

CITY OF ESCONDIDO FIRE DEPARTMENT



JOB PERFORMANCE STANDARDS FOR:

**Captain
Engineer
Firefighter/Paramedic
Non-Safety Paramedic**

ESCONDIDO FIRE DEPARTMENT

Job Performance Standards for Captain, Engineer, Firefighter/Paramedic, Non-Safety Paramedic

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1. Diversity Awareness

(Includes but is not limited to age, race, gender, sexual orientation, religion, physical or mental attributes.)

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| E | Maintains current and detailed knowledge of cultural components in the community and workplace. Identifies community issues of importance to the City. Is a concerned, well-informed City representative; relates well to all segments of the community. Is able to overcome language barriers. |
| H S | Has a good working knowledge of cultural components in the community and workplace. Is a concerned, informed representative and provides service appropriately. |
| S | Is aware of and is sensitive to the diverse composition of both the community and the workplace. Provides service and interacts appropriately. Actions reflect favorably on the City and the Fire Department. |
| I N | Lacks an awareness of diversity in the community and workplace. May relate inappropriately with some segments of the community and/or co-workers. Actions are an embarrassment and/or bring discredit to the organization. Requires further development of diversity awareness skills. |
| U | Demonstrates an inability to understand and/or an unwillingness to properly relate to segments of the community and/or to co-workers. Does not attempt to gain knowledge or stay informed about the community. Does not attempt to conform to workplace standards. Makes offensive comments that would offend someone on the basis of diversity. |

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2. Customer Service Skills (Note: Also See Citywide Customer Service Standards)

- E Recognizes his/her role as a quality service provider. Strives to institute positive customer relationships with the public and fellow employees. Integrates the goals and priorities for the Department into an approach which meets or exceeds customer expectations. Maintains a courteous and tactful demeanor with difficult customers. Takes additional action outside normal duties to resolve customer challenges. Has knowledge to consistently give accurate information. Consistently strives to exceed customer expectations. Always follows up on customer requests and provides feedback.
- H S Consistently maintains a sensitive and pleasant attitude with the public and fellow employees. Earnestly seeks solutions to customer challenges; shows a sincere interest by following up on customer contacts. Has knowledge to give accurate information or use resources to find answers to customer inquiries.
- S Is professional and courteous with the public and fellow employees. Displays a positive and pleasant attitude. Integrates the goals and priorities of the Department into an approach to satisfy the customer. Remains courteous and professional when dealing with difficult customers. Is able to independently resolve most customer challenges. Has knowledge to direct the customer to a supervisor or to the appropriate resource when unable to resolve customer challenges.
- I N Sometimes displays an insensitive or unpleasant attitude towards the public and/or fellow employees. Becomes defensive with difficult customers and is visibly disturbed when a customer contact interrupts their routine. Does not attempt to resolve customer challenges or follow up on customer requests; lacks knowledge to give accurate information or direction to the appropriate resource. Repeatedly generates customer complaints about poor attitude.
- U Often curt; displays an insensitive and unprofessional attitude towards the public and/or fellow employees. Is argumentative and unpleasant on some customer contacts. Alienates some customers encountered. Makes little or no effort to resolve customer challenges or follow up on customer requests; lacks the knowledge to give accurate information. Is unconcerned with directing customer to the proper resource.

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3. Compliance with Work Instructions

- E Has superior knowledge of and constructively contributes to the development of City/Departmental policies and procedures. Integrates policies/procedures into their planning and actions. Thoroughly understands and complies with the basic requirements for his/her position with no prompting from a supervisor.
- HS Maintains a broad understanding of City/Departmental policies and procedures and acts within them. Helps others to understand and perform according to established policies and procedures. Is a self-starter and requires minimal supervision.
- S Is aware of and operates within job related City/Departmental policies/procedures. Follows supervisor's instructions willingly. Doesn't need to be repeatedly told to do the same tasks or constantly re-trained to perform routine functions.
- I Is familiar with many job-related City/Departmental policies/procedures but operates outside some policies and procedures. Often questions or challenges supervisor's requests and directions. Has to be reminded to complete tasks or repeatedly told about simple requirements.
- U Is unfamiliar with many City/Departmental policies/procedures. Operates outside many policies and procedures. Attitude is sometimes cavalier toward routine procedures and/or supervisor's instructions.

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4. Self-Motivation / Initiative

- E Consistently seeks the most difficult job assignments. Displays confidence when dealing with unusual or time sensitive projects or problems. Constructively and energetically pursues elaborate and complex matters, following through until thoroughly completed.
- HS Pursues the challenge of difficult or complex assignments. Needs little or no motivation to become interested in constructively dealing with projects or problems. Starts or coordinates solutions to problems without supervisor intervention.
- S Begins and completes routine work assignments with minimum prompting by supervisor. Does not consistently and energetically pursue complex assignments, but adequately handles them when they are assigned or offered.
- IN Needs prompting by supervisor to begin work assignments. Attempts to pass off more difficult assignments to others; is limited in handling challenges positively or effectively.
- U Does not begin any work assignment without prompting by supervisor. Often does not complete work assignments. Makes no effort to effectively handle incidents as they arise. Displays lack of interest in job.

