

# APCO International

*The Association of Public-Safety Communications Officials - International*



Core Competencies  
for Public Safety  
Communications  
Manager/Director

**APCO ANS 1.106.1-2009**



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# Core Competencies for Public Safety Communications Manager/Director

## APCO ANS 1.106.1-2009

Standard written by **Core Competencies Sub-Committee of  
The APCO International Call Center Standards Committee**

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**APCO International Standards Development Committee (SDC)**

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**Abstract:** Defines the basic functions, duties, responsibilities, knowledge, abilities and expertise attributable to individuals who manage public safety communications functions. The standard respects the diverse nature of public safety communications, competencies may vary dependent upon the size of the agency, service demographics and type of services provided. Areas identified include: managing self & personal skills, providing direction, facilitating change, working with people, using resources, and achieving results.

**Keywords:** 9-1-1, public safety answering point (PSAP), communications Comm. center, public safety communications, manager, director, emergency services, management, core competencies, managing communications, agencies and emergency responders.

**Note:** The Call Center Standards Committee used research from the Management Standards Centre and an Occupational Analysis for Public Safety Communications Leader, combined with information obtained from over 500 responses to a survey from Public Safety Communications Managers and Directors. The National Occupational Standards for Management and Leadership were developed by the Management Standards Centre with National Occupational Standards Board funding. This material is Chartered Management Institute copyright and is reproduced under license from the Chartered Management Institute. Copies of the National Occupational Standards for Management and Leadership may be made for educational purposes only, provided no commercial benefit is intended or derived. Chartered Management Institute copyright must always be acknowledged.

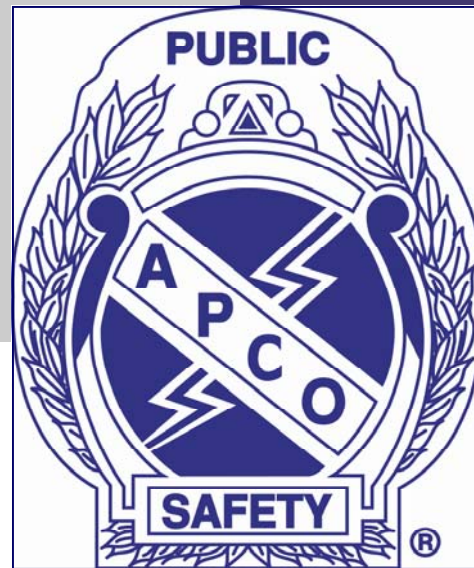
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351 North Williamson Blvd, Daytona Beach, Florida 32114 USA

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# Core Competencies for Public Safety Communications Manager/Director

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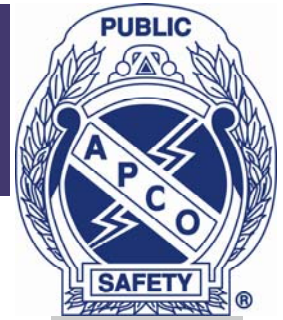
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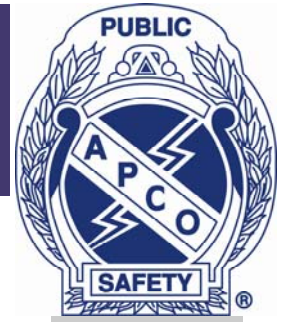
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# Core Competencies for Public Safety Communications Manager/Director

## Introduction\*

On behalf of public safety communication professionals across the nation, the Call Center Standards Committee accepted the task of developing Core Competencies for Public Safety Manager/Director. A group of working public safety communication professionals from various sizes and types of agencies developed these competencies. This project was one of the more aggressive tasks that this committee has pursued. It began with the question of “what does a public safety communications manager or director need to know to be successful?” The focus of this collaboration is to help public safety communications managers/directors expand their knowledge, as well as to prepare the next generation of managers/directors currently working at various levels of our public safety communications centers.

Responding to the needs of our members, dealing with the rapidly expanding and ever-changing service environment, the Committee came together and began to develop these competencies. Beginning with a basic management model, the competencies were developed over the last year with face-to-face work sessions, as well as numerous teleconferences and homework assignments to incorporate public safety communications knowledge, skills and abilities as appropriate. In our experience, this was the most difficult and quite possibly the most rewarding undertaking of this Committee to date and has prepared us for future projects. The dynamic nature of the public safety communications industry has driven the need for this type of development and APCO as an organization continues to rise to the challenge.

These core competencies are a product of these efforts. We would like to thank all of the Public Safety Communications Managers and Directors who assisted with the development of this document. We appreciate the feedback and comments the committee received during the public review and comment periods. Many comments have been incorporated within this version. The continued collaboration of industry professionals, our members, increases the validity and value of this work. Please use this as a tool to further enhance our profession and continue the development of public safety communications Managers and Directors.

Julie Righter  
**2008-2009 Chair**  
**Call Center Standards Committee**

## Section 1: Managing Self & Personal Skills

**A Public Safety Communications Manager should have:**

- A. The individual knowledge, skills, and traits required to fulfill the duties and responsibilities of the position.**
- B. The ability to recognize, identify, and reconcile gaps in his/her own knowledge, skills and experience to effectively meet job requirements and pursue professional development.**
- C. An understanding of the position and how it fits into the overall vision and objectives of the Agency<sup>1</sup> while also understanding personal motivators in terms of values, career and other aspirations.**

**1.1. A Public Safety Communications manager shall have the attributes required to undertake the work.**

- 1.1.1 Identify and reach concurrence on the requirements of the position with superiors.
- 1.1.2 Evaluate current and future requirements of the position taking into account the vision and objectives of the agency.
- 1.1.3 Clearly outline specific objectives and identify measurements of progress with superiors.
- 1.1.4 Identify gaps between the requirements of the position and current knowledge and skills, developing, implementing, and evaluating a plan to address the gaps.
- 1.1.5 Obtain regular feedback from superiors, peers and team members, changing professional development objectives based upon feedback.
- 1.1.6 Evaluate and improve time management skills.
  - 1.1.6.1. Set and prioritize objectives and plan work to make best use of time and resources.
  - 1.1.6.2. Recognize changes in circumstances promptly and adjust plans and activities accordingly.

**1.2 A Public Safety Communications Manager shall develop personal networks<sup>2</sup> to support both current and future needs for information and resources.**

- 1.2.1 Identify and work with people and organizations that can provide support for the work.

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<sup>1</sup> Agency can be defined as a self-contained entity such as a private sector company, a local authority or a significant operating unit, with a relative degree of autonomy, within a larger organization. Examples include, but not limited to Communications Center and Public Safety Answering Point (PSAP).

<sup>2</sup> Personal networks may include people in the Agency, people from other organizations and other contacts.

- 1.2.2 Work to develop an atmosphere of professionalism and mutual support.
  - 1.2.2.1 Consider the impact of actions to be taken; honor commitments, and acknowledge when interests are in conflict with common goals.
  - 1.2.2.2 Introduce people and organizations with common interests to each other.
  - 1.2.2.3 Encourage others to share information and knowledge within the constraints of confidentiality.

## **Section 2: Providing Direction**

### **A Public Safety Communications Manager should:**

- A. Develop and implement operational plans for area of responsibility.**
- B. Ensure that the Agency has an overall strategic plan and each identified area of responsibility has an operational plan that will facilitate achieving the objectives set out in the strategic plan.**
- C. Provide a strategy to ensure the Agency and community's needs are met, defining standards for measuring success.**
- D. Ensure that the Agency acts in accordance with Agency goals in relation to its personnel<sup>3</sup>, customers, stakeholders and community.**
- E. Facilitate an organizational culture in which individuals are aware of potential risks.**
- F. Assure the Agency has an awareness of diversity and an active commitment to ensure equality.**

### **2.1 A Public Safety Communications Manager shall provide direction and leadership for the area of responsibility.<sup>4</sup>**

- 2.1.1 Develop, implement, monitor, and evaluate operational plans for area of responsibility implementing modifications as needed for effective practice and improvement.
- 2.1.2 Compare and consider new ideas in relation to existing practices.
  - 2.1.2.1 Balance risk with desired outcomes; consider the impact of actions on others; ensure plans are consistent and flexible.
- 2.1.3 Develop and assign responsibilities to appropriate personnel while providing the necessary resources.
  - 2.1.3.1 Evaluate capabilities of agency personnel for appropriate assignments and establish realistic objectives.

