

CHAPTER 7

PERFORMANCE APPRAISAL PROCESS FOR PUBLIC SAFETY OPERATOR,
CALIFORNIA HIGHWAY PATROL; AND PUBLIC SAFETY DISPATCHER,
CALIFORNIA HIGHWAY PATROL

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 AND PUBLIC SAFETY DISPATCHER, CALIFORNIA HIGHWAY
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CHAPTER 7

PERFORMANCE APPRAISAL PROCESS FOR PUBLIC SAFETY OPERATOR, CALIFORNIA HIGHWAY PATROL; AND PUBLIC SAFETY DISPATCHER, CALIFORNIA HIGHWAY PATROL

1. OVERVIEW.

- a. The procedures and guidelines for rating a Public Safety Operator (PSO), California Highway Patrol (CHP); and Public Safety Dispatcher (PSD), CHP, are presented in this chapter. Seven critical tasks have been identified as essential to performing both jobs, with an additional two critical tasks identified for the PSD classification and are used in evaluating individual performance. These critical tasks and their rating guidelines reflect the expectations of the Department and have been developed to emphasize observable job behaviors of PSOs/PSDs in the work setting.
- b. The CHP 100PSD, Quarterly Job Performance Summary, shall be used to document performance of a PSO/PSD. This form and a sample format are included in Annex B. While the CHP 100PSD is primarily intended to serve as a tool to promote personal growth and enhance performance, it also serves to record PSO/PSD activities and as the primary source document in determining ratings for the annual CHP 118PSD, Performance Appraisal, Public Safety Operator/Dispatcher. It is designed to highlight strengths and identify problems that can be corrected before they become serious performance issues. In completing the CHP 100PSD, supervisors should conduct a general review of activity for the period covered.
- c. The CHP 118PSD is used to document performance for probationary and permanent PSOs in seven critical tasks, and probationary and permanent PSDs in nine critical tasks.
- d. The annual performance appraisal shall be completed and signed within 30 days following the PSO's/PSD's anniversary date. The probationary reports for PSOs/PSDs shall be completed and signed within ten days of the end of 4 months, 8 months, and 12 months. Refer to Chapter 1, General Information, for the assigned responsibilities and the required procedures for completing and signing the appraisal documents.
- e. The quarterly CHP 100PSD ratings for that 12-month period are to be used in conjunction with other documentation to derive CHP 118PSD ratings.
- f. Interim reporting is used at any time during the rating period to document a PSO's/PSD's performance of a specified critical task(s) does not meet performance standards. Occasionally, a PSO/PSD may experience performance deficiencies so serious the supervisor feels the need to immediately initiate interim reporting

procedures. In this case, the normal CHP 118PSD process will be preempted and the supervisor, with the concurrence of the commander, shall complete a CHP 118PSD immediately, following the procedures outlined in paragraph 4.a.(1)(c).

2. RATING GUIDELINES.

a. The supervisor should keep in mind the California Highway Patrol PSO's/PSD's success in carrying out the responsibilities of the position depends on a diverse array of technical, organizational, and interpersonal skills. Because of these demands, expectations regarding acceptable performance are high. Dedication to high standards is the centerpiece and touchstone of the PSO/PSD performance appraisal system.

b. Rating System. The rating system used for the CHP 100PSD and CHP 118PSD consists of an established rating scale as follows:

(1) **Exceeds.** A rating of ***Exceeds*** indicates the PSO/PSD has demonstrated sustained outstanding performance and consistently performs in a manner exceeding what is expected.

(2) **Proficient.** A rating of ***Proficient*** indicates the PSO/PSD has demonstrated full competence with regard to all facets of the task and is performing at a level which is expected for the critical task.

(3) **Deficient.** A rating of ***Deficient*** indicates clear, **documented** need for improvement. This rating indicates the PSO/PSD had demonstrated a pattern of consistently unacceptable performance in a critical task.

(4) **No Rating.** A rating of ***No Rating*** shall be assigned whenever a task has not been performed or, for some other reason, the supervisor is unable to rate the employee. This rating should be used only in those situations where no job performance or demonstration of proficiency is available.

c. Performance Appraisal Factors.

(1) Understanding the Critical Tasks. The entire performance appraisal system is based upon the critical job tasks and their performance elements.

Both the supervisor and the employee must have a working knowledge of these tasks for the rating process to be successful. The critical tasks and their elements for PSOs/PSDs are listed in Annex A.

(a) If any one element in a critical task is determined by the supervisor to be **essential** to successful completion of the task and is performed in such

a manner performance standards are not met, performance in the critical task shall be deemed **Deficient** with appropriate steps taken to initiate interim reporting.

(b) If a performance element is determined by the supervisor to be important but not essential to successful completion of the task, and performance of this element is substandard, overall performance in the task could be considered **Proficient** if all other performance elements meet or exceed performance standards.

(2) Personal Characteristics.

(a) The following personal characteristics are essential to the performance of the critical tasks:

- 1 Integrity.
- 2 Dependability.
- 3 Accuracy.
- 4 Good Judgment.
- 5 Courtesy.
- 6 Initiative.

(b) Supervisors will give consideration to those characteristics that are applicable when evaluating the performance of critical tasks.

(3) Ongoing Observation of Performance. Throughout the rating period, the following should be used to provide appraisal input where appropriate:

- (a) Personal observations of the day-to-day PSO/PSD performance of critical job tasks.
- (b) Previously determined performance improvement plans and objectives.
- (c) Discussions with the PSO/PSD and others who have supervised or observed the employee during the rating period.
- (d) The CHP 2, Incident Report; corrective memos; and CHP 442, Individual Accident, Injury and Safety Recognition Record.
- (e) Supervisory comments from the CHP 100PSD forms.

3. CHP 100PSD, JOB PERFORMANCE SUMMARY, PUBLIC SAFETY OPERATOR/DISPATCHER.

a. Process.

