 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;
- The Training Coordinator shall identify professional goals that can be supported by the agency;
- The Training Coordinator shall demonstrate effective team concepts, including being an effective team member;
- The Training Coordinator shall demonstrate the ability to operate within all written directives and plans regarding operations established by and for the agency:
 - The Training Coordinator shall demonstrate proficiency in agency operations which may include, but is not limited to, calltaking, dispatching, jurisdictional and geographical boundaries, and other related job duties;
 - The Training Coordinator shall remain current and informed of the agency's written directives including relevant public safety and homeland security initiatives;
 - The Training Coordinator shall demonstrate the appropriate application of the agency's written directives;
 - The Training Coordinator shall develop and deliver training incorporating legal concepts including exposure to liability and risk management;
 - The Training Coordinator shall recommend updates to the agency's written directives when appropriate;
 - The Training Coordinator shall update or modify all applicable training materials with current written directives in a timely manner.
- The Training Coordinator should review professional publications in order to enhance professional competence and remain up-to-date on developments within the profession;
- The Training Coordinator shall demonstrate the ability to communicate with superiors, peers, and subordinates in a positive and constructive manner;
- The Training Coordinator shall demonstrate the ability to manage training programs:
 - The Training Coordinator shall demonstrate the ability to analyze training needs:
 - The Training Coordinator shall demonstrate the ability to conduct internal and external training needs assessments;

- The Training Coordinator shall identify and apply federal, state, and local training requirements including applicable ADA-specific requirements;
- The Training Coordinator shall demonstrate the ability to identify and prioritize training needs.
- The Training Coordinator shall demonstrate the ability to develop training courses utilizing professional instructional design/curriculum development strategies and methods;
- The Training Coordinator shall demonstrate the ability to conduct topical research utilizing industry and other resources:
 - The Training Coordinator shall demonstrate the ability to develop and maintain curricula and training materials while incorporating current adult learning principles into the design, development, and delivery of training;
 - The Training Coordinator shall demonstrate the ability to ensure standards compliance;
 - The Training Coordinator shall demonstrate the ability to update curricula and training material.
- The Training Coordinator shall demonstrate the ability to coordinate and/or deliver training:
 - The Training Coordinator shall demonstrate the ability to conduct or coordinate training preparation activities;
 - The Training Coordinator shall demonstrate the ability to conduct or coordinate course orientation;
 - The Training Coordinator shall demonstrate the ability to coordinate or deliver training curriculum using contemporary adult-based instructional techniques;
 - The Training Coordinator shall demonstrate the ability to evaluate student knowledge and skills;
 - The Training Coordinator shall demonstrate the ability to evaluate the effectiveness of training;
- The Training Coordinator shall demonstrate the ability to administer training plans:
 - The Training Coordinator shall demonstrate the ability to accurately maintain all certification requirements and related records;
 - The Training Coordinator shall demonstrate the ability to maintain accurate training records in accordance with record retention schedules;
 - The Training Coordinator shall demonstrate the ability to maintain training schedules;
 - The Training Coordinator should demonstrate the ability to plan, develop, and manage the training budget as defined by the agency;
 - The Training Coordinator should demonstrate the ability to participate in the hiring process as defined by the agency;
 - The Training Coordinator shall demonstrate the ability to analyze data from the QA/QI process and modify training plans as appropriate;
 - The Training Coordinator shall demonstrate the ability to work effectively internal and external customers in the accomplishment of the agency's mission and goals;
 - The Training Coordinator should demonstrate the ability to provide public education as assigned by the agency.
- The Training Coordinator shall demonstrate the ability to manage the CTO program:
 - The Training Coordinator shall demonstrate knowledge of the job duties and