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<sup>3</sup> The term "personnel" refers to staff within the Agency, subordinates and/or team members.

<sup>4</sup> The term "Area of responsibility" refers to the area the manager is directly responsible. This may be the entire agency, a department or functional area(s) within an organization.

- 2.1.4 Gain the support of stakeholders.
  - 2.1.4.1 Support stakeholder goals, objectives, and operational plans and ensure understanding of stakeholder objectives whenever possible.
  - 2.1.4.2 Present information clearly, concisely, accurately and in ways that promote understanding.
  - 2.1.4.3 Encourage a sense of common purpose for achieving the goals and objectives of the agency.
  - 2.1.4.4 Ensure personnel understand stakeholder goals and objectives and work to support those issues.

**2.2 A Public Safety Communications Manager shall have an organizational awareness of the environment<sup>5</sup> in which the agency operates.**

- 2.2.1 Identify and prioritize agency strengths, weaknesses, opportunities, and threats.
- 2.2.2 Obtain information on internal and external customers and about the Public Safety Communications industry to support planning and decision-making.
- 2.2.3 Monitor and evaluate trends, technology, and information recognizing changes that require prompt adjustment of plans and activities.
- 2.2.3 Consult with all stakeholders on trends and technology issues in order to inform and support strategic decisions.

**2.3 A Public Safety Communications Manager shall assure the Agency's vision and strategic plan are developed with input from all Agency stakeholders.**

- 2.3.1 Develop and articulate a clear vision consistent with Agency objectives.
  - 2.3.1.1 Create a clear and achievable plan.
  - 2.3.1.2 Compare and consider new ideas in relation to existing practices.
  - 2.3.1.3 Balance the needs and expectations of key stakeholders and personnel and gain their support.
  - 2.3.1.4 Develop and/or revise policies and procedures to support the vision and the strategic plan.
- 2.3.1 Model values that will guide the work of others toward the vision.
- 2.3.2 Implement the strategic plan.
  - 2.3.2.1 Ensure those involved understand and demonstrate support of the plan through their responsibilities.
  - 2.3.2.2 Delegate responsibility for achieving goals and allocate resources effectively.

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<sup>5</sup> The environment can include the external operating environment – for example, User Agencies, Governing Councils and Boards, new technologies and methods, legislation, and the activities of stakeholders. It can also include the internal operating environment – for example, personnel and resources available and the culture of the organization.

- 2.3.2.3 Measure and monitor the implementation of the plan.
- 2.3.2.4 Identify variations from measurement standards and their causes.
  - 2.3.2.4.1 Turn unexpected events into opportunities rather than threats.
  - 2.3.2.4.2 Respond positively and creatively to setbacks.
- 2.3.3 Monitor and adjust the strategic plan.
  - 2.3.3.1 Adjust the plan or resources to ensure consistency with the Agency's overall vision and objectives.
    - 2.3.3.1.1 Recognize changes in circumstances promptly and adjust plans and activities accordingly.
    - 2.3.3.1.2 Inform internal and external stakeholders of adjustments to the plan.
- 2.3.4 Evaluate the plan at regular intervals.
  - 2.3.4.1 Document the implementation, evaluation and adjustment of the plan.

**2.4 A Public Safety Communications Manager shall provide direction and leadership to personnel of the Agency.**

- 2.4.1 Provide leadership in area of responsibility.
  - 2.4.1.1 Clearly communicate the vision, supportive objectives and operational and strategic plans to the personnel and stakeholders.
- 2.4.2 Create a sense of common purpose by leading the Agency successfully through difficulties and challenges.
- 2.4.3 Create and maintain a culture, which encourages and recognizes creativity and innovation.
- 2.4.4 Communicate regularly using various methods to ensure effective communication is exchanged and understood by all involved.
- 2.4.5 Ensure that there are open lines of communication and guidance available, especially during challenges and change.
- 2.4.6 Support and provide a standardized method to motivate personnel to achieve objectives and provide recognition when they are successful.
- 2.4.7 Empower personnel to develop successful work styles and take initiative within the limits of authority.
- 2.4.8 Foster and require ethical behaviors.

**2.5 A Public Safety Communications Manager shall ensure the agency complies with the law in key areas such as health and safety, employment, finance, statutory and regulatory requirements.**

- 2.5.1 Monitor the relevant requirements and analyze the effect they have on the agency, including the consequences of non-compliance.
- 2.5.2 Develop and implement effective policies and procedures to ensure the agency meets all the necessary requirements.
- 2.5.3 Confirm affected personnel have a clear understanding of the policies and procedures and their importance.
- 2.5.4 Encourage personnel involvement to ensure compliance.
- 2.5.5 Ensure that there is a process in place to check, audit, and confirm compliance.
- 2.5.6 Identify and correct failures to meet the requirements.
- 2.5.7 Analyze the reasons for the failure and adjust practices, policies and procedures to reduce the likelihood of failures in the future.
- 2.5.8 Provide full reports about failures to meet requirements to the relevant stakeholders.

**2.6 A Public Safety Communications Manager shall ensure compliance with local, state/provincial, tribal and federal legislation.**

- 2.6.1 Identify responsibilities and liabilities to ensure compliance and adherence to local, state/provincial, tribal and federal laws and regulations.

**2.7 A Public safety communications Manager shall facilitate the professional culture for the agency's overall vision, mission, strategy and goals.**

- 2.7.1 Foster the cultural development of the organization in a way that is directly linked to the agency mission, vision, and goals.
- 2.7.2 Communicate organizational values to personnel and promote their practice.
- 2.7.3 Encourage behavior that is consistent with the agency's overall vision, values, and mission as well as the needs and interests of key stakeholders and personnel. Ensure personal behavior, actions and words that consistently reinforce these values.
  - 2.7.3.1 When challenging the status quo, do so constructively seeking better alternatives and encouraging stakeholders to do the same.
  - 2.7.3.2 Encourage personnel and stakeholders to find practical ways to overcome barriers.
  - 2.7.3.3 Acknowledge the needs, feelings and motivations of personnel.
  - 2.7.3.4 Have clearly articulated expectations and hold personnel and stakeholders accountable to them.
- 2.7.4 Implement policies, programs and systems to support agreed upon values.

- 2.7.4.1 Counter messages that conflict with Agency values.
  - 2.7.4.2 Continuously monitor and adjust values and assumptions, and the way they are applied.
  - 2.7.4.3 Monitor on a regular basis, the culture of the agency, communicating clearly to all personnel whenever there appears to be a conflict between the agencies mission, values, goals and objectives and behavior or performance.
- 2.8 A Public Safety Communications Manager shall lead in establishing and operating an effective liability management process across the Agency.**
- 2.8.1 Manage Exposures
    - 2.8.1.1 Ensure that the agency has a written risk management policy, which is clearly communicated across the agency and stakeholders.
    - 2.8.1.2 Establish, and periodically review, risk criteria for the agency, seeking and taking account of the views of stakeholders across the agency.
    - 2.8.1.3 Practice vigilance to avoid, resolve and/or mitigate potential liabilities and risks.
    - 2.8.1.4 Evaluate significant current and planned organizational activities and identify potential risks, the nature of the risks, the probability of occurrence and consequences.
    - 2.8.1.5 Collect and evaluate information from across the agency on how identified risks have been or are being dealt with, including contingency plans which have been implemented.
    - 2.8.1.6 Communicate information on identified risks to stakeholders across the agency and enable decisions and actions to be taken in terms of accepting or mitigating the risks.
    - 2.8.1.7 Solicit senior management commitment to the risk management process.
- 2.9 A Public Safety Communications Manager shall actively promote equal employment opportunities and cultural diversity within the Agency.**
- 2.9.1 Ensure commitment to equality and diversity, including making it a priority area of the agency's overall vision, values, objectives and planning and decision-making.
  - 2.9.2 Ensure behavior, words and actions support a commitment to equality and diversity.
  - 2.9.3 Continually model behavior that shows respect, helpfulness, and cooperation.
    - 2.9.3.1 Treat individuals with respect.
    - 2.9.3.2 Use communication styles and techniques that are appropriate to different individuals and situations.

