

WELCOME!

Welcome to the Arcata Police Department's Communication Team. Your training will be a demanding, yet rewarding time in your career. During the next several months you will learn how important your role will be in the successful operation of the department. You will be the first contact many citizens have with the Police Department. It will be vital to good public relations that you project an image of professionalism and competence. You will be amazed at the vast amount of knowledge your training officer has to share with you.

Your training will be broken up into four training phases.

Phase One: Call-Taking and Incident Creation. This will cover the orientation and general information necessary to ease you into your new role. You will also be learning the basics of RIMs. RIMs is the program used for Computer Aided Dispatching (CAD), Records Management System (RMS) and Evidence. Building a solid foundation with RIMs is vital to your dispatch training.

Your training officer will begin to teach you how to properly screen and prioritize incoming calls for service. You will be learning the questions to ask callers and what information is needed based on the type of call.

Phase Two: Police Radio and 911 calls. You will learn how to talk to units in the field and respond their requests and also continue to build upon your call-taking knowledge. You will learn how to answer 911 calls and how and when to transfer a call. You will learn how to be a viable dispatch partner in the communications center.

Phase Three: Skill Sharpening. You will begin functioning more independently, relying less on your trainer. This is a skill sharpening phase in which you will use knowledge from previous phases to perform as an independent dispatcher. You will be the link between the field units and the communities we serve. During this phase you will be responsible to make critical decisions that can affect the safety of many people. This can be a stressful, yet highly rewarding time for you.

Phase Four: Shadow Phase. You will be assigned to a communications training officer who will evaluate you on your knowledge and ability to be an independent dispatcher. You will be rated on your retention of all the information given to you during your training period. To complete this phase you must be able to show that you are a competent solo dispatcher and be able to assume the position of a working dispatcher on an assigned shift.

Keep in mind that the training program is designed to benefit you. The amount of knowledge you gain is directly proportionate to the amount of energy you put into the program. It is imperative that you report to work every day, on time, alert and ready to learn. Do not be afraid to ask questions. We are here to help you become a vital member of the communications team.

INTRODUCTION

The term "communications dispatcher" perhaps more appropriately describes today's professional whose skills combine those of a radio dispatcher, telephone call-taker and computer specialist.

The goal is improved public safety by improving communication accuracy and decreasing response time. That goal very much involves you.

Your role in performing the communications function is the vital link between the public and the police department. It takes a special kind of person to be able to perform the jobs of call-taking and dispatching accurately and responsibly.

Your job requires a positive attitude which allows you to consistently function under pressure. It takes dexterity to operate the control console. You need the ability to make quick decisions and take necessary actions in following through on a call.

The telephone is the most available and therefore the most important means of access the citizen has of obtaining the services of a public safety department. It is the primary link between them and the help they need. When you answer the telephone you are about to meet someone and engage in a conversation as important as a face to face visit. The dispatcher is the voice of the public safety agency as far as the public is concerned; the link between someone who needs help and the public safety units who can supply the assistance needed. The impression you make on each caller will determine the effectiveness of the Department.

As a member of public safety communications, you are a part of a total public safety services team, providing vital support functions while working toward the larger goals and objectives of our agency, which include providing efficient public safety services to the citizens of Arcata.

Upon accepting the responsibilities and challenges of the position, you will experience a level of personal satisfaction and achievement seldom encountered in a routine work environment. You have the right and should take pride in a job well done.

USE OF THE TRAINING MANUAL

The communications training program is carefully planned and programmed in such a way that the new employee is exposed to as comprehensive a span of public safety communications experience as possible during the training period.

This guide has been set up so that information is in small chapters, easily digested, and easily tested. It also means that several persons can become involved in your training with minimal duplication and gaps, yet ensure standardization of training procedures. It also provides a standard by which trainees can be measured as they progress through the program.

Remember you hold the key to your success – be alert and assertive. Actively participate in the process. ASK QUESTIONS.

It is your responsibility, as the trainee, to solicit further clarification from the trainer on any materials or procedures contained in this guide or given verbally during the training process that you do not understand.

