

Standardized Guidelines for Evaluation

Appearance

1. **General Appearance:** Evaluates physical appearance, dress, and demeanor.
 1. **Unacceptable:** Dirty shoes, wrinkled uniform. Uniform fits poorly or is improperly worn. Hair not groomed and/or in violation of Department regulations. Offensive body odor or breath odor.
 4. **Acceptable:** Uniform neat and clean. Uniform fits and is worn properly. Hair is within regulation, shoes are shined.
 7. **Superior:** Uniform is neat, clean, and tailored; shoes are spit-shined. Displays command bearing.

Attitude

2. **Acceptance of Feedback – CTO Program:** Evaluates the way that the trainee accepts the trainer's criticism and how that feedback is used to further the learning process and improve performance.
 1. **Unacceptable:** Rationalizes mistakes, denies that errors were made, is argumentative, refuses to, or does not attempt to, make corrections. Considers criticism as personal attack.
 4. **Acceptable:** Accepts criticism in a positive manner and applies it to improve performance and further learning.
 7. **Superior:** Actively solicits criticism and feedback in order to further learning and improve performance. Does not argue or blame others for errors.
3. **Attitude Toward Telecommunications Work:** Evaluates how the trainee views the career in terms of personal motivation, goals, and acceptance of the responsibilities of the job.
 1. **Unacceptable:** Sees career only as a job, used the job to boost ego, abuses authority, and demonstrates little dedication to the principles of the public safety work. Does not show up for work at assigned times.
 4. **Acceptable:** Demonstrates an active interest in the new career and in public safety telecommunications responsibilities. Arrives for work by the assigned shift time.
 7. **Superior:** 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. **Knowledge of Department Policies and Procedures:** Evaluates the trainee's knowledge of departmental procedures and ability to apply this knowledge under actual conditions.

-Reflected in Testing-

1. **Unacceptable:** When tested verbally or written, answers with 20% or less accuracy.
4. **Acceptable:** When tested verbally or written, answers with 70% accuracy.
7. **Superior:** When tested verbally or written, answers with 100% accuracy.

-Reflected in Actual Performance-

1. **Unacceptable:** Fails to display knowledge of Departmental policies, regulations or procedures, or violates same.
 4. **Acceptable:** Familiar with most commonly applied Departmental policies, regulations or procedures, and complies with same.
 7. **Superior:** Has an excellent working knowledge of Departmental policies, regulations or procedures, including those that are lesser known and seldom used.
5. **Knowledge of Radio/Telephone/911 System:** Evaluates the trainee's knowledge of the radio, telephone, and 911 systems that are in use by the Wadsworth Police Department.

-Reflected in Testing-

1. **Unacceptable:** When tested verbally or written, answers with 20% or less accuracy.
4. **Acceptable:** When tested verbally or written, answers with 70% accuracy.
7. **Superior:** When tested verbally or written, answers with 100% accuracy.

-Reflected in Actual Performance-

1. **Unacceptable:** Fails to display knowledge of equipment purpose or use, making mistakes in the use of the radio, telephone or 911 equipment.
4. **Acceptable:** Familiar with the purpose and use of the radio, telephone or 911 systems. Correctly applies this knowledge to the processing of calls for service.
7. **Superior:** Has an excellent working knowledge of the radio, telephone or 911 equipment, seeks new knowledge and understanding, and correctly diagnoses problems with the system(s).

6. **Knowledge of CAD System:** Evaluates the trainee's knowledge of the department's Computer Aided Dispatch system, and the ability to work with that system.

-Reflected in Testing-

1. **Unacceptable:** When tested verbally or written, answers with 20% or less accuracy.
4. **Acceptable:** When tested verbally or written, answers with 70% accuracy.
7. **Superior:** When tested verbally or written, answers with 100% accuracy.

-Reflected in Actual Performance-

1. **Unacceptable:** Fails to display knowledge or understanding of the CAD system. Has little or no keyboarding skills.
4. **Acceptable:** Familiar with most common uses of the CAD system, and inputs information quickly and accurately.
7. **Superior:** Has an excellent working knowledge of the CAD System and its various applications. Can work through system effortlessly.

7. **Knowledge of L.E.A.D.S. System:** Evaluates the trainee's knowledge of the department's L.E.A.D.S. terminal, and the ability to work with that system.

-Reflected in Testing-

1. **Unacceptable:** Failure of the L.E.A.D.S. examination.
4. **Acceptable:** Passing the L.E.A.D.S. examination.
7. **Superior:** Passing the L.E.A.D.S. examination with 100% accuracy.

-Reflected in Actual Performance-

1. **Unacceptable:** Fails to display knowledge or understanding of the operation of the L.E.A.D.S. system. Unable to retrieve and/or broadcast L.E.A.D.S. information within 60 seconds of the request under normal operating conditions. Makes entries into L.E.A.D.S./N.C.I.C. containing critical errors.
4. **Acceptable:** Familiar with most common uses of L.E.A.D.S. system. Can input and receive information quickly and accurately.
7. **Superior:** Has an excellent working knowledge of the L.E.A.D.S. system and its various functions. Can work through system effortlessly.