- requirements and relevant standards for the position of CTO;
 - The Training Coordinator shall demonstrate the ability to establish the CTO Program;
 - The Training Coordinator shall demonstrate the ability to identify and/or assign CTO Staff;
 - The Training Coordinator shall demonstrate the ability to manage and evaluate CTO Performance;
 - The Training Coordinator shall demonstrate the ability to oversee trainee participation, compliance with attendance policies, and progress;
 - The Training Coordinator shall demonstrate the ability to evaluate the CTO Program.
- ❖ **Requisite Standards:** The following requisite standards have been identified for the Training Coordinator. The agency shall require the Training Coordinator to demonstrate the following:
- The Instructor shall have a thorough understanding of the following APCO American National Standards:
 - APCO ANS 3.103-2-2015: *Minimum Training Standards for Public Safety Telecommunicators*;
 - APCO ANS 3.101-2-2013: *Core Competencies and Minimum Training Standards for Public Safety Communications Training Officers (CTO)*;
 - APCO ANS 3.102.1-2012: *Core Competencies and Minimum Training Standards for Public Safety Communications Supervisor*;
 - APCO ANS 3.108.1.2014: *Core Competencies and Minimum Training Standards for Public Safety Communications Instructor*.
 - The Training Coordinator should be cognizant of other relevant standards, including other APCO standards, National Fire Protection Association's (NFPA) standards, National Emergency Number Association (NENA) standards, and The Commission on Accreditation for Law Enforcement Agencies' (CALEA) standards.

References: (Association of Public Safety Communication Officials, 2012)

Public Safety Communications Quality Assurance Evaluators (QAE)

- ❖ **Knowledge:** The following general areas of knowledge have been identified for the QAE. The QAE shall demonstrate proficiency in at least the following areas:
- Agency mission/Core values
 - Agency performance and quality assurance standards
 - Agency written directives
 - Documentation procedures
 - Employee rights related to employment practices, including confidentiality of employee records
 - Expectations of agency
 - Geography/Jurisdiction
 - Industry terminology
 - Quality assurance tools.
- ❖ **Skills:** High-performing incumbent QAEs have been identified as demonstrating the following abilities:
- Active listening
 - Analysis
 - Coaching/mentoring
 - Critical thinking

- Evaluation
 - Interpersonal communications
 - Multi-tasking
 - Observation
 - Computer skills
 - Organization
 - Research
 - Stress management
 - Technical troubleshooting
 - Time management
 - Written and verbal communications
- ❖ **Professional Competencies:** This list 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.
- The QAE shall complete and maintain mandated training and certifications.
 - The QAE shall take responsibility for their own professional career development by actively seeking opportunities to enhance their job knowledge and skills.
 - The QAE shall identify professional goals that can be supported by the agency.
 - The QAE shall take advantage of career development opportunities.
 - The QAE should take advantage of opportunities to network both within the public safety community and within the community in which they serve.
 - The QAE should review professional publications and resources to enhance professional competence and remain current on trends within the profession.
 - The QAE shall comply with department, local, state, federal, or tribal regulations.
 - The QAE shall demonstrate the ability to meet and/or exceed performance standards set by the Agency.
 - The QAE shall demonstrate competency of the skills detailed herein.
 - 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.
 - The QAE shall demonstrate effective team concepts, including being an effective team member.
 - The QAE shall demonstrate the ability to communicate with superiors, peers, and subordinates in a positive and constructive manner.
 - The QAE shall demonstrate the ability to operate within all written directives and plans regarding operations established by and for the agency.
 - The QAE shall remain current and informed of all of the agency's written directives including relevant public safety and homeland security initiatives.
 - The QAE shall demonstrate the appropriate application of the agency's written directives.
 - The QAE shall recommend updates to the agency's written directives as appropriate.
- ❖ **Requisite Standards:** The following requisite standards have been identified for the QAE. The agency shall require the QAE to demonstrate the following:

- The QAE shall have a thorough understanding of the following APCO American National Standards:
 - APCO ANS 3.103-2-2015: *Minimum Training Standards for Public Safety Telecommunicators*;
 - APCO ANS 3.101-2-2013: *Core Competencies and Minimum Training Standards for Public Safety Communications Training Officers (CTO)*;
- ❖ The QAE should be cognizant of other relevant standards, including other APCO standards, National Fire Protection Association's (NFPA) standards, National Emergency Number Association (NENA) standards, and The Commission on Accreditation for Law Enforcement Agencies' (CALEA) standards.

