

**CHAPTER 2**  
**COMMUNICATIONS TRAINING AND EVALUATION PROGRAM ROLES AND RESPONSIBILITIES**

**REVISED OCTOBER 2022**

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## CHAPTER 2

### COMMUNICATIONS TRAINING AND EVALUATION PROGRAM

#### ROLES AND RESPONSIBILITIES

1. GENERAL. The Communications Training and Evaluation Program (CTEP) is critical to the effectiveness of the Department's communications centers (CC). This program directly impacts the Public Safety Dispatchers (PSD) and Public Safety Operators (PSO), as well as the public. Proper management is critical to the success of the program. To be effective, this program requires dedication, support, and active involvement of all participating personnel. The following is an outline of the program's administrative structure and a description of staff roles and responsibilities.

2. PROGRAM MANAGEMENT.

a. Communications Centers Support Section. The Communications Centers Support Section (CCSS) is responsible for ensuring the administration and overall success of the program. The CCSS will conduct trend analysis of training related documents to ensure overall program success. Information Management Division will reiterate the importance of the program's success to all Division commanders and CC personnel.

(1) The CCSS will prepare a biannual report containing any findings from review of training files and Rejection During Probation files. The report will be submitted through channels to the Office of the Assistant Commissioner, Staff.

b. Statewide Communications Training and Evaluation Program Coordinator. The Statewide CTEP Coordinator is assigned to the CCSS and is responsible for the implementation and operation of the program. This position has review and oversight of the program and coordinates with field Divisions and CCs to ensure appropriate training environments are maintained for all trainees. The Statewide CTEP Coordinator also reviews and maintains the currency of the training curriculum, oversees the content and delivery of training for Communications Training Officers (CTO), and generally upholds the integrity of the program.

(1) The Statewide CTEP Coordinator will:

(a) Ensure all training is being implemented in a standardized manner. Standardization ensures each PSD/PSO is afforded the same general training opportunity received by every other PSD/PSO, regardless of the CC. The Statewide CTEP Coordinator will visit CCs as needed or as requested, conduct surveys, and attend departmental conferences.

(b) Ensure training is consistent with minimum standards set forth by the Commission on Accreditation for Law Enforcement Agencies, Inc. and the Commission on Peace Officer Standards and Training (POST).

(c) Maintain the curriculum of the CTO Course and periodically review the content for quality and relevance.

(d) Facilitate the standardization of training with fair and objective application of the evaluation system.

c. Division Commanders. Division commanders shall promote a positive image of the CTEP. Division commanders shall ensure sufficient resources are allocated to CTO training, staffing, and program administration needs within their CCs.

d. Communications Center Commanders. The CC commanders shall have the ultimate responsibility for the successful administration of the CTEP within their command. To this end, each commander shall provide the Area Training Coordinator with the necessary support, resources, and equipment to ensure the program's success. Communications centers commanders shall:

(1) Promote a positive image of the CTEP and shall select an Area Training Coordinator for the program who will project a positive image.

(2) Ensure the prescribed qualification and selection criteria are utilized and the best possible candidates are selected as CTOs.

(3) Arrange for the Area Training Coordinator, and any alternate, to attend the POST-certified CTEP for Supervisors' Course.

(4) Initiate the Rejection During Probation (RDP) process for those trainees who do not meet the program's performance standards.

(5) Ensure the Statewide CTEP Coordinator is notified when an RDP is initiated for a trainee and/or when a trainee resigns for any reason.

(6) Attend the CC Commanders' Training Symposium.

e. Division Communications Training and Evaluation Program Coordinator.

(1) Each field Division will be assigned a Division CTEP Coordinator. Division CTEP Coordinators will be assigned to, and selected by, CCSS in accordance with General Order 10.6, Field and Headquarters Assignments and Transfers Nonuniformed Employees. The Division CTEP Coordinator will report to the CC closest to their place of residence. The Division CTEP Coordinator shall not be used to augment staffing on the CC operations floor except in exigent

circumstances (i.e., wildfires, earthquake, riots). Critical staffing levels ordinarily do not qualify as an exigent circumstance.