Performance

8. **Telephone Skills---Normal Conditions:** Evaluates the trainee's ability to properly answer non-emergency telephone calls, and process the calls according to department policies, regulations, procedures and accepted telephone techniques.
 1. **Unacceptable:** Uses course or rude language or demeanor on the phone. Fails or refuses to follow the departmental guidelines for answering non-emergency telephone calls. Fails to keep proper records, or has numerous errors in records.
 4. **Acceptable:** Uses proper telephone courtesy. Follows accepted departmental guidelines for answering non-emergency telephone calls. Keeps records of calls as needed.
 7. **Superior:** Uses proper telephone courtesy, emulating a true concern for callers. Keeps exemplary records as needed.

9. **Telephone Skills—Moderate and High Stress Conditions:** Evaluates the trainee's ability to properly answer moderate and high stress emergency telephone calls. And ability to process the calls according to department policies, regulations, and procedures and accepted telephone techniques.
 1. **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.
 4. **Acceptable:** Uses proper telephone techniques in stress conditions, following departmental guidelines for answering emergency telephone calls. Keeps records of calls as needed.
 7. **Superior:** Uses proper emergency telephone techniques, keeping callers calm while obtaining information or giving directions and instructions. Keeps exemplary records as needed.

10. **Interview Skill:** Evaluates the trainee's ability to obtain information from callers on the phone, or units in the field, who are reporting incidents or requesting communications actions.
 1. **Unacceptable:** Does not ask questions to solicit information, or asks improper questions. Does not use accepted techniques to calm hysterical callers. Engages in unnecessary questions or conversation.
 4. **Acceptable:** 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.
 7. **Superior:** 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.

11. **Orientation/Map Interpretation:** Evaluates the trainee's ability to read a map, interpret directions, and relay map information to concerned parties. Also evaluates the trainee's overall orientation to the geographic area.
 1. **Unacceptable:** Has little or no working knowledge of the geographic area served by the agency. Cannot orient places and directions on the map. Cannot properly interpret features indicated on a map.
 4. **Acceptable:** Has a working knowledge of the geographic area, and can orient places and directions on a map. Able to interpret a street map, including the type of roadway and indicated features.
 7. **Superior:** 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.

12. **Routine Forms: Accuracy and Completeness:** Evaluates the trainee's ability to properly utilize departmental forms necessary to job accomplishment.
 1. **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.
 4. **Acceptable:** Knows the commonly used forms and understands their use. Completes them with a reasonable amount of accuracy and thoroughness.
 7. **Superior:** Consistently makes accurate form selections, and rapidly completes detailed forms without assistance. Displays a high degree of accuracy.

13. **Position Performance: Non-Stress Conditions:** Evaluates the trainee's ability to work within his or her assigned position and perform required duties in a non-stress condition.
 1. **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.
 4. **Acceptable:** Properly assesses routine situations, determines appropriate and proper course of action and takes same.
 7. **Superior:** Properly assesses situation, including unusual or complex ones. Determines the appropriate course of action and takes same.

14. **Position Performance: Stress Conditions:** Evaluates the trainee's ability to work within his or her assigned position and perform required duties in moderate and high stress conditions.
1. **Unacceptable:** Becomes emotional, is panic-stricken, cannot function, holds back, loses temper or displays cowardice. Overreacts.
 4. **Acceptable:** Maintains calm and self control in most situations, determines proper course of actions and takes it. Does not allow the situation to further deteriorate.
 7. **Superior:** Maintains calm and self control in even the most extreme situations. Quickly restores control in the situation, and takes command. Determines the best course of action and takes same.
15. **CAD Skills: Normal Conditions:** Evaluates the trainee's ability to utilize the CAD system in his or her assigned position under routine conditions.
1. **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. Cannot key information while receiving it by phone or radio.
 4. **Acceptable:** Utilizes the CAD terminal in his or her assigned position in non-emergency situations according to policy and procedure. Enters information while receiving it over the phone or the radio. Accurately keys information into the system.
 7. **Superior:** 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.
16. **CAD Skills: Moderate and High Stress Conditions:** Evaluates the trainee's ability to utilize the CAD system in his or her assigned position under moderate and high stress conditions.
1. **Unacceptable:** Becomes emotional, panic-stricken, and cannot manipulate the CAD system under moderate or high stress. Makes excessive entry mistakes.
 4. **Acceptable:** Utilizes the CAD terminal in his or her assigned position in emergency situations according to policy and procedure. Enters information while receiving it over the phone or radio. Accurately keys information into the system.
 7. **Superior:** 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.

