

CHAPTER 8

PERFORMANCE APPRAISAL PROCESS FOR PUBLIC SAFETY DISPATCH
SUPERVISOR I, CALIFORNIA HIGHWAY PATROL

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CHAPTER 8

PERFORMANCE APPRAISAL PROCESS FOR PUBLIC SAFETY DISPATCH SUPERVISOR I, CALIFORNIA HIGHWAY PATROL

1. OVERVIEW.

a. The procedures and guidelines for assessing the performance and certifying the success of a Public Safety Dispatch Supervisor (PSDS) I, California Highway Patrol (CHP), are presented in this chapter. Twelve critical tasks have been identified as essential to performing the job of a PSDS I and are used in evaluating individual performance. These critical tasks and their evaluation guidelines reflect the expectations of the Department and have been developed to emphasize observable job behaviors of PSDS I's in the work setting.

b. Public Safety Dispatch Supervisors are assigned twelve critical tasks on the CHP 112PSDSI, Job Performance Summary – Public Safety Dispatch Supervisor I. While the CHP 112 PSDSI is primarily intended to service as a tool to promote personal growth and enhance performance, it also serves to record the PSDS' activities and as the primary source document in determining ratings for the annual CHP 118PSDSI, Performance Appraisal, Public Safety Dispatch Supervisor I.

c. The CHP 118PSDSI, Performance Appraisal, Public Safety Dispatch Supervisor I, is used to document performance for probationary and permanent PSDS I's and to certify successful performance in 12 critical tasks.

d. The annual performance appraisal shall be completed and signed within 30 days following the PSDS I's anniversary date. The probationary reports 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. Interim reporting is used at any time during the rating period to document a PSDS I's performance of a specified critical task(s) does not meet performance standards. Occasionally, a PSDS I may experience performance deficiencies so serious the supervisor feels the need to immediately initiate interim reporting procedures. In this case, the normal CHP 118PSDSI process will be preempted and the supervisor, with the concurrence of the commander, shall complete a CHP 118PSDSI immediately, following the procedures outlined in paragraph 4.a.(1)(c).

2. RATING GUIDELINES.

- a. The supervisor should keep in mind the PSDS I, as a departmental supervisor, serves as the crucial interface in the chain of command between the rank and file employees and departmental management. Therefore, success in carrying out supervisory responsibilities is dependent on a diverse array of technical, organizational, and interpersonal skills. Because of these demands, expectations regarding acceptable performance are high. The critical nature of this position requires nothing less. Dedication to high standards is the centerpiece and touchstone of the PSDS I appraisal system.
- b. The evaluation method for the CHP 112PSDSI and CHP 118PSDSI consists of certification of the PSDS I's success in performing each element of 12 critical tasks. Critical tasks, elements, and supporting questions have been provided in Annex A to assist supervisors in assessing successful performance.
- c. All elements in a critical task are considered essential to successful completion of the task.
- d. Rating System. The rating system used for the CHP 112PSDSI and CHP 118PSDSI consists of a rating scale as follows:
 - (1) **Exceeds.** A rating of ***Exceeds*** indicates the PSDS I has demonstrated a sustained performance which is above what is expected for the position. This rating requires clear and convincing **documented** evidence of sustained outstanding performance.
 - (2) **Proficient.** A rating of ***Proficient*** indicates the PSDS I has demonstrated full competence with regard to all facets of the task in question.
 - (3) **Deficient.** A rating of ***Deficient*** is reserved for performance where there is clear, **documented** need for improvement. This rating indicated the PSDS I has 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 PSDS I. This rating should be used only in those situations where no job performance or demonstration of proficiency is available.

3. CHP 112PSDSI, JOB PERFORMANCE SUMMARY, PUBLIC SAFETY DISPATCH SUPERVISOR I.

a. Process.