It is the responsibility of the trainee, while on duty, to possess and maintain this training guide at all times during the training period and to use it for study and review during the down times in the communications center.

YOUR TRAINING PROGRAM

Your communications training officer is your direct supervisor and the first person you should contact for questions and direction. They have been especially chosen for their knowledge and experience.

Although your trainer has a responsibility to teach, the ultimate responsibility to learn will be yours. To be successful, you must make a commitment to learning that may seem uncommonly intense for the first few months.

The training program has been designed to maximize your exposure to the information, tasks, and equipment you will be expected to master in a structured way. You will be trained on a one-to-one basis by your training officer. You will have adequate time to learn and develop the skills that you will need to perform proficiently. The mastery of specific tasks and information is not a set period of time, but rather a steady and gradual demonstration of progress. Individuals learn at varying rates depending upon a number of variables such as past experience and time spent outside of work studying materials.

Initially, you will undergo a brief orientation. You will then begin training on a one-to-one basis with an experienced training officer from the communications center. The essentials of dispatching are best learned through hands-on experience.

As you progress through the various phases of training, you will begin to perform more of the actual work, while the trainer assumes more of a coaching role. Part of your training will consist of ride-a-longs with police units. You will also review audio tapes as well as other assigned work.

You will be evaluated on a daily basis and your daily performance will be critiqued. The critiques are designed to be constructive and to make any mistakes into learning opportunities. Each day your trainer will cover training topics listed in the training manual starting with Orientation. These training topics coincide with the different phases of your training schedule. Each of the topics will be explained, demonstrated or performed by the training officer.

GENERAL INFORMATION

POLICE DEPARTMENT ORGANIZATION

Sworn members of the Police Department are empowered as peace officers and answerable to the public they serve for their rightful exercise of that power.

The administrative head of the Police Department is the **Chief of Police**. He plans, directs, and reviews the work of the department, formulates departmental policies and maintains discipline among the employees of the department.

The **Support Services Lieutenant** is a mid-manager within the department that is responsible for all support service divisions and is the Communications Manager.

The **Operations Lieutenant** is a mid-manager within the department that is responsible for patrol operations.

Sergeants are responsible for the supervision of the police officers assigned to their watches. They are responsible for the enforcement of the rules of the Arcata Police Department's Policy and any special rules and regulations pertaining to their duty.

Police Officers will be assigned duties and responsibilities in connection with patrol of areas, preliminary investigation of crimes and apprehension of law violators as well as other functions of the police department that may be assigned by the watch supervisor. Officers will also handle traffic related activities, specialized investigation functions, training matters and any other duties as specified by the Chief of Police.

Non-Sworn personnel, while not having the same level of authority as sworn officers, are, nonetheless, trusted public employees and shall conduct themselves in an exemplary manner at all times.

Police Business Manager oversees the police department budget, functions of the front office and is also the records supervisor.

Dispatch Supervisor is responsible the day to day function of the communications center and dispatch staff and also oversees property/evidence room and records.

Dispatchers are assigned to the communications center. The Dispatchers are responsible for in-coming emergency telephone calls and non-emergency telephone calls as well as the police radio. Dispatchers also perform a variety of clerical tasks.

Professional Staff are deployed throughout the department to perform a variety of functions as directed by the Chief of Police. Professional Staff employees include but are not limited to, police services officers, parking enforcement, vehicle abatement officer and front office staff.

Patrol Shifts

Dayshift 0600-1800

Nightshift 1800-0600

Cover Unit 1700-0300

Special assignment officers such as Park Ranger, Valley West, Detective and Downtown work hours that are unique to their position.

Currently patrol personnel work a 12 hour watch schedule. There are four different shifts, two dayshifts, and two night shifts. The officers and Sergeants rotate on a quarterly basis. The officers and Sergeants have either three days or four days off per week.

POLICE SERVICE OFFICER SHIFTS

The PSO works Monday through Friday from 0800-1600. The Abatement Officer typically works Monday through Friday from 0800-1200.