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5. Personal Appearance (S or I Only)

- S Grooming is appropriate for position and complies with the standard established in the Administrative Operations Manual (AOM) 114.00. Uniforms and apparel appear neat, clean, in good condition and comply with the standard established in the Administrative Operations Manual 113.00.

- I Grooming needs improvement to comply with standard established in the AOM 114.00. Uniforms and apparel do not appear neat, clean, in good condition and/or do not comply with standard established in the AOM 113.00.

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6. Adaptability

(Pertains to day-to-day work events and to changes in the organization and/or to the workplace in general. Does not pertain to emergency responses.)

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| E | Is versatile and flexible. Is able to evaluate changing and unfamiliar situations and then enthusiastically perform with any adjustments required reaching a desired result in a timely manner. Is unaffected by disruptions during normal duties. Evaluates changes based on the benefit to the organization vs. how it will affect him/her as an individual. |
| | |
| HS | Easily adapts to changing schedules, assignments and unfamiliar situations. Is rarely affected by disruptions during normal duties. Helps co-workers to accept changes. |
| | |
| S | Normally accepting of changes in the workplace. Also adjusts to changing schedules, assignments and situations as necessary or directed. Is not usually affected by disruptions during normal duties. |
| | |
| IN | Slow to adjust to changes in schedules, assignments, unfamiliar situations and/or new concepts. Is often visibly put-off by disruptions during normal duties. Is sometimes vocal about unwanted changes or interruptions. |
| | |
| U | Unable to adjust or very resistant to changes in schedules, assignments or unfamiliar situations. Is often affected by disruptions resulting in neglected normal duties, behavioral problems or causes dissension amongst co-workers. |

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7. Performance at Emergencies

- E Demonstrates exceptional knowledge and experience at assigned role in the chain of command. Always acts as a resource for the incident commander. Consistently follows through at assigned role accomplishing best results. Influences others in displaying a high level of composure at incidents. Actions ensure the safety of operations and individuals.
- H S Shows initiative and innovation at the assigned role in the chain of command. Displays a strong sense of composure that enhances the incident outcome. Decisions made reflect reliability and responsibility. Follows through with assigned role. Actions promote safety at incidents.
- S Functions in the chain of command at the assigned role; understands the autocratic nature of emergency scene/chain of command. Generally maintains composure regardless of incident dynamics. Shows sound judgement in incident operations. Performs in a safe manner.
- I N Abandons assigned role in the chain of command; free-lances. Often displays a loss of composure at incidents. Decisions reflect a lack of judgement. Actions are sometimes unsafe at incidents.
- U Ignores his/her role in the chain of command. Can be a liability to the success of the incident due to lack of composure or failure to follow orders. Fails to make appropriate decisions at incidents. Careless and negligent in safety practices.

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8. Performance with Minimum Instruction and/or Supervision

- E Is able to complete multiple, complex duties and assignments without instruction. Follows verbal and/or written commands with little explanation. Is extremely knowledgeable and capable of serving as a resource to others.
- HS Is able to complete multiple duties and assignments with minimal instruction. Follows verbal and/or written commands without detailed explanation. Has thorough knowledge of resources and their use to complete duties and assignments.
- S Completes verbal and written duties and assignments with minimal instructions. Is able to locate and use resources as necessary to complete duties and assignments. In the absence of a supervisor or specific instructions, will engage in appropriate, productive activity.
- IN Often needs further explanation to complete duties and assignments. Has difficulty carrying out some verbal and/or written instructions. Has limited knowledge of resources available to complete duties and assignments.
- U Is unable to complete duties and assignments without detailed explanation. Has difficulty operating without close supervision. Is unfamiliar with resources available to complete duties and assignments without assistance.

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9. Common Sense / Judgement

- E Decisions are based on established Departmental policy and practices and reflect consideration of effects and consequences. Considers alternate courses of action. Excels at handling complex and high responsibility issues appropriately. Can be trusted to make sound decisions and/or exercise good judgement on behalf of the Department and the City.
- H S Decisions are based on established Department policy and practices in new or challenging situations. Applies Department policy and practices to alternative forms of action when necessary. Handles new and challenging issues appropriately. Is mature, professional, and strives to learn from past experiences.
- S Makes decisions independently based on established Department policy and practices in routine and most new situations. Handles ordinary issues appropriately. Demonstrates good common sense.
- I N May need help or assistance in making decisions in normal situations. Has difficulty applying established Department policy and practices in some routine and new situations. Handles some ordinary issues inappropriately.
- U Consistently needs help or assistance in making appropriate decisions in normal situations. Has difficulty applying established Department policy and practices in many situations. Exercises suspect or detrimental judgement occasionally.