- (1) The CHP 100PSD is the principle means of recording a PSO's/PSD's quarterly job performance.
- (2) Public Safety Dispatch Supervisors (PSDS) shall provide a blank CHP 100PSD form to each PSO/PSD on or before the first day of the new quarter (January, April, July, October).
- (3) The employee shall retain the form throughout the month in a place accessible to both the employee and supervisor. The employee and the supervisor shall document job performance throughout the month, and initial and date at the end of each month to ensure comments are entered monthly.
- (4) The PSO/PSD shall enter appropriate comments on the form as events occur during the month rather than waiting until the end of the quarter to complete the form. The employee should comment on incidents or activities which relate to the PSO's/PSD's critical job tasks and any other job-related items. It is important employees be fully aware of the importance of this documentation as it will be used to assist supervisors in evaluating job performance.
- (5) Similarly, PSDSs shall use the CHP 100PSD to comment on job performance. To avoid misunderstandings and confusion, it is extremely important both positive and corrective job performance observations be documented on the form. To be of real value, such comments must be made on a timely basis and should be personally discussed with the PSO/PSD. The comments shall be documented as events occur throughout the month rather than deferred until the end of the quarter.
- (6) The PSO/PSD shall complete the form and submit it to the supervisor at the end of the last work shift of the quarter. The employee need not sign the form at this time.
- (7) The supervisor shall review the completed form, enter any final supervisory comments relative to job performance, sign the form, and return it to the employee for review and signature.
- (8) The PSO/PSD shall sign and return the form to the supervisor within three working days.

(9) The reviewer shall initial and date the form once the employee and supervisor have signed the form, no later than the 15th of the month following the evaluation period.

(10) A copy of the completed form will be provided to the employee no later than the 15th of the month following the evaluation period. Originals shall be retained by the supervisor.

(11) In addition to making written comments on the CHP 100PSD, the supervisor should continue to take every opportunity to comment personally on the employee's performance.

b. Completing the CHP 100PSD, Job Performance Summary Public Safety Operator/Dispatcher. The PSO/PSD shall:

(1) Enter the appropriate identification information in the space provided at the top of the form.

(2) Enter the days worked and position assignment worked (e.g., service desk, radio channel assignment). If the day was a regular day off, the PSO/PSD will enter an "X."

(3) Employee's Comments. The employee should comment on incidents or acts which relate to the PSO's/PSD's critical job tasks and any other significant job-related items.

(4) Supervisor's Comments. The supervisor should comment on both positive and corrective job performance observations, performance objectives, and training needs.

(5) Critical Tasks. The supervisor shall place a check in the box next to **Exceeds, Proficient, or Deficient**. All PSOs/PSDs, regardless of their assignment, shall be evaluated on Critical Tasks 1-7. When appropriate, PSDs may also be assigned a rating on Critical Tasks 8-9.

(6) Verbal/Written Recognition. The supervisor shall utilize this section to recognize the PSO/PSD for achievements or accomplishments during the quarter. Comments may include compliments from civilians, coworkers, or management; awards received; exceptional performance or behavior observed by the rate, or other positive feedback and should be entered each month throughout the quarter.

(7) 9-1-1 Call Answering Performance. The supervisor may document 9-1-1 call answering performance identified during the month.

(8) Signatures. The employee and supervisor shall both sign and date the form.

c. Retention.

(1) The completed CHP 100PSDs shall be maintained by the supervisor in a separate file, outside of the field personnel folder.

(2) The completed CHP 100PSDs shall be retained in a supplemental field folder for a minimum of 90 days after completion of the employee's performance appraisal report, but retention shall not exceed one year.

(3) Transfers. The completed CHP 100PSDs will be forwarded to the new command when a PSO/PSD voluntarily transfers.

4. CHP 118PSD, PERFORMANCE APPRAISAL, PUBLIC SAFETY OPERATOR/DISPATCHER.

a. Process.

(1) The CHP 118PSD is used to document performance in the following instances:

(a) Probationary Public Safety Operators and Public Safety Dispatchers.

1 The probationary period is the final part of the selection process. It affords the supervisor the opportunity to determine whether or not the PSO/PSD meets established performance standards.

a The PSOs/PSDs have a 12-month probationary period and shall receive written performance appraisals within ten days of the end of 4 months, 8 months, and 12 months. The 12-month report shall serve as the final probationary report.

2 Probationary employees are to be rated on the degree to which their performance meets the standards expected for the amount of experience possessed.

3 By the conclusion of the probationary period, employees must meet the minimum acceptable performance standards (i.e., a rating of **Proficient** or above) for all critical tasks.

4 A probationary PSO/PSD is not to complete the probationary period with a final rating of **Deficient** for any critical task. If

necessary, a rejection during probation shall be initiated. For information on rejection during probation, refer to Highway Patrol Manual (HPM) 10.2, Internal Investigations Manual.

5 Public Safety Operators and Public Safety Dispatchers Off Duty. Title 2, Section 321 of the California Code of Regulations prescribes specific requirements for completion of the probationary period.

a If a PSO/PSD has not worked the required 1,680 hours for the probationary period due to absences, the period will be extended. Commands shall contact HRS, Personnel Transactions Unit (PTU), to determine the official date for completion of the probationary period.

b If a PSO/PSD has had a continuous period of absence of 60 or more working days, the probationary period may be extended to provide sufficient time to evaluate the employee's performance. Commands shall contact HRS, PTU to determine the official date for completion of the probationary period. For more information on extensions of probationary periods, refer to HPM 10.3, Personnel Transactions Manual, Chapter 7, Probationary Periods.

(b) Permanent Public Safety Operators and Dispatchers.

1 Completion and Submission of Annual Performance Appraisal Reports. Refer to paragraph 1.d.

2 Command Responsibility. Each command is responsible for maintaining a roster of employees by anniversary date and ensuring CHP 118PSDs are completed in a timely manner.

3 Transfer. Except as noted in paragraph 4.a.(1)(b)3a, when an employee is transferred for any reason (e.g., promotion, involuntary transfer), an evaluation shall be prepared covering the period from the date of the last report until the date of transfer. Except as noted in paragraph 4.a.(1)(b)3b, an annual evaluation subsequent to a transfer will cover the period from the date of transfer until the employee's performance appraisal date.

a A transfer evaluation is not required within three months after an annual evaluation with the supervisor's verification no significant changes in performance have occurred. The supervisor will verify the information in Section C, Rater's Comments of the CHP 118PSD.

b An annual evaluation is not required if due within three months after a transfer evaluation with supervisor's verification that no significant changes in performance have occurred since assignment to the new command.

4 Public Safety Operators and Public Safety Dispatchers Off Duty. When a PSO/PSD is off duty 30 consecutive calendar days or more because of illness, injury, or leave of absence, the PSO's/PSD's appraisal will be extended three additional months after returning to work. (Example: A PSO/PSD works 11 months, is on a leave for 2 months, and returns to work for 3 months. The total performance period will encompass 16 months.) The PSO's/PSD's anniversary date does not change, and the next performance appraisal is due on the employee's anniversary date.

