

## FREDERICK POLICE DEPARTMENT GENERAL ORDER

**Section 17:** Training and Proficiency  
**Topic:** DISPATCHER TRAINING AND EVALUATION PROGRAM  
**Approved:** 03/26/18  
**Supersedes:** G.O. 1705 dated 04/19/17  
**Review:** Annually in July by Technology and Services Commander

**Order Number:** 1705  
**Issued by:** Chief of Police

### **.01 PURPOSE:**

To standardize the process of providing all newly hired Dispatchers with appropriate training, to include: International Academy of Emergency Dispatch, Emergency Telecommunicator Training, Emergency Police Dispatcher Training, Emergency Fire Dispatcher Training and Emergency Medical Dispatcher Training, on-the-job training, and evaluation prior to authorizing the dispatcher to work independently.

### **.02 CROSS-REF:**

SOP [TSD-001](#) Dress Code  
CALEA STANDARDS 33.1.5

### **.03 DISCUSSION:**

When a dispatcher in training receives detailed classroom instruction combined with practical, on-the-job experience from a competent, experienced dispatcher, it has a positive and long lasting effect on the dispatcher's career.

### **.04 POLICY:**

It is the policy of the department to provide all newly hired dispatchers with the appropriate entry-level training before allowing them to work independently within the agency. Authorization of a dispatcher to perform duties as an independent dispatcher is contingent upon the successful completion of all required entry-level training programs, including the demonstration of satisfactory performance during participation in the Dispatcher Training and Evaluation Program. (DTEP)

### **.05 DEFINITIONS:**

CCT: Certified Communications Trainer

DOR: Daily Observation Report

DISPATCHER IN TRAINING: A member of the agency who has not yet successfully completed the Dispatcher Training and Evaluation Program.

DTEP: Dispatcher Training and Evaluation Program

EFD: Emergency Fire Dispatch

EMD: Emergency Medical Dispatch

EPD: Emergency Police Dispatch

IAED: International Academy of Emergency Dispatch

**.10 COMPLETION OF DTEP DISPATCH TRAINING REQUIRED:**

All newly hired dispatchers must successfully complete the Dispatch Training and Evaluation Program prior to assignment to independent duties. Until that time, no dispatcher will function without the direct supervision and guidance of a CCT or supervisor.

**.15 DISPATCHER TRAINING AND EVALUATION PROGRAM (DTEP):**

1. Each newly hired Dispatcher will obtain Certifications from the International Academy of Emergency Dispatch in Emergency Police Dispatch, Emergency Fire Dispatch, Emergency Medical Dispatch and CPR. These Certifications will be obtained by attending the Frederick County Emergency Communications Training Academy or similar approved training program. During training dispatchers will review pertinent General Orders and Standard Operating Procedures to dispatcher job duties. This training will also provide scenario-based training in call taking and dispatching procedures. If there is not a Training Academy available near the hire date of the new employee, the new employee will be placed with a CCT for on the job training until a Training Academy becomes available.
2. If the newly hired employee has previously attended this training and obtained all necessary IAED certifications, Phase I outlined in this section may be waived by the Communications Supervisor.
3. Dispatchers will be placed with a CCT who has been selected, trained and designated as a trainer. The Dispatcher in training will, under the supervision and direction of a CCT, gradually assume greater responsibility for handling phone calls and radio transmissions. This is accomplished through a phase program. Prior to the final evaluation phase, the Dispatcher in training will assume total responsibility for the satisfactory resolution of incidents encountered during a shift.
4. Throughout the training program the Dispatcher in training's performance will be carefully evaluated and documented by the CCT on a daily basis. The CCT, dispatcher in training, first line supervisors and the DTEP coordinator will participate in an ongoing performance evaluation process throughout the program. The DTEP consists of five separate phases outlined below. Each Phase is defined in the Dispatcher Training Handbook (Form CS-022):

|    |                   |   |                |
|----|-------------------|---|----------------|
| A. | Phase I           | Certifications  | 2 week program |
| B. | Phase II          | Primary CCT   | 180-240 hours  |
| C. | Phase III         | Secondary CCT   | 180-240 hours  |
| D. | Phase IV          | Information Desk Training   | 180 hours      |
| E. | Phase V*          | Observation of Independent Dispatching<br><i>(Final Evaluation)</i> | 80-180 hours   |
| F. | <i>Extensions</i> | <i>If necessary a combined total of 160 hours during DTEP.</i>      |                |

*All extensions will be with or closely monitored by the ACS.*

\* Phase V may be waived by the DTEP Coordinator if performance suggests a dispatcher in training is ready for independent duties.

NOTE: The above schedule may be modified if there is no academy level training available near the employee's start date.