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10. Dependability

- E Can be relied on to complete complex and/or high responsibility duties and assignments. Is an exceptionally conscientious and trustworthy member of the Department. Attains excellent results regardless of task level. Effectively follows-up on assignments.
- H S Can be relied on to complete challenging duties and assignments promptly. Results are thorough and complete with proper follow-up. Is a reliable and trustworthy member of the Department. Is always fully prepared to perform the duties of his/her position. Keeps his/her supervisor informed as to progress or problems.
- S Completes expected duties and assignments on time without prompting. Results are competent and meet expectations. Is reliable and fully prepared to perform the duties of his/her position.
- I N Needs prompting to complete assignments or tasks. Results sometimes need revision. Follow-up is sometimes lacking. Occasionally is not fully prepared to perform the duties of his/her position.
- U Often needs help or assistance to complete duties and assignments. Results often do not meet expectations of the Department. Frequently is not fully prepared to perform the duties of his/her position.

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11. Leadership

- E Highly confident and innovative. Consistently demonstrates initiative as a leader. Possesses qualities that prompt others to seek out him/her as a leader. Effectively displays the ability to lead and motivate. Is quick to take charge or assist others. Serves as a role model and enhances subordinates' ability to understand leadership roles and responsibilities.
- H S Demonstrates initiative and leadership abilities. Is comfortable in assuming a leadership role and can be counted upon to do so under appropriate circumstances. Is quick to take charge in an emergency. Is looked up to by peers. Inspires confidence and respect.
- S Is willing to assume a leadership role when called upon to do so. Maintains a positive attitude when dealing with peers in a leadership capacity.
- I N Does not handle leadership situations well. Does not readily volunteer for positions or situations requiring leadership skills. Occasionally displays a lack of interest in taking charge or assuming a leadership role.
- U Refuses to take a leadership role. Is evasive about becoming involved in situations that require a leader to take charge. Does not assume a leadership role in an emergency situation.

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12. Job Attitude / Morale

- E Maintains an energized attitude and an enthusiastic dedication. Enthusiastically supports the Department, policy and decisions. Displays a high level of pride in the job and the organization.
- H S Maintains a good attitude and contributes to a positive workplace environment. Consistently supports the Department, policy and decisions. Displays a high level of pride in the job.
- S Maintains a professional and pleasant attitude. Is normally positive towards the Department, policy and decisions. Takes pride in his/her job. Usually does not talk negatively about other people or decisions that are made.
- I N Occasionally displays a discontented attitude. Inappropriately criticizes the Department, policy and decisions. Consistently creates or fosters a negative work environment. Often complains but seldom offers solutions.
- U Disgruntled attitude. Openly hostile towards other employees, the Department, policy or decisions. Complains constantly. Causes dissension.

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13. Relationships with Fellow Employees / Teamwork

- E Is highly respected by peers and other coworkers. Alert to offer assistance to assure high level of job standards. Actively participates in team projects with no regard to credit received for work completion. Promotes and supports the ideas of others in the workplace. Seeks out opportunities to contribute to team efforts, both Departmental teams and other City teams.
- H S Is well liked and respected by peers. Is frequently sought out for advice. Contributes valuable ideas and work product to group projects. Is enthusiastic in a team atmosphere. Often assists others in their tasks.
- S Understands that fundamentally we live and work in a team environment. Fosters harmony. Respects the duties, roles and responsibilities of others. Functions appropriately in various team settings. Accepts and completes assigned tasks and sometimes volunteers for work assignments. Displays a considerate and sincere attitude.
- I N Does not get along with some co-workers and makes little effort to compromise with or accommodate others. Can be reluctant to function in a team setting. Does not consider the impact that their individual actions will have on the group. May exhibit a lack of respect or consideration for others.
- U Displays an unpleasant and argumentative attitude. Shows no interest in functioning as a team member. Is uncooperative with other employees. Consistently shows a lack of respect and consideration to others. Successfully alienates themselves from other employees.

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14. Relationships with Supervisors

- E Displays knowledge of supervisor's responsibilities; acts as a resource for supervisor. Is a dependable link in the chain of command. Maintains an open line of communication with supervisor; raises concerns in a positive and supportive manner. Accepts direction in a positive manner to enhance the performance of the organization.
- H S Understands and supports supervisor's responsibilities. Communicates appropriately with supervisor, asks questions when in doubt and keeps supervisor informed. Accepts direction in a positive manner to improve performance of the team.
- S Is familiar with supervisor's responsibilities. Accepts supervisor's decisions and directions in a positive manner. Functions within the chain of command.
- I N Reluctantly complies with directions. Can be argumentative but will carry out directions given. Often voices displeasure regarding supervisor. Sometimes speaks negatively about supervisor behind his/her back. Reluctantly accepts constructive criticism.
- U Resents and does not comply with directions. Is openly non-supportive and disruptive with arguments and challenges to decisions of supervisor. Cannot accept constructive criticism. Shows reluctance in admitting mistakes; fails to be accountable for own actions.

