



**COMMUNICATIONS PERSONNEL
POLICY/PROCEDURE**

Policy No. 1191 **Date Issued:** December 16, 1993
Section: 1000 – Personnel Policies **Date Revised:** February 26, 2015

SUBJECT: DISPATCHER PERFORMANCE STANDARDS

APPROVED: _____
Board Chairperson

1. Work Ethic

Observation of work hours: Evaluates dispatcher’s ability to be at work on time, fully prepared to be briefed by the outgoing shift. Evaluates employee’s ability to return from meal breaks/rest periods at specified times.

(N) Employee is late and is not prepared to assume duties at beginning of shift, including being logged onto CAD and ready to assume position responsibilities. Fails to arrive early enough for thorough briefing by outgoing shift. Tardy more than five times in a year.

(M) Employee arrives on time and is fully prepared to assume position duties just prior to beginning of shift; workspace is prepared and equipped to begin shift. Tardy 3 times in a year.

(E) Employee arrives on time and is fully prepared to assume position duties just prior to beginning of shift; workspace is prepared and equipped to begin shift. Tardy less than 3 times in a year.

Attendance: Adherence to Policy 2032, Attendance Standards which state: An "unscheduled absence" is any absence from a scheduled shift, overtime or on call assignment with less than forty-eight (48) hours notice. The duration of one unscheduled absence may be for any length of time. The following examples each constitute one (1) unscheduled absence if not approved by management at least forty-eight (48) hours in advance: one full or part of a scheduled shift, consecutive shifts off, multiple consecutive

shifts off for Family Leave.

(N) More than six (6) unscheduled absences in a 6 month period.

(M) Unscheduled absences equal the average amount of unscheduled absences from coworkers on the dispatch floor.

(E) No unscheduled absences for the evaluation period.

Follows break and meal period policies and time limits: Operations employees shall have a paid 30 minute meal break. Unless otherwise approved by the on duty shift supervisor, employees on their meal break must remain within the facility (or grounds), subject to immediate call-back should the workload require. In addition to a paid meal break, on duty shift supervisors will make every reasonable effort, subject to work load demands and staffing levels, to allow each operations employee two (2) paid ten (10) minute rest period during the course of their shift. Two ten minute rest periods may be combined to create a twenty (20) minute rest period. Employees on their rest period must remain within the facility (or grounds), subject to immediate call-back should the work load require.

(N) Employee is consistently unprepared to hand off their assigned responsibilities to another dispatcher to take their scheduled breaks, and/or consistently returns late from their scheduled breaks.

(M) Employee rarely fails to take their break on time or return late from same when they are scheduled to do so on the Break List.

(E) Employee has never been unprepared to take their scheduled breaks and has never returned late from one.

Notifies Supervisor/Lead of unscheduled absence and late arrivals; follows proper procedures for same. An "unscheduled absence" is any absence from a scheduled shift, overtime or on call assignment with less than forty-eight (48) hours notice. It is the employee's responsibility to inform management/on-duty Lead of such unusual and extreme circumstances. When accrued sick leave is to be used, an employee will directly notify the on-duty Operations Supervisor/Lead of the cause of leave and its probable duration at least two (2) hours prior to their regular scheduled starting time. If a dispatcher is going to be late, the dispatcher will call and advise the on-duty Lead of his/her estimated time of arrival and the reason for being late. If it is impossible for a dispatcher to call and give notice of his/her tardiness, s/he will call as soon as it is possible. If s/he is not able to call before arriving late for work, s/he will report to the Lead as soon as s/he arrives and provide the reason for being late. If a dispatcher is relieved late, s/he will notify the on-duty lead dispatcher. Lead dispatchers will record all reports and incidents of tardiness in Schedule Express.

(N) Needs Improvement: Is AWOL, or frequently fails to notify on duty Supervisor/Lead of absence with less than 2 hours notice. Pattern of failure to notify on duty Supervisor/Lead of late arrival.

(M) Follows policy regarding unscheduled absences and notification procedures.

Participates in overtime, on-call or emergency call-out assignments as required.

(N) Pattern of signing up for less than required amount of monthly overtime. Never responds to emergency/sick call pages.

(M) Signs up for required amount of monthly overtime. Responds to one or more emergency/sick call pages.

(E) Frequently volunteers for more than the required amount of monthly overtime. Responds to emergency/sick call pages more than the agency average.

Responds to mandatory pages – if a member of a special assignment team (ERT, IDT).