- 2.9.3.3 Use a full range of leadership styles appropriate to different individuals and situations.
- 2.9.3.4 Exhibit integrity, fairness and consistency in decision-making.
- 2.9.4 Identify responsibilities and liabilities to ensure compliance with federal, state/provincial, local, and/or tribal legislation.
- 2.9.5 Continually review the diversity of the workforce, at all levels, and identify areas for improvement.
  - 2.9.5.1 Consider the needs, feelings, and motivations of individuals and the implications of decisions upon that individual.
  - 2.9.5.2 Encourage and support all personnel to make the best use of their abilities.
  - 2.9.5.3 Ensure that working arrangements, resources and business processes in the Agency respond to diverse needs, abilities, values and methods.
- 2.9.6 Ensure that the Agency has a written diversity policy that is clearly communicated to all personnel and other relevant parties via training.
- 2.9.7 Monitor changes in relation to diversity and evaluate their implications on the agency.

### **Section 3: Facilitating Change**

#### **A Public Safety Communications Manager should:**

- A. Solicit, consider, and implement new ideas and improvements to existing services and improvements to existing practices, procedures and systems.**
- B. Be an advocate for the Agency vision and support those involved in making the vision a reality.**

#### **3.1. A Public Safety Communications Manager shall encourage and support the identification and implementation of practical and viable ideas and innovations.**

- 3.1.1 Identify target activities and periodically review the approach to a higher level of innovation within area of responsibility.
  - 3.1.1.1 Solicit from all the personnel, ideas for new services, improvements and other potential sources of ideas.
  - 3.1.1.2 Respond openly to ideas from individuals or teams and ensure constructive feedback in a timely manner.
  - 3.1.1.3 Objectively consider suggestions/recommendations submitted by individuals and/or teams within area of responsibility.
  - 3.1.1.4 Encourage and support others to make decisions autonomously.

- 3.1.1.5 Encourage the sharing of information.
  - 3.1.1.6 Recruit, select, develop, and encourage creativity and innovative thinking in personnel.
  - 3.1.1.7 Recognize the achievements and the success of others
- 3.1.2 Encourage members of the team to share, discuss and work together in developing initial ideas.
- 3.1.2.1 Develop more efficient operational methods.
  - 3.1.2.2 Ensure a fair and open method for considering and selecting initial ideas for further development.
  - 3.1.2.3 Show integrity, fairness and consistency in decision-making.
  - 3.1.2.4 Discuss and agree upon ways in which selected ideas can be further developed, reviewed and implemented by individuals or teams.
  - 3.1.2.5 Support practical ways to overcome barriers.
  - 3.1.2.6 Provide assistance in developing plans in support of ideas.
  - 3.1.2.7 Respond to ideas identified by personnel and provide constructive feedback, displaying a willingness to explore new approaches.
- 3.1.3 Identify and pursue opportunities to work with stakeholders to generate and develop ideas.
- 3.1.4 Consider ideas that need further development, listen to input or provide direction on how they should be developed, identify the required resources, and encourage consensus on implementation plans.
- 3.1.5. Support personnel in submitting formal proposals to other people for approval when the authority is not within the scope of the Manager.
- 3.1.6. Work toward the practical implementation of ideas, based on the identified benefits, risks and required resources within the scope of authority.
- 3.1.7. Provide ongoing support, encouragement and resources to personnel who are developing and testing ideas.
- 3.1.8. Oversee the implementation of ideas, monitoring, documenting, and communicating on progress while helping to remove identified obstacles.
- 3.1.9. Ensure that the originators and developers of ideas which are successfully implemented receive recognition for their achievement.
- 3.1.10. Ensure that resources, including time, are made available across the Agency for the origination, development and testing of ideas and help to remove identified obstacles.
- 3.1.11. Identify and pursue opportunities for the Agency to work in partnership with external professional organizations to generate and develop ideas.

- 3.1.12. Establish a culture that encourages people to take acceptable risks in pursuing innovation and to balance the risks against the benefits and disadvantages that may arise from taking risks.
- 3.1.13. Evaluate business cases and plans for the practical implementation of ideas and approve those which appear viable, while monitoring and reviewing their progress.
  - 3.1.13.1. Seek out and act on new business opportunities (as applicable).
- 3.1.14. Establish systems for measuring innovation within the Agency and provide information on Agency performance to relevant parties.
- 3.1.15. Provide cost benefit analysis or other reports for the review of personnel and stakeholders on the value of new ideas or practices.

**3.2 A Public Safety Communications Manager shall provide leadership when the Agency investigates or implements a specific change or a wider program of change<sup>6</sup>.**

- 3.2.1 Continually communicate the vision, the reasons for the change and associated benefits to everyone involved.
  - 3.2.1.1 Set and prioritize objectives for the change.
  - 3.2.1.2 Work to generate acceptance, enthusiasm and commitment.
- 3.2.2 Encourage personnel and stakeholders involved to view change as an opportunity.
  - 3.2.2.1 Work to inspire others while championing their work to achieve common goals.
  - 3.2.2.2 Solicit ideas, innovations, and practical ways to implement changes.
- 3.2.3 Ensure those responsible for planning and implementing change understand their responsibilities.
- 3.2.4 Strive for clarity and consensus on expectations and hold responsible personnel accountable.
- 3.2.5 Identify strategies for achieving the vision and communicate them clearly to everyone involved.
  - 3.3.1.1 Set and prioritize objectives for the change.
  - 3.3.1.2 Identify and deal with obstacles to change.
  - 3.3.1.3 Identify the implications or consequences of a situation and communicate clearly to everyone involved.
  - 3.3.1.4 Implement difficult and/or unpopular decisions, if necessary.

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<sup>6</sup> "Change," in its various forms, is occurring more often within Public Safety Communications agencies. The driving force for change may be external or internal to the Agency or a mixture of both. It may be a reaction to events or an attempt to improve the Agency for the future.

- 3.2.6 Support personnel during the change process.
  - 3.2.6.1 Be sensitive to the needs and interests of personnel, stakeholders, and the community and manage them effectively.
  - 3.2.6.2 Use a range of leadership and interpersonal communication styles appropriate to different people and situations.
  - 3.2.6.3 Communicate progress to everyone involved and celebrate achievement.
  - 3.2.6.4 Present opportunities to provide feedback and respond appropriately.

**3.3 A Public Safety Communications Manager shall be responsible for planning what is needed to make a specific change or put into practice a program of change.**

- 3.3.1 Identify procedures, methods, structures and roles that need to be changed, and measure the gap between the current and required future state.
  - 3.3.1.1 Provide documentation on the needed changes and identify the method used to assess the need for the change.
  - 3.3.1.2 Calculate the cost and/or cost benefit of change using accepted analytical processes.
- 3.3.2 Identify and assess barriers to change.
  - 3.3.2.1 Continually seek practical ways to overcome barriers.
- 3.3.3 Develop a communication strategy for the change process that allows people to give feedback.
- 3.3.4 Analyze the risks and benefits associated with strategies/plans and develop contingency arrangements.
  - 3.3.4.1 Monitor, on a daily basis, business capacities planning relative to the agency business plan.
  - 3.3.4.2 Monitor, on a monthly basis, contingency planning relative to the overall strategic plan.
  - 3.3.4.3 Ensure at least on an annual basis, mutual aid, including interagency or inter-local agreements, MOU's and other planning documentation is current.
- 3.3.5 Ensure plans include short-term 'wins' as well as long-term deliverables.
  - 3.3.5.1 Establish necessary and achievable objectives for all involved.
  - 3.3.5.2 Develop strategies and plans to implement, monitor, and evaluate the effects of change.
  - 3.3.5.3 Present information clearly, concisely, and accurately, and in ways that promote understanding.

3.3.6 Identify training and support needs and plan how to meet these.

**3.4 A Public Safety Communications Manager shall implement change.**

3.4.1 Design the overall strategy and plan for a specific change or outline of change.

3.4.2 Implement the strategies and plan for change in line with the available resources.

3.4.3 Design new work processes, procedures, systems, structures and roles to achieve the vision behind the change.

3.4.4 Review and approve necessary training that results from the change.

3.4.1.1 Evaluate the effectiveness of the training.

3.4.5 Identify, assess and manage problems and barriers to change.

3.4.5.1 Position self to recognize changes in circumstances promptly and adjust plans and activities accordingly.

3.4.5.2 Recognize when there are conflicts, acknowledge the feelings and views of all parties, and redirect where appropriate.