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15. Amount of Work Performed

- E Amount of work performed is continually well above accepted Departmental expectations and is consistent with organizational objectives.
- HS Amount of work performed regularly exceeds accepted Departmental expectations and is consistent with organizational objectives.
- S Amount of work performed meets accepted Departmental expectations and is consistent with organizational objectives. Once a task has been started, can be counted on to see it through to completion.
- IN Amount of work performed is occasionally below accepted Departmental expectations and / or is not consistent with organizational objectives. Sometimes conveniently disappears when there is work to be done. Someone who often seeks to avoid work.
- U Amount of work performed is frequently below accepted Departmental expectations and / or is not consistent with organizational objectives. Someone who often shirks work or assignments.

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16. Completion of Work on Schedule

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| E | Completes tasks and assignments well ahead of schedule. All applicable forms, records and reports are completed in a timely manner. Willingly assists peers with their duties and assignments. |
| | |
| HS | Completes tasks and assignments ahead of schedule. All applicable forms, records and reports are completed in a timely manner. Often assists others with their duties and assignments. |
| | |
| S | Usually completes tasks and assignments on schedule. All applicable forms, records and reports are completed in a timely manner. Sometimes assists others with duties and assignments. |
| | |
| IN | Often does not complete tasks, assignments and documentation on schedule. Needs assistance from peers or continual prompting to complete work on schedule. |
| | |
| U | Rarely completes tasks, assignments or documentation on schedule. Consistently misses deadlines. |

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17. Quality of Work

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| E | Demonstrates exceptional accuracy, thoroughness and orderliness in performing work assignments. Work products of any scope display a sense of pride and are consistently complete in clarity and content. Is committed to excellence. |
| H S | Consistently produces above average work products. Consistently performs with accuracy and thoroughness in work assignments. Promotes quality awareness in others. Often does the little extra things in finishing day-to-day, mundane tasks. |
| S | Completed work is satisfactory in content and clarity. Is usually thorough in completing tasks and demonstrates necessary attention to detail. |
| I N | Work tends to be incomplete and/or below acceptable standards. Work often needs corrections. |
| U | Work product is often done in a careless or unprofessional manner. Work repeatedly needs corrections and/or completion. |

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18. Organizational Skills

- E Excels at bringing direction and order to complex and confusing situations. Consistently able to arrange all tasks and activities in a systematic and proficient manner. Is remarkably adept at managing multiple tasks and assignments. Effectively uses all organizational tools to obtain desired results. Regularly assists others in organizing tasks.
- H S Adds order and structure to the work environment. Organizes and completes all tasks in an efficient manner. Can manage multiple tasks simultaneously and achieve desired results. Effectively uses organizational tools to obtain desired results. Sometimes assists others in organizing tasks.
- S Is able to arrange and prioritize tasks and projects in a competent manner. Is aware of shift schedule and makes adjustments as needed. Knows when to seek help in organizing assignments that are not routine in nature. Does not procrastinate.
- I N Sometimes does not provide necessary order and structure to routine tasks. Shift schedule is not routinely consulted in advance for planning. Needs assistance in coordinating routine projects and assignments. Demonstrates a pattern of “starting” many tasks but not finishing many. Sometimes poor planning has a negative impact on others.
- U Does not provide structure and order to work assignments. Lacks planning and organizational skills. Routine duties are often not finished due to lack of forethought and planning. Shift schedule is seldom consulted for planning. Does not ask for advice or assistance in organizing activities for improvement.

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19. Written Expression

- E Written documents, records and reports are well above expectations and show superior attention to detail. They are neat, clear, consistent, thorough, and exceed time schedules. Documents and reports are error-free. Is often called upon to develop Departmental written materials. Is able to adapt complex information into a simple, readable form. Often helps others with their written work.
- H S Written documents, records, and reports are timely, complete, thorough and regularly error-free. Pre-developed Departmental formats and templates are used appropriately. Is occasionally called upon to develop Departmental written materials.
- S Written documents, records and reports are usually complete and accurate. They are neat, clear and easy to read and understand. Spelling, grammar and punctuation tools are used to ensure that errors are rare.
- I N Written documents, records and reports are sometimes incomplete or inaccurate. Content may be inadequate or unclear. Spelling, grammar and punctuation errors are common place.
- U Written documents, records and reports are often incomplete and disorganized or inaccurate. Numerous spelling, grammar and punctuation errors are present.