(c) Interim Reporting.

1 If at any time during the rating period a PSO's/PSD's performance of a specified critical task(s) does not meet performance standards and other supervisory techniques have not brought about satisfactory performance (e.g., counseling, corrective memoranda, CHP 100PSDs), the PSO/PSD shall be placed on interim reporting and a CHP 118PSD shall be initiated. All documentation supporting the need for interim reporting shall be attached to the CHP 118PSD (e.g., Memorandum of Direction, censurable CHP 2, and CHP 100PSDs).

2 When interim reporting is initiated, and the rating for any critical task is **Deficient**, the supervisor shall check the box in Section B, Certification of Review on the CHP 118PSD and note the critical task(s). The supervisor shall prepare a plan of action to correct the deficiency. The plan shall include:

- a A discussion of the specific problem area(s).
- b A description of all performance objectives set.
- c Methods outlined to reach objectives.
- d Controls involved.
- e Time frames for follow-up.

3 When a PSO/PSD is placed on interim reporting, only the deficient task or tasks shall be rated except when the deficiency is

identified at the same time as the PSO's/PSD's annual or probationary evaluation. Action plans for improvement are to be documented until the performance objective is reached.

4 When a PSO/PSD is placed on interim reporting, the commander shall determine if the PSO/PSD has a transfer request on file. If a transfer request is on file, the commander shall notify Selection Standards and Examinations Section the PSO/PSD is on interim reporting (refer to General Order [GO] 10.6, Field and Headquarters Assignments and Transfers Nonuniformed Employees).

5 At the close of the interim reporting period specified in the initial plan of action, a final report shall be prepared indicating whether or not the performance objective has been reached and, if not, what further corrective measures will be taken. This may include extending the initial period of interim reporting.

6 While the employee is initially placed on interim reporting for a specified period of time, it is the employee's responsibility to attain satisfactory performance as soon as possible. If the employee shows no progress in improving performance, the command may, at any time during the interim reporting period, take further action to address the performance deficiency.

7 A sustained rating of **Deficient** in any critical task means a PSO/PSD is unfit to continue employment in the current job classification or assignment.

8 When a PSO/PSD fails to respond to interim reporting, adverse action shall be initiated.

(2) Discussing Public Safety Operator and Public Safety Dispatcher Appraisals.

(a) Informal Discussion.

1 Prior to completing a PSO's/PSD's annual performance appraisal, the supervisor shall meet with the PSO/PSD to discuss the employee's job performance during the past 12-month period.

2 Before the informal discussion is held, a preliminary rating should be assigned for each task and comments made regarding areas to be discussed during the meeting.

3 A few days prior to the informal discussion, the PSO/PSD should be notified of the date, time, and location of the meeting. It is important the supervisor arrange for adequate time with no interruptions.

4 At the beginning of the informal discussion, the PSO/PSD should be given a copy of the preliminary ratings. Areas of disagreement, if any, should be resolved whenever possible. If a **Deficient** rating is to be assigned for any critical task, the PSO/PSD shall be made aware of the requirement to be placed on interim reporting and an interim reporting plan shall be developed.

(b) Goal Setting. At the conclusion of the appraisal conference, the employee shall be asked if there is a desire to establish any specific personal development goals (e.g., promotion, education, special training).

(c) Another performance appraisal conference shall be held when the CHP 118PSD is finalized for signature.

b. Completing the CHP 118PSD, Performance Appraisal, Public Safety Operator/Dispatcher.

(1) Identification Information. The appropriate identification information shall be entered in the space provided at the top of the CHP 118PSD.

(a) Appointment Date. Enter the date the employee was appointed to the PSO/PSD classification.

(b) Name. Enter the last name, first name, and middle initial of the employee.

(c) Identification Number. Enter the employee's departmental identification number.

(d) Location Code. Enter the location code of the employee's permanent assignment.

(e) Assignment. Enter the name of the Division, Area, or section to which the employee is assigned.

(f) Reason for Report. Enter one of the following in this space:

1 Probation. This entry is to be used for rating employees during the probationary period (first, second, and final probationary review).

2 Annual. This entry is to be used for rating employees on an annual basis.

3 Interim. This entry is to be used whenever an employee is placed on interim reporting.

4 Transfer. This entry is to be used whenever a PSO/PSD is transferred from one command to another or promoted to a new classification.

(g) Reporting Period. Enter the dates of the period covered by the ratings.

(h) Informal Discussion Date. Enter the date of the informal discussion.

(i) Classification. Enter the employee's classification.

(j) Served As a Mentor. Check the box if the employee served as a mentor during the rating period.

(2) Section A, Critical Tasks.

(a) Rating Box.

1 Rating boxes are provided adjacent to each critical task.

2 The rating shall be based on the performance appraisal factors specified in Chapter 1 and a thorough review of the performance elements and questions for consideration contained in Annex A.

(b) Performance Element Check Box.

1 The supervisor shall use the check boxes to indicate performance elements observed during the rating period.

2 A numerical rating shall not be assigned to individual performance elements.

3 Year Totals. The CHP 100PSD critical task ratings for the rating period shall be tallied and recorded in the spaces provided under each rating box. For example, if a PSO/PSD receives an **Exceeds** rating on one CHP 100PSD; a **Proficient** rating on two CHP 100PSDs; and a **Deficient** rating on one CHP 100PSD for Critical Task 2 in the four quarters preceding the annual

evaluation, the Year Totals would reflect 1,2, and 1 under the respective ratings for Critical Task on the CHP 118PSD. This totaling process does not apply when completing evaluations for purposes of interim reporting.

a The Year Totals shall indicate four quarters of CHP 100PSD ratings for annual performance evaluations, unless the PSO's/PSD's evaluation period has been extended or shorted as a result of being off duty.

b The Year Totals for final probationary reports shall include four quarters of CHP 100PSD ratings for each probationary period, unless the PSO's/PSD's probationary period has been extended. In cases where an extension of the probationary periods has been granted, the Year Totals may exceed four quarters of ratings.

c The Year Totals are not required on the CHP 118PSD when the form is being used for interim reporting.

4 "Other" performance elements shall be specified and listed when this box is used by the supervisor.

(c) Assigning a Performance Rating.