References: (Association of Public Safety Communication Officials, 2013)

Public Safety Communications Manager/Director

- ❖ **Knowledge:** The following general areas of knowledge have been identified for the Manager/Director. The agency shall require the Manager/Director to demonstrate proficiency in at least the following areas:
 - Applicable standards
 - Basic communications
 - Business math
 - CJIS/NCIC
 - Computer programs
 - Contract negotiations
 - Demographics of jurisdiction
 - Department Heads
 - Dispatching experience
 - Emerging technology
 - Familiar with executed agreements
 - General accounting
 - Geography of jurisdiction
 - Liability issues
 - Local politics,
 - Local, state, and federal laws,
 - Personality types,
 - Personnel management,
 - Policies and procedures,
 - Public safety culture, and
 - Radio and phone operations
- ❖ **Skills:** High-performing incumbent Manager/Directors have been identified as demonstrating the following skills and abilities:
 - Analysis
 - Budget development and maintenance
 - Computer
 - Decision making
 - Delegation
 - Interpersonal communications
 - Leadership
 - Listening
 - Motivational

- Multi-tasking
 - Organization
 - Project management
 - Public speaking
 - Resource management
 - Time management
 - Verbal and written communication
- ❖ **Professional Competencies:** This list identifies those components within Public Safety Communications that are critical for enhancing the professional competence of all public safety manager/directors (both new and veteran workers). 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 list places primary accountability on the individual manager/director.
- The Manager/Director shall complete and maintain mandated training and certifications.
 - The Manager/Director shall take responsibility for their own professional career development by actively seeking opportunities to enhance their job knowledge and skills.
 - The Manager/Director shall identify professional goals that can be supported by the Agency.
 - The Manager/Director shall take advantage of career development opportunities.
 - 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:
 - Attend Peer Meetings,
 - Attend Professional Conferences, and
 - Cultivate Professional Relationships.
 - The Manager/Director should review professional publications and resources to enhance professional competence and remain current on trends within the profession.
 - The Manager/Director shall comply with department, local, state, federal, or tribal regulations.
 - The Manager/Director shall demonstrate the ability to meet and/or exceed performance standards set by the Agency.
 - The Manager/Director shall demonstrate competency of the applicable skills detailed herein.
 - The Manager/Director shall actively seek and be receptive to feedback and review of their performance.
 - The Manager/Director shall demonstrate effective team concepts, including being an effective team member, as well as developing and managing effective teams, as defined by the agency.
 - The Manager/Director shall demonstrate the ability to communicate with superiors, peers, and subordinates in a positive and constructive manner.
 - The Manager/Director shall demonstrate the ability to operate within all applicable written directives and plans regarding operations established by and for the agency.
 - The Manager/Director shall remain current and informed of all of the agency's

- written directives including relevant public safety and homeland security initiatives.
 - The Manager/Director shall demonstrate the appropriate application of the agency's written directives.
 - The Manager/Director shall recommend updates to the agency's written directives as appropriate.
 - ❖ **Requisite Standards:** The following requisite standards have been identified for the Manager/Director. The Agency shall require the Manager/Director to demonstrate the following:
 - The Manager/Director shall have a thorough understanding of the following APCO American National Standards:
 - APCO ANS 3.103-2-2015: *Minimum Training Standards for Public Safety Telecommunicators*;
 - APCO ANS 3.101-2-2013: *Core Competencies and Minimum Training Standards for Public Safety Communications Training Officers (CTO)*;
 - APCO ANS 3.102.1-2012: *Core Competencies and Minimum Training Standards for Public Safety Communications Supervisor*;
 - APCO ANS 3.108.1.2014: *Core Competencies and Minimum Training Standards for Public Safety Communications Instructor*;
 - APCO ANS 3.106.1-2013: *Core Competencies and Minimum Training Standards for Public Safety Communications Quality Assurance Evaluators (QAE)*.
 - The Manager/Director should be cognizant of other relevant standards, including other APCO standards, National Fire Protection Association's (NFPA) standards, National Emergency Number Association (NENA) standards, and The Commission on Accreditation for Law Enforcement Agencies' (CALEA) standards.
- References:* (Association of Public Safety Communication Officials, 2014)

Chapter 4: Technical Personnel

Definition: Individuals responsible for planning, monitoring, maintaining, and managing the software/hardware technologies to support the mission of the Public Safety Communications Center.