(N) Frequently fails to call in/respond to a page or call out.

(M) Always calls in to respond to a page, ability to respond in the field/alt site once per year.

(E) Always responds to a page, frequently is able to respond in the field/alt site.

Complies with PowerDMS reading policy: Employees are responsible for checking their PowerDMS account at least once during every work day. The PowerDMS Administrator will periodically check the server to ensure employees are regularly signing their documents.

(N) Frequently is behind by more than a month in reading/signing documents.

(M) Reading and signing documents is current, may be behind on completing tests.

(E) Is always current reading and signing assigned documents, trainings, and tests.

Performs work to his/her potential so that others are not unnecessarily burdened by job demands.

(N) Sees career only as a job, used the job to boost ego, abuses authority, and demonstrates little dedication to the principles of public safety work.

(M) Demonstrates an active interest in the career duties and in public safety communications responsibilities. If the employee is not busy, looks for ways to help the other dispatcher in the same pod.

(E) If employee is not busy, looks for ways to help the workload of the room. Demonstrates true concern for callers, and maintains high ideals in terms of professional responsibilities.

“Fills in” for those with a lesser skill set so our Users and the public receive quality service. Treats Users, the public and peers with respect and care. Anticipates needs and

lends a helping hand to support others on the dispatch floor who may not be as an accomplished an employee.

(N) Consistently is discourteous, incommunicative; overlooks or avoids “service” aspect of the job;

(M) Routinely is courteous, communicates effectively; provides appropriate assistance to others in the room.

(E) Consistently is courteous, objective; communicates effectively; provides appropriate assistance, makes extra effort to assist others in the room, a role model for providing positive internal customer service.

Does not let personal activities or calls interfere with job performance. Per Policy 1790, employees should make personal phone calls in the break room during scheduled breaks or before and after work hours.

(N) Employee routinely ignores ringing phone lines on the dispatch floor in order to continue personal conversations with members of the public or field units. Radio traffic is missed due to being on the phone on personal calls. Friends and family call frequently during work hours for non-emergencies.

(M) Employee keeps personal phone calls made or received on the dispatch floor to a minimum. User interactions are friendly but brief. Personal calls do not interfere with employee’s workload, nor do they unnecessarily burden other employees with an increased workload.

(E) Employee takes or makes non-emergency personal phone calls while on break. User interactions on the phone are friendly but brief.

2. Interpersonal Skills

Treats others with courtesy, respect and consistency; shows sensitivity and does not arouse antagonism. Evaluates the employees’ ability to interact effectively and have rapport with co-workers, supervisors, and others.

(N) Consistently is discourteous, incommunicative; overlooks, avoids “service” aspect of the job; unnecessarily interrupts; does not listen, show interest, relate to customer; uses improper language; displays personal feelings that interfere.

(M) Routinely is courteous, objective; communicates effectively; provides appropriate assistance, service; listens, shows interest, relates to customer; uses proper language.

(E) Consistently is courteous, objective; communicates effectively; provides appropriate assistance, service; makes extra effort to assist customer; listens, shows interest, relates to customer; a role model for providing positive customer service.

Refrains from gossip. Dealings with subordinates, fellow employees, supervisors, citizens, and personnel from other agencies are characterized by fairness, courtesy,

diplomacy, honesty, firmness, empathy and confidence. The actions and reactions of others are interpreted accurately and empathetically. Confidences are treated with tact, diplomacy and integrity.

(N) Fundamental lack of ability to work productively with others, or to establish and maintain effective working relationship. Displays negative behavior towards the public, position duties and Authority goals and objectives. Instigates and participates in spreading unfounded rumors.

(M) Gets along well with others in the workplace and understands that participating in gossip can be harmful to the center's morale.

(E) Consistently displays a high level of maturity in dealing with co-workers. Shows genuine concern for morale in the workplace and discourages gossip. Excellent rapport with field units, public, Authority members and other agencies. Tactful and courteous, even when provoked.

Functions cooperatively as part of a group or team. Promotes an atmosphere that fosters teamwork and continuous service improvement. Volunteers to actively participate on various working groups or committees. Works well with other group members. Openly shares ideas and supports group and organizational decisions.

(N) Is capable of being a productive team worker/member, but cannot be depended upon to produce a fair share of the work. Seldom seeks opportunities to participate in group and organizational decisions. Only supports group and organizational decisions, goals and objectives which are seen to benefit him/her directly. Uses inappropriate and non-productive processes to express opinions regarding organizational, service and quality issues.