1 A PSO's/PSD's performance of critical tasks shall be rated on the established rating system (***Exceeds, Proficient, Deficient***). A rating of ***No Rating*** shall be assigned when there is no job performance data or demonstration of proficiency on which the supervisor could reasonably base an evaluation.

2 All PSOs and PSDs shall be rated on Critical Tasks 1-7, while only PSDs shall be rated on Critical Tasks 8 and 9. A rating of ***No Rating*** shall be given to PSOs for Critical Tasks 8 and 9.

3 Supervisors preparing performance evaluations should remember the assigned rating and written comments used to support them must be justified, as they are subject to appeal by the employee through the grievance/complaint process. This is of particular importance when the ratings fluctuate during subsequent rating periods. Unsupported ratings may make it difficult to change a rating in the future.

4 The CHP 118PSD ratings for critical tasks shall be supported by the employee's performance during the rating period, as

indicated on the CHP 100PSDs and other forms of documentation (e.g., CHP 2, letters of appreciation, and/or complaints). The CHP 118PSD ratings must be supported by documentation.

5 The purpose of the performance evaluation system is to evaluate the employee's performance of critical job tasks during the prescribed rating period. Performance of the critical tasks during preceding rating periods shall not be considered in assigning ratings, except in the case of interim reporting.

(3) Section B, Certification of Review.

(a) CHP 137CN, Field Personnel Folder Annual Review (Nonuniformed).

1 Supervisors shall review the CHP 137CN and ensure the field personnel folder contains all the required documentation and certifications. All documents must be complete, current, and properly dated.

2 Upon completion of the review, the supervisor shall complete the last line of the form by entering the Supervisor Name and ID, Rank, and Date Reviewed.

(b) Review General Order 0.8, Professional Values. The supervisor shall discuss and provide a copy of GO 0.8, Professional Values, to the employee.

(c) Unsuccessful Performance. Supervisors shall check this box if the employee receives a rating of **Deficient**, for any critical task and list the task number(s) in the space provided. The purpose of this indicator is to make the employee aware their job performance does not meet expected standards. If improvement to an acceptable level is not accomplished within a reasonable period of time, administrative action will be initiated as specified in Chapter 1, paragraph 4.c.(3).

(d) Other local requirements will be listed when appropriate.

(4) Section C, Supervisor's Comments.

(a) Whenever the supervisor is required to make comments on the assignment of a rating, as specified in paragraph 4.b.(4)(d), those comments shall:

1 Be directed to the appropriate critical task.

2 Cite specific examples of clearly defined observable job performance to illustrate why the rating has been assigned.

3 Not be used to document initial comments about excellent or deficient performance. Emerging performance trends shall have been documented on other source documents (e.g., Memorandum of Direction, censurable CHP 2, CHP 100PSDs).

(b) Supervisors shall refrain from the use of generic comments. Both positive and negative comments must be justified.

(c) Comments regarding previous years' performance may be used in conjunction with current performance to recognize long-term trends or patterns. It would be particularly pertinent to comment on past performance of the critical task where performance of the critical task during the current rating period has shown marked improvement or deterioration in comparison with past rating periods. It would also be appropriate to comment when the employee has gone several years without an industrial injury or use of sick leave.

(d) Required Comments.

1 All ratings of **Exceeds**, **Deficient**, or **No Rating** must be justified by appropriate comments.

2 Supervisors are encouraged to make appropriate comments for ratings of **Proficient**.

(e) Overall Statement of Performance. A narrative statement for all probationary employees shall be entered in Section C of the CHP 118PSD, briefly summarizing and evaluating performance for the rating period. A statement may be entered, when appropriate, for permanent employees.

(f) Other Comments. Section C of the CHP 118PSD is not restricted to comments related to the critical tasks. Supervisors may use this section to

make appropriate comments on behavior or performance not specifically identified within the critical tasks.

(g) Use of additional sheets of letter-sized paper for supervisor's comments is prohibited. If additional comments are needed, the supervisor shall check the box at the bottom of Section C, marked "Additional Comments (see page 3)," to generate an additional page of the CHP 118PSD form. A fourth page of the CHP 118PSD form may also be generated by checking the appropriate box.

(5) Section D, Signatures.

(a) Signature of the Supervisor. The supervisor's name shall be typed or printed; then a signature and date shall be provided in the appropriate spaces.

(b) Signature of the Reviewer. After reviewing the performance appraisal, the reviewer's name shall be typed or printed; then a signature and date shall be provided in the appropriate spaces. The reviewer shall ensure the supervisor has properly completed the form and discussed the report with the employee. The reviewer shall check the appropriate box to either concur or not concur with the supervisor's report. The reviewer shall not change the supervisor's final appraisal of the employee's performance; however, comments substantiating reasons for disagreement must be made whenever the reviewer does not concur with the rating. These comments are to be documented on additional sheets of letter-sized paper, initialed and dated by the employee, supervisor, and reviewer, and attached to the CHP 118PSD.

(c) Signature of the Employee. The employee shall sign and date the form and indicate by checking the box provided if a discussion with the reviewer is desired. If the employee refuses to sign the form, the supervisor shall indicate "Refused to sign" in the Employee's Signature box. A third party shall initial the form as a witness to the refusal.

(d) Request for Review. If the employee indicated in Section D of the CHP 118PSD a desire to discuss the report with the reviewer, the reviewer shall discuss the report with the employee and check the appropriate box to indicate a discussion was held.

(e) Final Probationary Report. When a final probationary report is due, the appropriate box either recommending or not recommending the employee for permanent civil service status must be checked.

(f) Initials. The PSD or PSO, supervisor, and reviewer shall initial the appropriate box at the bottom of page 1 of the CHP 118PSD. If the CHP 118PSD includes an optional page 3 or 4, the PSD or PSO, supervisor, and reviewer shall also initial the appropriate box at the bottom of these pages.

c. Completion, Distribution, and Retention of Appraisal Forms.

(1) Completion. Final copies of the CHP 118PSD may be typed or printed; however, all completed evaluations must be legible. The most recent revision of the form should be utilized.

(2) Distribution.

(a) For distribution of the CHP 118PSD, refer to Chapter 1. The CHP 100PSDs shall be maintained at the location of the assignment of the PSO/PSD. Refer to paragraph 3.c. for retention of completed CHP 100PSDs.

(3) Retention. The most current CHP 118PSD, plus four years, shall be retained in the field personnel folder.