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20. Oral Expression

- E Communicates exceptionally well with peers, supervisors and the public. Clearly articulates concepts, thoughts and ideas in a manner that is easily understood. Is an excellent listener as well as speaker. Can confidently and professionally address large as well as small groups. Communicates with an easy and natural style in impromptu speaking situations. Is very clear, concise and professional on the radio.
- H S Communicates well with peers, supervisors and the public. Easily understood by others. Displays good listening skills. Can confidently and professionally address groups. Does well in impromptu speaking situations. Very clear and professional on the radio. Radio traffic is generally concise.
- S Effectively communicates and is understood by others. Can professionally address groups. Able to handle most impromptu speaking situations. Clear and professional on the radio. Teaching presentations are understandable and presented in a confident manner.
- I N Communication with others can be difficult. Has problems stating positions clearly. Needs to develop better listening skills. Uncomfortable speaking in front of large groups. Has a problem with impromptu speaking situations. Radio traffic is sometimes unclear.
- U Communicates poorly with others. Is a very poor listener. Cannot perform in impromptu speaking situations. Radio traffic is sometimes unclear and/or unprofessional.

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21. Observance of Working Hours (S or I Only)

- S** Reports on time and is prepared for work. Observes working hours and breaks appropriately. Is on time for meetings, training sessions and other appointments.

- I** Occasionally not prepared for work on time. Working hours and/or breaks not appropriately observed. Often complains when scheduling and/or emergencies cause disruption of breaks. Often allows personal business, including visits and phone calls, to interfere with the work day.

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22. Attendance (S or I Only)

S Absences from work appear appropriate. Usually submits requests for time off in a timely manner; emergency requests are the exception.

I Some absences from work are inappropriate. Often makes last minute or emergency requests for time off that negatively impacts staff scheduling.

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23. Care of Equipment / Work Area

- E Goes well above and beyond expectations. Consistently helps to maintain apparatus regardless of which crew or shift it is assigned to. Researches and successfully diagnosis many repair needs of equipment and apparatus and performs appropriate minor repairs. Is sought out by peers for equipment knowledge. Communicates well with City Shops in scheduling equipment maintenance and repairs. Seeks out City mechanics for follow up on work completed. Work environment is kept exceptionally neat and organized.
- H S Assigned apparatus and equipment including reserve units are always kept neat, clean and waxed. Researches repair needs of equipment and apparatus. Makes some minor repairs. Schedules repairs in a timely manner and follows up as necessary. Communicates well with City Shops in scheduling equipment maintenance and repairs. Seeks out City mechanics for follow up on work completed. Contributes to a clean and tidy work environment.
- S Assigned apparatus and equipment kept neat and clean. Schedules repairs in a timely manner. Work area including locker and dorm is kept clean. All tools and equipment are replaced after use. Cleans up after himself/herself and does not leave a mess for others. Participates in daily, weekly and monthly station, apparatus and grounds maintenance without constant prompting.
- I N Inconsistently maintains cleanliness of equipment, apparatus, station or grounds. Scheduling of repairs sometimes not done in a timely manner. Work area often disorderly. Tools and equipment sometimes left out after use. Locker or dorm area unkempt or sloppy.
- U Inconsistently maintains readiness and cleanliness of equipment and/or apparatus. Not reliable in arranging maintenance or repairs. Work area disorderly. Tools and equipment often left out after use.

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24. Observance of Safety Rules and Practices

- E Always aware of safety procedures and instructs fellow employees in safety techniques and practices. Alert and responsive to potential hazards. Consistently takes appropriate action to lessen dangers, including assuming responsibility for others when necessary.
- H S Has detailed awareness of safety procedures and makes extra effort to follow and apply them properly. Helps others to correctly evaluate potentially hazardous situations and perform appropriately.
- S Maintains consistent awareness of safety procedures for self and others. Correctly evaluates potentially hazardous situations and performs appropriately.
- I N Is not always aware of safety procedures. Does not always recognize or act on potential hazardous situations. Occasionally needs instruction to meet a safe level of awareness. Actions or omissions may endanger others as well as themselves.
- U Frequently unaware of safety procedures. Does not attempt to learn or practice safety procedures. Sometimes careless and/or negligent. Deliberately takes unsafe or unwarranted shortcuts. Violates known procedures.