17. **Control of Conflict: Voice Command:** Evaluates the trainee's ability to gain and maintain control of situations through verbal command and instructions.
1. **Unacceptable:** Speaks too softly or timidly, speaks too loudly, confuses or angers listeners by what is said or how it is said. Fails to use voice qualities appropriately, or speaks when inappropriate.
 4. **Acceptable:** Speaks with authority and confidence in a calm, clear voice. Properly selects words, and has the knowledge of when and how to use them.
 7. **Superior:** Completely controls situations with voice tone, word choice and inflection. Restores order in even the most trying situations through use of voice.
18. **Control of Conflict: Hysterical Caller:** Evaluates the trainee's ability to gain and maintain control of a hysterical caller, and to obtain pertinent information from this caller.
1. **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 and gain attention and control.
 4. **Acceptable:** Gains control of hysterical caller in most cases using proper level of voice tone, word choice, and inflection.
 7. **Superior:** Gains control of even the most extreme hysterical caller, using proper levels of voice tone, word choice, and inflection in all cases.
19. **Problem Solving/Decision Making:** Evaluates the trainee in terms of ability to perceive, form valid conclusions, arrive at sound judgments, and make proper decisions.
1. **Unacceptable:** Acts without thought or good reason. Is indecisive, 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.
 4. **Acceptable:** 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.
 7. **Superior:** Able to reason through even the most complex situations and is able to make appropriate conclusions. Has excellent perceptions. Anticipates problems and prepares resolutions in advance. Relates past solutions to present situations.
20. **Radio: Appropriate use of Procedures:** Evaluates the trainee's ability to use the radio network in accordance with department guidelines.
1. **Unacceptable:** Does not follow agency guidelines or follows wrong guideline. Does not understand or use proper language.
 4. **Acceptable:** Follows agency guidelines and accepted procedures. Has a good working knowledge of most often used radio language.
 7. **Superior:** Always follows proper procedures and adheres to policy. Has superior working knowledge of all radio language and applies knowledge when using the radio.

21. **Radio: Listens and Comprehends:** Evaluates the trainee's ability to pay attention to radio traffic and to understand the information that is transmitted.
1. **Unacceptable:** Repeatedly misses calls to dispatch. Requires field units to repeat radio transmissions or does not accurately comprehend transmissions.
 4. **Acceptable:** Understands radio traffic directed at the trainee's position, and is generally aware of the radio traffic directed at other adjoining positions.
 7. **Superior:** Is aware of own radio traffic and traffic from other city departments. Is aware of radio traffic from adjacent agencies and uses previously transmitted information to advantage.
22. **Radio: Clarity of Transmission:** Evaluates the trainee's ability to communicate with others on the radio communications system.
1. **Unacceptable:** Does not preplan transmissions. Over or under modulates. Cuts messages off through improper use of the microphone. Speaks too fast or too slow.
 4. **Acceptable:** Uses proper procedures with clear, concise and complete transmissions.
 7. **Superior:** Transmits clearly, calmly, concisely, and completely in even the most stressful situations. Transmissions are well thought-out, and do not have to be repeated.
23. **Concern for officer safety:** Evaluates the trainee's ability to recognize situations that may pose a risk to field responders and inform them of such situations in the most appropriate manner.
1. **Unacceptable:** Fails to recognize high-risk situations. Fails to obtain information about weapons, drugs or alcohol. Does not obtain the suspect's location or description. Does not track an officer's location, or give status checks. Does not recognize potentially dangerous situations on-view by an officer. Does not relay information to officers from computer systems, bulletins or teletypes.
 4. **Acceptable:** Consistently obtains pertinent information about weapons, drugs or alcohol use. Always obtains the suspect's location and full description. Always knows the location of officers and their assignment. Checks officers' status regularly, including those on traffic stops. Recognizes pertinent information from teletypes or computer systems and relays it to officers.
 7. **Superior:** Immediately recognizes situations that are potentially dangerous for an officer, either when talking

Relationships

24. **With Citizens in General:** Evaluates the trainee's ability to interact with citizens in appropriate, efficient manner.
1. **Unacceptable:** Abrupt, belligerent, overbearing, arrogant, uncommunicative. Overlooks or avoids the "service" aspects of the job. Introverted, insensitive, and uncaring.
 4. **Acceptable:** Courteous, friendly, and empathetic. Communicates in a professional, unbiased manner. Is service oriented.
 7. **Superior:** Is very much at ease with citizen contacts. Quickly establishes rapport and leaves people with the feeling that the call taker was interested in serving them. Is objective with all contacts.
25. **With Other Department Members:** Evaluates the trainee's ability to effectively interact with other Department members of various ranks in various capacities.
1. **Unacceptable:** Patronizes CTO/Supervisors/Peers or is antagonistic toward them. Gossips. Is insubordinate, argumentative, or sarcastic. Resists instructions. Considers him or herself superior. Belittles others. Is not a "team" player.
 4. **Acceptable:** Adheres to the chain of command and accepts his or her role in the organization. Good peer and CTO relationships and is accepted as a group member.
 7. **Superior:** Is at ease in contact with all, including superiors. Understands superiors' responsibilities, respects and supports their position. Peer group leader. Actively asserts others.