RECORDS/BUSINESS OFFICE SCHEDULE

Records and the Business Office is open from Monday-Friday from 0900-1700 hours. They are not open on certain holidays. During the

time when the Business Office is closed, telephone calls and front door contacts are transferred to the Communications Center.

MANAGEMENT SCHEDULE

The Chief of Police, Managers and Lieutenants generally work a Monday-Friday schedule. The hours vary depending on the individual, but are generally here from 0700-1700 hours.

DETECTIVE SERGEANT SHIFT

The Detective Sergeant works 0700-1700 Monday through Thursday

COMMUNICATIONS SHIFTS

Dispatchers work forty hours per week typically consisting of two 12 hour shifts and two 8 hour shifts. When staffing allows there may also be a cover schedule which has variable hours.

THE COMMUNICATIONS CENTER

The Communications Center is restricted to personnel assigned to communications unless previously authorized by the Police Chief, or the Communications Manager. Generally, other department members are authorized to enter to conduct brief, necessary business. The Communications Center is not a place for officers to congregate, write reports, take breaks or have lengthy visits.

Only authorized personnel from the Arcata Police Department shall use communications equipment.

The Communications Center is only minimally served by the City of Arcata's custodian staff. The custodians empty trash and sometimes vacuum during regular business days. The upkeep and cleaning of the Communications Center is the responsibility of the dispatchers. Cleaning supplies are readily available for this task.

PERSONAL ELECTRONIC DEVICES

All devices must remain on silent, stored out of sight, and put away when visitors enter the Communications Center.

Dispatch trainees are prohibited from using their cell phone while in the Communications Center. They may store them in their drawer and use them while on breaks outside of the Communications Center.

Electronic devices shall only be charged using a designated port/outlet that does not have Department equipment plugged into it.

WORKPLACE ATTIRE

All employees shall wear clothing that fits properly, is clean and free of stains, and not damaged or excessively worn.

The following items shall not be worn on duty:

1. T-shirt alone
2. Open toed sandals or thongs
3. Swimsuit, tube tops, or halter-tops
4. Spandex type pants or see-through clothing
5. Distasteful printed slogans, buttons or pins

CHAIN OF COMMAND

The Police Department follows a set chain of command to ensure that a tight span of control and unity of command exists at every level of the Department. Failure to follow the chain of command can result in disciplinary action.

Employees shall discuss issues with their respective supervisors, and follow the established chain of command when requesting specific instruction or resources.

Exceptions to the above rule will be when an employee desires to report a violation of either the law, and/or City or Department policies, and they reasonably feel that reporting a violation through the chain of command may create personal jeopardy. This exception permits an employee to go as high as they feel necessary in order to safely make a report. Another exception is when an employee wishes to get personal advice that has nothing to do with official duty.

The chain of command for the Communications Division is as follows.

Communications Training Officer (for trainee)

Dispatch Supervisor

On-duty Watch Commander (Sergeant) (If Dispatch Supervisor is not on duty and an issue needs to be immediately addressed)

Communications Manager—Lieutenant

Chief of Police

PERFORMANCE STANDARDS

Performance standards are an important aspect of the training process. Your overall evaluation as a Communications Dispatcher will contain areas concerned with standards of performance. These standards are vital to effective and efficient operations within the communications center.

PERFORMANCE

The trainee is able to express her/himself clearly, both verbally and in writing. They show initiative and retain information. They have the ability to adapt to new situations and make sound decisions, even under stress. The trainee is able to receive and transmit information via the radio and phone in a clear and professional manner.

INTERPERSONAL SKILLS

The trainee is courteous, understanding and patient in their contacts with others. They tactfully control conversations. They are positive and cooperative, with respect to the public and their co-workers.

JOB SKILLS

The trainee uses the policies, knowledge and information presented with applied common sense. They know how and where to access information from written references. The trainee utilizes references independently and has a good working knowledge of the communications equipment.