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25. Job Knowledge

- E Has superior technical as well as functional knowledge covering a wide range of information. Ability to properly apply this knowledge in unusual situations. Excels in all aspects of current position. Is certified to function in the next higher position within the crew. Abides by and has a strong working knowledge of Departmental rules, policies and procedures. Reviews pertinent information and keeps current. Sought out by peers for assistance.
- H S Has strong technical as well as functional knowledge of a wide range of tasks specific to job title. Excels in some aspects of current position while not demonstrating any major weaknesses in other aspects. Abides by and has a good working knowledge of Departmental rules, policies and procedures. Shares knowledge with others. Reviews pertinent information and keeps current.
- S Has good functional knowledge covering a wide range of tasks specific to job title. Good awareness of Departmental rules, policies and procedures. Can locate and use informational resources. Knows how and when to apply job knowledge.
- I N Functional knowledge is limited to common or routine situations. May be strong in some aspects of job title, but has areas of weakness and makes little effort to improve. Limited awareness of Departmental rules, policies and procedures. Makes little effort to expand knowledge. Has difficulty using informational resources.
- U Demonstrates limited functional knowledge of even common and routine situations. Fails to follow Departmental rules, policies and procedures. Has difficulty using informational resources. Is not motivated to learn.

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26. Goal Achievement

- E Goals exceed a development plan for personal growth and organizational success. Goals achieved in a timely and effective manner despite major challenges or demands.
- H S Goals reflect a sincere desire for personal growth within the organization. Goals require a significant effort to achieve in a timely and effective manner. Any goal not achieved is due to extenuating circumstances.
- S Goal achievement prepares the employee for future challenges and maintains competency for current assignments. Chosen goals are logical and attainable.
- I N Goal achievement does not reflect a willingness to prepare for future challenges or maintain competency for current assignments. Minimal effort expended. Employee needs constant encouragement to take interest in goals. Goals not achieved despite being attainable. Same goals stated year after year, but never completed.
- U Employee shows no interest in goal setting or attainment.

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27. Planning and Making Appropriate Assignments

- E Excels in anticipating needs of the Department and personnel. Develops innovative plans and solutions. Assigns tasks, which allow subordinates to build pertinent skills. Empowers subordinates with the authority and resources needed to accomplish assignments within reasonable deadlines. Accepts responsibility for work assigned.
- H S Plans, organizes and completes tasks in an efficient manner. Keeps comfortably ahead of work schedule. Assigns tasks, which allow subordinates to build pertinent skills. Delegates tasks to appropriate personnel and sets reasonable deadlines. Follows up to ensure progress in a timely manner.
- S Uses scheduling tools wisely. Demonstrates the ability to set priorities. Plans effectively to reach Departmental goals. Arranges people and work for coordinated action and produces smooth and orderly results. Projects and assignments are completed on schedule. Delegates appropriately. Follows up to ensure progress.
- I N Sometimes needs assistance in coordinating and scheduling projects or assignments that are not routine. Sometimes disorganized, Delegates too much and/or too little and/or sets unrealistic deadlines. Needs reminders to follow up.
- U Often unnecessarily delays work until last minute. Often disorganized. Often needs assistance in scheduling even routine assignments and projects. Unwilling or reluctant to delegate. Sets unreasonable deadlines. Does not follow up.

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28. Provides Appropriate Training and Instruction

- E Excels in assisting with the development of subordinates. Shows eagerness and capacity to teach. Exceeds minimum training requirements and concentrates training in relevant areas of individuals' needs. Expends extra effort in research and presentation. Enhances self-confidence and abilities of subordinates. Is easily accessible to those seeking extra knowledge and training.
- H S Demonstrates superior teaching ability. Meets minimum training requirements and concentrates training in relevant areas of individuals' needs. Provides resources and opportunities for subordinates' development.
- S Ensures subordinates attain the minimum required training hours. Ensures training or instruction was understood. Concentrates training in relevant areas; training addresses individual and/or crew deficiencies. Presentations are consistent with training manual and Department policies. Training is properly documented.
- I N Minimum required training hours are not met. Has difficulty organizing and presenting training materials. Training does not address individual and/or crew needs or deficiencies. Sometimes deviates from training manual or Departmental policies or procedures. Documentation is inadequate, inaccurate or late.
- U Minimum required training hours are not met. Does not organize or present material in an understandable manner. Teaches information unauthorized by Departmental policies.

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Job Performance Standards for Captain, Engineer, Firefighter/Paramedic, Non-Safety Paramedic

