

# STANDARDIZED EVALUTION GUIDELINES FOR E-911 YEARLY EVALUATIONS

The following 0 through 5 scales/value definitions are to be used when rating an employee's behavior in each of the performance categories. It is through the use of these guidelines that program standardization and rating consistency is achieved.

Overall Rating Range			Description	Definitions
				Grounds for termination. Needs immediate
0	through	1.49	Unacceptable	corrective action.
			Needs	Performance improvement plan should be
			improvement w/in	attached.
1.5	through	2.49	set time frame	attached.
2.5	through	3.49	Proficient	Fully meeting standards for task or position.
				Consistently exceeds expectations. Above
3.5	through	4.49	Very Proficient	average.
				Work effort routinely near perfection. Zero
4.5	through	5	Exceptional	complaints.

## **APPEARANCE**

- 1. General Appearance: evaluates dress and demeanor.
  - **0 1.49** Unacceptable consistently wears dirty, wrinkled, improper uniform or clothing; has offensive personal hygiene.
  - **2.5 3.49** Proficient routinely wears neat, clean, proper uniform or clothing; has inoffensive personal hygiene.
  - **4.5 5** Exceptional consistently maintains complete, neat, clean overall appearance; always maintains professional appearance.

#### **ATTITUDE**

- 2. <u>Acceptance of Feedback</u>: evaluates the way that the employee accepts the trainer's criticism and how that feedback is used to further the learning process and improve performance.
  - **0 1.49** Unacceptable rationalizes mistakes, denies that errors were made, is argumentative, refuses to or does not attempt to make corrections. Considers feedback as personal attack.

- **2.5 3.49** Proficient accepts feedback in a positive manner and applies it to improve performance and further learning.
- **4.5 5** Exceptional actively solicits criticism and feedback in order to further learning and improve performance. Does not argue or blame others for errors.
- 3. <u>Attitude Toward Communications Work</u>: evaluates how the employee views their career in terms of personal motivation, goals, and acceptance of the responsibilities of the job.
  - **0 1.49** Unacceptable sees career only as a job, uses the job to boost ego, abuses authority.
  - **2.5 3.49** Proficient demonstrates an active interest in ones career and in public safety communications responsibility.
  - **4.5 5** Exceptional utilizes off-duty time to further professional knowledge, actively soliciting assistance from others to increase knowledge and improve skills. Demonstrates true concern for callers, and maintains high ideals in terms of professional responsibilities.

# **KNOWLEDGE**

- 4. <u>Knowledge of Department Policies and Procedures</u>: evaluates the employee's knowledge of departmental procedures and ability to apply this knowledge.
  - **0 1.49** Unacceptable fails to display knowledge of departmental policies, regulations or procedures, or violates same.
  - **2.5 3.49** Proficient familiar with most commonly applied departmental policies, regulations or procedures, and complies with same.
  - **4.5 5** Exceptional has an excellent working knowledge of departmental policies, regulations or procedures, including lesser known and seldom used policies.
- 5. <u>Knowledge of Radio/Telephone/Data Transfer System</u>: evaluates the employee's knowledge of the radio, telephone, and/or data transfer systems that are installed and in use.
  - **0 1.49** Unacceptable fails to display knowledge of equipment purpose or use, making mistakes in the use of radio, telephone, or computer/data system.
  - **2.5 3.49** Proficient familiar with the purpose and use of the radio, telephone or computer/data systems (as applicable) and correctly applies this knowledge to the processing of calls for service.
  - **4.5 5** Exceptional has an excellent working knowledge of the radio, telephone or computer/data systems (as applicable), seeks new knowledge and understanding, and correctly diagnoses problems with the system(s).
- 6. <u>Knowledge of CAD System</u>: evaluates the employee's knowledge of the department's Computer Aided Dispatch system, and the ability to work with that system.

- **0 1.49** Unacceptable fails to display knowledge or understanding of the CAD system. Little or no keyboarding skills.
- **2.5 3.49** Proficient familiar with most common uses of the CAD system and inputs information quickly and accurately.
- **4.5 5** Exceptional has an excellent working knowledge of the CAD system and its various applications. Can work through the system effortlessly.
- 7. <u>Knowledge of Call Prioritization Procedures</u>: evaluates the employee's knowledge of the call prioritization, including emergency call-taking and emergency dispatch procedures (as applicable).
  - **0 1.49** Unacceptable fails to display knowledge of department-mandated call prioritization procedures, or violates same. Does not refer to training manual or chooses the wrong references.
  - **2.5 3.49** Proficient familiar with the priority concepts, and applies them to emergency situations. Complies with department-mandated call prioritization policies or procedures. Uses the training manual with proper references.
  - **4.5 5** Exceptional has an excellent working knowledge of the call prioritization system, including its theories and philosophies. Correctly applies all departmental policies or procedures, including those that are lesser known and seldom used.
- 8. <u>Knowledge of Telephone Pre-Arrival Protocols</u>: evaluates the employee's knowledge of the department-mandated telephone pre-arrival protocols and procedures, including the use of the software or training manual.
  - **0 1.49** Unacceptable fails to display knowledge of telephone pre-arrival protocol policy or procedures, or violates same. Does not refer to software or training manual, or chooses the wrong reference.
  - **2.5 3.49** Proficient familiar with the telephone pre-arrival protocol concepts, and applies them to procedures. Uses the software or training manual with proper references.
  - **4.5 5** Exceptional has an excellent working knowledge of the telephone pre-arrival protocols and procedures, including those that are lesser known and seldom used.

