

## Chapter 2

## Training Evaluation Forms: Standardized Evaluation Guidelines (SEGs)

The following are standardized guidelines for the various evaluation categories. This is not an all inclusive list. To ensure consistency, CTOs must keep these competencies in mind when evaluating trainees.

### COMPETENCY: PERFORMANCE

#### 1. Written Skills

#### Competent

1. The written communication produced by the trainee is generally concise and organized.
2. The trainee's CAD incidents generally:
  - a. Contain specific facts to support the incident type.
  - b. Use correct verbiage.
  - c. Contain suspect descriptions that are complete, accurately documented, and properly formatted (including suspects when descriptions have been provided).
  - d. Contain vehicle descriptions that are complete, accurately documented, and properly formatted (when descriptions have been provided).
  - e. Contain complete weapon information when available and appropriate.
  - f. Contain drug or alcohol information when available and appropriate.
  - g. Includes all necessary information for officer safety, citizen safety and the apprehension of the suspect.
  - h. Avoids personal opinions or editorial comments.
  - i. Reflects the comments and needs of field units accurately.
3. The trainee produces accurate written documentation in a timely manner.
4. Written communication resembles that of an experienced dispatcher with standard writing skills.
5. The trainee understands and can follow written directions.
6. The trainee's written work product is commensurate with that of an experienced public safety dispatcher.

**COMPETENCY: PERFORMANCE (CONT)**

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**1. Written Skills  
(CONT)**

**Exceeds Expectations**

1. The written communication produced by the trainee is routinely well written, concise and organized.
2. The trainee's CAD incidents consistently:
  - a. Contain specific facts supporting the incident type.
  - b. Use appropriate verbiage.
  - c. Contain suspect descriptions that are accurately documented and properly formatted (when the descriptions have been provided).
  - d. Contain vehicle descriptions that are complete, accurately documented, and properly formatted (when descriptions have been provided).
  - e. Contain complete weapon information when available and appropriate.
  - f. Contain drug or alcohol information when available and appropriate.
  - g. Include all necessary information for officer safety, citizen safety and the apprehension of the suspect.
  - h. Avoid personal opinions or editorial comments.
  - i. Reflect the comments and needs of field units accurately.
3. The trainee produces written documentation quickly while maintaining accuracy.
4. The trainee understands and can follow written directions.

**Progressing Satisfactorily**

1. The trainee is generally able to produce understandable written communications using appropriate public safety language.
2. The documentation in the trainee's CAD incidents is continuing to improve in detail, verbiage, and formatting.
3. The trainee's written communication is equivalent to work products created by trainees with similar level of experience and training.
4. The trainee is not experiencing any reoccurring difficulties in this area.

**COMPETENCY: PERFORMANCE (CONT)****1. Written Skills  
(CONT)****Needs Improvement**

1. The written communication produced by the trainee is deficient in one or more of the following areas:
  - a. Accuracy
  - b. Disorganized
  - c. Inappropriate verbiage
  - d. Concise
  - e. Understandable
  - f. Grammar
  - g. Spelling
2. The CAD incidents created by the trainee contain one or more of the following:
  - a. Omissions or misstatements of facts provided by sources.
  - b. Elements of crime missing.
  - c. Spelling errors.
  - d. Confusing or misleading narrative.
  - e. Provided suspect or vehicle information is missing, incomplete, or inaccurate.
3. The trainee spends an excessive amount of time formatting and reformatting information for their training and experience.
4. The trainee's written communication is lacking and not equivalent to work products created by trainees with similar level of experience and training.
5. The trainee is experiencing reoccurring difficulties in this area.

**Not Observed**

This specific skill was not observed during the rating period.

**Not Responding to Training**

This rating is only utilized after a specific period of training has elapsed or a directed remediation period has occurred and trainee's performance has not improved. The reasons justifying an NRT rating must be articulated in a narrative which is incorporated into the evaluation.

**COMPETENCY: PERFORMANCE (CONT)**

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**2. Verbal Skills**

**Competent**

1. The trainee:
  - a. Accurately relays necessary information.
  - b. Can convey thoughts in a clear, understandable manner.
  - d. Is able to speak at the level the listener can understand.
  - e. Uses proper voice inflection and enunciation.
  - f. Is able to explain policy and procedures.
  - g. Does not let personal opinions influence professional communications or conversations.
2. When conducting an interview, the trainee:
  - a. Uses the proper salutation when answering the various telephone lines.
  - b. Is able to quickly establish a rapport with the caller.
  - c. Uses the caller's name if provided.
  - d. Uses appropriate calming techniques when needed.
  - e. Asks appropriate questions in a logical sequence to determine the scope and nature of the incident being reported.
  - f. Is able to redirect questioning when necessary as information is provided.
  - g. Able to direct the conversation tactfully.
  - h. Keeps the caller focused.
3. The trainee is able to communicate confidently, commensurate with an experienced public safety dispatcher.

**Exceeds Training Expectation**

1. The trainee has exceptional verbal skills. The trainee is:
  - a. Extremely articulate.
  - b. Conversant in public safety terms.
  - c. Consistently able to use the proper cadence for the listener.
  - d. Able to use the most appropriate verbiage for the listener.
  - e. Succinct in their conversations and interviews.

**COMPETENCY: PERFORMANCE (CONT)****2. Verbal Skills  
(CONT)**

- f. Able to accurately relay information without altering content or meaning.
  - g. Able to enunciate without sounding condescending.
  - h. Easily understood.
  - i. Able to demonstrate a personal understanding of information received and clarifies missing or confusing content.
2. The trainee's voice is comfortable to listen to and loud enough to be heard but does not disrupt the workplace.
  3. The trainee sounds confident and controlled while allowing an appropriate amount of voice inflection.

**Progressing Satisfactorily**

1. The trainee is generally able to communicate at the appropriate level of the listener.
2. The trainee sounds more confident as success is achieved.
3. The trainee is managing appropriate voice inflections.
4. The trainee's verbal communication is becoming more succinct.
5. The trainee is replacing terms with more appropriate public safety verbiage.
6. The trainee's verbal communication is equivalent to a peer with similar experience and training.
7. The trainee is not experiencing any reoccurring difficulties in this area.

**Needs Improvement**

1. The trainee has poor conversational skills, which may be demonstrated by:
  - a. Inappropriate voice inflection.
  - b. Body language inconsistent with verbiage.
  - c. Using slang or jargon inappropriately.
  - d. Using the wrong verbiage.
  - e. Mispronouncing words routinely.
  - f. Rambling when trying to explain.
  - g. Inability to relay information correctly, may misinterpret, embellish, or leave out key information.

**COMPETENCY: PERFORMANCE (CONT)**

<p><b>2. Verbal Skills (CONT)</b></p>	<ul style="list-style-type: none"> <li>h. Speaking too softly to be heard.</li> <li>i. Speaking too loudly and disrupting the workplace.</li> </ul> <p>2. When conducting an interview, the trainee:</p> <ul style="list-style-type: none"> <li>a. Uses confusing or misleading language.</li> <li>b. Fails to clarify confusing or ambiguous statements.</li> <li>c. Fails to use the caller's name if provided.</li> <li>d. Uses slang or police jargon with non-law enforcement personnel.</li> <li>e. Does not attempt to calm excited callers.</li> <li>f. Causes the speaker to repeat unnecessarily (see Listening Skills, below).</li> <li>g. Fails to respond or react to the speaker.</li> <li>h. Verbal expression inconsistent and inappropriate to the situation.</li> <li>i. Allows inappropriate silence.</li> </ul> <p><b>Not Observed</b></p> <p>This specific skill was not observed during the rating period.</p> <p><b>Not Responding to Training</b></p> <p>This rating is only utilized after a specific period of training has elapsed or a directed remediation period has occurred and trainee performance has not improved. The reasons justifying an NRT rating must be articulated in a narrative which is incorporated into the evaluation.</p>
<p><b>3. Listening Skills</b></p>	<p><b>Competent</b></p> <ul style="list-style-type: none"> <li>a. The trainee</li> <li>b. Accurately hears, comprehends, and documents information relayed verbally.</li> <li>c. Reacts and responds appropriately to information received.</li> <li>d. Infrequently for information to be repeated.</li> <li>e. Uses active listening techniques.</li> <li>f. Responds appropriately to verbal communications within the center.</li> <li>g. Follows verbal instructions.</li> <li>h. Refrains from distractions that may impact listening.</li> </ul>

**COMPETENCY: PERFORMANCE (CONT)**

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**3. Listening Skills  
(CONT)**

2. While conducting an interview the trainee:
  - a. Actively listens to the caller.
  - b. Responds appropriately to what is said.
  - c. Rarely has information repeated.
  - d. Listens for background sounds on the radio and telephone.
  - e. Recognizes and identifies pertinent facts.
  - f. Clarifies confusing information.
3. The trainee exhibits listening skills commensurate with those of an experienced public safety dispatcher.