JOB READINESS

The trainee reports for work promptly. They accept responsibility to perform and complete the duties assigned and will be available for overtime or extra shifts when necessary. The trainee has the willingness to accept all work assigned and perform the menial as well as the more challenging functions.

EXPLANATION OF TRAINING TERMS

Critical Task

A list of defined areas that are critical in the performance of a dispatcher's duties. All areas must be mastered before a trainee is considered qualified to be released from training.

Daily Evaluation

A document for tracking the daily performance of a trainee in specific categorized areas. This document is designed so the trainee receives consistent feedback from the trainer and so that performances can be tracked during training.

Phased Training

A period of time set for training in the responsibilities of dispatch positions. Each phase introduces new aspects of the dispatch position and builds upon previous aspects learned by the trainee. This type of training helps the trainee adjust to the complex position of a communications dispatcher and apply their newly learned skills.

Remediation

An ongoing, specific process to improve an identified deficiency.

Phase Extension

A set period of time to correct deficiencies in a particular phase.

Communications Center Training, Phase 1 Overview

Phase 1 should be completed in six weeks.

Phase 1 will be an orientation period and introduction to RIMs for trainees. Trainees will be given a training manual to refer to and study from which will include and elaborate on the specific aspects of the training program. Trainees will be learning the basics of RIMs and call entry. Trainer will explain communications procedures and basic operational information for communications equipment including Computer Aided Dispatch (CAD) and emphasizing telephone answering procedures. Trainees will also be given a CLETS User Workbook that should be completed by the end of Phase 1.

During the second through fifth weeks the trainee will begin hands-on application in the communications center. Trainee will begin handling non-emergency calls (business and in-house lines). Explain to the trainee how we answer business lines, in-house lines and the various drop-lines and what agencies they represent. Each day the trainee should be handling more and more of the non-emergency lines. Time should be spent talking about phone etiquette and telephone procedures. Customer service must be emphasized. Drill them on how to find information such as phone numbers for other agencies, on-call schedules, phone numbers for admin personnel, etc. They will be given worksheets to assist with this.

Trainees will be introduced to the CLETS system and its various components and masks. They will learn how to run vehicle plates (28's and 29's), and local warrant checks. They should be entering property, and CHP 180's into CLETS. Trainee will also need to learn the phonetic alphabet and will be assigned a written test to complete.

TDD training should also be done this phase, showing the trainee how to handle a TDD call and explaining how to recognize a TDD call when it comes in to the dispatch center.

By the end of the phase, the trainee should be able to handle non-emergency calls of low priority levels. Trainee should be knowledgeable about RIMs, be able to move around RIMs proficiently and enter calls into RIMs. The trainer may have to help in the handling of phone calls, guiding the trainee in properly classifying a call or composing their narratives. The trainee should begin working on putting calls on hold to answer other ringing lines.

Focus on the trainee being able to type as they listen or talk, as this will be critical to their success.

Trainee should also have completed their CLETS User Workbook to be turned into the Dispatch Supervisor.

It is expected that during this time the trainee will have several questions. It is important for the trainee to write down questions to present to the trainer during the evaluation time at the end of the day.

Trainee must understand that this phase is a critical foundation building time. They must work hard to master the tasks in this overview before they will be able to move on to future phases and build upon what they have learned in this first phase. Trainee should understand the importance of multi-tasking and be able to continually improve upon those skills.

If, at the end of this phase, the trainee shows deficiencies in mastering the tasks and materials of this phase, the trainee will be placed on a phase extension, for a time agreed upon by the Communications Manager. The trainee will not advance to Phase 2 until those deficiencies are eliminated or significantly reduced.

Communications Center Training, Phase 2 Overview

Phase 2 should be completed in five weeks.

During phase three, the trainee should be able to handle more and more of the non-emergency calls for service. They can still expect assistance from their trainer in guiding them through the questioning of the caller, composing their text and properly classifying the CAD call type, especially on call types that they have not yet encountered. Trainee should be able to handle routine alarm calls, report calls and message taking calls without assistance from the trainer. The trainee should also be keyed into listening for when the police dispatcher needs assistance by making calls for rotational tows, to other agencies, and other call requests.