## **PERFORMANCE**

- 9. <u>Telephone Skills–Normal Conditions</u>: evaluates the employee's ability to properly answer non-emergency calls, and process the calls according to departmental policies, regulations, and procedures and accepted telephone techniques.
  - **0 1.49** Unacceptable uses course or rude language or demeanor on the phone. Fails or refuses to follow departmental guidelines for answering non-emergency telephone calls. Fails to keep proper records, or has numerous errors in records.

- **2.5 3.49** Proficient uses proper telephone courtesy. Follows accepted departmental guidelines for answering non-emergency telephone calls. Keeps records of calls as needed.
- **4.5 5** Exceptional uses proper telephone courtesy, demonstrating a true concern for callers. Keeps exemplary records as needed.
- 10. <u>Telephone Skills-Moderate and High Stress Conditions</u>: evaluates the employee's ability to properly answer moderate and high stress emergency telephone calls, and process the calls according to department policies, regulations, and procedures and accepted telephone techniques.
  - **0 1.49** Unacceptable uses course or rude language or demeanor on the phone. Fails or refuses to follow departmental guidelines for answering emergency telephone calls, or prematurely terminates calls from emergency callers. Fails to keep proper records, or has numerous errors in records.
  - **2.5 3.49** Proficient uses proper telephone techniques in stressful conditions, following departmental guidelines for answering emergency telephone calls. Keeps records of calls as needed.
  - **4.5 5** Exceptional uses proper emergency telephone techniques, keeping callers calm while obtaining information or giving directions and instructions. Keeps exemplary records as needed.
- 11. <u>Interview Skill</u>: evaluates the employee's ability to obtain information from callers on the phone, or units in the field, who are reporting incidents or requesting communications actions.
  - **0 1.49** Unacceptable does not ask questions to solicit information, or asks improper questions. Does not use accepted techniques to calm hysterical callers. Engages in unnecessary questioning or conversation.
  - **2.5 3.49** Proficient obtains necessary information in a minimum period of time, with little superfluous questioning. Uses accepted techniques to calm hysterical callers. Solicits missing information as needed.
  - **4.5 5** Exceptional obtains necessary information in a minimum period of time, using sequential method of questioning and recording. Actively listens to obtain information without repeating questions. Skillfully calms hysterical callers.
- 12. <u>Orientation/Map Interpretation</u>: evaluates the employee's ability to read a map, interpret directions, and relay map information to concerned parties. Also evaluates the employee's overall orientation to the geographic area.
  - **0 1.49** Unacceptable has little or no working knowledge of the geographical area served by the agency. Cannot orient places and directions on the map. Cannot properly interpret features indicated on a map.
  - **2.5 3.49** Proficient has a working knowledge of the geographic area served by the agency. Can orient most locations according to landmarks, cross streets, or by house number. Can read and interpret all features indicated on a map.

- **4.5 5** Exceptional has an intimate knowledge of the geographic area served by the agency. Can orient most locations according to landmarks, cross streets, or by house number. Can read and interpret all features indicated on a map.
- 13. <u>Routine Forms-Accuracy and Completeness</u>: evaluates the employee's ability to properly utilize departmental forms necessary to job accomplishment.
  - **0 1.49** Unacceptable is unaware that a form must be completed and/or is unable to complete the proper form for the given situation. Forms are incomplete, inaccurate, or improperly used.
  - **2.5 3.49** Proficient knows the commonly used forms and understands their use. Completes them with reasonable accuracy and thoroughness.
  - **4.5 5** Exceptional consistently makes accurate form selections and rapidly completes detailed forms without assistance. Displays a high degree of accuracy.
- 14. <u>Writing Skills</u>: employee demonstrates effective written communication skills by understanding information being conveyed and conveying information that is well organized, clearly written, comprehensive, and complete; uses correct grammar and spelling and writes legibly when appropriate.
  - **0 1.49** Unacceptable consistently mispells; errors impair understanding/meaning; consistently uses inappropriate words and/or wrong tense; consistently writes information in a manner that is confusing, conflicting, unorganized, rambling; omits pertinent and/or adds irrelevant information; uses handwriting that is illegible.
  - **2.5 3.49** Proficient routinely spells correctly; errors do not impair understanding or meaning; uses appropriate words and correct tense; writes information that is pertinent, organized, clear and concise; uses handwriting that is readable.
  - **4.5 5** Exceptional consistently spells correctly, uses appropriate words and correct tense; writes pertinent, organized information clearly and concisely; consistently uses handwriting that is legible.
- 15. <u>Position Performance Non-Stress Condition</u>: evaluates the employee's ability to work within his or her assigned position and perform required duties in non-stress conditions.
  - **0 1.49** Unacceptable when confronted with a routine task, becomes confused or disoriented. Does not/cannot complete the task. Takes wrong course of action, or avoids taking action.
  - **2.5 3.49** Proficient properly assesses routine situations, determines appropriate and proper course of action, and takes same.
  - **4.5 5** Exceptional properly assesses situations, including unusual or complex ones, determines the appropriate course of action and takes same.
- 16. <u>Position Performance Stress Conditions</u>: evaluates the employee's ability to work within his or her assigned position and perform required duties in moderate and high stress conditions.