(M) Occasionally volunteers to participate on working groups or committees. Uses appropriate organizational communication networks and processes to communicate ideas for service and quality improvement. Supports the group and organizational decision making process. Is generally productive as a team worker/member, but more productive in individual projects and assignments.

(E) Actively seeks opportunities to participate in the collective process to improve the organizational level and quality of service. Takes initiative to analyze issues in a group setting and looks for opportunities to participate in, and be part of, group decisions. Values and works within group or committee rules. Solicits and carefully considers the opinions of others. Consistently shares ideas and always supports group and organizational decisions in all setting. Participates in the development and actively supports the Authority goals and objectives.

Maintains composure and self control. Evaluates employee's ability to control and maintain their emotions while on the dispatch floor.

(N) Frequent outbursts of profanity or yelling while working a position. Sustained complaints of rudeness from the public, Users or co-workers. Documented Oral Counseling memos from supervisors.

(M) Interactions with the public, Users and co-workers are courteous and professional.

(E) Employee is able to be a calming influence for others on the floor, and demonstrates the ability to intervene in other's deteriorating situations and resolve problems before they become complaints. A role model for others.

Adapts behavior and attitudes to changing circumstances, policies, situations and attitudes of others including co-workers, supervisors, etc. Evaluates employee's ability to understand situations, form valid conclusions, arrive at sound judgments, and make proper decisions based on information gathered.

(N) Consistently acts without thought or good reason, is indecisive and/or naïve, is unable to reason through a problem and come to an appropriate decision, cannot recall a previous solution and apply it to a similar new problem, unable to make logical decisions under pressure, does not project a professional image, unable to identify and fairly evaluate factors that affect a dispatch action.

(M) Able to reason through a problem and come to an acceptable solution based on information gleaned from callers or field units, perceives situations as they really are, makes reasonable decisions without assistance.

(E) Able to reason through even the most complex situations and make appropriate conclusions, has excellent perceptions, anticipates problems and prepares resolutions in advance, relates past solutions to present situations, consistently demonstrates the ability to make appropriate decisions independently.

Avoids patterns of complaints from others.

(N) Employee has sustained complaint(s) from co-workers, Users or the public.

(M) Employee has few if any complaints from co-workers, Users or the public.

(E) Employee has received commendations from co-workers, Users or the public.

3. Acceptance of Supervision

Understands assigned duties and responsibilities and his/her role within the organization; follows directions as given. Evaluates employee's knowledge of departmental policies and procedures and ability to apply this knowledge.

(N) Fails to display knowledge of department policies/regulations/procedures or violates same.

(M) Familiar with most commonly applied department policies/regulations/procedures and complies with same.

(E) Has an excellent working knowledge of department policies/regulations/procedures, including lesser known and seldom used ones.

Acceptance constructive criticism and feedback and makes any needed adjustments:
Evaluates the way employee accepts criticism and how that feedback is used to further the learning process and improve performance.

(N) Rationalizes mistakes, denies that errors were made, is argumentative, refuses to or does not attempt to, make corrections. Considers criticism a personal attack.

(M) Accepts criticism in a positive manner and applies it to improve performance and further learning.

(E) Actively solicits criticism and feedback in order to further learning and improve performance. Does not argue or blame others for errors.

Shows respect for authority. Evaluates the relationships that the employee has with management and supervisory personnel.

(N) Patronizes management and/or supervisors or is antagonistic towards them. Gossips. Is insubordinate, argumentative, or sarcastic. Resists instructions.

(M) Adheres to the chain of command and accepts their role in the organization.

(E) At ease in contacts with management and supervision. Understands superior's responsibilities and supports them and their position. Peer group leader.

Offers solutions to problems rather than complaints. Avoids pattern of complaining in forums such as meetings, concern forms and emails without offering a solution. Openly shares ideas and supports group and organizational decisions. Volunteers to actively participate in various meetings, working groups or committees.

(N) Looks for problems but ignores solutions. Refuses to participate in discussions at meetings or work groups. Only supports group and organizational decisions, goals and objectives which are seen to benefit him/her directly. Uses inappropriate and non-productive processes to express opinions regarding organizational, service and quality issues.

(M) Uses appropriate organizational communication networks and processes to communicate ideas for service and quality improvement.