**Exceeds Training Expectation**

1. The trainee:
  - a. Demonstrates the ability to actively listen, comprehend, and document information received verbally.
  - b. Consistently reacts and responds appropriately to information received.
  - c. Rarely needs information to be repeated.
2. The trainee pays attention to the totality of the calls for service, including:
  - a. The choice of verbiage of the caller.
  - b. The voice inflection of the caller.
  - c. Background sounds.

**Progressing Satisfactorily**

1. The trainee's understanding and comprehension of information received verbally are continuing to improve.
2. The trainee is demonstrating listening and comprehension at a level similar to trainees with the same level of training and experience.

**COMPETENCY: PERFORMANCE (CONT)**

<p><b>3. Listening Skills (CONT)</b></p>	<p><b>Needs Improvement</b></p> <ol style="list-style-type: none"> <li>1. The trainee             <ol style="list-style-type: none"> <li>a. Frequently demonstrates an inability to accurately hear and comprehend information received verbally.</li> <li>b. Misses important information.</li> <li>c. Does not respond appropriately to verbal communications within the center.</li> <li>d. Frequently needs information repeated.</li> <li>e. Is distracted by unrelated activity, not focused on the conversation at hand.</li> <li>f. Distorts, misstates, or misinterprets the message the client expressed.</li> <li>g. Fails to clarify confusing or unclear statements.</li> </ol> </li> </ol> <p><b>Not Observed</b></p> <p>This skill was not observed during the rating period.</p> <p><b>Not Responding to Training</b></p> <p>This rating is only utilized after a specific period of training has elapsed or a directed remediation period has occurred and trainee performance has not improved. The reasons justifying an NRT rating must be articulated in a narrative which is incorporated into the evaluation.</p>
<p><b>4. Accuracy/Thoroughness</b></p>	<p><b>Competent</b></p> <ol style="list-style-type: none"> <li>1. The trainee is able to follow through on dispatch tasks and accurately obtain, relay and provide information.</li> <li>2. When processing CAD incidents, the trainee:             <ol style="list-style-type: none"> <li>a. Ensures the content is complete based on the information provided by the caller or field unit.</li> <li>b. Clarifies missing or confusing content.</li> <li>c. Explains what information is unclear and why.</li> <li>d. Paraphrases without changing the content.</li> <li>e. Does not change, delete or embellish facts.</li> <li>f. Follows through with reporting parties, other agencies, supervisors and/or field units.</li> </ol> </li> <li>3. The trainee completes tasks before or on time.</li> <li>4. The trainee's work product is commensurate with that of an experienced public safety dispatcher.</li> </ol>

**COMPETENCY: PERFORMANCE (CONT)****4. Accuracy/  
Thoroughness  
(CONT)****Exceeds Training Expectation**

1. The trainee is consistently:
  - a. Thorough and accurate when completing tasks.
  - b. Follows through on even the most minor assigned tasks.
  - c. Strives for 100 percent accuracy in all areas.
2. The trainee completes tasks before the due date.

**Progressing Satisfactorily**

1. The trainee's work product is completed quicker as the task is repeated.
2. The trainee requires less CTO intervention as training progresses.
3. The trainee's ability to follow through with reporting parties, other agencies, supervisors, and/or field units is improving.
4. The trainee's performance and work products are similar to trainees with similar levels of experience.

**Needs Improvement**

1. The trainee demonstrates an inability to follow through on tasks.
2. The trainee:
  - a. Does not accurately document information provided by callers or field units.
  - b. Embellishes, changes, or deletes information provided by callers or field units.
  - c. Does not clarify missing or confusing incident content.
  - d. Is unable to paraphrase without changing the meaning of the message.
  - e. Fails to follow through with reporting parties, other agencies, supervisors, and/or field units.
  - f. Fails to complete assigned tasks.

**Not Observed**

The specific skills, knowledge, ability, or behavior was not observed during the rating period..

**Not Responding to Training**

This rating is only utilized after a specific period of training has elapsed or a directed remediation period has occurred and trainee performance has not improved. The reasons justifying an NRT rating must be articulated in a narrative which is incorporated into the evaluation

**COMPETENCY: PERFORMANCE (CONT)**

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**5. CAD Skills**

**Competent**

1. The trainee is able to:
  - a. Utilize CAD to its fullest capabilities.
  - b. Use the appropriate CAD commands accurately and in timely manner.
  - c. Access all databases in CAD.
  - d. Populate the various data fields quickly.
  - e. Able to reboot the CAD work station after a lockup.
2. The trainee exhibits CAD skills and knowledge commensurate with an experienced public safety dispatcher.

**Exceeds Training Expectation**

1. The trainee has mastered all aspects of CAD.
2. The trainee:
  - a. Is able to quickly and accurately populate the CAD fields.
  - b. Does not need to refer to notes to manipulate the CAD system.
  - c. Is proficient in CAD maintenance areas.

**Progressing Satisfactorily**

1. The trainee continues to expand their knowledge of:
  - a. CAD commands as they learn more of the public safety dispatcher functions.
  - b. CAD inquiries and responses.
  - c. CAD protocols.
2. The trainee's skills continue to increase in accuracy and speed while:
  - a. Entering calls for service.
  - b. Documenting field-initiated activities
3. The trainee's performance is similar to trainees with similar experience and training.

**COMPETENCY: PERFORMANCE (CONT)****5. CAD Skills  
(CONT)****Needs Improvement**

1. The trainee is unable to retain frequently used CAD commands or inquiries.
2. The trainee has difficulty:
  - a. Determining correct commands.
  - b. Locating information in CAD.
  - c. Entering information in proper format or location.
  - d. Restarting the CAD workstation after a lockup.

**Not Observed**

The specific skills, knowledge, ability, or behavior was not observed during the rating period.

**Not Responding to Training**

This rating is only utilized after a specific period of training has elapsed or a directed remediation period has occurred and trainee performance has not improved. The reasons justifying an NRT rating must be articulated in a narrative which is incorporated into the evaluation.

**6. Stress Control****Competent**

1. The trainee exhibits calm self-control when confronted with a frustrating situation or personality.
2. During critical incidents or emergency situations, the trainee:
  - a. Sounds confident, controlling voice inflections and volume.
  - b. Follows procedures.
  - c. Manages radio traffic or the interview with the caller while providing timely updates to the field units.
  - d. Controls temper.
  - e. Remains visibly calm.
  - f. Understands and accepts limitations of control.
  - g. Is able to act, making conscious decisions based on the shifting nature of the incident.
3. The trainee is able to explain their decisions.
4. When confronted with potentially stressful situations, the trainee responds professionally and appropriately.

**COMPETENCY: PERFORMANCE (CONT)**

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**6. Stress Control  
(CONT)**

**Exceeds Training Expectation**

1. The trainee demonstrates professionalism, courtesy and composure regardless of the situation.
2. The trainee maintains self-control during all interactions.

**Progressing Satisfactorily**

1. The trainee exhibits a controlled attitude and is able to maintain order in most instances with each continued success.
2. New incidents that have not been experienced before may cause some issues with maintaining composure.
3. Performance is similar to trainees with a similar level of training and experience.
4. The trainee has not experienced serious or reoccurring problems.

**Needs Improvement**

1. The trainee is outwardly emotional and unable to maintain composure, which may be demonstrated by:
  - a. Losing their temper, or
  - b. Verbally responding inappropriately,
  - c. Crying,
  - d. Becoming physically aggressive,
  - e. Yelling or cursing.
2. During potentially stressful situations, the trainee:
  - a. Panics,
  - b. Freezes,
  - c. Leaves the assigned position,
  - d. Fails to respond to directions, or
  - e. Becomes visibly nervous and agitated and it is apparent on the audio recording.
3. With several opportunities for success, the trainee continues to have difficulty managing interviews or radio traffic.

**COMPETENCY: PERFORMANCE (CONT)****6. Stress Control  
(CONT)****Not Observed**

The ability to manage stress was not observed during the rating period.

**Not Responding to Training**

This rating is only utilized after a specific period of training has elapsed or a directed remediation period has occurred and trainee performance has not improved. The reasons justifying an NRT rating must be articulated in a narrative which is incorporated into the evaluation.

**7. Decision-  
Making/Critical  
Thinking****Competent**

1. The trainee makes independent, sound decisions based on policy or procedures and the dynamics of a fluid situation.
2. The trainee:
  - a. Is able to explain their decisions.
  - b. Anticipates potential problems and prepares solutions.
  - c. Consistently arrives at the most logical approach to a situation quickly and follows through.
  - d. Is able to prioritize and handle multiple calls/requests accurately.
3. The trainee is:
  - a. Analytical,
  - b. Perceptive,
  - c. Able to acknowledge errors and self corrects.
  - d. Continually reevaluating the situation, possible options and potential consequences as facts are revealed
4. The trainee exhibits decision-making skills commensurate with those of an experienced public safety dispatcher.