3.4.6 Monitor, document and communicate progress to all involved.

3.4.7 Recognize and reward people and teams who achieve results.

3.4.8 Maintain the momentum for change.

3.4.9 Ensure that the change is effective and meets the requirements of the Agency.

## **Section 4: Working with People**

**A Public Safety Communications Manager should:**

**A. Foster and create effective working relationships with all personnel within the organization and with individuals and organizations external to the agency.**

**B. Oversee recruitment and selection of personnel for various positions within the agency.**

**C. Encourage agency members to take responsibility for their own learning and provide an environment<sup>7</sup> in which learning is valued.**

**D. Encourage and support the highest quality of workplace team interaction and behavior by leadership and example.**

**4.1 A Public Safety Communications Manager shall support and develop working relationships with internal personnel, stakeholders and external organizations.**

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<sup>7</sup> The term "environment" refers to, for example, in your team or area of responsibility.

- 4.1.1 Develop productive working relationships with personnel, stakeholders, and external organizations.
  - 4.1.1.1 Seek to understand people's needs and motivations.
  - 4.1.1.2 Make time available to support and listen to others.
  - 4.1.1.3 Interact with government policymakers, external neighboring public safety agencies, community service organizations, and professional industry associations.
  - 4.1.1.4 Partner with stakeholders and external organizations to develop and maintain a Public Outreach/Education Program.
- 4.1.2 Establish working relationships with stakeholders and external organizations.
  - 4.1.2.1 Develop and maintain internal and external Public Relations.
  - 4.1.2.2 Present information clearly, concisely, accurately with understanding.
- 4.1.3 Recognize, respect, and acknowledge the roles, responsibilities, interests and concerns of colleagues and stakeholders.
  - 4.1.3.1 Recognize people's needs and motivations, seek accountability in others; is accountable for own interest and actions, and develop an atmosphere of professionalism and support.
- 4.1.4 Identify and obtain account of the priorities, expectations, and authority of stakeholders or other organizations in decisions and actions.
- 4.1.5 Consult colleagues and stakeholders for input on key decisions and activities and take account of their views, including their priorities, expectations and attitudes toward potential risks - work toward win-win solutions.
- 4.1.6 Identify conflicts of interest and disagreements with colleagues and seek responses that retain the integrity of the work being carried out.
  - 4.1.6.1 Exhibit sensitivity to internal and external politics that impact on area of work.
- 4.1.7 Fulfill agreements made with personnel, stakeholders or other organizations and communicate difficulties and/or probability of outcomes.
  - 4.1.7.1 Exhibit respect, helpfulness and cooperation.
  - 4.1.7.2 Keep promises and honor commitments.
- 4.1.8 Inform colleagues promptly of difficulties or where it will be challenging or impossible to fulfill agreements. Use teamwork in seeking alternative ways to achieve original goals.
- 4.1.9 Exchange information and resources with colleagues to make sure that all parties can work effectively.
  - 4.1.9.1 Present information clearly, concisely, accurately, and in ways that promote understanding.

4.1.9.2 Consider the impact of actions on others.

4.1.10 Provide feedback to colleagues on their performance and seek feedback from colleagues on your own performance in order to identify areas for improvement.

**4.2 A Public Safety Communications Manager shall participate in meetings in an active and constructive way.**

4.2.1 Know the content of the meeting, identify relevant information and clarify opinions on various agenda items.

4.2.1 Consult with those who have an interest in the various agenda items in order to understand and be able to represent their opinions.

4.2.1.1 Keep people informed of plans, changes, and developments.

4.2.2 Clarify objectives from the meeting and present relevant information clearly and concisely.

4.2.3 Present opinions in a convincing way, providing evidence to support the case, if required.

4.2.3.1 Use active listening techniques, ask questions, clarify points and rephrase others' statements to confirm mutual understanding.

4.2.4 Articulate issues and problems emerging from discussions and propose and evaluate possible solutions.

4.2.4.1 Address multiple issues; state own position and views, clearly and confidently in conflict situations, engage in respectful discussion or disagreement as appropriate.

4.2.5 Acknowledge and constructively discuss information and opinions provided by other people.

4.2.6 Clearly state decisions made on the various agenda items, where necessary.

4.2.6.1 Establish agreed upon communication protocol for the dissemination of decision points.

4.2.6.2 Communicate decisions clearly and concisely and in a timely way to those who have an interest in the various agenda items, in line with communication protocols agreed upon at the meeting.

**4.3 A Public Safety Communications Manager shall identify workforce requirements of the agency. The Manager shall recruit, select and retain personnel while considering strategic objectives and plans.**

4.3.1 Evaluate the agency's strategic objectives and associated plans obtaining information needed for planning the workforce.

4.3.2 Identify and review capacity and capability of current personnel to identify the skills, knowledge, experience or other requirements of positions within the Agency.

- 4.3.3 Plan for staffing needs appropriate to the organizational structure.
- 4.3.4 Ensure resources needed to recruit, hire, train, and retain personnel are available.
- 4.3.5 Identify methods of addressing staffing and retention issues, implementing those that clearly fall within authority and communicating these methods to other stakeholders involved in the process of staffing.
- 4.3.6 Keep informed on industry issues by staying current with public safety communications research and recommendations such as APCO International's Project RETAINS on staffing and retention issues.
- 4.3.7 Prioritize objectives and plan staffing to ensure the best use of resources. Use the best available resource, anticipate personnel needs, identify priorities and critical activities.
- 4.3.8 Seek expertise in relation to recruiting, selecting and retention of personnel.
- 4.3.9 Regularly review staffing needs of the agency, identifying shortfalls in the number of staff and/or the pool of trained personnel.
- 4.3.10 Grant supervisors and/or team leaders autonomy to adjust staffing based on unforeseen events.
- 4.3.11 Acting within authority, implement difficult and/or unpopular decisions, or attempt new ways of working or approaching the problem.
- 4.3.12 Consult with others to produce or update job descriptions and personnel specifications.
  - 4.3.12.1 Ensure compliance with all requirements, including legal, professional, agency, and/or professional standards or certification.
  - 4.3.12.2 Ensure that the essential functions of all positions are clearly articulated in job descriptions and advertised openings.
- 4.3.13 Consult with others to discuss stages in the recruitment and selection process for identified vacancies identifying methods that will be used to recruit and select personnel.
  - 4.3.13.1 Ensure that information on vacancies is fair, clear and accurate before it is distributed to potential applicants.
- 4.3.14 Participate in or review the recruitment and selection process, ensuring the process is fair, consistent, and effective.
  - 4.3.14.1 Evaluate the effectiveness of the recruitment and hiring process and maintain documentation on how the analysis was conducted and the results.
  - 4.3.14.2 Identify areas for improvements in recruitment, selection, and hiring.
  - 4.3.14.3 Show integrity, fairness and consistency in decision making.
  - 4.3.14.4 Seek hiring practices that help identify and select candidates whose behaviors will fit with the agency's mission and values as a good

employee and team member, as well as show an aptitude or skill for the position.

- 4.3.14.5 Evaluate frequently the testing tools used as part of the selection criteria for both new hires and promotions.
- 4.3.15 Ensure applicants who are offered positions are likely to be able to perform effectively and to work effectively with current personnel.
- 4.3.16 Conduct exit interviews with personnel who are leaving area of responsibility to identify and discuss their reasons for leaving.
  - 4.3.16.1 Keep accurate statistics on the success of hiring and recruitments in relationship to retention.
- 4.3.17 Develop plans addressing long-range and short-range hiring, staffing, and retention goals and objectives.
  - 4.3.17.1 Anticipate future staffing needs based on realistic analysis of trends, volumes, and other developments.
  - 4.3.17.2 Conduct regular, professional surveys with personnel to help determine workplace issues that affect staffing or retention.

#### **4.4 A Public Safety Communications Manager shall provide oversight of human resources practices.**

- 4.4.1 Understand the principles of human resource management.
  - 4.4.1.1 Maintain familiarity with local, state, or federal labor practices, including, but not limited to:
    - (1) Fair Labor Standards Act (FLSA),
    - (2) Family Medical and Leave Act (FMLA), and
    - (3) Americans Disability Act (ADA) and equal access to 9-1-1 or public safety services.
  - 4.4.1.2 Knowledge of accepted disciplinary practices.
  - 4.4.1.3 Knowledge of acceptable personnel records keeping practices.
- 4.4.2 Maintain familiarity with existing labor contracts.
- 4.4.3 Negotiate labor contracts as appropriate.