(E) Consistently shares ideas and always supports group and organizational decisions in all settings. Participates in the development and actively supports the Authority goals and objectives. Solicits and carefully considers the opinions of others.

4. Customer Service/Professionalism

Employee has a genuine interest in and a desire to provide quality customer service.
Abides by the SCR9-1-1 Codes of Conduct: "A Successful NetCom Employee", the "Customer Bill of Rights" and the Oath.

(N) Boredom or lack of enthusiasm are consistently displayed. Has frequent difficulty dealing effectively with field units and the public. Displays negative behavior towards the public, position duties and Authority goals and objectives.

(M) Is generally cooperative. Provides an adequate level of effort to support needs of field units and the public.

(E) Promotes a positive image. Excellent rapport with field units, public, Authority members and other agencies. Enthusiasm for profession is obvious and serves to motivate peers and subordinates.

Understands mission and work of organization, acts accordingly. Evaluates employees knowledge of NetCom's Mission Statement and policies and procedures, and the employee's ability to apply them to everyday work.

(N) Fails to display knowledge of NetCom policies and procedures. Fails to apply NetCom's policies and procedures. Violates policies and procedures regularly.

(M) Familiar with most of the more commonly used NetCom policies and procedures. Complies with same and applies them properly.

(E) Has an excellent working knowledge of company NetCom policies and procedures, including those that are seldom used or lesser known.

Treats all callers with courtesy, respect, and empathy. Evaluates the employee's ability to properly answer non-and/or emergency telephone calls, and process the calls according to department policies, regulations, and procedures and accepted telephone techniques.

(N) 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.

(M) Uses proper telephone courtesy. Follows accepted departmental guidelines for answering non-emergency telephone calls.

(E) Uses proper telephone courtesy, demonstrating a true concern for callers.

Deals with Users, the public and co-workers with courtesy, respect and professionalism. Evaluates the employee's ability to interact with Users, the public, and co-workers in an appropriate, efficient, effective manner.

(N) Consistently is discourteous, incommunicative; overlooks, avoids "service" aspect of the job; unnecessarily interrupts; does not listen, show interest, relate to customer; uses improper language; displays personal feelings that interfere.

(M) Routinely is courteous, objective, communicates effectively; provides appropriate assistance, service; listens, shows interest, relates to customer; uses proper language.

(E) Consistently is courteous, objective; communicates effectively; provides appropriate assistance, service; makes extra effort to assist customer; listens, shows interest, relates to customer; a role model for providing positive customer service.

5. Call Taking

Follows call taking procedures appropriately. Evaluates the dispatcher's knowledge of call prioritization, including emergency call-taking and emergency dispatch procedures (as applicable.)

(N) Fails to display knowledge of department-mandated call prioritization procedures, or violates same.

(M) Familiar with the priority concepts, and applies them to emergency situations. Complies with department-mandated call prioritization policies or procedures.

(E) 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.

Enters concise CAD comments in a timely and accurate manner: 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 and appropriately.

(N) Consistently misspells; unable to format details in concise manner, and is grammatically incorrect to the degree where officers and/or fellow dispatchers have difficulty understanding the communications.

(M) Is regularly concise in the organization of a detail that is easily understood and contains few errors. Uses approved abbreviations. Understands the difference and correctly uses the address field and the location field.

(E) Creates all details in an organized, concise format. Consistently spells correctly, uses appropriate words and correct tense; writes pertinent, organized information clearly and concisely; consistently uses correct abbreviations.

Resources and Referrals: Evaluates employee's ability to know when it is proper to create a call for service or to refer the caller to a more appropriate resource such as civil department, animal control, etc. Evaluates employee's ability to use dispatcher resources such as Criss Cross directory, CLETS manual, Animal Control/On-line Reporting matrix, etc.

(N) Continually makes improper decisions regarding creating a detail vs. referring a caller to the more appropriate resource. Unable to use common dispatcher resources.

(M) Generally makes correct decisions regarding call creation vs. referral with

minimal assistance. Is able to find and use dispatcher references with minimal assistance.

(E) Without hesitation, quickly and accurately refers callers to the most appropriate resource. Rarely needs assistance finding and utilizing dispatcher resources.

Able to use proper prioritization. Evaluates the dispatcher's knowledge of call prioritization, including emergency call-taking and emergency dispatch procedures (as applicable.)

(N) Fails to display knowledge of department-mandated call prioritization procedures, or violates same.