29. Addresses Performance-Based Problems

- E Sets timely, clear, and reasonable standards for subordinates and provides detailed expectations. Incorrect/inappropriate actions or behavior of subordinates is recognized early and addressed before becoming a problem. Is supportive of peers' efforts to address performance-based problems. Is recognized as an outstanding supervisor and is sought out by peers for advice. Thorough and consistent documentation is maintained.
- H S Sets clear and reasonable standards for subordinates and explains expectations. Handles and documents performance-based problems appropriately and efficiently. Quickly recognizes incorrect actions or behavior of subordinates. Is always fair, accurate and objective. Is open to input of others regarding performance of subordinates. Keeps the Operations Chief informed of possible problems.
- S Performance standards and expectations are established. Is able to handle and document most performance-based problems appropriately without assistance. Recognizes incorrect actions or behavior of subordinates. Addresses performance with subordinates to resolve the problem. Is generally fair, accurate and objective. Is open to input from others regarding the performance of subordinates. Keeps accurate notes of both good and bad events that occur and/or discussions held with employees regarding performance. Understands and can utilize outside resources, such as the Employee Assistance Program and/or the Human Resources Department, to address performance problems.
- I N Clear standards are not established. May need assistance in recognizing performance-based problems. Is not always fair, accurate and objective. Can be resistant to input of others regarding performance of subordinates. Sometimes makes excuses for subordinates, overlooks or otherwise condones inappropriate behavior. Does not always use proper supervisory procedures or techniques. Sometimes undermines the efforts of peers to address and/or correct performance issues. Documentation is insufficient.
- U Lacks the ability or the desire to see performance based problems. Ignores most problems hoping they will resolve on their own. Avoids conflict with subordinates and does not address issues. Resists input of others regarding performance of subordinates. Demonstrates more interest in being popular than in being a good supervisor; wants to be one of the team. Poor documentation of performance problems.

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30. Ability to Motivate

- E Conveys an exceptional attitude and demeanor resulting in a positive work ethic. Promotes a high degree of team spirit. Is a significant driving force, with the ability to generate enthusiasm and develop positive attitudes. Serves as an outstanding role model.
- H S Inspires others to perform at a higher professional level through display of a positive work ethic. Keeps enthusiasm alive in others. Invests time and effort in his/her people; assists subordinates in pursuit of career goals and personal growth.
- S Sets a positive tone through attitude, example and demeanor. Does not impede the enthusiasm of others. Reduces personal and departmental conflicts. Fosters a positive, nurturing work environment by both word and deed.
- I N Provides minimal influence by example, attitude or demeanor. Occasionally interferes with the enthusiasm of others or otherwise sets a bad example. Often places own self interests above those of the team or the organization.
- U Attitude and demeanor inspires little or no cooperation. Causes or contributes to alienation of team efforts and enthusiasm.

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31. Evaluating Performance

- E Offers input to senior management to establish and/or enhance the standards of the Department. Provides management and other supervisors with accurate information concerning the strengths and weaknesses of employees. Continually reviews performance, goals and objectives with subordinates. Evaluations are fair, accurate and objective, and provide excellent career guidance.
- H S Often reviews performance and goals with subordinates, both formally and informally. Evaluations are fair, accurate and objective, and provide a positive contribution to employee development. Provides growth-oriented evaluations with balance between constructive criticism and positive feedback.
- S Reviews performance and goals with subordinates as necessary, but at least semi-annually. Verbal feedback is generally constant and ongoing, and written evaluations are essentially a summary of verbal feedback. Evaluations are fair, accurate and reflective of the full evaluation period. Maintains a file for each subordinate with notes to be utilized in completing written evaluations. Provides evaluations with balance between constructive criticism and positive feedback. Uses City/Department forms to assist in the evaluation process. Evaluations are completed on time, including sending a draft copy to the Operations Chief in a timely manner.
- I N Reviews performance and goals with subordinates at evaluation time only. Fails to review performance regularly or when guidance is needed. Sometimes gives evaluations that contain criticism never discussed prior to review. Evaluations routinely lack a balance between constructive criticism and positive feedback. Evaluations are not an accurate summary of the full period being evaluated. Fails to use City/Department forms to assist in the evaluation process. Evaluations are sometimes late.
- U Reviews performance with subordinates at evaluation time only. Fails to review performance regularly or when guidance is needed. Goals are not addressed with employees. Often gives evaluations that contain criticism never discussed prior to review. Does not have the ability to produce evaluations with a balance between constructive criticism and positive feedback. Fails to use City/Department forms to assist in the evaluation process.

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32. Effective Decision-Making

- E Consistently makes sound, timely and clear decisions based on all available facts. Efficiently anticipates consequences and alternatives. Actively follows up decisions to check on progress and efforts. Makes appropriate adjustments as needed. Always uses the appropriate management style for the situation.
- H S Often makes sound, timely and clear decisions based on all available facts. Anticipates consequences and develops alternatives. Judgement is sound and personnel have confidence in abilities. Checks on progress and makes adjustments as needed. Uses appropriate management styles and resources, including input from peers and supervisors. Is able to recognize and adjust appropriately when/if a mistake is made.
- S Usually makes sound, timely and clear decisions based on facts. Generally anticipates consequences and is open to alternative suggestions. Uses available resources. Provides adequate support and direction to subordinates to get the job done properly.
- I N Sometimes makes hasty decisions without complete facts. Does not always follow up decisions or consider alternatives. Available resources are seldom utilized. Can't or won't admit when wrong – sometimes stays with a bad decision. Reluctant to provide support or direction.
- U Frequently makes hasty and/or ill-advised decisions without complete facts. Does not follow up decisions. Is not open to alternative suggestions. Does not employ available resources. Does not understand or appreciate the impact of decisions on others in the organization.