Police Radio and 911 are introduced to the trainee during the third phase. Explain how 911 lines are answered, the 911 screen, the transfer buttons; how to transfer a call, etc. Explain what happens on calls transferred by other agencies, such as fire and medical calls.

They should be proficient at searching in CAD and running plates, driver's license checks and local warrant checks. Time will be spent showing them how to read a 28 and 29 (license plate), interpret a driver's license, and read the various returns from local warrant checks. Trainee will begin to read these returns back on the police radio when they start that portion of their training and so they should become comfortable with how to do that. Have the trainee practice reading several returns of various types out loud. Have them practice reading "Attempt to Locate" broadcasts because that will also be included in this phase of their police radio training.

Trainee should have solid knowledge of the CLETS Interface and what all the different forms are used for. Introduce Restraining Orders and Missing Person Reports to the trainee and have them begin entering these into CLETS. Each form should be checked carefully by the trainer before it is entered.

Trainee should also be shown how to run NCIC checks, criminal history checks and any other CLETS information that has not been shown to them. Policy and procedure should be explained regarding rap sheets.

During phase three, trainee will also begin training on the police radio. As time permits, the trainer will begin going over the basics of police radio including officer safety, policies and procedures, etc. The trainee will learn who they are responsible for dispatching and what radios are their responsibility while on the police radio. Trainee will learn unit identifications, how we call units, and basic dispatching steps for police calls.

The trainee will begin to manage some of the routine radio traffic. This might include dispatching calls for service (alarm, report calls) handling some officer-initiated traffic (traffic stops, vehicle investigations) and reading back 28's, DL's, and locals. The trainee should also be able to make "Attempt to Locate" broadcasts (DUI drivers, reckless drivers, etc.). Depending upon the trainee's progress, the trainer may be involved in the majority of transmissions, CAD manipulation and decision making. Nevertheless, the trainee should demonstrate an ability to hear and understand most of the transmissions. As the phase progresses, the trainee will be expected to handle more and more of the radio traffic, higher priority calls and decision making.

In addition the trainee must demonstrate knowledge of the beat structures and primary CAD functions such as understanding the status screen.

It is expected that the trainee demonstrate a solid ability to speak and understand terminology, radio codes, and crime codes most commonly used. In addition, trainee will need to become familiar with the geography and common places as this will help with their performance.

By the end of this phase, the trainee should be able to handle most all calls of a non-emergency nature and should have a good grasp of 911 calls of an emergency nature. The trainer should continue to listen in to all calls as much as possible to make sure that proper techniques are being used and that the correct information is being obtained. The trainee should be able to answer multiple ringing lines, by putting calls on hold when necessary.

The trainee should be proficient at manipulating CAD masks and building calls in CAD. In general, the trainee should be able to move around RIMs without assistance and have solid knowledge of the system.

Trainee should be able to enter and modify, if needed, all types of paperwork (180's, Missing Persons, RO's, etc) into the CLETS system and have a working knowledge of that system.

Trainee should be able to dispatch routine police calls and handle officer-initiated calls by creating incidents and transmitting on the radio. They must demonstrate a consistent ability to record accurate locations and accurate license plates.

Additionally, the trainee must keep a constant eye on the pending calls queue and should know what the units are doing a majority of the time. The trainer should, during this phase, have the trainee turn away from the screen and recite where the units are and what they are doing. This helps the trainer know if the trainee is paying attention to details.

The trainee should be able to create Officer Initiated Activity incidents at an increased speed. The trainer may have to jump in and help during high activity levels, new situations not previously covered, and assisting where the trainee has made a mistake and needs time to make corrections. But the trainee should show the ability to handle increasingly busier situations as the phase progresses.

At this stage, they must show regular ability to talk and type and to listen and type at the same time. Their multi-tasking skills are becoming increasingly more important as they progress through their phases and will be critical to their success as a communications dispatcher. Practice having the trainee type directly into the computer when possible.