ANNEX A

PUBLIC SAFETY OPERATOR, CALIFORNIA HIGHWAY PATROL; AND PUBLIC SAFETY DISPATCHER, CALIFORNIA HIGHWAY PATROL, CRITICAL TASKS

This annex outlines each critical task and its performance elements for the California Highway Patrol's Public Safety Operators and Public Safety Dispatchers. A series of questions for consideration in evaluating the performance elements is provided. Supervisors are encouraged to become thoroughly familiar with each element and question, although the tasks described are not intended to be all-inclusive.

Sample comments for critical task ratings from **Exceeds** through **Deficient** and **No Rating** are provided in Annex C. These sample comments have been constructed to serve as a guide for supervisors when preparing written performance appraisals which include annual, probationary, transfer, and interim reports. It must be emphasized these examples have been designed solely as a guide and are not all-inclusive.

1. IMPLEMENTING DEPARTMENTAL/AREA POLICIES AND PROCEDURES.

a. Knowledge.

- (1) Does the PSO/PSD have a working knowledge of policies and procedures affecting the assignment (e.g., departmental policies, Standard Operating Procedures [SOP], Personnel Transactions Manual)?
- (2) Does the PSO/PSD keep current regarding recent additions or revisions to policies and procedures?

b. Application.

- (1) Does the PSO/PSD comply with the policies/procedures that apply to the assignment?
- (2) Does the PSO/PSD willingly accept the policies/procedures set by the Department?
- (3) Does the PSO/PSD show an acceptance of supervisory authority?
- (4) Does the PSO/PSD generally support policy changes with a minimal amount of resistance?
- (5) Does the PSO/PSD carry through to conclusion?
- (6) Do the PSO's/PSD's work habits influence performance?

ANNEX A

PUBLIC SAFETY OPERATOR, CALIFORNIA HIGHWAY PATROL; AND PUBLIC SAFETY DISPATCHER, CALIFORNIA HIGHWAY PATROL, CRITICAL TASKS (*continued*)

c. Local Procedures.

- (1) Does the PSO/PSD understand the local SOP for each Area handled by the dispatch center?
- (2) Does the PSO/PSD keep current regarding additions and/or revisions to these procedures?
- (3) Does the PSO/PSD use available manuals?
- (4) Are those procedures which affect the PSO's/PSD's job complied with?
- (5) Does the PSO/PSD ask questions for clarification rather than blindly accepting local procedures?
- (6) Does the PSO/PSD understand the different uses of radio frequencies?

d. Tardiness/Absence.

- (1) Do the PSO's/PSD's work habits influence performance (e.g., punctuality, occupational safety, sick leave abuse)?
- (2) Does the PSO/PSD demonstrate consideration for coworkers by returning promptly from breaks/lunch?
- (3) Does the PSO/PSD realize the necessity of reporting to work on time?
- (4) Does the PSO/PSD understand the importance of accumulating sick leave and refrain from abusing it?

e. Providing On-the-Job Training.

- (1) Does the PSO/PSD communicate information clearly?
- (2) Is information that is provided to the trainee relevant to the position?
- (3) Does the PSO/PSD assist trainees by answering questions and helping with difficulties?

ANNEX A

PUBLIC SAFETY OPERATOR, CALIFORNIA HIGHWAY PATROL; AND PUBLIC SAFETY DISPATCHER, CALIFORNIA HIGHWAY PATROL, CRITICAL TASKS (*continued*)

2. INTERPERSONAL RELATIONS.

a. Department.

- (1) Are supervisory directions, including criticism, accepted without losing self-control?
- (2) Does the PSO/PSD criticize others without full knowledge of their duties and constraints?
- (3) Are the working demands and deadlines of others (e.g., office personnel, supervisors, peers) given consideration to allow adequate time for completion of assignments?
- (4) Are personal feelings regarding job-related factors brought to the attention of appropriate supervisors?
- (5) Does the PSO/PSD show tolerance toward the job problems of employees in other offices in the same building or in other Areas for which the center dispatches (e.g., a clerk sending certain calls to dispatch to be answered because of a shortage of clerks; a sergeant unable to take a call for technical information due to being busy—possibly in the midst of a complaint investigation or a similar situation)?
- (6) Does the PSO/PSD have sufficient respect for fellow workers to keep well-groomed and maintain adequate personal hygiene at all times?

b. Allied and Support Agencies.

- (1) Does the PSO/PSD recognize and accept the authority and responsibilities of other law enforcement agencies?
- (2) Can the PSO/PSD empathize with the stresses/problems of personnel in other communications centers during telephone contacts (e.g., abruptness, interruptions, misunderstanding questions, incorrect information passed on from another party)?

ANNEX A

PUBLIC SAFETY OPERATOR, CALIFORNIA HIGHWAY PATROL; AND PUBLIC SAFETY DISPATCHER, CALIFORNIA HIGHWAY PATROL, CRITICAL TASKS (*continued*)

(3) Is the PSO/PSD tolerant toward some agencies' constant turnover of communications personnel, causing frequent communication with new and untrained people at those agencies?

(4) Is the PSO/PSD fully familiar with all joint agreements signed between our agency and others in the same county or area (e.g., pursuit policies, civil disaster responsibilities)?

(5) Does the PSO/PSD implement these agreements properly?

(6) Does the PSO/PSD represent the views of the Department when dealing with other governmental agencies, highway users, and emergency services providers?

(7) Does the PSO/PSD understand the limits of responsibility of each agency and when to call each one?

(8) Does the PSO/PSD understand the limits of responsibility of telephone operators with regard to 9-1-1 calls?

(9) Is the PSO/PSD tolerant of the stresses/problems of the person answering the telephone at each of these agencies (e.g., new tow operators that are not always knowledgeable about local geographical designations, answering service operators often inundated with incoming calls)?

c. Public.

(1) Does the PSO/PSD try to understand the problems the public might be facing?

(2) Are personal feelings controlled?

(3) Does the PSO/PSD maintain good rapport with the public whether in person or over the telephone?

(4) Does the PSO/PSD control incoming calls to obtain necessary information while maintaining a courteous, helpful image?

(5) Does the PSO/PSD treat the public with respect even though the question on the phone may seem totally senseless?