**Exceeds Training Expectation**

1. The trainee generally demonstrates ability to make independent, ethical decisions and solve problems by:
  - a. Reasoning out the situation.
  - b. Considering options, alternatives, and consequences.
  - c. Soliciting other opinions/views when appropriate.
  - d. Being flexible.

**COMPETENCY: PERFORMANCE (CONT)**

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**7. Decision-Making/Critical Thinking (CONT)**

2. The trainee demonstrates an increasing ability to prioritize multiple calls or requests based on sound critical thinking.

**Progressing Satisfactorily**

1. The trainee's ability to make independent, logical, ethical decisions and solve problems continues to improve.
2. The trainee has demonstrated the ability to:
  - a. Retain each experience and apply that knowledge to similar experiences.
  - b. Ask questions to achieve an understanding of situations.
  - c. Solicit feedback.
3. Performance is similar to trainees with a similar level of experience and training.
4. The trainee has not demonstrated any serious or reoccurring problems in this area.

**Needs Improvement**

1. The trainee is generally unable or unwilling to make independent decisions or solve problems.
2. The trainee:
  - a. Does not reason out problems.
  - b. Fails to consider options/alternatives.
  - c. Fails to solicit other opinions/views.
  - d. Relies on the CTO to provide solutions to situations that the trainee has handled on prior occasions.
3. The trainee makes decisions but is unable to explain their thought process.
4. The trainee cannot prioritize and/or handle multiple calls/requests.
5. The trainee fails to reevaluate a fluid situation with each piece of information provided.

**Not Observed**

The specific skills, knowledge, ability, or behavior was not observed during the rating period.

**Not Responding to Training**

This rating is only utilized after a specific period of training has elapsed or a directed remediation period has occurred and trainee performance has not improved. The reasons justifying an NRT rating must be articulated in a narrative which is incorporated into the evaluation.

**COMPETENCY: PERFORMANCE (CONT)****8. Initiative****Competent**

1. The trainee shows ongoing interest in increasing efficiency and job knowledge.
2. The trainee:
  - a. Documents and reviews key information in a well-organized notebook.
  - b. Examines resources.
  - c. Researches information and answers.
  - d. Utilizes free time to study or review information.
3. The trainee shows an interest in continued learning and improving performance.

**Exceeds Training Expectation**

1. Generally uses all free time to learn and perfect their craft:
  - a. Does extra to increase job knowledge, efficiency and job performance.
  - b. Offers suggestions that may improve performance of Communications Center.
  - c. Follows through and completes projects without the prompting of the CTO.
  - d. Continuously reviews material.
  - e. Researches independently before seeking assistance or confirmation.

**Progressing Satisfactorily**

1. The trainee requires less and less prompting by the CTO to increase efficiency and job knowledge.
2. The trainee generally fills down time with job-related material.
3. The trainee may make suggestions to assist in their learning.
4. The trainee arrives prepared and ready for the next lesson.
5. Performance is similar to trainees with a similar level of training and experience.
6. The trainee has not experienced any serious or reoccurring problems

**Needs Improvement**

1. The trainee is either unable or unwilling to initiate activities that would increase their knowledge or efficiency, which may be demonstrated by:
  - a. Asking for answers instead of researching as time allows.
  - b. Failing to use computer/resources efficiently.
  - c. Expecting the CTO to provide everything.

**COMPETENCY: PERFORMANCE (CONT)**

<p><b>8. Initiative (CONT)</b></p>	<ul style="list-style-type: none"> <li>d. Attempting to conduct personal business while on duty.</li> <li>e. Becoming more interested in peers' personal business than job requirements.</li> <li>f. Remaining idle during free time, wasting time.</li> </ul> <p>2. The trainee overall is:</p> <ul style="list-style-type: none"> <li>a. Doing less than the minimum acceptable standard for required tasks and may or may not routinely offer excuses.</li> <li>b. Failing to complete assignments on time.</li> <li>c. Demonstrating poor time management on the job.</li> <li>d. Failing to follow through on suggestions for improvement.</li> <li>e. Continuing to seek direction from the CTO after having several opportunities to process the same or very similar incidents.</li> </ul> <p><b>Not Observed</b></p> <p>The specific skills, knowledge, ability, or behavior was not observed during the rating period.</p> <p><b>Not Responding to Training</b></p> <p>This rating is only utilized after a specific period of training has elapsed or a directed remediation period has occurred and trainee performance has not improved. The reasons justifying an NRT rating must be articulated in a narrative which is incorporated into the evaluation.</p>
<p><b>9. Call Taker and/or Radio Public Safety Dispatcher</b></p>	<p><b>Competent</b></p> <ul style="list-style-type: none"> <li>1. The trainee is able to process all but very unique incidents without assistance.</li> <li>2. The trainee is able to recognize and respond to calls for service and/or radio traffic appropriately.</li> <li>3. The trainee, when conducting an interview:             <ul style="list-style-type: none"> <li>a. Accurately copies and verifies addresses.</li> <li>b. Asks questions in a logical sequence.</li> <li>c. Asks appropriate questions in a manner to elicit a response.</li> <li>d. Documents all key information.</li> <li>e. Handles calls in a timely manner.</li> <li>f. Gathers proper information for officer safety and probable cause.</li> </ul> </li> </ul>

**COMPETENCY: PERFORMANCE (CONT)****9. Call Taker and/or  
Radio Public  
Safety  
Dispatcher  
(CONT)**

- g. Properly codes and prioritizes calls for service.
  - h. Explains what action will be taken i.e., an officer will be sent out, etc.
  - h. Recognizes and correctly processes duplicate calls for service.
  - i. Hears, acknowledges and responds to other dispatchers and/or supervisors in the Communications Center.
4. The trainee, while working the radio:
- a. Is understandable and concise.
  - b. Rarely misses radio transmissions.
  - c. Comprehends radio transmissions.
  - d. Retains information received.
  - e. Sounds confident.
  - f. Properly uses radio codes and police terminology.
  - g. Does not cut off their transmissions.
  - h. Is able to keep pace with radio traffic.
  - i. Uses proper unit identifiers.
  - j. Prioritizes radio traffic and dispatches calls correctly.
  - k. Makes timely broadcasts of critical information.
  - l. Hears, acknowledges and responds to other dispatchers and/or supervisors in the Communications Center.
  - m. Recognizes and correctly processes duplicate calls for service
5. The performance and work product is commensurate with that of an experienced public safety dispatcher.

**Exceeds Training Expectation**

1. The trainee's performance and work product is superior to the performance and work product of most trainees with similar training and experience.
2. The trainee is able to process unique calls or calls they have not been exposed to with little CTO intervention.
3. The trainee makes appropriate decisions and processes calls for service without waiting for cues or prompts from the CTO.

**COMPETENCY: PERFORMANCE (CONT)**

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**9. Call Taker and/or  
Radio Public  
Safety  
Dispatcher  
(CONT)**

**Progressing Satisfactorily**

1. The trainee continues to improve while requiring less CTO intervention as experience and knowledge increases.
2. The trainee's understanding and application of radio codes and priorities are increasing with experience.
3. Performance is similar to trainees with a similar level of training and experience.
4. The trainee has not experienced any serious or reoccurring problems.

**Needs Improvement**

1. The trainee displays a general inability to accurately recognize and respond to calls for service and/or radio traffic.
2. While conducting an interview, the trainee frequently:
  - a. Fails to ask all appropriate questions.
  - b. Fails to recognize or document important information.
  - c. Has the caller repeat information.
  - d. Uses an inappropriate priority or radio code.
  - e. Mistakes facts.
  - f. Uses confusing or misleading language.
  - g. Does not accurately relay facts or details.
  - h. Fails to clarify confusing or ambiguous statements.
  - i. Rambles when trying to explain.
  - j. Uses codes and phonetic alphabet with callers.
3. While working as a radio dispatcher, the trainee frequently:
  - a. Has transmissions that are confusing or lengthy.
  - b. Misses radio transmissions.
  - c. Does not comprehend radio transmissions.
  - d. Does not retain information received.
  - e. Uses poor voice inflections.
  - f. Does not properly use radio codes and police terminology.