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Job Performance Standards for Captain, Engineer, Firefighter/Paramedic, Non-Safety Paramedic

33. Fairness and Impartiality

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| E | Uniformly fair and impartial with subordinates. Always tactful and shows sincere respect toward employer and employees while maintaining a positive attitude. Deals tactfully with both lower and higher authority. Use of discipline is extremely consistent and fair. |
| | |
| H S | Continually fair and impartial with subordinates. Shows genuine respect for all. Displays a positive attitude toward employer and employees. Use of discipline is consistent and fair. |
| | |
| S | Regularly exhibits fairness and impartiality with subordinates. Usually fair, firm and unbiased when dealing with subordinates. Use of discipline is consistent. |
| | |
| I N | Often shows favoritism to particular subordinates. Tasks are unequally assigned among subordinates. Use of discipline is inconsistent. |
| | |
| U | Personalizes issues and regularly shows favoritism to particular subordinates. Tasks are unequally assigned among subordinates. Use of discipline is fickle and inconsistent. |

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34. Maintaining Effective Safety Programs / Practices

- E Vigilantly observes and enforces City and Department safety programs and practices. Consistently reinforces safety as a part of daily activity. Continually motivates crewmembers to be actively alert to safety situations. Correctly evaluates apparent and potentially hazardous situations and responds appropriately. Plans alternative actions while remaining safety conscious. Keeps crewmembers advised of safety concerns.
- H S Observes and enforces City and Department safety programs and practices. Consistently reinforces safety as a part of daily activity. Correctly evaluates apparent and potentially hazardous situations and responds appropriately. Keeps crewmembers advised of safety concerns.
- S Enforces Department safety practices. Generally reinforces safety as a part of daily activity. Correctly evaluates apparent hazardous situations and responds appropriately. Recognizes most potentially hazardous situations. Keeps crewmembers advised of safety concerns.
- I N Unaware of or sometimes does not enforce Department safety practices. Indifferent in reinforcing safety as a part of daily activity. Evaluates obvious hazardous situations but may take potentially unsafe or unwarranted shortcuts. May have difficulty recognizing potential safety hazards. Does not adequately keep crewmembers advised of safety concerns.
- U Fails to recognize importance of safety practices. Disinterested in reinforcing safety as a part of daily activity. Over looks obvious hazards and often takes unwarranted and unsafe shortcuts. Fails to recognize potential safety hazards. Does not adequately keep crewmembers advised of safety concerns.

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Job Performance Standards for Captain, Engineer, Firefighter/Paramedic, Non-Safety Paramedic

35. Physical Performance

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|-----|--|
| E | Maintains exceptional physical condition including cardiovascular and strength. Demonstrates exceptional physical ability in performing tasks. |
| H S | Maintains above average physical condition required for the current position. Performs tasks with relative ease. |
| S | Maintains adequate physical condition required for the current position. |
| I N | Occasionally has difficulty performing assigned duties due to inadequate physical condition. |
| U | Inadequate physical condition. Does not meet minimum standards for the current position. |

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Job Performance Standards for Captain, Engineer, Firefighter/Paramedic, Non-Safety Paramedic

Customer Service Standards

(Notwithstanding each department's performance standards/goals)

City employees will provide the following levels of service to both external and internal customers:

Communications:

- Phones will be answered within four rings
- Customers will be able to leave a message (including voice mail or written) if desired, or will have the option of speaking to someone else.
- Electronic mail and voice mail messages will be checked at least once daily and responded to by the close of the next business day. Voice mail and electronic mail messages will be changed to indicate duration of absence and expected return. These messages will be deactivated promptly upon return.
- Calls will be forwarded to the appropriate department, if the incorrect department is called first
- If customers do not speak English, an employee will locate a bilingual employee to assist in communicating with them or use the AT&T Language Line
- An employee who puts a phone call on hold will be conscientious of the call on hold
- Requests for preprinted information will be distributed by the close of the next business day
- Requests for information requiring research will be responded to within five working days
- Customers will receive accurate information from employees who will seek the information from the proper source, if necessary
- Employees will call ahead before directing customers to another city department in order to ensure the referral is appropriate

Professionalism:

- Employees will be at their work stations at their scheduled time and ready to assist their customers
- Break and lunch times will be adhered to so as not to adversely affect coworker's work schedules
- Food consumption and grooming will be kept from public view
- Appropriate staff members will be advised when a coworker is leaving the work area and an anticipated time of return will be given
- City time will not be used for personal business or socializing by phone, e-mail or in person
- Employees will be at scheduled meetings on time
- All customers will be acknowledged immediately in a professional and courteous manner
- Employees will take personal responsibility to ensure customer satisfaction