ANNEX A

PUBLIC SAFETY OPERATOR, CALIFORNIA HIGHWAY PATROL; AND PUBLIC SAFETY DISPATCHER, CALIFORNIA HIGHWAY PATROL, CRITICAL TASKS (*continued*)

(6) Can the PSO/PSD empathize with a person who is calling a government agency, possibly for the first time, and does not quite know how to express a request?

(7) Is the PSO/PSD a good representative of the Department during telephone contacts with the general public?

(8) Under nonemergency situations, can the PSO/PSD handle a telephone call with courtesy and professional speed (e.g., give adequate information without either being abrupt or going into a long dissertation)?

(9) Does the PSO/PSD understand what information should not be given to the public (e.g., information on station logs, details of investigations) and refuse to divulge such information in a positive manner (e.g., courteously, without either apologizing or waffling)?

3. WRITTEN COMMUNICATIONS.

a. Accuracy.

(1) Do Computer Aided Dispatch (CAD) incident logs/radio entries have completed, correct information on them?

(2) Are errors corrected in accordance with Highway Patrol Manual 60.1, Communications Operations Manual?

(3) Are logs kept in an accurate manner?

(4) Are required documents submitted with proper information on them?

(5) Does the PSO/PSD write/type accurately?

(6) Does the PSO/PSD accurately transcribe verbal communication into written/typed communication?

(7) Does the PSO/PSD possess basic technical writing skills (e.g., grammar, spelling)?

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PUBLIC SAFETY OPERATOR, CALIFORNIA HIGHWAY PATROL; AND PUBLIC SAFETY DISPATCHER, CALIFORNIA HIGHWAY PATROL, CRITICAL TASKS (*continued*)

b. Legibility.

- (1) Is the PSO's/PSD's written or typed communication easy to read?
- (2) Is every effort made to make CAD incident logs or radio entries understandable to others?

c. Easily Understood.

- (1) Does the PSO/PSD include enough information to make written communication easily understood?
- (2) Are CAD incident logs/radio communications transcribed in a uniform manner so other people can understand them?
- (3) Are required documents submitted with information composed for easy understanding?

d. Response Time.

- (1) Does the PSO/PSD establish priorities properly?
- (2) Does the PSO/PSD provide information promptly when requested to do so?

e. Routing.

- (1) Is material routed to the right position?
- (2) Does the PSO/PSD know who is to receive various types of messages?
- (3) Does the PSO/PSD understand the proper distribution of various kinds of incoming Communications Network messages (e.g., All Points Bulletins, All Commanders, Emergency Broadcast)?

f. Proper Documentation.

- (1) Are CAD incident logs/radio communication entries completed fully and accurately?

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PUBLIC SAFETY OPERATOR, CALIFORNIA HIGHWAY PATROL; AND PUBLIC SAFETY DISPATCHER, CALIFORNIA HIGHWAY PATROL, CRITICAL TASKS (*continued*)

4. VERBAL COMMUNICATIONS—TELEPHONE.

a. Listening Ability.

- (1) Does the PSO/PSD continually interrupt the caller because of being impatient or because of assuming knowledge of what the caller wants?
- (2) Does the PSO/PSD fail to interrupt a caller who is running on and on and wasting the operator's/dispatcher's time?
- (3) Does the PSO/PSD listen and understand what is being said?

b. Extracts Necessary Information as Quickly as Possible.

- (1) Does the PSO/PSD ask questions that are pertinent to the type of situation being discussed?
- (2) Does the PSO/PSD waste time with unnecessary questions?
- (3) Does the PSO/PSD understand what type of information must be obtained to initiate action?
- (4) Does the PSO/PSD take control of a situation in order to get the most information available?
- (5) Does the PSO/PSD obtain all the needed information or just part of it (e.g., after ascertaining there has been a head-on crash with someone trapped and requiring an ambulance and a Jaws of Life, does the operator/dispatcher also ascertain whether all or part of the road is blocked, if the vehicles are now on the shoulder or in a ditch, and whether or not the reporting person witnessed the crash)?

c. Establishes Priorities.

- (1) Does the PSO/PSD handle calls in order of importance?
- (2) Does the PSO/PSD have priorities in proper perspective?
- (3) Does the PSO/PSD make every effort to answer 9-1-1 calls on the first ring?

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PUBLIC SAFETY OPERATOR, CALIFORNIA HIGHWAY PATROL; AND PUBLIC SAFETY DISPATCHER, CALIFORNIA HIGHWAY PATROL, CRITICAL TASKS (*continued*)

- d. Presents Information Accurately/Professionally.
 - (1) Does the PSO/PSD accurately communicate what is needed?
 - (2) Does the PSO/PSD communicate in a professional manner?
 - (3) Does the PSO/PSD have the ability to receive and relay information properly?
- e. Clear and Concise.
 - (1) Does the PSO/PSD speak directly into the telephone receiver?
 - (2) Does the PSO/PSD enunciate clearly?
 - (3) Is the speech rapid but clearly intelligible?
 - (4) Does the PSO/PSD get right to the point, conveying the information fully but concisely?
- f. Knowledge of Geographic Areas.
 - (1) Does the PSO/PSD have a working knowledge of the geographic area handled by the dispatch center?
 - (2) Does the PSO/PSD have the area memorized?
 - (3) Does the PSO/PSD know how to find information from maps and other sources?
 - (4) Does the PSO/PSD know the major highways?
 - (5) Is the PSO/PSD familiar with the problems in the various jurisdictions?
 - (6) Does the PSO/PSD have sufficient knowledge of the geography of the rest of California and of the U.S. to talk intelligently to callers from other areas?
- g. Voice and Tone Modulation.
 - (1) Does the PSO/PSD have a courteous, professional tone of voice?

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PUBLIC SAFETY OPERATOR, CALIFORNIA HIGHWAY PATROL; AND PUBLIC SAFETY DISPATCHER, CALIFORNIA HIGHWAY PATROL, CRITICAL TASKS (*continued*)

- (2) Does the PSO/PSD speak in a well-modulated voice?
- (3) Does the PSO/PSD speak loudly enough?
- (4) Does the PSO/PSD speak slowly enough to be understood clearly?
- (5) Does the PSO/PSD maintain composure under stress?
- (6) Does the PSO/PSD speak clearly and distinctly?

h. Courtesy.

- (1) Is the PSO/PSD courteous, no matter how stressful the situation?
- (2) Does the PSO/PSD try to assist the caller by referring the caller to the proper agency?
- (3) Is the PSO/PSD consistently courteous during nonemergency periods?
- (4) Does the PSO/PSD attempt to maintain as high a level of courtesy as possible, even when the communications center is in an emergency operation?