**COMPETENCY: PERFORMANCE (CONT)**

<p><b>9. Call Taker and/or Radio Public Safety Dispatcher (CONT)</b></p>	<ul style="list-style-type: none"> <li>g. Does not use unit identifiers or uses them inappropriately.</li> <li>h. Has units standby unnecessarily.</li> <li>i. Does not differentiate between high and low priority calls.</li> <li>j. Fails to rebroadcast key information or directions.</li> <li>k. Fails to relay officers' / citizens' information.</li> <li>l. Fails to hear, acknowledge or respond to other dispatchers and/or supervisors in the Communications Center.</li> </ul> <p><b>Not Observed</b></p> <p>The specific skills, knowledge, ability, or behavior was not observed during the rating period.</p> <p><b>Not Responding to Training</b></p> <p>This rating is only utilized after a specific period of training has elapsed or a directed remediation period has occurred and trainee performance has not improved. The reasons justifying an NRT rating must be articulated in a narrative which is incorporated into the evaluation.</p>
<p><b>10. Versatility or Adaptability</b></p>	<p><b>Competent</b></p> <ul style="list-style-type: none"> <li>1. The trainee is able to:             <ul style="list-style-type: none"> <li>a. Fluidly move from one situation to another.</li> <li>b. Work efficiently during both slow and busy periods.</li> <li>c. Consistently apply knowledge and experience to new situations.</li> <li>d. Readily adjust to new duties and challenges.</li> </ul> </li> <li>2. The trainee consistently exhibits a level of flexibility and adaptability commensurate with that of an experienced public safety dispatcher.</li> </ul> <p><b>Exceeds Training Expectation</b></p> <ul style="list-style-type: none"> <li>1. The trainee is able to:             <ul style="list-style-type: none"> <li>a. Adapt to changing incidents and information with little difficulty.</li> <li>b. Properly apply acquired knowledge to similar or new situations.</li> <li>c. Accept change without criticism or complaint.</li> <li>d. Apply the most current laws, policies or procedures to the situation at hand.</li> </ul> </li> </ul>

**COMPETENCY: PERFORMANCE (CONT)**

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**10. Versatility or Adaptability (CONT)**

**Progressing Satisfactorily**

1. The trainee is generally able to:
  - a. Understand the differences and similarities in situations which cause different outcomes.
  - b. Adapt to change and new experiences.
  - c. Apply knowledge in a variety of situations and is able to do so in an increasing number of instances.
2. Performance is similar to trainees with a similar level of training and experience.
3. No serious problems have been detected.

**Needs Improvement**

1. The trainee is unable to adjust decisions to changing information.
2. The trainee is generally unable adequately resolve incidents by applying their knowledge and experience to new but similar situations.
3. The trainee complains and criticizes change.

**Not Observed**

The specific skills, knowledge, ability, or behavior was not observed during the rating period.

**Not Responding to Training**

This rating is only utilized after a specific period of training has elapsed or a directed remediation period has occurred and trainee performance has not improved. The reasons justifying an NRT rating must be articulated in a narrative which is incorporated into the evaluation.

**11. Retention of Information**

**Competent**

1. The trainee is able to retain information such as descriptions and incidents from prior workdays.
2. The trainee can recall transmissions or conversations from prior workdays.
3. The trainee recalls and applies:
  - a. Prior experience and instruction.
  - b. New or acquired knowledge appropriately.
  - c. Current policies and procedures.
4. The trainee's ability to retain and recall information is commensurate with that of an experienced public safety dispatcher.

**COMPETENCY: PERFORMANCE (CONT)****11. Retention of Information (CONT)****Exceeds Training Expectation**

1. The trainee is able to accurately recall and apply information regarding prior incidents.
2. The trainee retains descriptions, details, and incidents for an extended amount of time and uses that information when needed.
3. The trainee continually increases their ability to accurately recall policies and procedures.

**Progressing Satisfactorily**

1. The trainee is able to retain information such as policies and procedures with continued application.
2. The trainee is able to recall training information and apply it to similar incidents.
3. The trainee's performance is similar to trainees with similar level of experience and training.
4. The trainee has not demonstrated any serious or reoccurring adaptability issues.

**Needs Improvement**

1. General inability to retain information received:
  - a. Does not retain information recently received.
  - b. Does not recall recent calls for service.
  - c. Cannot recall prior repeated instruction.
  - d. Cannot recall or apply policies or procedures after several applications.

**Not Observed**

The specific skills, knowledge, ability, or behavior was not observed during the rating period.

**Not Responding to Training**

This rating is only utilized after a specific period of training has elapsed or a directed remediation period has occurred and trainee performance has not improved. The reasons justifying an NRT rating must be articulated in a narrative which is incorporated into the evaluation.

**COMPETENCY: PERFORMANCE (CONT)**

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**12. Officer and Citizen Safety**

**Competent**

1. As a call taker the trainee consistently:
  - a. Asks for complete locations and descriptions.
  - b. Gathers proper information for officer safety and probable cause.
  - c. Actively listens in a fully engaged manner.
  - d. Processes calls quickly without neglecting information.
  - e. Asks the caller to remain on the telephone when it is advantageous to the public safety response and will not jeopardize the caller's safety.
  
2. As a radio dispatcher, the trainee consistently:
  - a. Keeps status monitor updated.
  - b. Understands and properly prioritizes radio traffic.
  - c. Understands the need for specific information on incidents.
  - d. Sends appropriate number of officers on calls.
  - e. Responds in a timely manner.
  - f. Makes timely broadcast of critical information.
  - i. Actively listens in a fully engaged manner.
  - j. Is prepared for the next transmission.
  - k. Is concise in their communications.
  
3. The trainee's conduct and work product is commensurate with that of an experienced public safety dispatcher.

**Exceeds Expectation**

1. The trainee continues to improve their ability to:
  - a. Recognize potential officer and citizen safety risks and takes necessary precautions.
  - b. Quickly and accurately relays officer safety information.
  - c. Asks all of the appropriate questions pertaining to officer and citizen safety for the situation.

**COMPETENCY: PERFORMANCE (CONT)****12. Officer and Citizen Safety (CONT)**

2. The trainee initiates and participates in discussions of various scenarios involving officer and citizen safety and various actions and consequences that could occur.
3. The trainee understands the need to be concise on the radio and the consequences of monopolizing the air waves.

**Progressing Satisfactorily**

1. The trainee is increasing their ability to:
  - a. Recognize situations or issues which may compromise officer and citizen safety, and
  - b. Offer alternatives that mitigate and enhance the safety of all principals.
2. The trainee continues to improve their understanding of the consequences their actions may have on officer and citizen safety.
3. The trainee's knowledge and performance is similar to most trainees with similar training and experience.
4. The trainee has not demonstrated any serious or continuing performance problems related to officer or citizen safety.

**Needs Improvement**

1. The trainee is unable to recognize and respond effectively to officer safety issues after repeated exposure to similar incidents.
2. During interviews, the trainee may demonstrate one or more of the following issues:
  - a. Does not ask all the appropriate questions pertaining to officer safety (weapons, drugs, alcohol, number and location of suspects, etc).
  - b. Fails to document or relay officer safety information.
  - c. Does not understand the need for specific information on incidents.
3. While on the radio, the trainee may demonstrate one or more of the following issues:
  - a. Fails to maintain accurate unit status.
  - b. Fails to prioritize radio traffic.
  - c. Does not understand the need for specific information on incidents.
  - d. Is slow to react and/or does not send appropriate number of officers on calls.
  - e. Does not ask all the appropriate questions pertaining to officer safety (weapons, drugs, alcohol, number and location of suspects, etc).

**COMPETENCY: PERFORMANCE (CONT)**

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**12. Officer and Citizen Safety (CONT)**

- f. Monopolizes the radio.
- g. Fails to rebroadcast key information or direction.
- h. Fails to document or relay officer safety information.

**Not Observed**

The specific skills, knowledge, ability, or behavior was not observed during the rating period.

**Not Responding to Training**

This rating is only utilized after a specific period of training has elapsed or a directed remediation period has occurred and trainee performance has not improved. The reasons justifying an NRT rating must be articulated in a narrative which is incorporated into the evaluation.

**COMPETENCY: INTERPERSONAL SKILLS**

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**1. Conduct Toward Citizens**

**Competent**

- 1. The trainee establishes competent, courteous interpersonal contacts.
- 2. The trainee is always:
  - a. Empathetic
  - b. Non-discriminatory
  - c. Objective
  - d. Professional
  - e. Patient
- 3. The trainee exhibits interpersonal skills commensurate with those of an experienced public safety dispatcher.

**Exceeds Training Expectation**

- 1. The trainee is professional and courteous.
- 2. The trainee attempts to understand the emotions and reactions of the callers.
- 3. The trainee utilizes defusing techniques when confronted with an emotional caller, i.e., offering to help or apologizing when appropriate.

**COMPETENCY: INTERPERSONAL SKILLS (CONT)****1. Conduct Toward Citizens (CONT)****Progressing Satisfactorily**

1. The trainee understands the range of emotions victims may feel and display and is continuing to learn how to best defuse the emotions.
2. The trainee's ability to build rapport with callers is improving.

**Needs Improvement**

1. The trainee's poor interpersonal skill hampers their ability to conduct effective interviews. They frequently sound:
  - a. Abrupt and/or belligerent
  - b. Overbearing
  - c. Discriminatory
  - d. Patronizing
  - e. Impatient
  - f. Aggressive
  - g. Rude

**Not Observed**

The specific skills, knowledge, ability, or behavior was not observed during the rating period.