Public Safety Communications Technicians

- ❖ **Knowledge:** The following general areas of knowledge have been identified for the Technician. The Agency shall require the Technician to demonstrate proficiency in at least the following areas:
 - Agency operations and mission
 - Agency CAD or radio system components (to include those assets both in the PSAP, such as CAD servers, client workstations, radios and repeaters, and in the field, such as Mobile Data Terminals (MDTs), tower and microwave sites)
 - Agency written directives
 - Applicable APCO standards including P25 or CAD-to-CAD standards and industry best practices
 - Applicable local, state, federal (FAA, FCC, OSHA), and/or tribal regulations, standards and statutes
 - Communications networking (including Internet Protocol networking and interoperable solutions)
 - Communications Radio or CAD system terminology
 - End-user business practices

- Public safety communications technology needs
 - Radio or CAD system design principles
 - Relevant computer applications
 - Equipment installation standards
 - Budget preparation, as specified by their agency
 - Generator operation and maintenance
 - Grounding principles and requirements (for example, R56, OSHA, Telecom, etc.)
 - Infrastructure security (logical and physical)
 - Industry certification requirements
 - Inventory control
 - Jurisdiction and geography
 - Public safety communications culture and concepts
 - Record retention procedures
 - Relevant public safety and homeland security initiatives
 - Supervision and leadership concepts and principles
 - Technological systems (current systems used within the agency, emerging technologies and new trends)
 - Interpret technical specifications
 - Testing equipment operation
 - Transfer switching and Uninterruptible Power Sources
- ❖ **Skills:** High-performing incumbent Technicians have been identified as demonstrating the following skills and abilities:
- Active listening
 - Analysis
 - Computer
 - Critical thinking
 - Customer Service
 - Decision-making
 - Evaluation
 - Interpersonal communications
 - Leadership
 - Multi-tasking
 - Negotiation
 - Observation
 - Organization
 - Planning
 - Prioritization
 - Project management
 - Problem solving
 - Resource management
 - Research
 - Schematic interpretation
 - Soldering
 - Stress management
 - Technical troubleshooting
 - Time management
 - Use of hand tools and testing equipment
 - Written and verbal communications, including ability to communicate technical

information clearly with non-technical operational staff

- ❖ **Professional Competencies:** This list identifies those components within Public Safety Communications that are critical for enhancing the professional competence of all Technicians (both new and veteran workers). These components have been identified, during the occupational analysis process, as being necessary for developing, maintaining, and enhancing the knowledge and skills of the Technician. While the agency has some responsibility for supporting and facilitating the development of the Technician's professional competence, this list places primary accountability on the individual Technician.
 - The Technician shall demonstrate the ability to access administrator functions for all tools, equipment, and technology as designated by the agency.
 - The Technician shall demonstrate the ability to maintain awareness of emerging technologies.
 - The Technician shall complete and maintain mandated training and certifications.
 - The Technician shall take responsibility for their own professional career development by actively seeking opportunities to enhance their job knowledge and skills.
 - The Technician shall identify professional goals that can be supported by the agency.
 - The Technician shall take advantage of career development opportunities.
 - The Technician should take advantage of opportunities to network both within the public safety community and within the community in which they serve.
 - The Technician should review professional publications and resources to enhance professional competence and remain current on trends within the profession.
 - The Technician shall comply with department, local, state, federal, or tribal regulations.
 - The Technician shall demonstrate the ability to meet and/or exceed performance standards set by the agency.
 - The Technician shall demonstrate competency in the applicable skills detailed herein.
 - The Technician 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.
 - The Technician shall demonstrate effective team concepts, including being an effective team member, as well as developing and managing effective teams, as required by the agency.
 - The Technician shall demonstrate the ability to communicate with superiors, peers, and subordinates in a positive and constructive manner.
 - The Technician shall demonstrate the ability to operate within all applicable written directives and plans regarding operations established by and for the agency.
 - The Technician shall remain current and informed of all of the agency's written directives including relevant public safety and homeland security initiatives.
 - The Technician shall demonstrate the appropriate application of the agency's written directives.
 - The Technician shall recommend updates to the agency's written directives as appropriate.
- ❖ **Requisite Standards:** The Technician should be cognizant of all relevant standards and regulations governing public safety Systems including those of APCO, the Federal Aviation Administration (FAA), Federal Communications Commission (FCC), National Fire Protection Association (NFPA), Occupational Safety and Health Administration (OSHA), and The Commission on Accreditation for Law Enforcement Agencies (CALEA).