- **0 1.49** Unacceptable becomes emotional, is panic-stricken, cannot function, holds back, loses temper, or display's cowardice. Overreacts.
- **2.5 3.49** Proficient maintains calm and self control in most situations, determines proper course of action, and takes it. Does not allow the situation to further deteriorate.
- **4.5 5** Exceptional maintains calm and self control in even the most extreme situations. Quickly restores control to the situation, and takes command. Determines the best course of action and takes same.
- 17. <u>CAD Skills–Normal Conditions</u>: evaluates the employee's ability to utilize the CAD system in his or her assigned position under routine conditions.
  - **0 1.49** Unacceptable cannot use the CAD terminal for even simple non-emergency entries and retrievals. Cannot use keyboard at an acceptable rate of speed or accuracy.
  - **2.5 3.49** Proficient utilizes the CAD terminal at assigned position in non-emergency situations according to policy and procedure. Accurately enters information while receiving it over the phone or the radio.
  - **4.5 5** Exceptional utilizes the CAD terminal with ease in non-emergency situations, even in the most complex situations. Enters information while receiving it over the phone or radio, while also conversing and questioning for more information. Keys information at high rates of speed and accuracy.
- 18. <u>CAD Skills–Moderate and High Stress Conditions</u>: evaluates the employee's ability to utilize the CAD system in his or her assigned position under moderate and high stress conditions.
  - **0 1.49** Unacceptable becomes emotional, panic-stricken, and cannot operate the CAD system under moderate or high stress. Makes excessive entry mistakes.
  - **2.5 3.49** Proficient utilizes the CAD terminal at assigned position in emergency or high stress situations according to policy and procedure. Accurately enters information while receiving it over the phone or the radio.
  - **4.5 5** Exceptional utilizes the CAD terminal with ease in moderate or high stress emergencies, even in the most complex situations. Enters information while receiving it over the phone or the radio, while also conversing and questioning for more information. Keys information at high rates of speed and accuracy.
- 19. <u>CAD Skills–Update and Relay Skills</u>: evaluates the employee's ability to update the CAD information as it is received and relay it to the proper terminal or storage.
  - **0 1.49** Unacceptable fails to solicit updated information, or fails to input updated information when received. Routes information to the wrong terminal or storage.

- **2.5 3.49** Proficient after gaining initial information, the employee obtains additional information and correctly enters it. Determines the proper routing, if necessary, and sends the new information to the proper terminal or storage.
- **4.5 5** Exceptional sends initial call information at the earliest possible moment, and then obtains additional information as it is received. Always routes information to the proper terminal or storage. Checks to ensure that the message was properly received.
- 20. <u>Control of Conflict–Voice Command</u>: evaluates the employee's ability to gain and maintain control of situations through verbal command and instructions.
  - **0 1.49** Unacceptable speaks too softly or timidly, speaks too loudly, confuses or angers listeners by what is said and/or how it is said. Fails to use voice qualities appropriately, or speaks when inappropriate.
  - **2.5 3.49** Proficient speaks with authority and confidence in a calm, clear voice. Properly selects words and has the knowledge of when and how to use them.
  - **4.5 5** Exceptional completely controls voice tone, word selection, inflection, and the bearing which accompanies what is said. Restores order in even the most trying situations through use of voice.
- 21. <u>Control of Conflict–Hysterical Caller</u>: evaluates the employee's ability to gain and maintain control of a hysterical caller, and to obtain pertinent information from this caller.
  - **0 1.49** Unacceptable uses little or no force, or too much force, to gain attention and attempt to control. Freezes or fails to attempt to speak or gain control. Uses rough language or other inappropriate means to try to gain attention and control.
  - **2.5 3.49** Proficient gains control of hysterical caller in most cases using proper level of voice tone, word choice, and inflection.
  - **4.5 5** Exceptional gains control of even the most extreme hysterical caller, using proper levels of voice tone, word choices, and inflection in all cases.
- 22. <u>Problem Solving/Decision Making</u>: evaluates the employee in terms of ability to perceive, form valid conclusions, arrive at sound judgments, and make proper decisions.
  - **0 1.49** Unacceptable acts without thought or good reason. Is indecisive, or naïve. Is unable to reason through a problem and come to a conclusion. Cannot recall a previous solution and apply it to a new problem.
  - **2.5 3.49** Proficient able to reason through a problem and come to an acceptable solution based on information available. Perceives situations as they really are. Makes decisions without assistance.