Time should be spent practicing some of the critical incident scenarios such as vehicle pursuits, foot pursuits, Operation 66's, and other details of a critical nature. Have trainee listen to tapes of some of these types of incidents.

Make tapes of the trainee talking on the radio or the phones so they can listen to themselves and see areas that they can improve upon. It is vitally important that the trainee communicate effectively with their trainer. If something is not understood, it is the trainee's

responsibility to tell that to the trainer. If the trainee needs more instruction, they must convey that to the trainer. The trainer wants the trainee to succeed and needs to know how to make that happen for them.

If, at the end of this phase, the trainee has significant deficiencies in completing the tasks or understanding of the materials, the trainee will be placed on a phase extension for a time agreed upon by the Communications Manager. They will not advance to Phase 4 until those deficiencies are eliminated or significantly reduced.

Communications Center Training, Phase 3 Overview

Phase 3 should be completed in four weeks.

Phase four will be a skill sharpening time for the trainee. The trainee should have all the knowledge necessary at this point to perform the duties of a communications dispatcher. This phase of training will be spent building on the trainee's existing knowledge and allowing the trainee to become self-sufficient as a dispatcher. The trainee needs to rely less and less on their trainer as the phase progresses because by the end of the phase the trainee is expected to be at a skill level to handle the job without assistance in order to move to Phase 5 (shadow phase).

At this point, the trainee should be able to handle all non-emergency calls without assistance and many emergency calls, with occasional help from the trainer. The trainee should know the proper questions to ask in dealing with their calls. They should be able to control the conversation, and there should not be significant delays in taking information and creating the CAD events. They should recognize calls that are similar to ones they have already handled and be able to apply techniques used in previous situations (adaptability). Any problems in call taking merit drills and exercises in this area. Spend some time with trainee listening to tapes and have them tell you what was good or bad about the call taking, how they would classify a call, etc.

The trainee should be able to handle requests to assist the police dispatcher when they are on the fire radio without being told to do so, meaning that the trainee should have an ear out on the other radio frequencies at this point in their training.

Trainee should have solid knowledge of CLETS system and associated forms. They should be able to handle entering, modifying, locating and clearing CLETS transactions.

Trainee should be able to move around all components of RIMs without assistance. Their incidents should be understandable, logical and composed in the proper order, using proper abbreviations and codes whenever appropriate. If their narratives are questioned often by the dispatchers, then more work needs to be done on text composition.

Trainee should be able to retain written and oral instruction given to date. Retention is very important and you may need to have them re-read policies or review procedures and previous training material together.

On the police radio, the trainee should be handling the bulk of the radio traffic and console responsibilities during this phase of training. The trainee should primarily be on the radio unless the trainer needs to jump in to assist. Creating incidents for Officer Initiated Activity should be done quickly. The trainee should show good prioritization abilities in the area of pending calls, field unit traffic, and queries from other dispatchers in the room. Covered during this will more information on handling emergencies, which deals with felony stops, vehicle pursuits, code 33's, officer back-up requests, and field unit requests for fire and medical response. Build upon previous lessons and if possible practice mock dispatches for these types of calls.

The trainee should be tuned into all the activities around them in the dispatch center.

By the end of this phase, the trainee should be able to handle almost all of the phones, and they should be able to handle them fairly smoothly. This means that most of their calls should be handled at speeds, comparable to, but not necessarily equal to, a veteran dispatcher. An incident should be completed shortly after they hang up the phone. They should be adept at switching between incidents when necessary and remembering to go back and complete incidents not yet finished. They should have few gaps in their conversations with callers and should be able to show both professionalism and personality. They should be able to exercise decision-making in handling their phone calls from citizens, requests from other dispatchers and other agencies.

At the police console, the trainee should be demonstrating solid ability as a dispatcher. If they are asking "how-to" questions have them research the answers themselves, they should not be relying on the trainer for all the answers. The trainer is judging their knowledge, their CAD abilities and their decision-making. The main focus of the end of this phase is to judge whether the trainee can work solo. Will they make a solid, reliable dispatcher and a good partner in the communications center? If they have a question, do they know where to go to find the answer on their own?