**Not Responding to Training**

This rating is only utilized after a specific period of training has elapsed or a directed remediation period has occurred and trainee performance has not improved. The reasons justifying an NRT rating must be articulated in a narrative which is incorporated into the evaluation.

**2. Conduct Towards Co-Workers****Competent**

1. The trainee respects and supports the duties, roles and responsibilities of other agency personnel.
2. The trainee is:
  - a. Considerate of the workload of others.
  - b. Sincere.
  - c. A team player.
  - d. Aware of, and follows, the chain of command.
  - e. An active participant in handling the workload and volunteers to assist others.

**COMPETENCY: INTERPERSONAL SKILLS (CONT)**

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**2. Conduct Towards  
Co-Workers  
(CONT)**

3. The trainee does not criticize peers in an inappropriate forum
4. The trainee takes constructive criticism in the spirit in which it is offered.
5. The trainee may have created or participated in activities or projects that promoted or improved co-workers' morale.
6. The trainee puts the team ahead of personal feelings or needs

**Exceeds Training Expectation**

1. The trainee is:
  - a. Tactful and diplomatic in challenging situations.
  - b. Approachable.
  - c. Supportive.
  - d. Sincere.
2. The trainee works in a cooperative and positive manner with all agency members.
3. The trainee has received peer compliments based on cooperative interactions.

**Progressing Satisfactorily**

1. The trainee interacts with co-workers in a polite, helpful manner consistent with expected conduct in a professional workplace.
2. The trainee takes responsibility for their role in negative interactions and attempts to improve in further interactions.

**Needs Improvement**

1. The trainee belittles and rejects the duties, roles and responsibilities of other agency personnel.
2. The trainee:
  - a. Is inconsiderate, belligerent, uncooperative, sarcastic, rude, or abrupt.
  - b. Does not work within the team.
  - c. Listens to gossip or perpetuates gossip.
  - d. Does not get along with and/or is disrespectful of other agency personnel.
  - e. Blames others for the trainee's shortcomings.
  - f. Is critical or belittles others.

**COMPETENCY: INTERPERSONAL SKILLS (CONT)**

<p><b>2. Conduct Towards Co-Workers (CONT)</b></p>	<p><b>Not Observed</b></p> <p>The specific skills, knowledge, ability, or behavior was not observed during the rating period.</p> <p><b>Not Responding to Training</b></p> <p>This rating is only utilized after a specific period of training has elapsed or a directed remediation period has occurred and trainee performance has not improved. The reasons justifying an NRT rating must be articulated in a narrative which is incorporated into the evaluation.</p>
<p><b>3. Conduct Towards Supervisors</b></p>	<p><b>Competent</b></p> <ol style="list-style-type: none"> <li>1. The trainee consistently adheres to the chain of command and is respectful of authority.</li> <li>2. The trainee respects and supports the duties, roles and responsibilities of the training officer and supervision.</li> <li>3. The trainee does not criticize or ridicule supervisors in an inappropriate forum but, instead, addresses the issues first with the supervisor.</li> <li>4. The trainee addresses superiors by rank or other acceptable title.</li> <li>5. The trainee does not participate in gossip or undermining supervisors or superior officers.</li> <li>6. The trainee follows direct orders without argument.</li> </ol> <p><b>Exceeds Training Expectation</b></p> <ol style="list-style-type: none"> <li>1. The trainee addresses any issues that occur with the appropriate supervisor while maintaining a respectful and professional demeanor.</li> <li>2. The trainee routinely seeks feedback and attempts to implement the suggestions for improved job performance.</li> <li>3. The trainee understands the overall responsibility of the supervisor.</li> </ol> <p><b>Progressing Satisfactorily</b></p> <ol style="list-style-type: none"> <li>1. The trainee actively participates in discussions with supervisors for improved job performance.</li> <li>2. The trainee attempts to incorporate suggestions for improvement.</li> <li>3. The trainee participates openly in discussions to resolve conflicts.</li> </ol>

**COMPETENCY: INTERPERSONAL SKILLS (CONT)**

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**3. Conduct Towards Supervision (CONT)**

**Needs Improvement**

1. The trainee does not display respect or support for the duties, roles and responsibilities of the training officer or other supervisors.
2. The trainee fails to follow the chain of command.
3. The trainee discusses and solicits information from others outside of their chain of command in an effort to support the trainee's position, belief, or conduct.
4. The trainee is critical, disrespectful, or insubordinate to CTO's, other supervisors, or superior officers.

**Not Observed**

The specific skills, knowledge, ability, or behavior was not observed during the rating period.

**Not Responding to Training**

This rating is only utilized after a specific period of training has elapsed or a directed remediation period has occurred and trainee performance has not improved. The reasons justifying an NRT rating must be articulated in a narrative which is incorporated into the evaluation.

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**4. Acceptance of Criticism**

**Competent**

1. The trainee actively seeks constructive criticism for improved job performance.
2. The trainee immediately implements suggestions for improved job performance.
3. The trainee accepts responsibility for their conduct and job performance.
4. The trainee explains actions and behavior without excessive rationalization or defensiveness.

**Exceeds Training Expectation**

1. The trainee actively solicits constructive feedback and uses it to improve performance.
2. The trainee seeks to understand the consequences and options on various incidents as they progress through the training program.
3. The trainee assumes responsibility for actions and learns from the action.
4. The trainee requires less input and direction as experience and training progresses.

**COMPETENCY: INTERPERSONAL SKILLS (CONT)****4. Acceptance of Criticism (CONT)****Progressing Satisfactorily**

1. The trainee generally accepts responsibility for their conduct and actions with minimal defensiveness.
2. The trainee accepts responsibility for their learning.
3. The trainee shares concerns in an appropriate forum with the intent to meet training needs.

**Needs Improvement**

1. The trainee is unable to accept criticism in a constructive manner.
2. The trainee:
  - a. Does not apply input to future efforts.
  - b. Is defensive or argumentative.
  - c. Makes unreasonable rationalizations.
  - d. Blames others for the action or outcome.
  - e. Is hostile.
  - f. Complains to inappropriate people.
  - g. Uses inappropriate body language (i.e., rolling of the eyes, failing to look at the other person, sighing, etc.)

**Not Observed**

The specific skills, knowledge, ability, or behavior was not observed during the rating period.

**Not Responding to Training**

This rating is only utilized after a specific period of training has elapsed or a directed remediation period has occurred and trainee performance has not improved. The reasons justifying an NRT rating must be articulated in a narrative which is incorporated into the evaluation.

**COMPETENCY: INTERPERSONAL SKILLS (CONT)**

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**5. Self-Image and Confidence**

**Competent**

1. The trainee's conduct indicates positive self-image by:
  - a. Accepting criticism as a means to improve the work product.
  - b. Acknowledging successes or errors in balance.
  - c. Acknowledging errors as a learning opportunity.
  - d. Not being hyper self-critical
2. The trainee does not let mistakes become an obstacle from which they are unable to progress.
3. The trainee verbalizes positive self-talk.
4. The trainee demonstrates appropriate self-confidence by:
  - a. Providing solutions when asking for assistance with difficult or complex situations beyond their experience and training.
  - b. Working through new situations which should be within their scope of training and experience.
5. The trainee is decisive, willing to make decisions or express their opinions.

**Exceeds Training Expectation**

1. The trainee is introspective in an effort to enhance success as a public safety dispatcher.
2. The trainee's confidence is increasing in most situations.
3. The trainee acknowledges and corrects errors then quickly moves on to the next task until there is a proper time to analyze the error.

**Progressing Satisfactorily**

1. The trainee generally demonstrates a positive self-image.
2. The trainee displays growing confidence and trust in their own decisions and abilities.

**COMPETENCY: INTERPERSONAL SKILLS (CONT)****5. Self-Image and Confidence (CONT)****Needs Improvement**

1. The trainee demonstrates a negative self-image through comments or action. For example, the trainee:
  - a. Focuses excessively on, or distorts, criticism.
  - b. Ignores successes or compliments.
  - c. Distorts the importance of their successes or errors.
  - d. Is hyper self-critical.
  - e. Is unable to move forward from mistakes or errors in judgment.
  - f. Verbalizes negative self-talk.
  - g. Assumes they are the center of attention in the Communications Center.
2. The trainee demonstrates a lack confidence through comments or actions. For example, the trainee:
  - a. Will not offer solutions but waits for specific direction from the CTO before taking action.
  - b. Seeks approval from the CTO for every decision or action.
  - c. Is indecisive.
  - d. Avoids interacting with others.
  - e. Is overly aggressive.
  - f. Is timid.

**Not Observed**

The specific skills, knowledge, ability, or behavior was not observed during the rating period.