#### **4.5 A Public Safety Communications Manager shall ensure that the work required of personnel is effectively and fairly allocated and that work is reviewed to determine that performance standards and expectations are met.**

- 4.5.1 Establish a recognized method or program of quality assurance and a personnel performance measurement tool for the agency.

- 4.5.1.1 Establish and communicate benchmarks for response times and service quality.
- 4.5.1.2 Assign personnel to regularly review, identify issues and take appropriate actions on personnel and agency work performance issues, document and report on actions taken.
- 4.5.1.3 Check and compare progress and quality of work against the standard of expected performance.
- 4.5.1.4 Provide the results of the quality review to supervisory and training personnel as appropriate.
- 4.5.2 Convey expected standards of performance and outcomes to personnel.
- 4.5.3 Relate performance expectations clearly and concisely to personnel, ensuring their understanding.
  - 4.5.3.1 Support team members in identifying and addressing problems and unforeseen events.
  - 4.5.3.2 Tie standards to personnel performance appraisals and agency procedures as appropriate.
  - 4.5.3.3 Communicate what is expected of personnel and hold them accountable.
- 4.5.4 Praise and/or reinforce positive personnel performance and behavior.
- 4.5.5 Identify unacceptable or poor agency or personnel performance issues, discuss the cause(s) and gain consensus on ways of improving performance.
  - 4.5.5.1 Involve administrative, supervisory, and/or training and development staff in determining possible causes of poor performance and in addressing a solution to the substandard performance.
- 4.5.6 Conduct or ensure the completion of regular and routine reviews of job performance.
  - 4.5.6.1 Hold personnel accountable for timely and objective performance evaluations.
- 4.5.7 Help members of the team address problems affecting their performance.
  - 4.5.7.1 Address work-related problems and address the impacts of problems arising from their personal circumstances.
  - 4.5.7.2 Identify problems affecting an employee's performance, discuss these in a timely way with the employee and find a suitable solution to the problem.
  - 4.5.7.3 Provide team members opportunities to approach management with problems affecting their performance.
  - 4.5.7.4 Take an active interest in team member issues and be available for consultation.
- 4.5.8 Gather and check information to accurately identify the problem and its cause.
  - 4.5.8.1 Check the validity and reliability of information.

- 4.5.8.2 Identify the implications or consequences of a situation.
- 4.5.8.3 Discuss the range of alternative courses of action and concurs with the team member in a timely and effective way of dealing with the problem.
- 4.5.9 Confront performance issues and resolve them directly with the people involved.
  - 4.5.9.1 Make timely decisions that are realistic for the situation.
  - 4.5.9.2 Comply with, and ensure others comply with, legal requirements, industry regulations, organizational policies and professional codes.
  - 4.5.9.3 Exhibit integrity, fairness and consistency in decision-making and identify when it is appropriate to refer the team member to support services.
- 4.5.10 Provide appropriate training to personnel who will conduct quality assurance or performance appraisals within the agency.
  - 4.5.10.1 Document all concerns of poor work performance in a clear and concise manner.
  - 4.5.10.2 Communicate regularly with personnel to offer benefits and to gain benefits in personnel development.
- 4.5.11 Ensure work is allocated to personnel fairly.
  - 4.5.11.1 Take into account the skills, knowledge and abilities, experience and impacted workloads.
  - 4.5.11.2 Take advantage of opportunities for individual development and mentoring.
  - 4.5.11.3 Ensure personnel are briefed on allocated work, demonstrating it fits with the vision and objectives for the area and the overall agency, and the standard or level of expected performance.
  - 4.5.11.4 Plan methods of undertaking work tasks, soliciting views from personnel and stakeholders, where applicable, identifying priorities or critical activities and making best use of the available resources.
  - 4.5.11.5 Prioritize objectives and plan work to make best use of time and resources.
  - 4.5.11.6 Recognize changes in circumstances promptly and adjust plans and activities accordingly.
  - 4.5.11.7 Encourage personnel to ask questions make suggestions and seek clarification in relation to allocated work.
- 4.5.12 Motivate personnel to complete the work they have been allocated and provide, where requested and where possible, additional support and/or resources to help completion.
- 4.5.13 Recognize successful completion of significant pieces of work or work activities by individuals or teams.

4.5.14 Use information collected through quality assurance for personnel performance appraisals.

**4.6 A Public Safety Communications Manager shall support personnel within their line management responsibilities in identifying learning needs and helping to provide opportunities to address these needs.**

4.6.1 Promote the benefits of lifelong learning to colleagues and ensure their willingness and efforts to learn are recognized.

4.6.2 Make time to provide colleagues fair, regular and useful feedback on their work performance, including discussing steps for improvement.

4.6.3 Work with colleagues to identify and prioritize learning needs based on gaps between the requirements of their work-roles and their current knowledge, abilities and skills.

4.6.4 Help colleagues to identify the learning style(s) or combination of styles that works best for them and ensure that these are taken into account in identifying and undertaking learning activities.

4.6.5 Develop, with each colleague, a plan that includes learning objectives, activities to be undertaken, and the required resources and timescales.

4.6.5.1 Make sure required resources are made available.

4.6.5.2 Assist in the removal of obstacles to learning.

4.6.6 Work with colleagues to overcome barriers and make use of unplanned learning opportunities.

4.6.7 Seek and make use of specialist expertise in relation to identifying and providing learning for colleagues.

4.6.8 Evaluate, in discussion with each colleague, whether the learning activities they have undertaken have achieved the desired outcomes and provide positive feedback on the learning experience.

4.6.8.1 Encourage and support others to make the best use of their abilities.

4.6.8.1.1 Recognize the achievements and the success of others.

4.6.9 Encourage and work with colleagues to update their development plans, take responsibility for their own learning, including practicing and reflecting on what they have learned.

4.6.9.1 Confront performance issues and sort them out directly with the people involved.

4.6.9.2 Support training, and personnel involved with training, in developing a quality initial and on-going training program within the agency.

4.6.9.2.1 Provide opportunities for trainers to receive training.

**4.7 A Public Safety Communications Manager shall build a team and manage it through its various stages of growth.**

- 4.7.1 Understand elements of human behavior and group dynamics that may affect the team so that you can address problems or conflicts arising from those elements.
- 4.7.2 Clearly articulate the purpose of the team, expected achievements and team versus an individual approach.
  - 4.7.2.1 Present information clearly, concisely, and accurately, informing personnel of plans, developments, guidelines, and parameters.
  - 4.7.2.2 Identify to team members positive and negative behaviors concerning team progress so that the team can reinforce positive behaviors and redirect/mitigate negative behaviors.
- 4.7.3 Identify the combination of expertise, knowledge, skills and attitudes required to achieve the team purpose.
  - 4.7.3.1 Articulate a vision that generates excitement, enthusiasm and commitment.
- 4.7.4 Identify team members' expertise, knowledge, skills and attitudes, relating their particular roles within the team.
- 4.7.5 Use team selection and development processes to develop expertise, knowledge, skills and attitudes lacking in the team.
- 4.7.6 Relate to team members expected contributions to the team and fellow team members.
  - 4.7.6.1 Gain agreement on key expectations of others and hold them accountable.
- 4.7.7 Conduct analysis of the team with allowance for team development through its identified stages of growth.
  - 4.7.7.1 Check individuals' commitment to their roles in a specific course of action.
- 4.7.8 Assist the team to seize opportunities presented by changes in the team composition and support the introduction of new team members.
- 4.7.9 Promote open communication between team members.
  - 4.7.9.1 Identify and work with people and organizations that can provide support for the team's mission.
- 4.7.10 Review and evaluate the performance of the team regularly.
- 4.7.11 Recognize team and individual successes together.
- 4.7.12 Disband the team if and when its purpose has been achieved and it is no longer required for other purposes.