- (1) The CHP 112PSDSI is the principle means of recording a PSDS I's quarterly activities, job performance, development, and training needs.
- (2) The CHP 112PSDSI shall be completed for each PSDS I every quarter.
- (3) The employee and supervisor shall initial and date at the end of each month to ensure comments are entered monthly. The employee shall enter appropriate comments on the forms 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 PSDS I's critical job tasks and any other job-related items.
- (4) The completed CHP 112PSDSI's for the 12-month rating period are used as the primary source documents for the CHP 118PSDSI.
- (5) Similarly, supervisors shall use the CHP 112PSDS 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 employee. The comments shall be documented as events occur throughout the month rather than deferred until the end of the quarter.
- (6) The employee 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 this time.
- (7) The supervisor shall review the completed forms, enter any final comments relative to job performance, sign the forms, and return it to the employee for review and signature.
- (8) The PSDS I shall sign and return the form to the supervisor within three working days. 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. 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.

b. Completing the CHP 112PSDSI, Job Performance Summary, Public Safety Dispatch Supervisor.

(1) Identification Information.

- (a) Area number. Enter the area number to which the PSDS I is permanently assigned.
- (b) Name. Enter the last name, first name, and middle initial of the PSDS I.
- (c) Identification Number. Enter the PSDS I's departmental identification number.
- (d) Shift. Enter the shift the PSDS I is currently assigned.
- (e) Quarter/Year. Enter the current month and year for which the CHP 112PSDSI is being completed.

(2) Critical Tasks.

- (a) The PSDS I's performance of the critical tasks is to be rated on the rating scale as outlined in paragraph 2.d.
- (b) When assessing performance, avoid making comparisons between the PSDS I who is being evaluated and other PSDS I's, since these types of comparisons are common sources of rating errors. All ratings are to be made using the standards described in Annex A.
- (c) The supervisor's comments shall be specific and clearly document relevant supervisor performance issues occurring during the month. Generalized statements or nonspecific language should be avoided.
- (d) Comments by the supervisor are required for any rating of **Exceeds** or **Deficient**.
- (e) The supervisor shall place a check in the box next to **Exceeds**, **Proficient**, or **Deficient**. All PSDS I's, regardless of their assignment, shall be evaluated on Critical Tasks 1-12.
- (f) Enter the days worked and assignment worked (e.g., Radio Time, Phone Time, Floor Supervision). If the day was a regular day off, the PSDS I will enter an "X".

(3) Recording Monthly Activity.

(a) Boxes are provided to allow the PSDS I to record activities in each of the following areas: training, personnel evaluations counseling, quality assurance reviews, employee responsibilities, personnel actions (formal corrective documentation), other. Supervisors are strongly encouraged to document the date activity in the designated boxes. This documentation helps support the critical task ratings for each month throughout the quarter.

(b) Radio Time, Phone Time, Floor Supervision. The employee should note dates and hours worked on the operations floor.

(c) Employee's Comments. The employee's comments should focus on clearly defined significant incidents that serve to highlight activity performed during the month.

(4) Signatures.

(a) The PSDS I shall sign and date the CHP 112PSDSI prior to submission.

(b) The supervisor shall review, initial, and date the CHP 112PSDSI after the final review.

(c) The reviewer shall review and initial the CHP 112PSDSI after the PSDS I's rating have been entered.

(d) The CHP 112PSDSI shall be returned to the supervisor who shall initial and date the form indicating acknowledgement and review of the supervisor's comments.

c. Retention.

(1) The completed CHP 112PSDSI shall be maintained by the supervisor in a separate file, outside of the field personnel folder, for the current year to assist in the preparation of the annual performance appraisal report.

(2) At the conclusion of the calendar year, the completed CHP 112PSDSI for the rating period shall accompany the CHP 118PSDSI through the review process.

(3) The completed CHP 112PSDSI 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. When a

CHP 112PSDSI is purged from the personnel folder, it shall be returned to the PSDS I.

(4) Transfer. The completed CHP 112PSDSI will be forwarded to the new command when a PSDS I voluntarily transfers.

4. CHP 118PSDSI, PERFORMANCE APPRAISAL PUBLIC SAFETY DISPATCH SUPERVISOR I.

a. Process.

(1) The CHP 118PSDSI is used to document and certify successful performance in the following instances:

(a) Probationary Public Safety Dispatch Supervisor Is.

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

a Probationary PSDS I's shall receive written performance appraisals within ten days of the end of 4 months, 8 months, and 12 months.

b The 12-month report shall serve as the final probationary report.

2 A Career Development Plan (CDP) shall be prepared by the commander if developmental needs are identified. The CDP shall be completed in accordance with Highway Patrol Manual (HPM) 70.13, Departmental Training Manual, Chapter 9, Career Development Program. Completion of the CDP shall be documented on page 2 of the CHP 118PSDSI, under Section C, Supervisor's Development.