(2) The Division CTEP Coordinator's role is primarily administrative. The Division CTEP Coordinator will:

- (a) Facilitate the flow of information and resources from the Statewide CTEP Coordinator.
- (b) Serve as the liaison between CCs and Statewide CTEP Coordinator.
- (c) Attend training and conferences as required to support the success of the CTEP.
- (d) Participate in recruitment events within their Division.
- (e) Ensure CCs within their Division adhere to the POST CPT requirement.
- (f) Project a positive image of the CTEP.

### 3. AREA TRAINING COORDINATOR.

a. General. Each CC commander shall designate a primary and an alternate Area Training Coordinator. These positions constitute the program's administrative staff at the CC level. Each Area Training Coordinator and alternate coordinator shall successfully complete the POST-certified CTEP for Supervisors' Course. The Area Training Coordinator should be a minimum two-year assignment and may be extended to four years. The Area Training Coordinator may be removed early at the discretion of the CC commander.

b. Selection Factors. The Area Training Coordinator's responsibilities are typically very demanding. The position requires strong administrative abilities along with excellent interpersonal skills. Careful attention must be paid to the selection and retention of Area Training Coordinators and their alternates. The Area Training Coordinator shall be a PSD Supervisor (PSDS) I or higher. Probationary PSDS Is should not be appointed to these positions.

c. Daily Operations. The Area Training Coordinator and their alternates administer the day-to-day operations of the program which directly affect the trainers and trainees. They set the tone from which the program functions. The Area Training Coordinator must display enthusiasm for the CTEP and concern for all personnel involved in training.

(1) Communications Center Operation. The Area Training Coordinator manages the program in the CC. They ensure high quality standardized training is implemented according to program policy and ensures trainees are exposed to all job elements required of the PSD/PSO. The Area Training Coordinator will:

- (a) Assist CC management with the selection, training, mentorship, and, when necessary, removal of a CTO.
- (b) Assign trainees to CTOs.
- (c) Schedule and moderate regular meetings with CTOs and trainees.
- (d) Facilitate the trainee RDP process for the CC commander.
- (e) Record and track trainees' progress on the CHP 157E, Communications Training and Evaluation Program – Performance Log.
- (f) Ensure comprehensive and confidential program files are maintained for the CC.
- (g) Maintain a dialogue with the Division CTEP Coordinator, if one is assigned, in addition to the Statewide CTEP Coordinator to discuss training issues and obtain assistance if necessary.
- (h) Maintain a liaison with the other PSDs within the CC to ensure adequate program supervision on all shifts.
- (i) Develop and maintain CC specific training program for newly hired PSDs/PSOs to provide local dispatch area orientation, CC standard operating procedures, and other materials that will make the transition to the CC as smooth as possible for the PSDs/PSOs.

(2) Team Leadership. The Area Training Coordinator serves as a team leader and role model to the CTOs. They facilitate the chain of command by acting as a link between the line functions of the program and area-level management. As team leaders, they ensure the CTOs act within the scope of their responsibilities.

(3) Trainee Support. Trainees should be introduced to the Area Training Coordinator and CTOs as soon as possible after their start date. This will provide the trainee an opportunity to make the transition into the CC as supportive and positive as possible.

(4) Communications Training Officer Supervision. The Area Training Coordinator supervises and provides general guidance, direction, and mentorship to CTOs. They must not hesitate to praise, counsel, or constructively criticize CTOs. The Area Training Coordinator will:

- (a) Oversee and ensure the quality and consistency of training provided by CTOs and ensure their conduct and performance meet program and departmental standards.
- (b) Conduct routine inspections of CTOs and trainees to ensure compliance with policy, appropriate performance, and appropriate conduct. Inspections should include sit-alongs with the CTO and trainee.
- (c) When necessary, assist CTOs in planning and implementing remedial and extension training strategies for trainees.
- (d) Maintain a current list of active CTOs within the CC. The Area Training Coordinator shall notify CCSS when a PSD or PSO joins the CTO Program or is no longer serving in the role of a CTO.

(5) Trainee Oversight. The Area Training Coordinator is responsible for providing secondary oversight of trainee performance, as well as ensuring a harmonious relationship between CTOs and trainees.