**4.8 A Public Safety Communications Manager shall reduce and manage conflicts between members of the team.**

- 4.8.1 Communicate clearly to team members the standards of work and behavior expected of them.
    - 4.8.1.1 Clearly articulate what is expected of personnel and hold them accountable.
  - 4.8.2 Establish ground rules for respectful disagreement or debate.
  - 4.8.3 Create an environment where conflict may occur without negative or threatening behaviors.
    - 4.8.3.1 Encourage respectful discussion and discourse of differing opinions or views.
    - 4.8.3.2 Encourage individuals to solve conflict directly with the party(s) involved and on their own.
  - 4.8.4 Establish a model for behavior that addresses respectful direct, communication, disagreement, or conflict resolution and make it part of the agency policy, practice, and culture.
    - 4.8.4.1 Hold all personnel accountable to that model.
    - 4.8.4.2 Respond quickly to crises and problems with a proposed course of action.
    - 4.8.4.3 Recognize conflicts, acknowledge the views of all parties, and redirect people's energy towards a common goal.
  - 4.8.5 Take prompt action to deal with conflict when the team members concerned are not able to resolve conflict themselves.
    - 4.8.5.1 Confront performance issues and resolve them directly with the people involved.
    - 4.8.5.2 Require personnel to deal directly with person(s) with whom they have conflict and to request mediation if direct contact does not produce the desired result.
  - 4.8.6 Acknowledge and show respect for team members' emotions regarding the conflict and seek to manage the impacts of any negative emotions.
  - 4.8.7 Impartially investigate the causes of the conflict, giving all parties opportunities to present the facts and their perceptions about the conflict.
  - 4.8.8 Comply with agency and legal requirements when resolving conflicts.
    - 4.8.8.1 Ensure others comply with, legal requirements, industry regulations, organizational policies and professional codes.
- 4.9 **A Public Safety Communications Manager shall make sound decisions based upon a valid analysis of the best available information.**
- 4.9.1 Identify those who may be affected by the decision, identifying their interests.
  - 4.9.2 Show integrity, fairness and consistency in decision-making.

- 4.9.3 Involve, where possible, those who are able to contribute to the decision-making process or who will be affected by the decision.
- 4.9.4 Establish the objectives of the decision to be taken.
- 4.9.5 Ensure those involved in the decision-making process understand the objectives.
- 4.9.6 Identify the information needed to make the decision and the sources of the information needed.
- 4.9.7 Obtain sufficient relevant information to allow you to make the decision.
  - 4.9.7.1 Verify the accuracy, validity and reliability of information.
- 4.9.8 Take timely action to remedy inadequate, unreliable, contradictory or ambiguous information.
  - 4.9.8.1 Seek concrete information.
- 4.9.9 Analyze the information to identify facts, patterns and trends that may impact decision.
- 4.9.10 Identify patterns or meaning from events and data that are not obviously related.
- 4.9.11 Identify and evaluate the range of options open to you.
- 4.9.12 Draw conclusions supported by objective arguments and reliable information, clearly stating assumptions made and risks that may be involved.
- 4.9.13 Build a total and valid picture from the data and be able to provide the information sources, if applicable and not confidential.
- 4.9.14 Make sound decisions that are in line with objectives, consistent with values, policies and guidelines.
  - 4.9.14.1 Act within the limits of authority; make timely decisions realistic for the situation.
  - 4.9.14.2 Make decisions in uncertain situations or based on incomplete information in the interim when necessary.
  - 4.9.14.3 Make and implement difficult and/or unpopular decisions, if necessary.
- 4.9.15 Obtain help and advice when adequate information is not available, the decision is outside area of responsibility or scope of authority, or decisions are likely to conflict with values, policies and guidelines.
- 4.9.16 Communicate decision clearly to those who are affected.
- 4.9.17 Accept responsibility and be accountable for decisions made that had a less than favorable outcome(s). Do not focus blame on others.
- 4.9.18 Objectively evaluate the reason for the decision and determine what could have been done differently to change the outcome.
- 4.9.19 Learn from the experience and apply what has been learned to future decisions.

**4.10 A Public Safety Communications Manager shall communicate information and knowledge to a wide variety of people.**

- 4.10.1 Identify the process required for effective communications between management and personnel.
- 4.10.2 Identify preferences for receipt and distribution of information and knowledge.
  - 4.10.2.1 Inform personnel, stakeholders or others of these preferences
  - 4.10.2.2 Adopt media and styles appropriate to disseminate information to personnel.
- 4.10.3 Ensure information and knowledge is current, accurate, and complete before dissemination.
  - 4.10.3.1 Check the validity and reliability of information.
- 4.10.4 Understand differences in social, behavioral, communications styles and preferences of others in an effort to communicate effectively and in a way that encourages others to be comfortable with the communication.
  - 4.10.4.1 Adjust communication in response to verbal and non-verbal feedback.
- 4.10.5 Use appropriate language and demeanor and the principles of emotional intelligence (self-management/awareness/social awareness/relationship management in communicating with others.)
- 4.10.6 Confirm stakeholders have received and understood the information and knowledge communicated.
  - 4.10.6.1 Listen actively, ask questions, clarify points and rephrase others' statements to check mutual understanding.
  - 4.10.6.2 Communicate effectively in writing.
  - 4.10.6.3 Use proper grammar, spelling, and punctuation.
  - 4.10.6.4 Write clearly and succinctly.
  - 4.10.6.5 Use communication tools such as e-mail and memos effectively.

**Section 5: Using Resources**

**A Public Safety Communications Manager should:**

- A. Manage a variety of resources effectively including finances, risk, physical resources & facilities, and technology.**
- B. Ethically approach the management of resources.**
- C. Work with stakeholders and personnel to ensure the safety and effective use of all resources.**

**5.1 A Public Safety Communications Manager may have the authority and responsibility for the fiscal, personnel and technological resources in managing the agency and associated risks, either through a written statement issued by the government, or by a law or ordinance, or by a combination of the two.**

- 5.1.1 Have the individual knowledge and skills required to manage the budgeting duties and fiduciary responsibilities of the position.
  - 5.1.1.1 Ability to recognize, identify and reconcile gaps in knowledge, skills, and experience to effectively meet minimum standards.
- 5.1.2 Be responsible for a budget of his/her defined area of responsibility and able to prepare and submit a budget for a set operating period.
- 5.1.3 Monitor actual performance against the agreed upon budget, taking necessary action in response to identify variances and unforeseen developments. All activities shall be completed in consideration of the limits of granted authority.
- 5.1.4 Manage finances in order to ensure achievement for area of responsibility, developing and agreeing on a master budget.
  - 5.1.4.1 Monitor, evaluate and control performance to deal with identified and unforeseen variances.
  - 5.1.4.2 Utilize opportunities in developing future leaders by delegating clearly defined activities.
- 5.1.5 Evaluate available information and consult with others to prepare a realistic budget, following agency guidelines.
- 5.1.6 Confirm financial responsibility and limit of authority with superiors.
- 5.1.7 Develop and submit a realistic master budget to assist the overall financial and strategic planning process.
  - 5.1.7.1 Define available funding resources (i.e. local, state, federal vs. wireless, wire line, or utility surcharges, etc.).
  - 5.1.7.2 Educate self on all available regular streams of funding. Ensure resources do not conflict or jeopardize other more *beneficial* funding.
  - 5.1.7.3 Evaluate prior year(s) budget calculations and ability for agency to meet budget.
  - 5.1.7.4 Utilize available statistical data to support requests for staffing, equipment maintenance and/or upgrades for annual and/or capital budget items.
  - 5.1.7.5 Present information clearly, concisely, and accurately and in ways that promote understanding.
  - 5.1.7.6 Ensure understanding of local budgeting process.