5. During the course of training, the Dispatcher in Training must obtain CJIS/Meters CN1 certification..

**.20 ADMINISTRATION AND COORDINATION:**

1. Because the DTEP is considered part of the entry level training process, the administration, coordination and oversight of the program will be the responsibility of the Technology and Services Division (TSD). The supervisor of the Communications Section will be designated as the DTEP Coordinator.
2. The DTEP Coordinator will:
  - A. Act as liaison between the CCT and the Assistant Communications Supervisor (ACS);
  - B. Monitor, maintain and inspect dispatcher in training evaluation reports;
  - C. Provide staff assistance to the CTO and/or first line supervisors in the preparation of remedial training for a dispatcher in training;
  - D. Monitor the progress of all dispatchers in training and provide the TSD Commander, with periodic updates of their performance; and,
  - E. Assist the dispatchers in training and/or first line supervisors as needed during the program.
3. Throughout the DTEP, immediate supervision of the CCT will be the responsibility of the first line supervisor of the shift to which the Dispatcher in training is assigned. However, any supervisory concerns or actions, which will impact the DTEP, must be coordinated by the first line supervisor with the DTEP Coordinator.
4. The DTEP Coordinator may add additional requirements to any DTEP session, such as specific lists or check off sheets of tasks to be performed or subjects to be trained in during DTEP. Whenever such additional requirements are added, all supervisors, trainers and Dispatchers in training participating in that DTEP session will be notified. Dispatchers in training must successfully complete all such additional requirements prior to completion of the DTEP program.

**.25 SELECTION PROCESS FOR TRAINERS:**

1. The professional competency of the trainer, coupled with their ability to instruct and evaluate others, plays a critical role in the viability of the DTEP. The knowledge and experience of competent trainers who are willing to share their insights as professional dispatchers with those just beginning a dispatching career is the cornerstone upon which a solid training program is built.
2. CCTs must:
  - A. Have served a minimum of two years with the department as a dispatcher unless exempted by the Chief of Police;

- B. Have received a satisfactory or above performance evaluation in all categories during the last rating period;
  - C. If selected for the position, successfully complete CCT training;
3. The Communications Supervisor and TSD Commander will examine all potential Trainer candidates. This examination will include, at least:
- A. The candidate's willingness to participate in the DTEP, including his or her willingness to minimize the use of non-emergency leave when scheduled as a trainer;
  - B. The trainer candidate's understanding of the objectives of the program and duties of the position, in particular their responsibility to observe, evaluate and document a Dispatcher in training's job performance on a daily basis;
  - C. The candidate's demonstrated competency and job knowledge;
  - D. The candidate's ability to effectively communicate and interact with others;
  - E. The candidate's understanding of the training function and ability to function as a trainer;
  - F. The candidate's attitude toward the Department and the communications profession; and
  - G. The candidate's ability to recommend remedial or extended training or, in extreme cases, termination from service for a dispatcher in training found to be deficient in specific areas of proficiency.
4. The TSD Commander will submit the names of an appropriate number of acceptable candidates via the chain of command to the Chief of Police for final approval. Upon action by the Chief of Police, a Personnel Order will be published designating the selected Dispatchers as Trainer for the DTEP session in question.
5. Because of the integral role the ACS will play in the DTEP program, the ACS will successfully complete CCT training. Because the ACS attends CCT training and serves as a back-up trainer, the ACS does not need to be designated as a trainer.
6. Only the ACS and trainers specifically designated for the DTEP session in question will serve as trainers during that DTEP session.

**.30 COMPENSATORY TIME:**

- 1. In addition to all other compensation earned, trainers will receive one hour (which will result in 1.5 hours at one and one half times rate) of Compensatory Time leave for each shift during which they serve as the CCT completing the DOR for the shift in question. The CCT's supervisor will record this time as 1.0 hours of Compensatory Time earned on the Daily Report.
- 2. The ACS will not receive Compensatory Time for serving as a backup trainer.

### **.35 CCT TRAINING:**

1. Each CCT must successfully complete a DTEP training program conducted by the Training Unit or MPCTC certified trainer before performing training duties.
2. The DTEP training program will include, but not be limited to:
  - A. The administration and operation of the DTEP;
  - B. The adult learning experience and process;
  - C. Performance observation, evaluation and documentation;
  - D. Effective communication techniques;
  - E. The remedial training process; and,
  - F. Supervision.
3. Dispatchers designated as trainers must successfully complete an in-service training program designed by the Training Unit if more than two years have passed since their last attendance at a DTEP training or in-service training program.
4. The DTEP Coordinator will maintain all training records pertaining to the DTEP. At the conclusion of a trainee's participation in the DTEP, copies of all records will be forwarded to the DTEP Coordinator for archiving.

