

Shift Supervisor Evaluation

BEHAVIOR

A. WORK ETHICS

1. Attendance

- a. Reliability (no pattern of sick leave usage attached to RDOs or approved leave)

4 or more 2-3 1 none

0 1 2 3 See comment page

- b. Dependability (Personnel Policy 11.4 - Excessive Sick Leave Usage)

6 or more 4-5 1-3 none

0 1 2 3 See comment page

- c. Lack of AWOL occurrence

- i. Reporting for work, training or meetings as assigned SOP #06-02

Y **N** See comment page

- ii. Positive balance of sick leave (Personnel Policy 11.3 - Scheduling of Sick Leave)

Y **N** See comment page

2. Punctuality

- a. Arrives late for work, training or meetings

4 or more 2-3 1 none

- b. Begins work per SOP # 95-02

- c. Lack of AWOL occurrences – late without prior notification per SOP #06-02

Y **N** See comment page

- d. Requests leave time within acceptable parameters

Y **N** See comment page

3. Responsiveness

- a. Returns pager or telephone recall for supervisory vacancies

- b. Returns to or contacts work expeditiously when an equipment malfunction page is sent

- c. Returns to or contacts work expeditiously when an emergency weather page is sent

B. INTERPERSONAL SKILLS

1. Collaborates with peers, rather than competes
2. Supports team cohesiveness
3. Invests in others (e.g., helps them identify and resolve problems)
4. Communicates optimism vs. pessimism, cynicism, or mistrust
5. Displays positive attitude towards the emergency communications profession
6. Refrains from making comments that cause friction or dissention
7. Avoids negative dialogue concerning other staff members
8. Are you approachable by your subordinates?
9. Displays willingness to cooperate with the other supervisor
10. Interactions
 - a. External contacts
 - i. Citizens
 - ii. Other City/Village employees
 - iii. Vendors

Y _____ **N** _____ See comment page _____
 - b. Sworn contacts
 - i. Displays professional and appropriate interactions with officers & fire fighters
 - ii. Displays professional and appropriate interactions with police and fire command staff

C. LEADERSHIP SKILLS

1. Communicates an attitude of organizational loyalty
2. Displays willingness to work towards achievement of the NSECC's goals.
3. Asserts self in a timely, helpful and generous manner
4. Seeks input from others
5. Seeks to benefit the group rather than the individual
6. Shares leadership (e.g., delegates appropriately)
7. Sets a good example as a supervisor
8. Demonstrates assertiveness
9. Demonstrates decisiveness
10. Offers support in a balanced manner
11. Provides assistance to others when needed

- 12. Shows proper respect to subordinates**
- 13. Shows proper respect to senior management**
- 14. Treats everyone equally (Doesn't "play" favorites)**
- 15. Follows established rules of personal conduct**
- 16. Maintains a professional composure.**
- 17. Refrains from making negative comments to the sworn departments concerning the NSECC**
- 18. Refrains from making negative comments about sworn personnel**
- 19. Refrains from discussing controversial opinions/issues while on duty**
- 20. Refrains from discussing union issues**
- 21. Displays ability to control a conflict between staff members**
- 22. Addresses contentious situation in the present (e.g., neither procrastinates or avoids conflict)**
- 23. Conducts needed investigations in a prompt and thorough manner**
- 24. Displays knowledge and ability to handle routine sworn concerns**
- 25. Displays knowledge and ability to handle citizen complaints (TOT to Director and Deputy Director via written documentation)**
- 26. Displays knowledge and ability to handle sworn complaint that requires an investigation (TOT to Director and Deputy Director via written documentation)**
- 27. Understands the implications of acting and not acting**
- 28. Keeps the public's interests in mind, as well as the department's**
- 29. Gives subordinates credit for their ideas and suggestions**
- 30. Demonstrates the ability to maintain professional confidences.**

D. EXERCISING AND RESPONDING TO AUTHORITY

- 1. Respects the department's chain-of-command structure**
- 2. Displays willingness to cooperate with and support senior management**
- 3. Protects the department from risk and liability (external)**
- 4. Protects the department from risk and liability (internal)**
- 5. Holds subordinates accountable**
- 6. Supports departmental policy even when there is resistance**
- 7. Communicates expected standards and insists upon them**
- 8. Disciplines fairly, equitably, and as necessary**

9. Scope of authority is exercised as needed but not exceeded

Y _____ **N** _____ See comment page _____

EXECUTION

A. ADAPTABILITY

1. Learns and operates new equipment
2. Learns and utilizes new knowledge
3. Displays acceptance of new equipment and/or forms and the related training
4. Displays willingness to accept new or amended policies (SOPs and personnel policies)
5. Displays willingness to adapt to rotating shifts, when assigned