- 5.1.7.7 Network with finance officials to maximize presentation.
- 5.1.8 Prioritize needs of agency, fairly evaluating the requests to ensure realistic budgeting.
  - 5.1.8.1 Work independently and in collaboration with others.
- 5.1.9 Discuss or negotiate the proposed budget with relevant personnel, agreeing upon the final budget.
  - 5.1.9.1 Make and implement difficult and/or unpopular decisions, as necessary.
- 5.1.10 Evaluate available financial information and the objectives or plans for area of responsibility, consulting with colleagues<sup>8</sup>, to identify priorities, problems and risks.
  - 5.1.10.1 Identify and collaborate with personnel and stakeholders who will provide input to assist in meeting fiscal objectives.
  - 5.1.10.2 Develop systems to gather and manage information and knowledge effectively and efficiently.
- 5.1.11 Identify opportunities to delegate responsibility for budgets for clearly defined activities.
  - 5.1.11.1 Develop risk mitigation processes, utilizing checks and balances and other useful techniques to account for all fiscal responsibilities (i.e. employee time sheets, operational expenditures, and other identified budget items).
  - 5.1.11.2 Comply, and ensure compliance from others, with legal requirements, industry regulations, agency policies and professional codes.
- 5.1.12 Actively monitor and control expenditures based upon approved budget.
  - 5.1.12.1 Receive and acknowledge receipt of invoices for payment; Address discrepancies, as applicable.
  - 5.1.12.2 Prepare and ensure invoices and/or bills are reviewed for payment in a timely manner.
  - 5.1.12.3 Report on financial performance to appropriate individuals within agency.
- 5.1.13 Review and evaluate budget regularly, encouraging input and creative thinking.
- 5.1.14 Identify and evaluate variances and/or significant unforeseen developments to insure prompt corrective action, obtaining agreement from relevant people, if required, to propose revisions to the master budget.
  - 5.1.14.1 Maintain vigilance regarding potential risks.

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<sup>8</sup> "Colleague" refers to those explicitly united in a common purpose and respecting each other's abilities to work toward that purpose (*Wikipedia*). For example, co-workers, inter-agency personnel, other public safety professionals from within the service boundaries, state and federal representatives.

- 5.1.14.2 Respond quickly to crises and unforeseen problems and develop a proposed course of action.
- 5.1.14.3 Act in an effectively and timely manner.
- 5.1.15 Communicate promptly to relevant individuals fraudulent activity identified.
- 5.1.16 Review and report on financial performance in relation to stated objectives and goals to identify future improvements and needs.
- 5.1.17 Gather information in preparation of future budget and/or fiscal activities, including information for potential grants.
  - 5.1.17.1.1 Prepare for capital improvements (short and long-term),
  - 5.1.17.1.2 Scheduled replacements,
  - 5.1.17.1.3 Prepare for upgrades of:
    - (1) Facilities,
    - (2) Software Equipment, and
    - (3) Increased staffing needs.

**5.2 A Public Safety Communications Manager shall have the knowledge, understanding, and skills to evaluate and promote the use of current and emerging technologies that can assist in the planning and needs of the agency.**

- 5.2.1 Identify approaches to and current uses of technology applicable to the agency.
  - 5.2.1.1 Develop strategy for implementation of emerging technologies.
  - 5.2.1.2 Take personal responsibility for progress.
  - 5.2.1.3 Remain proactive in research and development for future implementation of technologies in support of personnel and stakeholders.
- 5.2.2 Ensure use of technology is driven by the stakeholder, the community and organizational needs.
- 5.2.3 Communicate the strategies and garner buy-in, when necessary, for using technology across the agency and to other relevant stakeholders.
- 5.2.4 Ensure security of systems.
  - 5.2.4.1 Ensure redundancy requirements for continuity of operations.
  - 5.2.4.2 Ensure a thorough understanding of backup and/or redundancy.
  - 5.2.4.3 Ensure personnel are trained and tested regularly on contingency plans of operations
  - 5.2.4.4 Perform benchmarking to identify good practice in relation to the use of technology, lessons learned and organizational applications.
  - 5.2.4.5 Discuss and publish “lessons learned” with personnel and stakeholders.

- 5.2.5 Create networking opportunities with personnel and stakeholders in the use of current and emerging technologies.
- 5.2.6 Seek and make use of specialist expertise to assist in developing, implementing and reviewing the strategy for using technology and monitoring overall performance of the agency.
  - 5.2.6.1 Monitor and evaluate on a daily basis, equipment and system management and maintenance utilizing on site technicians if available.
- 5.2.7 Identify opportunities to introduce technologies to enhance operations.
  - 5.2.7.1 Explore alternate uses of existing technologies to provide for efficient operations.
    - 5.2.7.1.1 Update on a regular basis 9-1-1 technologies as it applies to Master Street Address Guide (MSAG) updates.
  - 5.2.7.2 Anticipate likely future scenarios based on developments.
    - 5.2.7.2.1 Plan for technical budgeting expenses on an ongoing basis for review once a year or more as needed.
  - 5.2.7.3 Leverage individual activities with those from other local, state, federal and private organizations and/or associations.
- 5.2.8 Ensure resources and support are provided to make the best use of the available technology.
  - 5.2.8.1 Constructively challenge the status quo and seek better alternatives.
- 5.2.9 Ensure contingency plans for resources and support are provided in the event of technological failures and unforeseen conditions.
  - 5.2.9.1 Provide for regular review of contingency plans and make necessary revisions.
  - 5.2.9.2 Ensure comprehensive plans are in place which may or may not be dependent upon other stakeholders or agencies within your organization and outside of your boundaries.
  - 5.2.9.3 Practice contingency plans on a regular basis.
- 5.2.10 Monitor Agency functions for survivability<sup>9</sup>.
  - 5.2.10.1 Ensure survivability for Agency functions by regular review and planning.

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<sup>9</sup> Refer to APCO/NENA American National Standard (ANS) 1.102.1-2008: PSAP-Service Capability Criteria Rating Scale available to download complimentary at [www.apcostandards.org](http://www.apcostandards.org).

**5.3 A Public Safety Communications Manager shall have an understanding of the terms “hazard” and “risk” and shall ensure that all persons endeavor to secure the health, safety and welfare of those in the workplace and protect others against risks and hazards in the work environment.**

- 5.3.1 Appropriately identify individuals responsible for health and safety in the workplace.
- 5.3.2 Identify workplace policies relevant to the work environment.
  - 5.3.2.1 Make health and safety a priority area in terms of informing, planning and decision-making in the area of responsibility.
  - 5.3.2.2 Develop a culture within the area of responsibility which puts health and safety first.
- 5.3.3 Identify and evaluate working practices or conditions that could harm individuals.
  - 5.3.3.1 Ensure activities and actions of others do not endanger the health and safety of those working in and around the workplace.
  - 5.3.3.2 Respond quickly to remedy harmful practices or conditions.
  - 5.3.3.3 Plan for critical incidents which could occur within the communications center, providing enough resources for basic provisions needed specifically for the communications function and personnel during critical incidents.
  - 5.3.3.4 Ensure training of personnel and dissemination of information takes place in relation to potentially harmful events and the response to critical incidents.
  - 5.3.3.5 Ensure policies, procedures, and regular training occurs to assist personnel in responding to these incidents.
- 5.3.4 Rectify health and safety risks within your capability and scope of job responsibilities.
  - 5.3.4.1 Report hazards to individuals within the organization responsible for the health and safety of the workplace and maintain an on-going dialog with personnel.
- 5.3.5 Identify personal responsibilities and liabilities under all applicable health and safety regulations or policies.
  - 5.3.5.1 Ensure the organization’s written health and safety policy statement is clearly communicated to and implemented by all people in the area of responsibility and other relevant policies.
  - 5.3.5.2 Perform work practices in accordance with legal requirements.
  - 5.3.5.3 Evaluate the health and safety policies; review them as situations change and at regular intervals.
  - 5.3.5.4 Seek and make use of specialist expertise in relation to health and safety issues.

- 5.3.6 Follow current workplace policies.
  - 5.3.6.1 U.S. Department of Labor, Occupational Safety and Health Administration (OSHA).
- 5.3.7 Ensure that a system is in place for identifying hazards and assessing risks in area of responsibility and that prompt and effective action is taken to eliminate or control identified hazards and risks.
  - 5.3.7.1 Conduct a review and annual report of issues and conditions that effect risks including, but not limited to, workers compensation and liability.
  - 5.3.7.2 Report findings pursuant to organizational policies.