3 In the event a new PSDS I has no identified training needs, a memorandum shall be prepared stating an evaluation was conducted and no training needs were identified (refer to HPM 70.13, Chapter 21, Training for First-Line Supervisors).

4 No probationary PSDS I shall be promoted or obtain permanent status if a final rating of **Deficient** is documented for any critical task. If necessary, a rejection during probation shall be initiated. For information on rejection during probation, refer to HPM 10.2, Internal Investigations Manual.

5 Public Safety Dispatch Supervisor I Off Duty. Title 2, Section 321 of the California Code of Regulations prescribes specific requirements for completion of the probationary period.

a If a PSDS I 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 PSDS I 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 Dispatch Supervisor Is.

1 Completion and Submission of Annual Performance Appraisal Reports. An annual performance appraisal shall be completed and submitted within 60 days following the PSDS I's anniversary date of appointment in the current job classification. Refer to paragraph 1.d.

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

3 Transfer. Except as noted in paragraph 4.a.(1)(b)3a, when a PSDS I 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 end of the PSDS I's performance appraisal date.

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

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

4 Public Safety Dispatch Supervisor I Off Duty. When a PSDS I is off duty 30 consecutive calendar days or more because of illness, injury, or leave of absence, the PSDS I's appraisal will be extended three additional months after returning to work. (Example: A PSDS I 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 PSDS I'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 PSDS I's performance of a specified critical task(s) does not meet performance standards and other supervisory techniques have not brought about successful performance (such as counseling or corrective memoranda), the PSDS I shall be placed on interim reporting and a CHP 118PSDSI shall be initiated. All documentation supporting the need for interim reporting shall be attached to the CHP 118PSDSI (e.g., Memorandum of Direction; censurable CHP 2, Incident Report).

2 When interim reporting is initiated, and the numerical rating for any critical task rated **Deficient**, the supervisor shall check the box in Section B, Certification of Review on the CHP 118PSDSI and note the critical task(s). The supervisor shall prepare a plan of action to correct the deficiency. The interim reporting 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 PSDS I is placed on interim reporting, only the unsuccessful task(s) shall be assessed except when the deficiency is identified at the same time as the PSDS I's annual or probationary

appraisal. Interim reporting plans for improvement are to be documented until the performance objective is reached.

4 When a PSDS I is placed on interim reporting, the commander shall determine if the PSDS I has a transfer request on file. If a transfer request is on file, the commander shall notify Selection Standards and Examinations Section the PSDS I 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 When a PSDS I fails to respond to interim reporting, adverse action shall be initiated (refer to HPM 10.2).

(2) Discussing Public Safety Dispatch Supervisor I Appraisals.

(a) Informal Discussion.

1 Prior to completing a PSDS I's annual performance appraisal, the supervisor shall meet with the PSDS I to discuss 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 PSDS I 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 PSDS I should be given a copy of the preliminary ratings. Areas of disagreement, if any, should be resolved whenever possible. If the performance of any

critical task(s) will be deemed **Deficient**, the PSDS I shall be made aware of the requirement to be placed on interim reporting and an interim reporting plan shall be developed.

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

b. Completing the CHP 118PSDSI, Performance Appraisal Public Safety Dispatch Supervisor I.

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

(a) Appointment Date. Enter the date the PSDS I was appointed to the current classification.

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

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

(d) Location Code. Enter the location code to which the PSDS I is permanently assigned.

(e) Assignment. Enter the name of the Division, Area, or section to which the PSDS I is assigned and the assignment if other than Communications Center supervision (e.g., full-time trainer).

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

1 Probation. These entries are to be used for assessing all PSDS I's during the probationary period.

2 Annual. This entry is to be used for assessing PSDS I's on an annual basis.

3 Interim. This entry is to be used whenever a PSDS I is placed on interim reporting.

4 Transfer. This entry is to be used whenever a PSDS I 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 assessment.

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

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

(j) Served as a Coach. Check the box if the employee served as a coach during the rating period.

(2) Section A, Critical Tasks.

(a) Rating Box.