5. WORKING IN STRESSFUL SITUATIONS.

a. Performs Essential Tasks.

- (1) Does the PSO/PSD maintain accuracy under stress?
- (2) Does the PSO/PSD quickly identify essential and nonessential tasks under stress?
- (3) Does the PSO/PSD get all the information needed to ascertain the seriousness of the situation?
- (4) Does the PSO/PSD remember to utilize all resources available?
- (5) Is the PSO/PSD able to effectively analyze calls and establish proper priorities under stress?

ANNEX A

PUBLIC SAFETY OPERATOR, CALIFORNIA HIGHWAY PATROL; AND PUBLIC SAFETY DISPATCHER, CALIFORNIA HIGHWAY PATROL, CRITICAL TASKS (*continued*)

(6) Does the PSO/PSD consistently demonstrate the ability to remain calm and take immediate appropriate action?

(7) Is the PSO/PSD able to function effectively under stress (e.g., during periods of heavy phone traffic, personal problems, criticism from field or coworkers)?

b. Maintains Composure.

(1) Does the PSO/PSD remain outwardly calm during stressful situations?

(2) Does the PSO's/PSD's voice remain relatively well-modulated during stressful situations?

(3) Does the PSO's/PSD's manual dexterity remain at a high level during stressful situations?

(4) Does the PSO/PSD contribute to keeping fellow employees calm during emergency situations?

c. Dealing with Emotionally Distraught People.

(1) Does the PSO/PSD control the situation enough to get pertinent information from the caller?

(2) Does the PSO/PSD have the ability to calm a distraught person?

(3) Does the PSO/PSD elicit information without getting emotionally involved in the problem?

(4) Does the PSO/PSD remain objective (e.g., recognizes the caller's irritability or rudeness is not personal but merely a symptom of stress)?

6. DECISION-MAKING.

a. Analyzes Information.

(1) Does the PSO/PSD analyze information quickly?

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PUBLIC SAFETY OPERATOR, CALIFORNIA HIGHWAY PATROL; AND PUBLIC SAFETY DISPATCHER, CALIFORNIA HIGHWAY PATROL, CRITICAL TASKS (*continued*)

- (2) Does the PSO/PSD correctly analyze information to determine the seriousness of a situation?
- (3) Does the PSO/PSD refrain from assuming information not given?
- (4) Does the PSO/PSD use good judgment in making decisions?
- b. Assumes Responsibility.
 - (1) Does the PSO/PSD willingly assume responsibility and follow through to conclusion?
 - (2) Does the PSO/PSD defer to the supervisor to make decisions frequently?
 - (3) Does the PSO/PSD make decisions that are within the area and level of the position's responsibility?
- c. Takes Appropriate Action.
 - (1) Does the PSO/PSD take appropriate action during/following the decision-making process?
 - (2) Does the PSO/PSD take appropriate action when initiating an incident (e.g., requesting an "11-41" for an "11-80")?
- d. Timeliness.
 - (1) Does the PSO/PSD make decisions in time to be effective?
 - (2) Does the PSO/PSD process CAD incident logs in a timely manner?
 - (3) Does the PSO/PSD work with consistent speed?
 - (4) Does the PSO/PSD complete each call as soon as possible?

ANNEX A

PUBLIC SAFETY OPERATOR, CALIFORNIA HIGHWAY PATROL; AND PUBLIC SAFETY DISPATCHER, CALIFORNIA HIGHWAY PATROL, CRITICAL TASKS (*continued*)

7. USE OF COMMUNICATIONS-RELATED EQUIPMENT.

a. Correct Physical Operation.

- (1) Does the PSO/PSD have a working knowledge of:
 - (a) Telephone system.
 - (b) Management Information System/data terminal system.
 - (c) CAD system.
 - (d) Radio and its functions.
 - (e) Department of Motor Vehicles, Division of Driver's License, Stolen Vehicle System printouts.
 - (f) Emerging Technology.
- (2) Does the PSO/PSD use all equipment to its fullest capability?
- (3) Does the PSO/PSD maintain equipment in good working order?
- (4) Is the PSO/PSD knowledgeable about malfunction reporting procedures?
- (5) Is the PSO's/PSD's map book and reference material kept up to date?

b. Performs Multiple Functions Simultaneously.

- (1) Does the PSO/PSD have the ability to perform several unrelated functions at one time?
- (2) Does the PSO/PSD retain information on incidents that occurred during the assigned shift?

c. Proper Use of Manuals/Guides/Procedures.

- (1) Are manuals covering the various items of equipment understood and followed?

ANNEX A

PUBLIC SAFETY OPERATOR, CALIFORNIA HIGHWAY PATROL; AND PUBLIC SAFETY DISPATCHER, CALIFORNIA HIGHWAY PATROL, CRITICAL TASKS (*continued*)

(2) Are the manuals and guides that apply to the communications center operation understood and followed?

(3) Does the PSO/PSD understand and follow Division/Area SOPs and other local procedures?

(4) Does the PSO/PSD use resource material instead of asking questions?

d. Appropriate Use of Maps.

(1) Does the PSO/PSD have a working knowledge of Thomas Guides and/or road maps?

(2) Does the PSO/PSD use maps to assist other staff and units in finding the location of an incident?

(3) Is the PSO/PSD familiar with jurisdiction boundaries?

(4) Does the PSO/PSD cross-reference an index in order to find proper locations?

(5) Does the PSO/PSD read maps quickly and accurately?

e. Work Habits.

(1) Does the PSO/PSD have the work area organized for efficient use?

(2) Does the PSO/PSD keep the work area neat and clean?

8. VERBAL COMMUNICATIONS—RADIO (PUBLIC SAFETY DISPATCHER ONLY).

a. Listening Ability. (Refer to Annex A, Critical Task 4, Verbal Communications—Telephone.)

b. Extracting Necessary Information. (Refer to Annex A, Critical Task 4, Verbal Communications—Telephone.)

c. Establishes Priorities. (Refer to Annex A, Critical Task 4, Verbal Communications—Telephone.)