**Not Responding to Training**

This rating is only utilized after a specific period of training has elapsed or a directed remediation period has occurred and trainee performance has not improved. The reasons justifying an NRT rating must be articulated in a narrative which is incorporated into the evaluation.

**COMPETENCY: KNOWLEDGE**

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**1. Laws, Policies and Procedures**

**Competent**

1. The trainee has the knowledge to discuss and properly apply:
  - a. Policies
  - b. Procedures
  - c. Criminal laws
  - d. Incident codes
  - e. Priority codes
  - f. Response codes (Code 3, Code 2, and Code 1)
2. The trainee is able to research less frequent, non-critical information.
3. The trainee is able to describe and apply incident codes and priorities.
4. The trainee knows and can demonstrate the techniques for effective interviewing.
5. The trainee knows and can demonstrate the procedure for effective deployment of field units.
6. The trainee demonstrates knowledge commensurate with an experienced public safety dispatcher

**Exceeds Training Expectation**

1. The trainee:
  - a. Researches information as time allows.
  - b. Initiates discussions in anticipation of incidents that might occur.
  - c. Retains and applies new knowledge quickly and appropriately.
2. The trainee is able to defend their decision based on law, policies, or procedures.

**Progressing Satisfactorily**

1. The trainee:
  - a. Asks relevant questions to clarify written policies and procedures.
  - b. Asks clarifying questions when confronted with similar situations that have different processing outlines, i.e., different priority or incident codes.
  - c. Generally understands and attempts to apply policies and procedures.
  - d. Knows how to locate low frequency, low critical information in the various manuals.

**COMPETENCY: KNOWLEDGE (CONT)****1. Laws, Policies and Procedures (CONT)**

2. The trainee is able to retain new knowledge after a few applications.
3. The trainee continues to improve their understanding of:
  - a. Commonly used incident codes.
  - b. Priority codes.
  - c. Commonly used policies and procedures.
  - d. Common violations of the law.
4. Performance is similar to trainees with a similar level of experience and training.
5. The trainee has not demonstrated any serious or reoccurring problems in this area.

**Needs Improvement**

1. The trainee is unable to retain or apply learned information after repeated opportunity.
2. The trainee:
  - a. Does not demonstrate understanding of policy/procedures.
  - b. Does not apply policy/procedures effectively.
  - c. Does not access policy/procedure manuals or files effectively.
  - d. Is unable to tailor interviews to determine appropriate crimes.
  - e. Is unable to determine the appropriate crime code based on information provided by the caller.
  - f. Does not properly prioritize incidents.

**Not Observed**

The specific skills, knowledge, ability, or behavior was not observed during the rating period.

**Not Responding to Training**

This rating is only utilized after a specific period of training has elapsed or a directed remediation period has occurred and trainee performance has not improved. The reasons justifying an NRT rating must be articulated in a narrative which is incorporated into the evaluation.

**COMPETENCY: KNOWLEDGE (CONT)**

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**2. General Resources**

**Competent**

1. The trainee:
  - a. Demonstrates understanding and utilizes available resources efficiently.
  - b. Demonstrates an understanding of how to utilize reference materials.
  - c. Reviews resources periodically.
  - d. Accesses databases in compliance with law and policy.
  - e. Knows what information is accessible and how to access the information.
  - f. Reviews daily logs.
  - g. Reviews prior shift's activities.
2. The trainee's knowledge of available resources is commensurate with that of an experienced public safety dispatcher.

**Exceeds Training Expectation**

1. The trainee actively explores the resources available in the Communications Center during slower periods.
2. The trainee expands knowledge by searching out or soliciting others for additional resources that may not be common knowledge.
3. The trainee proficiently accesses and uses available resources as they are introduced to the trainee.

**Progressing Satisfactorily**

1. The trainee is requiring less prompting to access resources.
2. The trainee:
  - a. Has general knowledge that information is available but may need assistance locating the information.
  - b. Reviews and researches resources to increase knowledge as it is needed or required by the training program.
3. Performance is similar to trainees with a similar level of experience and training.
4. The trainee has not demonstrated any serious or reoccurring problems in this area.

**COMPETENCY: KNOWLEDGE (CONT)****2. General Resources (CONT)****Needs Improvement**

1. The trainee:
  - a. Does not demonstrate understanding available resources.
  - b. Does not utilize available resources.
  - c. Does not understand how to utilize resources after several opportunities.
  - d. Relies on others for answers rather than utilizing resources

**Not Observed**

The specific skills, knowledge, ability, or behavior was not observed during the rating period.

**Not Responding to Training**

This rating is only utilized after a specific period of training has elapsed or a directed remediation period has occurred and trainee performance has not improved. The reasons justifying an NRT rating must be articulated in a narrative which is incorporated into the evaluation.

**3. Computer Aided Dispatch (CAD) Manual****Competent**

1. The trainee:
  - a. Successfully utilizes the CAD manual.
  - b. Reviews manual periodically.
2. The trainee's knowledge of the CAD Manual is commensurate with that of an experienced public safety dispatcher.

**Exceeds Training Expectation**

The trainee independently reviews the CAD manual as needed to gain a complete understanding of all areas of CAD.

**Progressing Satisfactorily**

1. The trainee:
  - a. May need assistance initially with locating and understanding the manual content but less assistance is required as training progresses.
  - b. Generally retains information as their experiences progresses.
  - c. Requires less assistance or prompting to effectively utilize the CAD manual as training continues.
2. Performance is similar to trainees with a similar level of experience and training.
3. The trainee has not demonstrated any serious or reoccurring problems in this area.

**COMPETENCY: KNOWLEDGE (CONT)**

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**3. Computer Aided Dispatch (CAD) Manual (CONT)**

**Needs Improvement**

1. The trainee:
  - a. Seldom reviews the CAD manual, or
  - b. Continues to have difficulty understanding and/or utilizing the CAD manual with repeated exposure.

**Not Observed**

The specific skills, knowledge, ability, or behavior was not observed during the rating period.

**Not Responding to Training**

This rating is only utilized after a specific period of training has elapsed or a directed remediation period has occurred and trainee performance has not improved. The reasons justifying an NRT rating must be articulated in a narrative which is incorporated into the evaluation.

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**4. Training Manual**

**Competent**

1. The trainee:
  - a. Understands and utilizes the training manual as a resource guide.
  - b. Has created a well-organized personalized version of their manual for easy reference.
2. The trainee's knowledge of the training manual is commensurate with that of an experienced public safety dispatcher.

**Exceeds Training Expectation**

The trainee always has their training manual available.

**Progressing Satisfactorily**

1. The trainee:
  - a. Regularly has their training manual in their possession.
  - b. May need prompting to locate some information in the manual.
  - c. May be organizing and creating a personal version of the manual or personalizing the training manual.
4. Performance is similar to trainees with a similar level of experience and training.
5. The trainee has not demonstrated any serious or reoccurring problems in this area.

**COMPETENCY: KNOWLEDGE (CONT)**

<p><b>4. Training Manual (CONT)</b></p>	<p><b>Needs Improvement</b></p> <p>Does not understand/and or utilize the training manual as a resource</p> <p><b>Not Observed</b></p> <p>The specific skills, knowledge, ability, or behavior was not observed during the rating period.</p> <p><b>Not Responding to Training</b></p> <p>This rating is only utilized after a specific period of training has elapsed or a directed remediation period has occurred and trainee performance has not improved. The reasons justifying an NRT rating must be articulated in a narrative which is incorporated into the evaluation.</p>
<p><b>5. Communications Equipment</b></p>	<p><b>Competent</b></p> <ol style="list-style-type: none"> <li>1. The trainee has a good working knowledge of the types of equipment utilized in the communications center.</li> <li>2. The trainee:       <ol style="list-style-type: none"> <li>a. Utilizes telephone equipment properly, including the TDD/TTY device.</li> <li>b. Responds to “silent calls” appropriately.</li> <li>c. Utilizes the records management system appropriately.</li> <li>d. Properly logs into and out of all communications equipment.</li> <li>e. Understands and utilizes the radio equipment.</li> <li>f. Properly handles equipment-and is careful not to damage the property.</li> <li>g. Recognizes and reports equipment malfunctions, following the proper procedures for trouble-shooting and notifications.</li> </ol> </li> <li>3. The trainee’s knowledge of communications equipment is commensurate with that of an experienced public safety dispatcher.</li> </ol> <p><b>Exceeds Training Expectation</b></p> <ol style="list-style-type: none"> <li>1. The trainee is becoming comfortable with the various pieces of communications equipment.</li> <li>2. The trainee:       <ol style="list-style-type: none"> <li>a. Recognizes and describes the malfunction when reporting communications equipment failures.</li> <li>b. Reviews the procedures which are implemented when various communications equipment fails.</li> </ol> </li> </ol>

**COMPETENCY: KNOWLEDGE (CONT)**

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**5. Communications Equipment (CONT)**

**Progressing Satisfactorily**

1. The trainee is becoming more proficient using the various communications equipment with continued practice.
2. The trainee needs assistance with:
  - a. New equipment,
  - b. Complex equipment, or
  - c. Infrequently used equipment
3. Performance is similar to trainees with a similar level of experience and training.
4. The trainee has not demonstrated any serious or reoccurring problems in this area.