**5.4 A Public Safety Communications Manager shall have the knowledge to ensure adequate physical resources (facility, equipment, materials, services and energy supplies).**

- 5.4.1 Collaborate with stakeholders to identify resources required and for planning and monitoring their use.
  - 5.4.1.1 Prioritize objectives.
  - 5.4.1.2 Evaluate past patterns of resource use, trends and developments likely to affect future demand for resources.
  - 5.4.1.3 Identify other resources to facilitate the continuity of operations (i.e., redundancy, backup facility, etc.).
- 5.4.2 Plan to use resources in ways that are efficient, thereby preventing an adverse impact on the physical resource.
- 5.4.3 Take appropriate action to ensure security of resources and subsequently that they are used safely.
- 5.4.4 Continually monitor the quality of resources and pattern of resource use.
- 5.4.5 Pursue timely corrective action to deal with significant discrepancies between actual and planned resource use.
- 5.4.6 Use resources wisely based on operational and fiscal priorities or community-supported initiatives by implementing appropriate “Green” or environmentally sound initiatives.
  - 5.4.6.1 Organize work activities and the use of resources so that they are efficient and effective.
  - 5.4.6.2 Comply with legal requirements and environmental policies.
- 5.4.7 Report promptly identified risks to the environment over which you do not have control.
- 5.4.8 Encourage personnel to identify opportunities for and contribute to improving environmental performance.

- 5.4.9 Identify and implement changes to work activities and the use of resources that will reduce the negative and increase the positive impact on the environment.
  - 5.4.9.1 Effectively use available resources and proactively seek new sources of support when necessary.
- 5.4.10 Communicate the environmental benefits resulting from changes to work activities and the use of resources.

## **Section 6: Achieving Results**

### **A Public Safety Communications Manager should:**

- A. Be responsible for the overall performance of the agency in terms of quality of service provided to the community and stakeholders.**
- B. Identify all of the agency “customers,” both internal and external, and approach each with a quality service philosophy.**
- C. Establish and support regular and on-going agency and personnel performance assessments.**
- D. Manage projects effectively, efficiently, and ethically.**

### **6.1 A Public Safety Communications Manager shall ensure delivery of excellent Customer Service<sup>10</sup>, meeting and exceeding customer expectations.**

#### 6.1.1 Develop a customer focused organization.

- 6.1.1.1 Establish a shared vision and understanding of how personnel in ones organization will work with customers.
- 6.1.1.2 Establish customer-based values and beliefs that develop suitable skills, behaviors, and attitudes leading to an environment that puts the customer first.
- 6.1.1.3 Ensure that customer-focused processes and systems exist through the organization.
- 6.1.1.4 Ensure that policies are established that maintain personnel loyalty and commitment to providing a level of service that exceeds customers’ expectations.
- 6.1.1.5 Establish partnerships, where appropriate, with other organizations to maintain and improve services to customers.

#### 6.2.1. Ensure that joint activities are undertaken with customers in order to identify and make improvements to the level of customer service provided by the Agency.

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<sup>10</sup> Public Safety Communications Centers provide a variety of services to organizations and customers, for example, handling service requests, complaints, providing technical support to customers, etc. McNamara. C. “Customer Service.” Free Management Library (1997-2008). Online. Available at [http://www.managementhelp.org/customer/ctl\\_cntr.htm](http://www.managementhelp.org/customer/ctl_cntr.htm). (23 Feb 08)

- 6.2.2. Measure, periodically, the level of customer service the Agency is providing.
- 6.2.3. Identify and assess the customer groups and needs to be served along with the outcome of services to the customer.
- 6.2.4. Identify customer service issues and/or concerns.
  - 6.2.4.1. Gather and interpret information from the Agency's customers about problems they have raised.
  - 6.2.4.2. Use existing or create a quality improvement/assurance program to help gather information on quality of service.
  - 6.2.4.3. Use feedback to identify potential customer service improvements.
- 6.2.5. Gather feedback from customers.
  - 6.2.5.1. Use agreed upon customer feedback procedures to obtain information from customers on their needs and expectations.
  - 6.2.5.2. Use information obtained from customers to develop a better understanding of needs and expectations.
  - 6.2.5.3. Identify ways service provided to customers could be improved based on the information gathered.
  - 6.2.5.4. Ask customers appropriate questions to ensure understanding of the problem(s). Identify problem patterns.
  - 6.2.5.5. Share customer feedback with others to help identify potential problems in a proactive manner.
- 6.2.6. Work independently or with others to identify problems with systems and procedures before they affect customer(s).
- 6.2.7. Identify repeated customer service problems and options for solving them.
  - 6.2.7.1. Work individually or with colleagues to identify repeated customer service problems.
  - 6.2.7.2. Identify options for dealing with repeated problems and consider advantages and disadvantages of options.
  - 6.2.7.3. Work with others to determine an agreed way for solving repeated problems.
- 6.2.8. Select the best option for both customers and the organization.
  - 6.2.8.1. Select the best solution(s) to resolve customer service problems.
  - 6.2.8.2. Identify available options for resolving customer service problems.
  - 6.2.8.3. Consider solutions for on-going performance problems (i.e., training, policy/procedure development or update, or responses to the performance issue).
  - 6.2.9.4. Suggest alternatives to resolution of problems.
  - 6.2.9.5. Implement solution(s) to customer service problems.

- 6.2.9.5.1 Discuss options or proposals for solving problems.
- 6.2.9.5.2 Take action to implement the option agreed upon.
- 6.2.9.6. Work with stakeholders and customers to ensure that commitments related to problem solving are kept.
- 6.2.9.7. Communicate to keep customers fully informed about what is happening to resolve problem(s).
- 6.2.9.8. Check with customers to ensure problem has been resolved to their satisfaction.
- 6.2.9.9. Provide clear reasons when a problem is not resolved to the satisfaction of the customer.
- 6.2.10 Solve immediate customer service problems.
  - 6.2.10.1. Respond positively to customers' problems according to organizational guidelines.
  - 6.2.10.2. Keep customers informed of the action being taken.
  - 6.2.10.3. Follow-up with customers to ensure satisfaction with action taken.
- 6.2.11 Contribute to the implementation of changes in customer service.
- 6.2.12 Monitor self performance against plans to improve customer service.
- 6.2.13 Compare Agency and personnel performance against plans to improve customer service.
- 6.2.14 Outline ideas for improving customer service with personnel and stakeholders.

**6.3 A Public Safety Communications Manager shall improve organizational performance to ensure the organization develops sound processes and systematically monitors, analyzes, and improves its performance.**

- 6.3.1 Establish valid and appropriate measures to reevaluate the performance of the organization.
  - 6.3.1.1 Involve subordinates who evaluate employee performance in the performance measures you have established.
  - 6.3.1.2 Ensure that these subordinates comply with personnel performance measurements and standards that measure the organizational performance desired.
  - 6.3.1.3 Articulate to subordinates and personnel the performance measurements of both the organization and the employee.
  - 6.3.1.4 Include data collected from customers and stakeholders regarding organizational performance.

- 6.3.2 Establish systems for collecting and assessing information on the overall performance of the organization and use the findings to identify opportunities where organizational performance could be improved.
- 6.3.3 Establish a culture across the organization where people come forward to discuss potential and actual performance problems and suggest opportunities for improvement.
- 6.3.4 Benchmark the performance of organization against other carefully selected organizations and take action based on the findings.
- 6.3.5 Ensure that knowledge and understanding of how improvements have or can be made are shared across the organization.
- 6.3.6 Ensure that improvements made are in line with organizational visions and objectives.
- 6.3.7 Demonstrate that the improvements made reduce the gap between what the customers and other key stakeholders want and what the organizational services and processes actually deliver.
- 6.3.8 Collect and analyze statistical data or other information tracking trends in performance, volume, or other information.
- 6.3.9 Provide statistical reports that are readable and be able to discuss how data was collected and compiled.
- 6.3.10 Show that the improvements made are those that have been identified as being of most benefit to the organization, its customers and other key stakeholders.

**6.4 A Public Safety Communications Manager shall act as a project manager as necessary.**

- 6.4.1 Manage projects effectively, efficiently, and ethically.
- 6.4.2 Adhere to project timelines and keep stakeholders informed of issues affecting the project.
- 6.4.3 Create well-articulated Requests for Proposals (RFP's) or similar documents that are all-inclusive of the project.
- 6.4.4 Create contracts with contractors or vendors.
  - 6.4.4.1 Interact ethically with vendors and contractors.
    - 6.4.4.1.1 Follow local or state ethical guidelines about taking gifts or benefits from vendors or contractors.



# APCO International

*The Association of Public-Safety Communications Officials - International*

351 N. Williamson Blvd, Daytona Beach, FL 32114 USA

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