ANNEX A

PUBLIC SAFETY OPERATOR, CALIFORNIA HIGHWAY PATROL; AND PUBLIC SAFETY DISPATCHER, CALIFORNIA HIGHWAY PATROL, CRITICAL TASKS (*continued*)

- d. Presents Information Accurately/Professionally. (Refer to Annex A, Critical Task 4, Verbal Communications–Telephone.)
- e. Response Time.
- (1) Does the dispatcher respond quickly to each radio call?
 - (2) Does the officer frequently have to call twice to get a response?
 - (3) Is the officer often given a “10-23” or “10-6” response to an initial call?
 - (4) When the officer is given a “10-23,” does the dispatcher ask for the officer’s traffic at the earliest opportunity?
 - (5) Does the dispatcher complete CAD incident logs/radio entries in a timely fashion?
- f. Clear and Concise. (Refer to Annex A, Critical Task 4, Verbal Communications–Telephone.)
- g. Effective Use of Airtime.
- (1) Where the mute override feature exists, is the dispatcher constantly conscious of the fact an officer may not be able to ask for help while transmitting?
 - (2) Does the dispatcher constantly strive to condense information in as few words as possible while still maintaining intelligibility?
 - (3) Does the dispatcher only repeat received radio information when necessary (e.g., does not take up airtime repeating routine locations; does not fail to repeat license numbers being queried)?
 - (4) Is the dispatcher always professional while transmitting on the radio?
- h. Voice Tone and Modulation.
- (1) Is the dispatcher’s voice projected clearly?

ANNEX A

PUBLIC SAFETY OPERATOR, CALIFORNIA HIGHWAY PATROL; AND PUBLIC SAFETY DISPATCHER, CALIFORNIA HIGHWAY PATROL, CRITICAL TASKS (*continued*)

9. COORDINATION OF FIELD UNITS (PUBLIC SAFETY DISPATCHER ONLY).

a. Establishes Priorities.

- (1) Does the dispatcher send the most urgent incident first?
- (2) Does the dispatcher understand which calls take priority and why?
- (3) Does the dispatcher call the proper beat unit in each Area?

b. Knowledge of Geographic Areas.

- (1) Does the dispatcher have a working knowledge of all area and beat boundaries and of all nearby incorporated cities?
- (2) Is the dispatcher familiar with common landmarks, reference points, and adjacent dispatch area boundaries?
- (3) Does the dispatcher show knowledge of terrain and type of roadway in determining the nearest unit in terms of emergency response time?
- (4) Is the dispatcher completely familiar with the Area sector, beat, and tow boundaries?
- (5) When on the radio, does the dispatcher assign the beat unit designated to that area?
- (6) Does the dispatcher have at least minimal knowledge of adjacent geographic areas in case units call on the "Blue" frequency?

c. Monitoring Appropriate Frequencies.

- (1) Does the dispatcher know which frequencies/agencies to monitor under which circumstances?
- (2) Has the dispatcher developed the ability, when all monitors are at a minimum level, to become aware immediately of some unusual radio activity on any one of them (e.g., wanted broadcasts, pursuits, back-up requests)?

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PUBLIC SAFETY OPERATOR, CALIFORNIA HIGHWAY PATROL; AND PUBLIC SAFETY DISPATCHER, CALIFORNIA HIGHWAY PATROL, CRITICAL TASKS (*continued*)

- (3) Does the dispatcher check all "Mute" and "Disable" switches at the beginning of each shift to be sure none are depressed on the console that should not be?
 - (4) Does the dispatcher utilize appropriate frequencies during priority situations?
 - (5) Does the dispatcher maintain the console level at the proper adjustment?
 - (6) Does the dispatcher monitor field traffic more than allied agencies' traffic?
 - (7) Does the dispatcher monitor the frequencies required by the Area SOP (e.g., Department of Justice after 1700 hours and on weekends)?
- d. Effective Use of Resources.
- (1) Does the dispatcher know where to obtain needed information at a moment's notice in an emergency?
 - (2) Has the dispatcher practiced using alert switches so it becomes second-nature in an emergency?
 - (3) Has the dispatcher discussed emergency procedures with others on the same shift, at the beginning of each month, or whenever the shifts change (i.e., who does what, when)?
 - (4) Does the dispatcher contact the field supervisor as soon as a question arises that requires a field decision?
 - (5) Does the dispatcher have a working knowledge of the resources available?
 - (6) Does the dispatcher constantly update resource information?
 - (7) Does the dispatcher utilize all available personnel to the maximum?

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PUBLIC SAFETY OPERATOR, CALIFORNIA HIGHWAY PATROL; AND PUBLIC SAFETY DISPATCHER, CALIFORNIA HIGHWAY PATROL, CRITICAL TASKS (*continued*)

e. Anticipate Officers' Needs.

- (1) Does the dispatcher recognize changes in voice inflection and take appropriate action when necessary?
- (2) Does the dispatcher query computers, under appropriate circumstances, for more information than requested by the officer?
- (3) Is the dispatcher thoroughly familiar with emergency procedures (e.g., "Code 33," "11-99," felony stops)?
- (4) Does the dispatcher automatically do follow-up investigations on suspicious vehicle stops without waiting for the officer to ask (e.g., make of vehicle does not match on a license—immediately ask for the Vehicle Identification Number; no match on a first name the way the officer spelled it—immediately try another spelling, making a stop in a bad area of the city—immediately alert that police department)?

f. Awareness/Retention.

- (1) Does the dispatcher retain pertinent information?
- (2) Is the dispatcher aware of everything that is happening while working in the assigned position?
- (3) Does the dispatcher have the ability to visualize what is going on out in the field?
- (4) Does the dispatcher monitor the "C Channel" and try to keep aware of everything that is happening?
- (5) Does the dispatcher remember where units are, various activities that have taken place during that shift, and major wants/occurrences from previous shifts?
- (6) Does the dispatcher strive to improve retention and awareness?
- (7) Does the dispatcher become distracted by non-radio traffic?

ANNEX A

PUBLIC SAFETY OPERATOR, CALIFORNIA HIGHWAY PATROL; AND PUBLIC SAFETY DISPATCHER, CALIFORNIA HIGHWAY PATROL, CRITICAL TASKS (*continued*)

g. Emergency Incidents.

- (1) Does the dispatcher know when it is required to notify field and/or center supervisor?
- (2) Does the dispatcher respond calmly and accurately to emergency situations?
- (3) Does the dispatcher promptly clear the radio channel when an emergency situation occurs?
- (4) Does the dispatcher demonstrate the ability to provide a calming influence on field units during tense situation.