- ❖ **Public Safety Radio System Specialist**
 - In addition to the Knowledge, Skills, and Professional Competencies listed above for the Public Safety Communications Technician, the Radio System Specialist shall maintain knowledge of:
 - Backhaul transport of fiber optics, microwave and other equipment
 - Basic radio system components common among public safety users
 - Basic heating, ventilation, and air conditioning (HVAC) operation and maintenance
 - Battery backup and charging systems
 - Conventional or trunked radio systems
 - Global Positioning Systems role in radio communications
 - Radio frequency and spectrum fundamentals
 - Solar and atmospheric activity's impact on radio communications (i.e. sunspots, solar flares, atmospheric skip, etc.)
 - System coverage
 - Tower Lighting Regulations (FAA)
 - Tower and Antenna Systems maintenance and operation
 - National Electrical Code (relevant sections)
- ❖ **Public Safety Computer Aided Dispatch (CAD) System Specialist**
 - In addition to the Knowledge, Skills, and Professional Competencies listed above for the Public Safety Communications Technician, the Computer Aided Dispatch (CAD) System Specialist shall maintain knowledge of:
 - CAD system applications
 - Criminal Justice Information System security requirements
 - Applicable computer hardware and applicable software
 - Data communication principles
 - Local computer infrastructure

References: (Association of Public Safety Communication Officials, 2015)

Public Safety Radio System Manager

- ❖ Section to be completed following an Association for Public Safety Communications Officials (APCO) occupational analysis for the listed position.

References: N/A

Public Safety Geographical Information Systems (GIS) Technician

- ❖ Section to be completed following an Association for Public Safety Communications Officials (APCO) occupational analysis for the listed position.

References: N/A

Conclusion

The citizens, visitors and public safety responders within the commonwealth are entitled to the best level of public safety communications services possible. To enable a standard level for this service across the commonwealth, regardless of the individual agency policy, services provided, protocols utilized, etc. Standard levels of knowledge, skills and professional competencies should be followed as best practices. The best practices included in this document should be incorporated into local policies and procedures as the locality, agency, department, and/or division see fit.

Additional Resources

Association of Public Safety Communication Officials. (2012, December 7). *APCO ANS 3.102.1-2012: Core Competencies and Minimum Training Standards for Public Safety Communications Supervisor*. Retrieved from APCO International: <https://www.apcointl.org/doc/911-resources/apco-standards/398-core-competencies-and-minimum-training-standards-for-public-safety-communications-supervisor/file.html>

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National Emergency Number Association. (2016, May 19). *Recommended Minimum Training Guidelines for Telecommunicators*. Retrieved from National Emergency Number Association: <https://www.nena.org/page/trainingguidelines>

National Fire Protection Association. (2014). *NFPA 1061: Standard for Professional Qualifications for Public Safety Telecommunications Personnel*. Quincy, MA: National Fire Protection Association.

National Fire Protection Association. (2016). *NFPA 1221: Standard for the Installation, Maintenance, and Use of Emergency Services Communications Systems*. Quincy, MA: National Fire Protection Association.

Version History

<i>Version</i>	<i>Summary</i>	<i>Date</i>
1.0	Initial BP documents developed by the PSAP Staffing Needs Analysis workgroup and vetted through the BP Steering Committee	December 2017
1.1	Final Best Practice Document for publication.	January 30, 2018
2	Rewrite of Chapter 4: Technical Personnel to reflect aggregation of Occupational Analysis results to define Knowledge, Skills and Professional Competencies for the Public Safety GIS Technician position. Document reviewed by BP Steering Committee.	upcoming