### **.40 ASSIGNMENTS AND ROTATION OF DISPATCHERS IN TRAINING:**

1. To ensure that continuity of supervision is maintained throughout the DTEP, the DTEP Coordinator will assign CCTs that will act as the dispatcher in training's "primary" and "secondary" CCT. Ordinarily, the "primary" CCT will be responsible for conducting Phase II, IV and V of training and the "secondary" CCT will be responsible for conducting Phase III of training.
2. The designation of a CCT as "primary" or "secondary" does not reflect on an individual's ability to function as a CCT.
3. If a dispatcher in training's assigned CCT is unavailable for a short period of time, the ACS will assign an uncommitted CCT designated for that dispatcher in training session to serve as CCT for the dispatcher in training in question. If no uncommitted CCT's are available, the ACS will function as the CCT. If neither option is available, the ACS will seek appropriate, alternative assignments. **Under no circumstances will a dispatcher in training be assigned to a Dispatcher not trained and designated as a CCT for that DTEP session.** Should the CCT's absence be extended, the ACS will confer with the DTEP Coordinator as soon as possible to resolve the matter.
4. During participation in the DTEP, the use of leave by the dispatcher in training will be restricted. Leave will be granted to a dispatcher in training only after the Assistant Supervisor consults with the DTEP Coordinator (emergency or medical leave excepted).
5. A dispatcher in training will be assigned to a "primary" CCT during Phase II of training. Upon

successful completion of Phase II, the dispatcher in training will be assigned to the "secondary" CCT for Phase III of training. Upon successful completion of Phase III, the dispatcher in training will be assigned to the primary CCT or alternate CCT for Phase V unless waived by the DTEP Coordinator. Both the "primary" and "secondary" CCT will be responsible for Phase IV Information Desk Training. It is expected that each dispatcher in training will attain performance proficiency by the end of each Phase. At the successful conclusion of DTEP, the Dispatcher in training will be assigned to a team, **unless an extension of DTEP is required.**

#### **.50 EVALUATIONS:**

1. Throughout the DTEP, the Dispatcher in training will, under the direct supervision of the CCT, gradually assume greater responsibility for handling all of the duties required of a dispatcher. During the final weeks of the DTEP, the dispatcher in training will be expected to handle as much work as is practical without assistance from the CCT. As the dispatcher in training progresses from being an observer to actually performing the duties of a dispatcher, the CCT will observe, evaluate, document and, when necessary, correct the dispatcher in training's performance.
2. The DTEP requires that the CCT and the first line supervisor devote a significant portion of time and effort to the evaluation and documentation of a dispatcher in training's performance. Without this careful observation and documentation of the dispatcher in training's performance, there cannot be a valid determination of the Dispatcher in training's preparedness and suitability for dispatching duty. The formal evaluation and documentation of a dispatcher in training's performance will occur daily and at the end of each phase of the DTEP. Communication between the trainers is vital to the success of the program.
3. As is the policy of the Department regarding departmental performance evaluation reports, the various DTEP evaluation reports are confidential. The contents of these reports are ordinarily only to be made available to the supervisors within the dispatcher in training's chain of command.
4. The original copy of all evaluations will be forwarded to the Communications Supervisor and placed in the dispatcher in training's training file. The CCT may maintain a copy of the evaluation in the dispatcher in training's shift file, if desired. The dispatcher in training shall be provided with a copy of each evaluation. No other copies, either on paper or electronic, will be maintained of any of the DTEP evaluation reports.

#### **.55 DAILY OBSERVATION REPORT (DOR):**

1. The Daily Observation Report (Form CS-019) is a daily summary of the dispatcher in training's performance as observed by the CCT during that particular shift. The CCT will complete a Daily Observation Report of the dispatcher in training's performance for each shift at the end of the shift in question or at the very beginning of the following shift.
2. The CCT will review and discuss the contents of the DOR with the dispatcher in training as soon as possible after its completion. After the DOR is reviewed with the dispatcher in training, it will be copied and forwarded onto the Assistant Communications Supervisor. The copy will be retained by the trainee in his/her Dispatcher Training Handbook until the end of his/her training.
3. All activities in which a dispatcher in training receives a rating below "satisfactory" must be documented in detail on the DOR. Remedial action taken or planned must also be noted on

the Remedial Training Log in the back of the Dispatcher Training Handbook. Activities in which a dispatcher in training received a rating of "satisfactory" may also be documented in detail, at the discretion of the Trainer.

**.65 END OF PHASE REPORT (EOPR):**

1. At the end of each Phase, including any extensions if required, the CCT, after consultation with the ACS, will complete an End of Phase Report using a DTEP End of Phase Report Form (Form CS-020). The End of Phase Report is a comprehensive evaluation of the dispatcher in training's performance during the phase in question and should discuss any significant remedial action taken or planned.
2. The ACS will discuss the EOPR with the Dispatcher in training and the current CCT as soon as possible following the phase covered by the report. The ACS will then forward the EOPR, with the applicable DORs attached, to the DTEP Coordinator via the chain of command.