B. PERFORMANCE

1. Displays awareness of the atmosphere and workload in operations room
2. Displays proactive approach to assisting and evening out the workload
3. Pays attention to (relevant and important) details concerning P/F/EMS incidents
4. Displays ability to handle a critical incident professionally
5. Proper and timely notifications made
6. Displays knowledge of and ability to handle recall of staff procedures
7. Displays knowledge of and ability to handle orderback procedures

0 _____ 1 _____ 2 _____ 3 _____ **Schedule Training** _____ See comments _____

8. Displays knowledge of and ability to handle equipment malfunction procedures
9. Displays knowledge of and ability to handle severe weather procedures
10. Displays knowledge of and ability to handle evacuation procedures
11. Displays knowledge of and ability to handle phone system malfunction procedures
12. Displays knowledge of and ability to handle call box procedures
13. Displays knowledge of MCAT and TRT page out procedures
14. Displays knowledge of and ability to use the radio screen and comparator
15. Displays knowledge of and ability to operate the recording systems
16. Displays knowledge of and ability to operate the mass notification system
17. Displays knowledge of and ability to operate the Nextel phones
18. Displays knowledge of and ability to operate the Keltron
19. Weekly testing of the T.D.D.s completed and documented

20. Displays knowledge of and ability to explain the SOPs

21. Displays ability to instruct the staff on new procedures and policies

22. Schedule Maintenance

- a. Understanding
- b. Completeness
- c. Accuracy
- d. Timely handling
- e. Updating
- f. Filing

23. Position knowledge

- a. Police
- b. Fire/EMS

24. LEADS

- a. Properly interprets a LEADS response
- b. Promptly and correctly handles hit confirmation within the 10 minute protocol

Y _____ **N** _____ See comment page _____

c. Promptly and correctly handles administrative messages

Y _____ **N** _____ See comment page _____

d. Displays knowledge of LEADS entry protocols

Y _____ **N** _____ See comment page _____

e. Displays knowledge of and adherence to LEADS rules and regulation

Y _____ **N** _____ See comment page _____

f. Proper dissemination of LEADS entries and cancellations

Y _____ **N** _____ See comment page _____

25. Quality Assurance Forms (Q.A.s)

- a. Acceptable amount completed during the year (two per staff member per week)
- b. QAs completed for all staff members on their shift per month
- c. Useful and constructive notes added to form
- d. Balanced and fair perspective

26. Daily Activities Sheets

- a. DAS completed daily
- b. Useful and constructive notes added to form
- c. Balanced and fair perspective
- d. Produces appropriate documentation of exceptional performances that occur during

the shift

- e. Produces appropriate documentation of controversial or problematic issues that arise during the shift**

27. Performance Evaluations

- a. Evaluations completed, delivered and discussed for all staff members where he/she is the primary supervisor during the year**
- b. Useful, constructive and well written notes added to evaluation**

28. Handling of Routine Forms (Items in N drive, attendance sheets, PAS)

- a. Accuracy**
- b. Completeness**
- c. Legibility**
- d. Filing**
- e. Timely handling**

29. EMD skills

- a. EMD protocol followed**
- b. PRO-QA proficiency**
- c. Demonstrates the ability to assist the staff with Pro-QA**

30. Gives breaks in a timely manner when requested, without a negative attitude

31. Insures that, if at all possible, a break will be given instead of a missed meal slip

C. COMMUNICATION SKILLS:

- 1. Speaks clearly, articulately, and concisely**
- 2. Displays appropriate voice volume level**
- 3. Communicates accurately (policies, procedures, facts, goals and objectives)**
- 4. Actively listens, and communicates what has been heard**
- 5. Communicates subordinates' needs (and appropriate wishes) to superiors**
- 6. Keeps oncoming supervisor and/or acting supervisor informed**
- 7. Keeps senior management informed**

D. PROBLEM SOLVING/DECISION MAKING

- 1. Identifies problems accurately, then goes beyond that to problem-solving**
- 2. Analyzes short-term and long-term implications of situations and events**
- 3. Exhibits an ability to "see the big picture"**

4. Distinguishes that which is important and/or relevant from that which is not
5. Exhibits common sense, maturity, and life experience in decision-making
6. Acts on your own initiative in a responsible manner

E. WORK APPROACH

1. Demonstrates a desire to make a contribution to the department
2. Diligent in preparation and follow through
3. Demonstrates willingness to attend meetings.
4. Thorough and complete participation in meetings.
5. Maintains and carries departmental blackberry

F. EXTRA CREDIT

1. Volunteers for extra duty (open houses, testing orientations, meet and greets)
3 See comment page
2. Brings back information from classes/seminars and willingly shares with staff through notes and handouts.
3 See comment page
3. Voluntarily offers to switch schedule to assist the NSECC.
3 See comment page
4. Develops new or innovative ideas, procedures or practices
3 See comment page