**Needs Improvement**

1. The trainee:
  - a. Does not have a functional knowledge of the equipment utilized in the communications center after several opportunities to utilize the equipment.
  - b. Is unable to perform basic tasks on the equipment, such as transferring calls on the telephone equipment.
  - c. Is unable to accurately utilize computer commands and/or create computer incidents without assistance after several opportunities.
  - d. Fails to routinely log in and out of communications equipment

**Not Observed**

The specific skills, knowledge, ability, or behavior was not observed during the rating period.

**Not Responding to Training**

This rating is only utilized after a specific period of training has elapsed or a directed remediation period has occurred and trainee performance has not improved. The reasons justifying an NRT rating must be articulated in a narrative which is incorporated into the evaluation.

**COMPETENCY: KNOWLEDGE (CONT)****6. Call Types****Competent**

1. The trainee consistently applies the call types to appropriate scenarios.
2. The trainee's knowledge and work product is commensurate with that of an experienced public safety dispatcher.

**Exceeds Training Expectation**

1. The trainee:
  - a. Consistently achieves a score of 100% on all verbal and written tests.
  - b. Understands the meaning of each call type and is able to provide scenarios to illustrate their understanding.
  - c. Is able to assign the most appropriate call type to each incident with little, or no error.

**Progressing Satisfactorily**

1. The trainee is becoming:
  - a. More comfortable determining call types with time and training.
  - b. More accurate in assigning call types on incidents.
  - c. Increasingly independent in assigning call types.
2. Performance is similar to trainees with a similar level of experience and training.
3. The trainee has not demonstrated any serious or reoccurring problems in this area.

**Needs Improvement**

1. The trainee is unable to:
  - a. Accurately assign basic call types to routine calls after several opportunities.
  - b. Articulate the similarities or differences between various call types.
  - c. Create a scenario to demonstrate the meaning of a call type.
  - d. Achieve a passing score on written or verbal tests.

**Not Observed**

The specific skills, knowledge, ability, or behavior was not observed during the rating period.

**Not Responding to Training**

This rating is only utilized after a specific period of training has elapsed or a directed remediation period has occurred and trainee performance has not improved. The reasons justifying an NRT rating must be articulated in a narrative which is incorporated into the evaluation.

**COMPETENCY: KNOWLEDGE (CONT)**

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**7. Geography**

**Competent**

1. The trainee consistently achieves a score of 100% on all verbal and written tests.
2. The trainee:
  - a. Has memorized and can recall addresses for common locations and landmarks.
  - b. Is able to provide accurate directions to streets and addresses.
  - c. Knows the majority of all street names, locations in the city limits and their directions.
  - d. Understands the layout of the jurisdiction, street directions and number assignments.
  - e. Is proficient at utilizing the mapping tools available to them.
3. The trainee is able to deploy field resources based on geographic locations.
4. The trainee exhibits geographical knowledge that is commensurate with an experienced public safety dispatcher.

**Exceeds Training Expectation**

1. The trainee has memorized major landmarks within the jurisdiction prior to the training program deadline.
2. The trainee:
  - a. Utilizes the various map books and can provide driving directions when needed.
  - b. Can explain the general layout of the jurisdiction, i.e, street name groupings, address numbering.
  - c. Understands the numbering and directional system used in the jurisdiction
3. The trainee can identify and provide the geographical law enforcement boundaries for:
  - a. Major shopping centers,
  - b. Major landmarks, and
  - c. High crime areas.
4. The trainee applies geographical police boundaries when dispatching

**COMPETENCY: KNOWLEDGE (CONT)****7. Geography  
(CONT)****Progressing Satisfactorily**

1. The trainee is able to memorize and recall major landmarks within the jurisdiction as required by the training program.
2. The trainee is becoming proficient at utilizing the various mapping tools and continues to improve with exposure.
3. Performance is similar to trainees with a similar level of experience and training.
4. The trainee has not demonstrated any serious or reoccurring problems in this area.

**Needs Improvement**

1. The trainee is unable to recall major landmarks within the jurisdiction as required by the training program.
2. After repeated training the trainee is unable to:
  - a. Utilize maps or mapping resources effectively.
  - b. Access computerized street listing or directions effectively.
  - c. Identify major shopping centers.
  - d. Identify major landmarks.
  - e. Identify major thoroughfares..

**Not Observed**

The specific skills, knowledge, ability, or behavior was not observed during the rating period.

**Not Responding to Training**

This rating is only utilized after a specific period of training has elapsed or a directed remediation period has occurred and trainee performance has not improved. The reasons justifying an NRT rating must be articulated in a narrative which is incorporated into the evaluation.

**COMPETENCY: JOB READINESS**

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**1. General Appearance**

**Competent**

1. The trainee's appearance indicates a sense of pride and professionalism.
2. The trainee adheres to all grooming and dress code policies, including:
  - a. Neat, clean and complete uniform or proper business attire,
  - b. Well-groomed hair,
  - c. Good personal hygiene.

**Exceeds Training Expectation**

The trainee's appearance consistently indicates strong professional pride.

**Progressing Satisfactorily**

1. The trainee arrives for work with:
  - a. Neat, clean and complete uniform or proper business attire.
  - b. Well-groomed hair.
  - c. Good personal hygiene.

**Needs Improvement**

1. The trainee has arrived for work on more than one occasion not in compliance with the agency's standards, such as:
  - a. Uniform dirty, wrinkled, in disrepair or incomplete; shoes and belt unpolished.
  - b. Unkempt hair.
  - c. Poor personal hygiene.

**Not Observed**

The specific skills, knowledge, ability, or behavior was not observed during the rating period.

**Not Responding to Training**

This rating is only utilized after a specific period of training has elapsed or a directed remediation period has occurred and trainee performance has not improved. The reasons justifying an NRT rating must be articulated in a narrative which is incorporated into the evaluation.

**COMPETENCY: JOB READINESS (CONT)****2. Punctuality and Dependability****Competent**

1. The trainee arrives for work prior to the start of the shift in order to promptly relieve off-going personnel.
2. The trainee arrives mentally and physically prepared for the next lesson.
3. The trainee is:
  - a. Always punctual for shift, plugged in and ready to start at the appointed time.
  - b. Prompt, returning from lunch and breaks on time.
4. The trainee has not used sick leave.
5. The trainee completes all tasks on time or early.

**Exceeds Training Expectation**

1. The trainee arrives for work prior to the start of the shift in order to promptly relieve off-going personnel.
2. The trainee is punctual, returning from lunch and breaks on time.
3. The trainee has not used sick leave.
4. The trainee completes all tasks on time.

**Progressing Satisfactorily**

1. The trainee is at their assigned position and ready to start at the beginning of their shift.
2. The trainee generally arrives mentally and physically prepared for the next lesson.
3. The trainee is:
  - a. Always punctual for shift, plugged in and ready to start at the appointed time.
  - b. Prompt, returning from lunch and breaks on time.
4. The trainee may have:
  - a. Used sick leave in accordance with agency standards and policy.
  - b. Made the appropriate sick leave notification as dictated by policy.
5. The trainee generally completes all tasks on time.

**COMPETENCY: JOB READINESS (CONT)**

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**2. Punctuality and Dependability (CONT)**

**Needs Improvement**

1. On more than one occasion the trainee:
  - a. Reported late for work.
  - b. Returned late from a lunch or break.
2. The trainee has used excessive sick leave.
3. The trainee failed:
  - a. To make the appropriate sick leave in accordance with policy.
  - b. Does not take responsibility for their assigned position.
  - c. Does not complete assignments on time.

**Not Observed**

The specific skills, knowledge, ability, or behavior was not observed during the rating period.

**Not Responding to Training**

This rating is only utilized after a specific period of training has elapsed or a directed remediation period has occurred and trainee performance has not improved. The reasons justifying an NRT rating must be articulated in a narrative which is incorporated into the evaluation.

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**3. Mental Alertness**

**Competent**

1. The trainee is:
  - a. Well rested
  - b. Alert
2. The trainee:
  - a. Demonstrates willingness to learn.
  - b. Is prepared for instruction.
  - c. Participates in instruction by asking questions and providing feedback.
  - d. Takes notes.
  - e. Brings proper material to the training session.
3. The trainee stays focused on job responsibilities.