**.70 PHASE V FINAL EVALUATION REPORT (FER):**

1. The Final Evaluation Report, using a DTEP Final Evaluation Report Form (Form CS-021), will be completed by the CCT at the end of Phase V if no extension is required or by the ACS at the end of Phase V extensions. The FER will be based on the observations of the CCT during the final phase of the Program and any other relevant information known to the CCT. The FER will specifically cite the preparedness and suitability of the dispatcher in training to assume solo duties.
2. If the FER recommends assignment of the Dispatcher in training to solo duty, the FER will be reviewed with the dispatcher in training, the current CCT and the ACS by the Communications Supervisor as soon as practical, but in all cases before reassignment of the dispatcher in training.
3. If the FER recommends further training or termination, the procedures for Extension of DTEP or termination of a dispatcher in training will be followed, as applicable.

**.75 REMEDIAL TRAINING:**

1. Under normal circumstances, a CCT will bring a deficient performance or oversight in performance to the immediate attention of a dispatcher in training for corrective action. However, there will be times when operational considerations or exigent circumstances preclude the Trainer from discussing in detail the reason for taking necessary corrective action. Should this occur, the CCT will insure that the incident is discussed with the dispatcher in training as soon as practical after the incident has occurred. All instances of remedial action will be documented on the DOR and if applicable the Remedial Training Log in the back of the Dispatcher Training Handbook.
2. If a CCT determines that a dispatcher in training requires specialized or detailed remedial training to correct an observed deficiency, the CCT will confer with the Assistant Supervisor to decide if the required training can be completed in a timely fashion. If, in their judgment, the remedial training cannot be completed at the CCT's level, the CCT will contact the DTEP Coordinator as soon as possible. The DTEP Coordinator shall discuss the deficiency with the CCT, develop a remedial training strategy to address the problem, and monitor the progress of the remedial training.

**.80 EXTENSION OF DTEP:**

1. Occasionally a dispatcher in training will show, through his/her job performance, that he is not

yet ready to function alone as a Dispatcher. The need for an extension of a dispatcher in training should normally be evident to those evaluating his/her performance well before the completion of each Phase of the DTEP. When this occurs, those who have evaluated the dispatcher in training and the DETP Coordinator will determine whether additional training might improve the Dispatcher in training's performance to a level that will meet established standards. Every effort should be made to decide to extend a dispatcher in training's training prior to the start of the next Phase of the Program.

2. If it is believed additional training will improve a dispatcher in training's performance to an acceptable level, DTEP will be extended for up to a combined 160 hours through all phases of the DTEP. Depending on the level of remedial training the Dispatcher in training may be reassigned to the ACS and will continue to be evaluated on a daily basis. In addition to daily evaluations, the dispatcher in training will be evaluated on a weekly basis to determine if additional time will bring the dispatcher in training to satisfactory performance.

**.85 TERMINATION OF A DISPATCHER IN TRAINING:**

1. In the event a dispatcher in training is unable to successfully complete the DTEP after being counseled, given the opportunity to participate in an extension of the DTEP and/or otherwise afforded remedial training as appropriate, such a Dispatcher in training will be recommended for termination.
2. If this occurs, the DTEP Coordinator will prepare a comprehensive report for review by the Chief of Police. This report will detail all the circumstances, which led to the recommendation of the dispatcher in training being terminated including, but not limited to:
  - A. The dispatcher's in training performance problem(s);
  - B. Remedial action taken and results; and,
  - C. Recommendation of CCTs and the Assistant Supervisor in Memo form;
3. The DTEP Coordinator will ensure all evaluation reports completed during the DTEP are attached to this report. The entire packet will be organized in a binder and then forwarded to the TSD Commander and SSB Commander for review. They will indicate their concurrence/non-concurrence with the recommendation and forward it to the Chief of Police for final action.
4. If the Chief of Police concurs with the recommendation that the dispatcher in training is to be terminated, the TSD Commander and the Supervisor of the Personnel Unit will notify the dispatcher in training and proceed with termination in accordance with existing procedures.

**.90 COMPLETION OF TRAINING:**

1. Under no circumstances will a dispatcher in training be released early from DTEP without the prior approval of the TSD Commander and the Commander of the Operational Services Bureau.
2. If during the course of DTEP a CCT or ACS determines a dispatcher in training should be released from DTEP early for solo duties they will submit a written request to the TSD Commander. The TSD Commander will review evaluations and recommendations and make a final decision regarding the release to solo duties.

3. Under no circumstances will a dispatcher in training be released from DTEP prior to the completion of Phases I – IV,
4. A dispatcher in training who successfully completes the DTEP will be assigned to a team as determined by the DTEP Coordinator.