(M) Familiar with the priority concepts, and applies them to emergency situations. Complies with department-mandated call prioritization policies or procedures.

(E) 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.

Field Unit Safety Information: Evaluates employee's ability to obtain field unit safety related information during call taking. Checks premise history icon for related information.

(N) Fails or is unable to obtain field unit safety information, including such things as firearms involved, drug and/or alcohol involvement, number of suspects, descriptions, names (if available), violent behavior, hazards, and vehicle information. Pattern of ignoring checking premise history.

(M) Obtains such field unit safety information such as firearms, drug/alcohol involvement, number of suspects, descriptions, names, violent behavior, hazards and vehicle information. Rarely ignores premise history or attaching the information to the detail.

(E) Always obtains such field unit safety information such as firearms, drug/alcohol involvement, number of suspects, descriptions, names, violent behavior, and vehicle information. Runs associated names and vehicles, checks previous history on persons, vehicles, hazards, and address prior to field unit's arrival. Always checks premise history information and attaches it to the detail.

Listens attentively to what callers say and can elicit valuable information. 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.

(N) 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.

(M) 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.

(E) Obtains necessary information in a minimum period of time, using sequential method questioning and recording. Actively listens to obtain information without repeating questions. Skillfully calms hysterical callers through use of voice.

Avoids voice intonations and/or phrases that erect barriers. Evaluates the employee's ability to gain and maintain control of situations through verbal command and instruction.

(N) 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 when appropriate or speaks when inappropriate.

(M) Speaks with authority in a calm, clear voice, Proper selection of words and knowledge of when and how to use them.

(E) Completely controls with voice tone, word selection, inflection and the bearing which accompanies what is said. Restores order in even the most trying situations

Uses acceptable calming techniques. Evaluates the employee's ability to gain and maintain control of an uncooperative or hysterical caller, and to obtain pertinent information from this caller.

(N) 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.

(M) Gains control of hysterical caller in most cases using proper level of voice tone, word choice and inflection.

(E) Gains control of even the most extreme hysterical caller, using proper levels of voice tone, word choice, and inflection in all cases.

EMD Transfers: Evaluates the non EMD employee's ability to effectively interrogate callers and transfer requests for medical assistance to an EMD according to department policy.

(N) Fails to recognize situation that calls for use of Emergency Medical Dispatch protocols. Asks questions improperly, fails to properly relay necessary information to EMD.

(M) Recognizes caller requires medical assistance. Properly interrogates caller to obtain necessary information and accurately relays information to EMD when call is transferred.

(E) Consistently, quickly and calmly obtains necessary information, accurately relays information to EMD and does not become flustered or uncomfortable with situation.

6. Multi-tasking

CAD Skills: Update and Relay – Evaluates the employee’s ability to update the CAD information as it is received and relay it to the proper terminal or storage.

(N) Fails to solicit updated information, or fails to input updated information when received. Routes information to the wrong terminal or storage.

(M) 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.

(E) Sends initial call information at the earliest possible moment, 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.

Can simultaneously handle phone and radio traffic appropriately without detriment to either. Evaluates employee’s ability to utilize the CAD system at assigned position under moderate and high stress conditions.

(N) Becomes emotional, panic-stricken, and cannot manipulate the CAD system under moderate or high stress. Makes excessive entry mistakes.

(M) 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.

(E) 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 radio, while also conversing and questioning for more information. Keys information at high rates of speed and accuracy.

7. Emergency Medical Call Taking

EMD Skills: Evaluates employee’s ability to use the center’s ProQA Emergency Medical Dispatch protocol during all medical calls.

(N) Unable or refuses to follow requirements for case entry, key questioning, pre-arrival, and post-dispatch instructions, as well as exit instructions. Compliance level 94.9% or lower.

(M) Proficiently follows case entry requirements, selects correct protocol and follows key questioning, provides appropriate pre-arrival, post-dispatch instructions, and case exit instructions. Compliance level between 95%-96.9%

- (E) Always follows case entry requirements, selects correct protocol and follows key questioning, provides appropriate pre-arrival, post-dispatch, and case-exit instructions. Compliance level at 97% or higher.

8. Radio Dispatching

Listens and comprehends. Evaluates the employee's ability to pay attention to radio traffic and to understand the information that is transmitted. Evaluates the ability to hear radio traffic from other positions and understand the meaning of the transmissions.

