

CCM

Communication
Center Manager
Course

Certificate Program Syllabus

Sponsored by:

International Academies of Emergency Dispatch and Fitch & Associates

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OVERVIEW

More than a decade ago, leaders from the International Academies of Emergency Dispatch recognized a critical gap in the development of Communication Center Managers in all sectors of public safety communication and had a vision for a professional development program.

For three decades, Fitch & Associates had coordinated leadership development training for supervisors through executive leaders in public safety throughout North America. Included was two decades of offering the leading Ambulance Service Manager certificate program with the American Ambulance Association.

With the Academy's vision and Fitch & Associates' experience, the Communication Center Manager (CCM) program was developed. The program is now celebrating the 16th class and has over 400 alumni across North America and from around the world. The program you begin today has evolved many times and is the result of the hard work of committed and dedicated professionals who want you to be a great leader in the 21st century.

TARGET AUDIENCE

The CCM program is targeted at new and existing managers of communications centers. We assume that you have been a frontline supervisor and have received some training. Participants are not expected to achieve mastery in any topic area, but the program strives to provide a functional understanding. This is not a conference or training program, but a certificate program for your learning and development.

AIM

To provide a foundation of knowledge and skills that enables communication center managers to develop as professional managers, appreciate how to critically think and search out answers, and recognize that there is much more to learn.

RULES OF ENGAGEMENT

- Arrive on time; be prepared to start the session
- Listen respectfully
- Build on previous points
- Speak concisely
- Direct your comments at your classmates
- Articulate your arguments systematically
- State your assumptions
- Give evidence to support your claims
- Participate wholeheartedly
- Turn cell phones completely off
- Turn email completely off

PARTICIPATION

The CCM curriculum and experience is built around full participation. To gain the complete developmental experience and successfully complete the program, participants must be present and participate in all onsite sessions.

You and your direct supervisor should arrange for you to be free from conflicting duties (including phone calls) while participating in the programs (2) six-day sessions. In addition, you will need to plan to participate in scheduled calls or web meetings with your group and faculty.

In addition to the onsite learning sessions, participants must complete all individual and group project assignments by the assigned deadline. You may expect up to four (4) hours of work per week between online and group project activities. Participants that do not fulfill these requirements will be incomplete and will not successfully complete the certificate program.

The onsite weeks conclude at 1500 hours CT on Friday. Return travel should not be booked to depart before 1700 hours CT (1730 if renting a car).

LEARNING FORMAT

The CCM program uses a mixed method of learning. Included are:

- Onsite, face-to-face instruction and facilitation
- Asynchronous, online learning
- Individual and group project work
- Leadership Practices Inventory (LPI)
- Leadership Cinema

Collectively, the mixed method provides a diverse and challenging learning experience.

ONSITE SESSION SCHEDULE

The program starts on Sunday and is completed midday Friday afternoon. The day begins at 0800 hours and concludes by 1645 hours (1500 on each Friday). Lunch is one hour and 30 minutes and is on your own. Two 15-minute breaks are provided each morning and each afternoon. There are two evening sessions - mid-week - each week. Participants must attend all sessions.

The following is a tentative agenda for the two onsite weeks. The content will not change, but the order of the presentation may alter due to scheduling considerations.

WEEK ONE

Sunday AM	Opening Foundations & CCM Journey Syllabus - Introduction to CCM, Project, & 360
Sunday PM	Introduction to Appreciative Inquiry DiSC Activity
Monday AM	Process & Workflow Optimization Supply & Demand Common Operational Issues
Monday PM	NG911 Update Budgeting, System Funding
Tuesday AM	Writer's Workshop I, II, III
Tuesday PM	Intro to Coaching Top 10 Team
Tuesday evening	Leadership Cinema
Wednesday AM	Appreciative Supervision Ethical Decision Making
Wednesday PM	Project Management Class Project
Thursday AM	Just Culture Missing & Exploited Children Media Communications
Thursday PM	Labor & Employment Law Human Resource Management Case Study
Friday AM	Customer Service Case/Study/Activity
Friday PM	Working as a Team

WEEK TWO

Sunday AM	Welcome Back 360 Reports 360 Feedback Planning
Sunday PM	High Reliability & Trust Leading Change Case Study
Monday AM	Process Improvement Service Defect Investigation Case Study: Quality
Monday PM	Introduction to 9-1-1 Technology Administration of IT Case Study: Emergency IT
Tuesday AM	Using CAD, ePCR, and Other Data to Manage Your System What's New with IAED?
Tuesday PM	Organizational Productivity/Time Mgmt Work Life Balance Emotional Intelligence
Tuesday Evening	Leadership Cinema
Wednesday AM	Pre-Planning for the Unexpected Communication IC - Major Events Case Study: When the Center Goes Down
Wednesday PM	Training & CEU Maintenance Case Review and Call Taker Feedback Case Study
Thursday AM & PM	Group Project Presentations Group Evaluations
Thursday Evening	Celebration Reception
Friday AM	Building & Maintaining Your High-Performing Team
Friday PM	Live Into Your Future (Future Planning)

ONLINE SCHEDULE & FORMAT

The CCM program includes work completed in advance of the onsite sessions and in the interim between onsite sessions. Work is completed online using the Ninth Brain System (NBS), our new Education Partner. Participants are required to login and read the CCM update each week and are encouraged to participate in the online discussion forums.

NBS: <http://fitchassoc.ninthbrain.com>

Individual and group assignments are due each week on Monday and are submitted online or via email as directed. Assignments are posted in the Announcement area on the home page of the NBS and a weekly update email is distributed as a reminder.