**COMPETENCY: JOB READINESS (CONT)**

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**3. Mental Alertness  
(CONT)****Exceeds Training Expectation**

1. The trainee is:
  - a. Rested
  - b. Alert
2. The trainee:
  - a. Demonstrates willingness to learn.
  - b. Is prepared for instruction.
  - c. Participates in instruction by asking questions and providing feedback.
  - d. Takes notes.
  - e. Brings proper material to the training session.
3. The trainee stays focused on learning and practicing job responsibilities.

**Progressing Satisfactorily**

1. The trainee is generally able to stay focused on the tasks or learning at hand.
2. The trainee is prepared and actively participates in the learning process.
3. The trainee generally stays focused on job responsibilities.

**Needs Improvement**

1. The trainee is unable to focus on the learning process, possibility due to:
  - a. Tiredness.
  - b. Preoccupation.
  - c. Inability to unable to concentrate
2. The trainee does not actively participate in the learning process. The trainee:
  - a. Fails to seek clarification when confused, or
  - b. Seeks clarification from inappropriate people or resources.
  - e. Fails to take notes.
  - f. Focuses on personal conversations and activities instead of on the job responsibilities.

**COMPETENCY: JOB READINESS (CONT)**

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**3. Mental Alertness  
(CONT)**

**Not Observed**

The specific skills, knowledge, ability, or behavior was not observed during the rating period.

**Not Responding to Training**

This rating is only utilized after a specific period of training has elapsed or a directed remediation period has occurred and trainee performance has not improved. The reasons justifying an NRT rating must be articulated in a narrative which is incorporated into the evaluation.

**COMPETENCY: MISCELLANEOUS SKILLS AND TRAITS**

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**I. Keyboarding/  
Typing**

**Competent**

1. The trainee is able to accurately document information in CAD as it is being provided on the radio or telephone.
2. The trainee is:
  - a. Able to touch type.
  - b. Able to utilize all keyboard functions without searching.
3. The trainee's work product is commensurate with that of an experienced public safety dispatcher.

**Exceeds Training Expectation**

The trainee is able to document key information in CAD using shortcuts and approved abbreviations with very few errors.

**Progressing Satisfactorily**

1. The trainee is making consistent improvement in the ability to keep pace with radio traffic.
2. The trainee's work product may contain minor typing errors not effecting substance, codes, priority or safety.
3. The trainee may need to look at the keyboard when using special function keys.

**Needs Improvement**

1. The trainee's inability to touch type impacts their work product.
2. The trainee:
  - a. Concentrates on the keystrokes, which negatively impacts the interview process.
  - b. Is unable to document information in CAD as it is provided.

**COMPETENCY: MISCELLANEOUS SKILLS AND TRAITS (CONT)**

<p><b>1. Keyboarding/ Typing (CONT)</b></p>	<ul style="list-style-type: none"> <li>c. Fails to use appropriate approved abbreviations.</li> <li>d. Makes excessive misspellings or typing errors, which require correcting prior to completing the documentation.</li> <li>e. Makes excessive typing errors which impact content, priority, code, or safety.</li> <li>f. Fails to use free time to practice keyboarding.</li> <li>g. Is unfamiliar with the standard keyboard.</li> </ul> <p><b>Not Observed</b></p> <p>The specific skills, knowledge, ability, or behavior was not observed during the rating period.</p> <p><b>Not Responding to Training</b></p> <p>This rating is only utilized after a specific period of training has elapsed or a directed remediation period has occurred and trainee performance has not improved. The reasons justifying an NRT rating must be articulated in a narrative which is incorporated into the evaluation.</p>
<p><b>2. Ergonomic Awareness</b></p>	<p><b>Competent</b></p> <ul style="list-style-type: none"> <li>1. The trainee has developed proper ergonomic habits, which include:             <ul style="list-style-type: none"> <li>a. Regularly adjusting the console equipment and chairs throughout the shift.</li> <li>b. Regularly changing positions or stretching as needed.</li> <li>c. Sitting deep in the chair.</li> </ul> </li> <li>2. The trainee relieves eyestrain by periodically focusing on items at different distances from the work station.</li> <li>3. The trainee recognizes poor habits that could lead to injury and takes personal responsibility to mediate risk.</li> <li>4. The trainee's conduct is commensurate with an experienced public safety dispatcher.</li> </ul>

**COMPETENCY: MISCELLANEOUS SKILLS AND TRAITS (CONT)**

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**2. Ergonomic Awareness (CONT)**

**Exceeds Training Expectation**

1. The trainee is developing proper ergonomic habits.
2. With minimal intervention from the CTO, the trainee:
  - a. Adjusts the console equipment and chairs throughout the shift.
  - b. Changes positions or stretches as needed.
  - c. Sits deep in the chair.
2. The trainee relieves eyestrain by periodically focusing on items at different distances from work station.
3. The trainee understands the need to take personal responsibility to mediate risk of injury due to ergonomic issues.

**Progressing Satisfactorily**

1. The trainee is becoming more conscientious about adjusting equipment and chairs during the shift.
2. The trainee is taking responsibility to adjust console equipment to minimize risk of injury.

**Need Improvements**

1. The trainee does not adjust the chair or console equipment.
2. The trainee does not:
  - a. Stretch or change positions.
  - b. Does not sit properly in the chair.

**Not Observed**

The specific skills, knowledge, ability, or behavior was not observed during the rating period.

**Not Responding to Training**

This rating is only utilized after a specific period of training has elapsed or a directed remediation period has occurred and trainee performance has not improved. The reasons justifying an NRT rating must be articulated in a narrative which is incorporated into the evaluation.

**POSITION COMPETENCY**

<p><b>Call-Taking Position</b></p>	<p>The competencies required of this position typically form a foundation for future training. Along with training on the fundamentals of handling the various phone lines with professionalism and proficiency, the trainer will be demonstrating the effective use of a multitude of resources available to the trainee. A trainee must learn how to provide information to the citizens and agency personnel in a timely and accurate manner. They must be taught to project a demeanor of helpfulness and service at all times. The trainer will be teaching the trainee many of the communications systems available as well as how to utilize them to their maximum potential.</p> <p>It will be the trainer's responsibility to guide the trainee toward proficiency in each performance area. The trainee must demonstrate their ability to perform each job element before the CTO can sign-off that the trainee is competent.</p> <p>Each section of the Communications Training Competency Sign-Off Manual pertaining to call-taking must be signed and dated by the CTO. Once all of the tasks in the Competency Sign-off Manual have been completed, and both the trainer and trainee are confident that the trainee can perform on their own as a call-taker, the trainee will move into the final "evaluation phase" of call-taking training.</p>
<p><b>Radio Position</b></p>	<p>Many trainees are intimidated by the challenges and responsibilities associated with working a radio position. They may be placed in the position of dispatching emergency and/or life threatening calls at any moment. They must also make decisions while processing information from the field officers and call-takers.</p> <p>The CTO must guide and teach the trainee, but not do the work for them. This is probably the most difficult task for a training officer. The experienced training officer can dispatch effortlessly, and the frustration of holding back and remaining a teacher and guide can be challenging. However, the reward of contributing to developing a competent dispatcher helps to overcome that frustration.</p> <p>While learning this position, the trainee will be taught many CAD commands and policies relating to the radio. It will be the trainer's responsibility to make sure a the trainee is proficient in each assigned area. The trainee must demonstrate each task prior to signoff in the Competency Sign-off Manual. Each section of the Communications Training Competency Sign-Off Manual pertaining to radio operation must be signed and dated by the CTO. Once all of the tasks in the Competency Sign-off Manual have been signed off, and both the trainer and trainee are confident that the trainee can perform on their own as a radio dispatcher, the trainee will move into the final "evaluation phase" of training.</p>

## FINAL EVALUATION PHASE

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Prior to signing the trainee off as competent to independently work either a call-taking or radio position, there is a final evaluation phase of training to substantiate their overall competency. The final evaluation phase is one of the most critical in the training process.

During the final evaluation phase, the CTO must evaluate the trainee's ability to work as an independent public safety dispatcher within the communications center. The training officer serves in the role of an observer/evaluator. During this time the training officer will not step in unless there is a substantive liability issue or an officer safety situation which demands intervention.

The CTO is available to answer questions and to appropriately continue the training process, but not to do the work for the trainee. The training officer must assess how effectively, safely, and thoroughly the trainee performs their duties. They must determine if the trainee has retained the information provided to them during their training, and note any weak areas in their performance.

The training officer may utilize Action Plans with specific tasks to overcome any areas of deficiency noted. If a trainee cannot perform at a competent level, a decision must be made whether to remediate the trainee or to begin action to terminate their employment.

While in the final evaluation phase the trainee will continue to receive daily and summary evaluations. It is imperative to document any areas of weakness, along with the trainee's overall performance, on these evaluations. The training officer must take an objective look at the trainee to determine if they can operate as a viable public safety dispatcher for the agency. It is crucial to provide accurate and detailed documentation of the trainee's progress before releasing them from the training program.