1 The rating boxes are provided adjacent to each critical task for the assignment of a rating.

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

3 Year Totals. The CHP 112PSDSI critical task ratings for the rating period shall be tallied and recorded in the spaces provided under the rating boxes. For example, if a PSDS I received an **Exceeds** rating on one of the CHP 112PSDSI form; a **Proficient** rating on two CHP 112PSDSI forms; and a **Deficient** rating on one CHP112 PSDSI form for Critical Task 2 in the 4 quarters preceding the annual evaluation, the Year Totals would reflect 1, 2, and 1, under the respective ratings for Critical Task on the CHP 118PSDSI. This totaling process does not apply when completing evaluations for purposes of interim reporting.

a The Year Totals shall indicate four quarters of CHP 112PSDSI ratings for annual performance evaluations, unless the PSDS I's evaluation period has been extended or shorted as a result of being off duty.

b The Year Totals for probationary reports shall include four quarters of CHP 112PSDSI ratings for each probationary period, unless the PSDS's probationary period has been extended. In cases where an extension of the probationary period has been granted, the Year Totals may exceed four quarters of ratings.

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

(b) Performance Element Check Box.

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

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

3 **All elements must be performed successfully by the PSDS I to meet the performance standards for the critical task.**

(c) Assigning a Rating.

1 A PSDS I's performance of critical tasks shall be rated on the rating system outlined in section 2.d.(1)-(4).

2 Supervisors preparing performance evaluations should remember the assigned numerical rating and written comments used to support them must be justified as they are subject to appeal by the PSDS I through the excluded employee grievance and appeal procedures. This is of particular importance when the ratings are lowered for a subsequent rating period. Artificially inflated or unsupported numbers may make it difficult to lower a rating in the future.

3 The purpose of the performance evaluation system is to evaluate the PSDS I'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.

4 Probationary PSDS I's are to be rated on the degree to which their performance meets the standards expected for the amount of experience possessed.

5 By the conclusion of the probationary period, a PSDS I must meet the minimum acceptable performance standards (a rating of **Proficient**) for all critical tasks.

6 No probationary PSDS I shall be promoted or obtain permanent status if a final rating of **Deficient** is received for any critical task.

7 Any critical task rated **Deficient** shall be addressed on page 2 of the CHP 118PSDSI, under Section D, Comments. The supervisor shall follow the steps outlined in paragraph 4.a.(1)(c) to correct unsuccessful performance.

(3) Section B, Certification of Review.

(a) The supervisor shall use the check boxes to indicate that required personal and proficiency information has been discussed with the PSDS I and is current.

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

a The supervisor 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.

b The supervisor shall place a check mark in the Reviewed column in the space provided next to each document reviewed with the PSDS I.

c 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.

2 Review General Order 0.8, Professional Values. The supervisor shall discuss and provide a copy of GO 0.8, Professional Values, to the PSDS I.

3 CHP 14, Leadership Development Plan. The supervisor shall mark the box to indicate the CHP 14 was discussed with the employee. The supervisor shall indicate whether or not the employee elected to complete a CHP 14. If requested, the supervisor shall provide the employee with a blank CHP 14.

4 Unsuccessful Performance. Supervisors shall check this box if the PSDS I received 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 that 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.

(4) Section C, Supervisor's Development.

(a) The supervisor shall indicate whether or not a CDP was completed (refer to HPM 70.13, Chapter 9, Career Development Program).

(b) The supervisor shall review the identified developmental needs and check the appropriate box to indicate whether or not the developmental needs have been met. If not, the supervisor shall provide a brief statement on the steps to be taken to ensure developmental needs are met and provide time frames.

(5) Section D, Comments.

(a) Whenever the supervisor is required to make comments on the assignment of a numerical rating, 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, CHP 2, Incident Report).

(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(s) where performance during the current evaluation period has shown marked improvement or deterioration in comparison with past evaluation periods.

(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 D, briefly summarizing and evaluating performance for the rating period. The supervisor should also comment on the overall effectiveness of a permanent PSDS I as a departmental supervisor.

(f) Development Goals. The supervisor will discuss those critical task(s) in which the PSDS I can further enhance supervisory skills. Critical task(s) in need of further development could be significant problem areas or areas of acceptable performance requiring only minor refinements. **This discussion shall include suggested methods for development.**

(g) Other Comments. Section D 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.