ASSIGNED		DUE	On-Line Pre-Learning (Weeks Prior to Week I)
Prior	Monday		Participant Agreement
Prior	Monday		Participant Data Sheet
Week 1	Monday		DISCOVERY LESSON
Week 2	Monday		DISCUSS:: What is One Thing?
Week 3	Monday		DISCUSS:: As a CCM Customer
Week 4	Monday		DISCUSS:: What's Your Learning Style?
			VIDEO::
Week 5	Monday		DISCUSS:: Last Minute Thoughts
ASSIGNED		DUE	Week I Assignments (To Be Completed During Week I)
Sunday	Thursday		PROJECT:: Devise plan for Project Assignments
Sunday	Monday		360:: Online, login and invite reviewers
ASSIGNED		DUE	On-Line Learning (Between onsite sessions)
Week 1	Monday		DISCUSS:: Reflections & Getting Started
			360:: Complete the online survey self-assessment. Follow up with invited reviewers to confirm/encourage completion.
Week 2	Monday		DISCUSS:: Leadership
			360: Follow up with invited reviewers to confirm or encourage completion.
Week 3	Monday		DISCUSS:: Strategic Planning
			360:: Follow up with invited reviewers to confirm or encourage completion.
			PROJECT:: Mid-point Check-in with Faculty Advisor
Week 4	Monday		DISCUSS:: Customer Focus
			360: Follow up with invited reviewers to confirm or encourage completion.
Week 5	Monday		DISCUSS:: Measurement, Analysis, and Knowledge Management
			360: All responses must be complete.
Week 6	Monday		DISCUSS:: Workforce Focus
Week 7	Monday		DISCUSS:: Process Management
Week 8	Friday		DISCUSS:: Closing Reflections
	Thursday		PROJECT:: Group presentations.
			<i>Subject to change.</i>

GROUP PROJECT

A large part of your CCM learning experience includes participating in a group team project between learning sessions and presenting your results to your peers in the second learning session. Complete details of the project are found in the document *CCM Group Project Instructions*. This document may also be found on NBS in the File Cabinet section.

On Monday of the first onsite week, project groups will be assigned. Project groups are created using a mix of participants from different geographic regions, organization types, gender, and DiSC profile. Project groups will sit and work together for the remainder of the CCM program.

Completing the project successfully will require individual and group work between sessions. The results of the teams' work will be presented in the second onsite week. Each project team will present to your peers.

LEADERSHIP PRACTICE INVENTORY (LPI)

As part of the CCM program, you will participate in a multi-reviewer survey or 360-degree leadership assessment instrument. The CCM program uses the Leadership Practices Inventory (LPI) developed by James M. Kouzes and Barry Z. Posner, which has been used by nearly a million leaders worldwide.¹

The LPI will require you, your direct supervisor, peers, and direct reports to complete an online survey about your leadership. The LPI focuses on five practices of exemplary leadership:

1. Modeling the way,
2. Inspiring a shared vision,
3. Challenging the process,
4. Enabling others to act, and
5. Encouraging the heart.

The resulting report will be provided to you in the second week and used as part of the sessions.

LEADERSHIP CINEMA

Each onsite week includes an evening leadership cinema session. The intent is to blend education with entertainment at the midpoint in the week. Participants are welcome to bring their own food and beverage and watch the movie. Included with the movie experience, a faculty member will facilitate a discussion around key learnings.

CASE STUDY METHOD

The case study method of learning was made famous at the Harvard Business School. It involves real-world situations, with heavy student involvement, and expert faculty involvement. The CCM program strives to include one to two case studies per day. Participants review and prepare for the cases in advance and are responsible for being prepared for the scheduled case sessions.

¹ Kouzes J.M. & Posner B.Z. (2007). *The Leadership Challenge, 4th Edition*. San Francisco, CA: Jossey Bass

WELCOME & CELEBRATION RECEPTION

On Sunday evening of the first week from 1700-1800 hours, the CCM faculty invites you to an informal **welcome reception** in the Hospitality Area of the hotel. Complimentary beverages and snacks are provided. This is an opportunity to informally welcome you to the program and allow you to meet your new peers.

On Thursday night of the second week at 1700-1800 hours, the CCM faculty invites you to an informal **celebration reception** in the Hospitality Area of the hotel. Complimentary beverages and snacks are provided. This is an opportunity to informally celebrate the CCM journey before the final day. The David Connolly award winner will be announced at the reception.

DRESS CONSIDERATIONS

Participants are requested to adhere to business casual attire. The following link is provided as guidance for acceptable business casual attire:

http://humanresources.about.com/od/workrelationships/a/dress_code.htm

IN CASE OF EMERGENCY

At least one faculty member is staying at the hotel at all times and/or is onsite. If you require urgent assistance, you may also reach us directly on our cell phones:

Anthony Minge	(509) 842-8642
Joseph (Jay) Fitch	(601) 597-4911
David E. Nelson	(816) 896-3835

DAVID CONNOLLY CCM LEADERSHIP AWARD

David Connolly was a 2007 CCM graduate from Brookline Public Safety Department in Brookline, MA. He was a model of the values and actions of a true leader we all aspire to be. He passed unexpectedly following a day of doing what he loved best during his off time: spending time with friends and family. The CCM Leadership Award is named in his honor.

In week two, each CCM participant votes for a peer that exemplifies the best of the CCM program. The David Connolly award winner is invited to speak for a few minutes on behalf of their class at the CCM graduation ceremony at the IAED Navigator Conference.

CCM CERTIFICATE AWARD

CCM participants that successfully complete the program are recognized at the IAED's Annual Navigator Conference, held each spring. The course is recognized by the National Emergency Number Association for credit toward the recertification of the Emergency Number Professional certificate.

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