- (N) 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.
- (M) Understands radio traffic directed at the employee's position, and is generally aware of the radio traffic directed to other positions.
- (E) Is aware of own radio traffic and traffic at adjoining positions. Uses previously transmitted information to advantage.

Knowledge of and ability to work all radio channels signed off on.: Evaluates employee's ability to assign calls for service, choose appropriate primary and cover units, communicate with field supervisors when appropriate, utilize MDC as per policy, and advise units if detail is phone or face-to-face. Uses Standard Dispatch Format to broadcast calls for service.

- (N) Does not know which units to assign to details, fails to or incorrectly assigns cover units, does not advise the field supervisor when appropriate.
- (M) Correctly assigns primary units, assigns cover units when appropriate, keeps field supervisor advised of special circumstances, and utilizes MDC as per policy.
- (E) Always assigns the most appropriate unit and cover unit, constantly keeps field supervisor aware of all relevant information, utilizes MDC as per policy.

Proficient in use of ATM. Evaluates employee's ability to determine city and county boundaries using maps or other references. Evaluates employee's knowledge of the geographic area.

- (N) Cannot or refuses to learn boundaries of the cities and county areas. Cannot or refuses to learn the major streets and highways. Cannot or refuses to use available resources, such as ATM/Phase II wireless.
- (M) Has basic knowledge of county/city boundaries. Correctly uses available resources, such as ATM, to look up addresses and determine jurisdiction. Can and does use 'LD' to determine jurisdiction and manipulate ATM. Understands jurisdictional differences between cities, county, and CHP.
- (E) Has outstanding knowledge of county/city boundaries. Appropriately uses

ATM to help determine correct location when it is not clear from the caller. Is familiar with most businesses, neighborhoods, parks, common problem areas, and other common places.

Uses of available resources (Intranet, CAD, POD Books, Open Query, Terminal Services, Jailtrak, Probation, Alliance, etc.): Evaluates employee's knowledge of the above mentioned systems, and ability to find information quickly and correctly in the systems to assist citizens and field units

(N) Is unable or refuses to use available information systems, etc to obtain necessary information, never anticipates the needs of field units by using such systems to obtain pertinent data, fails to correctly interpret information gleaned from the systems

(M) Correctly and efficiently uses available information systems, etc. to obtain records and information, typically anticipates the needs of field units by utilizing the systems to obtain pertinent information, and correctly interprets information gleaned from the systems.

(E) Moves quickly and efficiently through all phases of available information systems, always anticipates the needs of field units by using the systems even before field units make the requests, rapidly searches systems for all necessary information to help field units deal with citizens or details.

Speaks in a clear, distinct and understandable manner– Evaluates the employee's ability to communicate with others via the radio.

(N) Does not preplan transmission. Over or under modulates. Cuts message off through improper use of the microphone. Speaks too fast or too slowly.

(M) Uses proper procedures with clear, concise and complete transmissions.

(E) Transmits clearly, calmly, concisely and completely in even the most stressful situations. Transmissions are well thought out and do not have to be repeated.

Calls are dispatched within the appropriate time frames based on agency guidelines for incident type and priority. All incident types have an associated priority level number. The incident type combined with the priority level will indicate the amount of time the employee has to dispatch the call to field units before it "times out" or exceeds the time compliance level in the pending queue. NetCom's compliance level to this standard is 90%. Measurement of compliance will be monthly pending queue reports reviewed by SSD

(N) Demonstrates a pattern of non-compliance through monthly QI reports. Below the agency average with no improvement noted for 3 month period. No effort to enter delay codes for calls that exceed time compliance levels.

(M) Usually meets the 90% compliance level for dispatch times as demonstrated through monthly QI reports.

- (E) Always above 90% compliance level for dispatch times as demonstrated by monthly QI reports.

9. Police Dispatching

Advises patrol or dispatch supervisor of priority calls pending or approaching a time out. Patrol Supervisors have requested to be notified of priority calls pending when there are no units available to respond. After notification, dispatchers should code these calls with a delay code – “DD*Sgt notified”. Delay code reports are compiled and reviewed monthly by the SSD.

- (N) Less than 90% compliance as measured by the Law Radio QI report.
- (M) At 90% compliance as measured by the Law Radio QI report.
- (E) Consistently above 90% compliance as measured by the Law Radio QI report.

10. Fire/EMS Dispatching

Can manage high priority incidents (SCHMIT call outs, rescues, greater alarm fires, and multiple casualty incidents (MCI)). As measured by the Greater Alarm SCHMIT review form sent to our involved Users upon conclusion of the detail. The Greater Alarm SCHMIT feedback form is based upon adherence to Policy 5510 and procedures 5405.80 and 5900.80.