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

(6) Section E, 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 PSDS I. 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 PSDS I's performance; however, comments substantiating reasons for disagreements 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 PSDS I, supervisor, and reviewer, and attached to the CHP 118PSDSI.

(c) Signature of the Employee. The PSDS I shall sign and date the form and indicate by checking the box provided if a discussion with the reviewer

is desired. If the PSDS I 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 E of the CHP 118PSDSI 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 PSDS I for permanent civil service status must be checked.

(f) Initials. The PSDS I, supervisor, and reviewer shall initial the appropriate box at the bottom of page 1 of the CHP 118PSDSI. If the CHP 118PSDSI includes an optional page 3 or 4, the PSDS I, 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 118PSDSI 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 118PSDSI, refer to Chapter 1.

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

ANNEX A

PUBLIC SAFETY DISPATCH SUPERVISOR I, CALIFORNIA HIGHWAY PATROL, CRITICAL TASKS

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

1. IMPLEMENTING DEPARTMENTAL/AREA POLICIES/PROCEDURES.

a. Knowledge of Departmental/Area Policies and Procedures.

(1) Does the PSDS I have a working knowledge of policies and procedures affecting the assignment?

(2) Does the PSDS I keep current regarding recent additions or revisions to policy and procedure?

(3) Does the PSDS I expedite training/briefing of recent changes for subordinates? Does the PSDS I assure that policy/procedure changes are understood?

b. Application of Departmental/Area Policies and Procedures.

(1) Are policies and procedures affecting the PSDS I's specific assignment complied with? Does the PSDS I consider those policies which are pertinent to the demands of the assignment?

(2) Does the PSDS I willingly accept assignments? Are assignments carried through to conclusion?

(3) Does the PSDS I regularly plan for and document completion of various tasks (e.g., performance appraisals)?

c. Support.

(1) Does the PSDS I project a positive attitude toward the policies and procedures of the Department?

(2) Whenever the PSDS I indicates disagreement with the policies or procedures of the Department, is it done in a mature, responsible manner, as a

ANNEX A

PUBLIC SAFETY DISPATCH SUPERVISOR I, CALIFORNIA HIGHWAY PATROL, CRITICAL TASKS (*continued*)

matter of a difference in opinion, with the realization that the policies/procedures must be implemented anyway?

(3) Does the PSDS I explain departmental policies, procedures, and goals in a positive manner to subordinates?

(4) Does the PSDS I support and encourage staff?

(5) Does the PSDS I carry out policy which may be undesirable to the employees or attempt to shirk responsibility by blaming any changes on the Area's other supervisors or administrators?

2. INTERPERSONAL RELATIONS.

a. Subordinates.

(1) Does the PSDS I establish good rapport with subordinates?

(2) Does the PSDS I gain the respect of subordinates without a loss of supervisory control?

(3) Is the PSDS I fair and impartial when dealing with subordinates?

b. Other Departmental Employees.

(1) Are supervisory directions, including criticisms, given without losing self-control?

(2) Are the working demands and deadlines of others given consideration to allow adequate time for completion of assignments?

c. Allied and Support Agencies.

(1) Does the PSDS I recognize and respect the authority and responsibilities of other law enforcement agencies?

(2) Does the PSDS I represent the views of the Department when dealing with other governmental agencies, highway users, and emergency service providers?

ANNEX A

PUBLIC SAFETY DISPATCH SUPERVISOR I, CALIFORNIA HIGHWAY PATROL, CRITICAL TASKS (*continued*)

d. Public.

(1) Does the PSDS I project a mature, professional attitude when dealing with the public?

(2) Does the PSDS I show concern and try to understand the problems the public may have?

3. WRITTEN COMMUNICATIONS.

a. Grammatically Sound/Clear and Concise.

(1) Does the PSDS I use proper grammar and spelling in reports/documents submitted?

(2) Is the wording in reports, correspondence, and other documents clear and concise?

b. Properly Organized.

(1) When given a task with clear instructions, is the PSDS I able to complete it without frequent direction?

(2) Are reports submitted by the PSDS I properly organized and in the proper format?

(3) Are the reports appropriate for the kind of incidents being documented?

c. Includes Necessary Elements.

(1) Are all necessary elements contained in reports?

(2) Does the PSDS I analyze all elements being considered?

(3) Do reports meet all legal and departmental requirements?

d. Meets Deadlines.