(a) It is important for the Area Training Coordinator to make routine contact with trainees and, when possible, observe their performance. Routine contact is essential because it assures the trainees, they are part of a larger team, and their progress is being continually monitored. Contact and observation may include, but are not limited to:

- 1 Periodic report review.
- 2 Listening to service desk calls and radio traffic.
- 3 Sit-alongs.
- 4 Reviewing Daily Observation Reports.
- 5 Weekly conferences with trainees.
- 6 Observing trainee behavior during daily briefings.
- 7 Conducting informal feedback sessions.

(b) Whereas the CC commander is responsible for the trainee and/or CTO discipline, the Area Training Coordinator typically initiates these disciplinary matters.

(c) The Area Training Coordinator will make the final recommendation to the CC commander concerning training extensions and successful completion of the program. When a CC commander decides to initiate an RDP investigation, the Division commander shall be notified. See Chapter 5 of this manual for notification procedures.

(6) Program Documentation Review. The Area Training Coordinator reviews the following documents for accuracy and completeness:

(a) CHP 157, Communications Training and Evaluation Program – Daily Observation Report.

(b) CHP 157A, Communications Training and Evaluation Program End of Cycle Report.

(c) CHP 157B, Communications Training and Evaluation Program Remedial Training Plan.

(d) CHP 157E, Communications Training and Evaluation Program – Performance Log.

(e) CHP 157R, Communications Training and Evaluation Program Checklist – Radio.

(f) CHP 157S, Communications Training and Evaluation Program Checklist – Service Desk.

(g) At the conclusion of the trainee's probationary period, copies of all program documentation listed above shall be forwarded to CCSS by either hard copy or scanned files.

(7) Program Evaluation. It is important the CTEP be continually evaluated by the Area Training Coordinator to ensure its effectiveness. The Area Training Coordinator shall seek feedback from trainees, the CTOs, shift supervisors, and CC personnel who are participating in, or are affected by, the program. Periodic feedback should also be sought from field commands and beat officers.

4. COMMUNICATIONS TRAINING OFFICERS. The CTOs have significant additional responsibilities over and above their day-to-day duties when assigned to train a new

PSD/PSO. In addition to performing in an exemplary manner, while trainees closely watch, CTOs must slow their pace to review the purpose and detail of every action they take. The CTOs must guide trainees through a comprehensive training program that requires the blending of knowledge and skills, and the good judgment of where, when, and how to apply them.

a. The essential role of a CTO is to utilize the techniques of coaching which will provide a role model for the trainee. The CTO will provide encouragement and direction to the trainee. The CTO must follow up by giving feedback on the trainee's performance. It is important that this assessment have a positive impact on the performance of the trainee. The CTO's appraisal of the trainee's abilities should always be followed with positive reinforcement and encouragement to continue good performance. The CTO may need to adjust training techniques and methodologies to meet the needs of the trainee in rectifying any performance deficiencies.

b. The system that effectively identifies and selects qualified personnel to be CTOs will more often produce technically competent and active PSDs/PSOs because supervisors and commanders generally focus on these attributes and recommend PSDs/PSOs who have them. It follows that the system will select CTOs who not only set very high standards for themselves but for the trainees as well. In discussing the role of the CTO, although high standards are desirable, the trainee must measure up to the standards the Department sets for the training program, not higher standards set by the CTO.

c. The CTOs are the program's trainers. The trainee's success in the program hinges in large part on the CTO's ability to successfully meet the enormous obligations that come with the job. An in-depth discussion of the CTO's roles and responsibilities is presented in Chapter 3, Communications Training Officer, of this manual.

5. TRAINEES. Trainees entering the CTEP have completed initial Academy training and should be prepared to enter the CC training segment of their new career. This applied training is under the guidance of the CTO. The trainee gradually assumes the full duties of a PSD/PSO and continues the learning process under real life conditions found in the CC. The trainee must be monitored closely during the training period, not only for safety reasons, but also to ensure the trainee is developing and progressing to the optimal level.

a. Training Objective. The role of the trainee is to demonstrate the ability to perform as a solo PSD/PSO by the end of the program. This is the standard by which the trainee will be measured throughout the training program.

b. Responsibility. The trainee's primary responsibility is to devote their full attention and efforts toward successfully completing the program. This may be a very intense and stressful time in the trainee's life. The CTEP staff will make every effort to provide the tools necessary for the trainee to succeed in this task. Trainees must simply give their best effort each and every moment they are assigned to the program.