



# Santa Cruz Consolidated Emergency Communications Center

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**9-1-1** FIRE  
POLICE  
MEDICAL

## COMMUNICATIONS OPERATIONS TRAINING POLICY/PROCEDURE

**Policy No. 8810** Date Issued: October 22, 2008  
Section: 8800 – Quality Improvement Date Revised:  
Accreditation Standards: CALEA 3.4.5

**SUBJECT: PROBATIONARY ENTRY-LEVEL APPRAISALS**

APPROVED:

  
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### 1.0 Purpose

Given that probationary entry-level employees are on a continuous steep learning curve during their first year, they will be evaluated on a quarterly basis. The principal objective of the Probationary Entry-level Appraisal is to ascertain whether the employee can actually perform the required functions of their position.

### 2.0 Procedure

2.1 Probationary entry-level employees will receive written feedback from their immediate supervisor on the following schedule:

- After their first three months,
- After their first six months,
- After their first nine months.

2.1.1 The next evaluation will be completed after their first 11 months in conjunction with Policy No. 1190 (Employee Performance Appraisal).

2.2 The supervisor will utilize the *Probationary Appraisal* form for each of the evaluations. Areas that will be evaluated are:

- 2.2.1 CAD Skills
- 2.2.2 Phone Skills
- 2.2.3 Radio Skills
- 2.2.4 Backup Skills

- 2.2.5 Teamwork/Relationships with Others
- 2.2.6 Attitude/Acceptance of Feedback
- 2.3 Each area will be rated from 1 – 5 with 5 being the best.
  - 2.3.1 A rating of one indicates that area is “unsatisfactory”.
  - 2.3.2 A rating of two indicates that area “needs improvement”.
  - 2.3.3 A rating of three indicates that area is “standard”.
  - 2.3.4 A rating of four indicates that area is “above standard”.
  - 2.3.5 A rating of five indicates that area is “exceptional”.
- 2.4 Ratings should be based on the probationary employee’s progress as it relates to their suitability for their current position.
- 2.5 The supervisor will gather information about the probationary employee from many sources including the most appropriate Sr. Dispatcher.
  - 2.5.1 Sr. Dispatchers will utilize the *Probationary Appraisal – Lead Input* form to comment on specific areas of entry-level dispatcher performance.
  - 2.5.2 After capturing the customer service review data, the Support Services Division will place the completed reviews in the dispatchers’ mailboxes.
- 2.6 Dispatchers will be afforded an opportunity to complete a self-review of their calls with the Senior Dispatcher who did the initial review, a different Senior Dispatcher, or an Operations Supervisor.
- 2.7 The random customer service review process will focus on good customer service skills and such behavior will be acknowledged appropriately.
- 2.8 Inappropriate customer service behavior will be handled by one-on-one coaching with a Senior Dispatcher, either the Senior completing the initial review or a Senior working the same team assignment as the dispatcher.
- 2.9 Senior Dispatchers will exercise their discretion in reporting any breach of policies, procedures, or other directive that may be discovered during a random customer service review to an Operations Supervisor for further review and/or action.