



Winchester Fire & Rescue Department
EVALUATION EXPECTATION REFERENCE

1. Customer Service: Treatment of internal and external customers who receive the employee's product/service; management of difficult or emotional customer situations; response to customer needs and requests; solicitation of customer feedback to improve service; meeting commitments to customers; building constructive, cooperative and pleasant relationships shows no preconceived notions towards any individual(s). Commitment to serve the public and co-workers; focus on finding and meeting the needs of others.

◆ Inspections

- Time
- Violation
- Respectful

◆ Public Education

- Time
- Prepared
- Respectful

◆ Department Members

- Respectful
- Helpful
- Interaction
- Demeanor

◆ Other City Departments

- Helpful
- Respectful

◆ Emergency Responses

- Consistent
- Respectful
- Response Time
- Body Language

2. Adaptability/Flexibility: Adjustment to changing priorities, proactive thinking, pursuit of opportunities and appropriate action; accommodation of new or changing conditions; adaptation to changes in the work environment; management of competing demands; utilization of an approach or method to best fit the situation; dealing with anger, frustration and disappointment; dealing with frequent changes, delay or unexpected events.

◆ Team Oriented

- No me or I's

- ◆ Prioritize Changes
 - What Must Happen
- ◆ Proactive Problem Solver
- 3. **Work Habits:** Individual behaviors which impact work and over which an employee has independent control; consistency with the vision and values of the City, department and work unit including acting in ways that are equitable, ethical and legal; treating all people with respect; keeping commitments; inspiring the trust of others; working with honesty and integrity; safety habits, appearance and personal hygiene is appropriate to the job duties performed; use of paid time off; time management; reports to work on time; confidentiality as appropriate. Maintains a positive outlook and doesn't talk negatively to others about the department/city and coworkers to diminish work environment.
- ◆ Outside Contacts
- ◆ Personal Computer Use
- ◆ Cell Phone Use
- ◆ Apparatus Inspections
- 4. **Safety:** Work is performed in a safe manner; equipment and vehicles are operated properly, protective equipment is utilized where necessary, and accidents to people, vehicles, machinery, and property due to carelessness or unnecessary risk are minimal.
- ◆ Station Security
- ◆ PPE for Task
- ◆ Lifting
- ◆ Traffic Vest
- 5. **Communication:** The exchange of information and ideas; ability to get a message across effectively as well as understand verbal messages; ability to read and interpret written information; listening without interrupting; ability to write clearly and appropriately; manner in which one verbally interacts with others; shares work related information with others as appropriate.
- ◆ Non-Emergency
 - Tone
 - Factual
 - Language
 - Understood
 - frequency
- ◆ Emergency
 - Calm
 - Clear
 - Receiver Acknowledge

- Accurate
 - ◆ Electronic
 - Check
 - Acknowledge
 - Respond
- 6. Organizing/Planning/Project Management:** Forward focus, resulting in scheduling work, setting goals, anticipating and preparing for future assignments and establishing priorities; demonstrating initiative and follow-through, coordinating all resources to ensure work is completed on time; maintains appropriate records as needed.
- ◆ Recordkeeping
 - ◆ Prioritize Responsibilities
 - ◆ Meets Established Timelines
- 7. Decision-Making/Judgment:** Choice of an appropriate course of action; willingness to make decisions in a timely manner; exercising sound and accurate judgment; support and explanation of reasons for decisions; learns lessons from past experiences; includes appropriate stakeholders in decision-making.
- ◆ Uses Facts not Rumors
 - ◆ Processes Information Before Deciding
- 8. Resource/Fiscal Management:** The effective use of and level of control of City resources; development, implementation and effective monitoring of a budget that is driven by the vision, principles and policies of the City Council and the overall mission of the City; accurate forecast of resource needs for operations, capital improvement and programs, taking into account the overall organizational revenue and expenditure situation.
- ◆ Consolidated Trips
 - ◆ Electricity Usage
 - ◆ Supply Usage
- 9. Continuous Improvement/Innovation:** Orientation toward new or unexplored work methods, materials or equipment; looks for ways to improve and promote quality service; displays original thinking and creativity; meets challenges with resourcefulness; generates suggestions for improving work; develops innovative approaches and ideas; presents ideas and information in a manner that gets others' attention.
- ◆ New Training Classes/Certifications
 - ◆ Improves Work Environment

10. Strategic Thinking: Balance of short and long term goals with available financial assets; identification and evaluation of options and alternatives as a part of the planning process; change in plans and/or goals as conditions and situations require.

◆ **Emergency**

- Assess
- Evaluate
- React

◆ **Non-Emergency**

- Establishes Goals
- Alternative Methods

11. Supervision/Management/Coaching: Improving the performance of others and creating a positive work environment; helps others build self-confidence and motivation; evaluating performance and providing opportunities for growth of employees' knowledge and skill levels; ability to achieve organizational goals through others by directing, guiding, encouraging and giving staff room to act; recognizing contributions and success.

◆ **Walks the Talk**

- Practices the Sermon

◆ **Consistent Standards and Expectation**

- Same for Everyone

◆ **Continuous Feedback**

- Monthly

◆ **Looks for the Good**

- Finds people doing the right think

◆ **Fair Assignment Distribution**

- Everyone Receives