- (N) Less than 90% compliance as measured by the User feedback form.
- (M) At 90% compliance as measured by the User feedback form.
- (E) Consistently above 90% compliance as measured by the User feedback form .

Pre-Alerts calls for service appropriately. Pre-alerts provide a head start response for field responders. Dispatchers should broadcast pre-alerts for every Fire/EMS incident. Pre-alerts should be as specific as possible regarding address and incident type. This allows the appropriate personnel to start responding with the suitable safety attire (see Policy 5329). Compliance to the pre alert policy will be determined by random review.

- (N) Less than 90% compliance as measured by random review.
- (M) At 90% compliance as measured by random review.
- (E) Consistently above 90% compliance as measured by random review.

11. Lead Dispatcher

Understands assigned duties and responsibilities and his/her role in the organization. Leads by example, demonstrating a positive attitude and progressive actions through display of professionalism, courtesy and appropriate tact and discretion in interactions with other employees, users and the public.

(N) Ignores “coachable moments” and acts as judge of co-workers’ actions and decisions. Micro manages the work of others to the point of affecting their ability to do their best work.

(M) Recognizes development and ability level of co-workers. Uses ‘coaching’ as a method to achieve performance results. Promotes harmony and teamwork.

(E) Evaluates, recognizes and understands personal strengths and weaknesses in others work performance without creating negative responses. Effectively turns complaints and defensive situations into supportive relationships and learning opportunities.

Uses good and impartial judgments and common sense in making decisions. Evaluates Lead Dispatcher’s ability to confront a request, situation, or problem and to decide on a solution or course of action.

(N) Consistently acts without thought or good reason, is indecisive and/or naïve, is unable to reason through a problem and come to an appropriate decision, cannot recall a previous solution and apply it to a similar new problem, unable to make logical decisions under pressure, does not project a professional image, unable to identify and fairly evaluate factors that affect a dispatch action.

(M) Able to reason through a problem and come to an acceptable solution based on information gleaned from callers or field units, perceives situations as they really are, makes reasonable decisions without assistance.

(E) Able to reason through even the most complex situations and make appropriate conclusions, has excellent perceptions, anticipates problems and prepares resolutions in advance, relates past solutions to present situations, consistently demonstrates the ability to make appropriate decisions independently.

Knows when to take action and what type of action is appropriate. Evaluates lead dispatcher’s versatility in accomplishing duties and ability to adapt to changes. Awareness of room activity and levels, able to assess and coordinate events quickly and accurately.

(N) Is unable or unwilling to adapt to working conditions.

(M) Is adaptable to changing work conditions.

(E) Adapts to changes accurately and quickly and with a positive attitude.

Functions cooperatively as part of a management team. Displays a positive attitude towards employer and the organization. Supports organizational decisions.

(N) Verbally supports the ideals and goals of the organization but fails to follow through with actions. Undermines the authority of management and fosters resentment amongst their team.

(M) Is loyal to managers and co-workers and committed to the goals of the organization. Enforces policies and procedures without creating negative reactions.

(E) Effectively communicates Management's decisions to achieve understanding and acceptance by others. Encourages open communications to achieve mutual understanding.

Is proficient with and properly utilizes all computer programs and can advise others on same (example: Emergency notification system, 3Si tracker) . Ability to troubleshoot minor technical issues using available resources.

(N) Unable or unwilling to access and/or use training manuals, training flashes or the on-line Emergency Binder to resolve use of software programs or technical difficulties commonly experienced on the dispatch floor.

(M) Able to use or train others to use all software programs encountered during a typical work week. Able to resolve most minor technical problems using the Emergency Binder. Notifies supervisor when advanced technical support is needed.

(E) Ensures all team members are able to access and use all software programs encountered during a typical work week. Able to resolve all minor technical problems using the Emergency Binder. Notifies supervisor when advanced technical support is needed.

Thoroughly and accurately follows through on assigned projects. Meets deadlines.

(N) Consistently unable to manage time effectively resulting in poor quality or unfinished assignments.

(M) Is consistent, dependable and accurate in carrying out assigned responsibilities to a successful conclusion. Usually meets deadlines.

(E) Able to distinguish between low and high priority activities to achieve maximum time effectiveness. Assignments are always completed before the due date.