- **4.5 5** Exceptional able to reason through even the most complex situations and is able to make appropriate conclusions. Have excellent perceptions. Anticipates problems and prepares resolutions in advance. Correlates past solutions to present situations.
- 23. <u>RADIO-Appropriate Use of Procedures</u>: evaluates the employee's ability to use the radio in accordance with departmental policy and procedure.
  - **0 1.49** Unacceptable violates policy concerning use of radio. Does not follow procedures or follows wrong procedure. Does not understand or use proper codes/language.
  - **2.5 3.49** Proficient follows policy and accepted procedures. Has a good working knowledge of most-often used sections of the code/language.
  - **4.5 5** Exceptional always follows proper procedures, adheres to policy. Has superior working knowledge of all codes/language, and applies knowledge when using the radio.
- 24. <u>RADIO-Listens and Comprehends</u>: evaluates the employee's ability to pay attention to radio traffic and to understand the information that is transmitted. For call takers, evaluates the ability to hear radio traffic from other positions and understands the meaning of the transmission.
  - **0 1.49** Unacceptable repeatedly misses calls to dispatch and is unaware of traffic on adjoining positions. Requires field units to repeat radio transmissions or does not accurately comprehend transmissions.
  - **2.5 3.49** Proficient understands radio traffic directed at the employee's position, and is generally aware of the radio traffic directed to other positions.
  - **4.5 5** Exceptional is aware of own radio traffic and traffic at adjoining positions. Uses previously transmitted information to advantage.
- 25. <u>RADIO-Articulation of Transmission</u>: evaluates the employee's ability to communicate with others via the radio.
  - **0 1.49** Unacceptable does not preplan transmissions. Over or under modulates. Cuts message off through improper use of the microphone. Speaks too fast or too slow.
  - 2.5 3.49 Proficient uses proper procedures with clear, concise, and complete transmissions.
  - **4.5 5** Exceptional transmits clearly, calmly, concisely, and completely in even the most stressful situations. Transmissions are well thought-out and do not have to be repeated.

# **RELATIONSHIPS**

26. With Callers: evaluates the employee's ability to interact with the public in an appropriate, efficient and effective manner.

- **0 1.49** Unacceptable consistently is discourteous, uncommunicative; overlooks, avoids "service" aspect of the job; unnecessarily interrupts; does not listen, show interest, or relate to customer; uses improper language; displays personal feelings that interfere.
- **2.5 3.49** Proficient routinely is courteous, objective; communicates effectively; provides appropriate assistance, service; listens, shows interest, relates to caller; uses proper language.
- **4.5 5** Exceptional consistently is courteous, objective; communicates effectively; provides appropriate assistance, service; makes extra effort to assist caller; listens, shows interest, relates to caller; a role model for providing positive customer service.
- 27. <u>With Officers/Deputies/EMS</u>: evaluates the employee's ability to interact with Officers/Deputies/EMS in person, on the telephone, and on the radio, in an appropriate, efficient and effective manner.
  - **0 1.49** Unacceptable consistently is discourteous, uncommunicative; overlooks, avoids "service" aspect of the job; unnecessarily interrupts; does not listen, or show interest; uses improper language; displays personal feelings that interfere.
  - **2.5 3.49** Proficient routinely is courteous, objective; communicates effectively; provides appropriate assistance, service; listens, shows interest; uses proper language.
  - **4.5 5** Exceptional consistently is courteous, objective; communicates effectively; provides appropriate assistance, service; makes extra effort to assist caller; listens, shows interest, a role model for providing positive customer service.
- 28. <u>With Communications Personnel</u>: evaluates the employee's ability to interact effectively and have rapport with training officers, supervisors and other communications personnel.
  - **0 1.49** Unacceptable consistently is discourteous, uncommunicative; unnecessarily interrupts; does not listen, show respect; uses improper language; displays personal feelings that interfere.
  - **2.5 3.49** Proficient routinely is courteous, objective; communicates effectively; listens, shows interest; uses proper language.
  - **4.5 5** Exceptional consistently is courteous, objective; communicates effectively; makes extra effort to interact with personnel; listens, shows interest.