It is important that the trainee be able to adapt to new situations that arise in the dispatch center. Every situation is different, yet can be similar in nature to other incidents. The trainee needs to be able to use their knowledge to adapt to all situations that arise. It is expected that the trainee will make some mistakes during this phase, but it is important for them to be able to recover quickly and correct the mistakes without regressing.

There is not much new information presented in this phase, this phase was primarily a skill building and sharpening phase and if the trainee proves their abilities they will be advanced to Phase 5. If, at the end of this time, the trainee shows significant deficiencies in mastering the tasks and materials of this phase or any prior phase, the trainee will be placed on a phase extension for a time agreed upon by the Communications Manager. They will not advance to Phase 5 until those deficiencies are eliminated or significantly reduced.

Communications Center Training, Phase 4

Overview

Phase 4 should be completed in two weeks.

This final phase is a wrap up. While some time can be spent brushing up on areas that were lightly covered in any of the previous phases, the main focus is to judge whether the trainee can work solo.

The trainee must be able to work independently in this final phase. For the most part, the trainer will sit back and be "invisible" to the trainee. Their sole purpose is to monitor and evaluate all the work of the trainee.

On the phones, the trainer should only jump in if there is an immediate safety threat to the caller or an involved party. Any mistakes made by the trainee should still be brought to the trainee's attention and the trainer should be the one to make corrections with the trainee. The trainee will primarily be judged on call handling (emergencies and non-emergencies), decision making, geography, knowledge of procedures and codes and the ability to move freely through RIMs.

Their RIMs skills must be strong at this point in the area of creating events, searches, adding comments, and unit statuses. The trainee should have all incidents created shortly after they conclude a phone call. They must know the call types and must know basic crime codes and their elements. They must grasp what is happening within the first few moments of the call. They must be able to make the decision, on not only the call type, but also how to control the caller, what information will be pertinent to field units, and any pre-arrival protocols to protect the citizens and field units.

They must know the policies and procedures that they have been trained on during the previous phases. It is imperative for them to be able to determine a proper course of action and implement it without continual reference to written materials.

This final phase is where the trainee needs to demonstrate competence and proficiency in the duties and responsibilities of the police dispatch position. The trainee must show ability to handle both routine calls and emergencies with minimal or no assistance. They should have no trouble prioritizing and dispatching calls for service, supplementing and modifying details, etc. The trainee should be able

to "blind dispatch" (dispatch calls with little information in an emergency) and be able to dispatch without relying on incident recommendations when necessary. They should be able to input field unit traffic with relative ease and no delay.

Trainee must be able to control the flow of radio traffic, to understand the units and be understood by them. They must demonstrate confidence and competence in deciding whether to override CAD recommendations for a call if the call requires more or less units. They must project competence and professionalism over the air. Their radio voice should be confident and their transmissions accurate, brief and concise. The trainer will strictly be observing the trainee unless there is an immediate threat as far as officer or citizen safety at which time the trainer may need to jump in and help the trainee.

The trainee must also show the ability, at all times, to interact courteously with co-workers, supervisors, field units, citizens and allied agencies. They must be a team player and work effectively with others in the room.

By the end of this phase, the trainee should be able to work solo as a dispatcher in the communications center. The trainee should have demonstrated the skill level and knowledge, in all aspects of training included in this overview and previous overviews, necessary to make a solid, reliable dispatcher. They must exhibit strong multi-tasking abilities and be able to handle all positions in the dispatch center with skill, speed and accuracy. While it is acceptable in the first week of this phase to have some polishing of knowledge, skills and abilities, the trainee must show the ability to work solo during the second (final) week. The trainer simply shadows and evaluates the performance of the trainee. As in all prior phases, the communication between trainee and trainer is paramount.

If at the end of this phase, the trainee does not meet the goals of this phase, a decision will be made whether to continue under a phase extension or terminate from the program.