(1) Does the PSDS I consistently submit required reports/documents on or before their due dates?

ANNEX A

PUBLIC SAFETY DISPATCH SUPERVISOR I, CALIFORNIA HIGHWAY PATROL, CRITICAL TASKS (*continued*)

(2) When reports are late, has a logical, factual explanation been given?

4. VERBAL COMMUNICATIONS.

a. Listening Ability.

(1) Does the PSDS I actively listen to what is being said?

(2) Does the PSDS I accurately interpret what was heard?

(3) Is the PSDS I able to assess changes in voice inflection and other physical characteristics?

b. Courtesy.

(1) Is the PSDS I equally courteous to all individuals when contact is made?

(2) Can the PSDS I refuse a request courteously even when distracted and under pressure?

c. Radio and Telephone Operation.

(1) When using the radio, does the PSDS I convey information in as few words as possible, yet accurately and completely?

(2) When using the telephone, does the PSDS I convey information, either up or down, in a concise intelligent manner, taking up the least amount of time when talking to the person?

d. Speaks to Groups and Individuals.

(1) Does the PSDS I speak clearly when talking to the public?

(2) Does the PSDS I refrain from using police terminology and radio codes when talking with agencies that have different terminology and different codes?

(3) Is accurate information given out in response to queries?

(4) Is information relayed accurately to other agencies?

ANNEX A

PUBLIC SAFETY DISPATCH SUPERVISOR I, CALIFORNIA HIGHWAY PATROL, CRITICAL TASKS (*continued*)

(5) Are telephone contacts handled in a crisp, businesslike manner without either abruptness or lingering social conversation?

5. SUPERVISORY DECISIONS.

a. Assumes Responsibility.

- (1) Are problems confronted directly?
- (2) Are problems left for someone else?
- (3) Does the PSDS I demonstrate willingness to become involved?

b. Takes Appropriate Action.

- (1) Are the decisions made appropriate to the issue?
- (2) Are situations resolved by implementing effective courses of action?
- (3) Does the PSDS I's actions show a recognition of when to act, when to delegate, and when to refer to a higher authority?

c. Acts Promptly and Accurately.

- (1) Are decisions made in a timely manner?
- (2) Are accurate decisions made during stressful situations?

d. Controls and Follow-up.

- (1) When appropriate, does the PSDS I set up controls or guidelines to prevent a problem from arising again?
- (2) When appropriate, does the PSDS I follow up on a decision, analyze the results, and follow the situation through to its conclusion?

6. TECHNICAL SUPPORT.

a. Use of Communications Equipment.

ANNEX A

PUBLIC SAFETY DISPATCH SUPERVISOR I, CALIFORNIA HIGHWAY PATROL, CRITICAL TASKS (*continued*)

- (1) Does the PSDS I demonstrate proper use of the various items of equipment used in the communications center?
 - (2) Does the PSDS I understand and follow instruction manuals on the various mechanical items?
- b. Knowledge.
- (1) Does the PSDS I understand at least the basic elements of radio communication?
 - (2) Does the PSDS I know where each transmitter/receiver complex is located and its optimum range?
 - (3) Does the PSDS I understand the Management Information System operation to the extent of being able to assist the computer center in correcting problems?
 - (4) Does the PSDS I understand the basic operation of California Law Enforcement Telecommunications System, the various terminals and computers it accesses, and the computers and systems it is interfaced with?
 - (5) Does the PSDS I have a good working knowledge of all the manuals relating to the communications center operation?
- c. Provides Valid Information.
- (1) Is information provided to subordinates clear, accurate, and understandable?
 - (2) Is the PSDS I resourceful in locating information that is not readily available?
- d. Readily Available.
- (1) Is the PSDS I available to provide support?
 - (2) Are occasions for technical support anticipated?

ANNEX A

PUBLIC SAFETY DISPATCH SUPERVISOR I, CALIFORNIA HIGHWAY PATROL, CRITICAL TASKS (*continued*)

7. SCHEDULING.

a. Overtime Control.

(1) Does the PSDS I keep a record of paid and compensating overtime worked?

(2) Does the PSDS I follow local procedures to cover unscheduled absences with regular time before incurring overtime?

b. Department and Individual Needs.

(1) Are special programs or problems taken into consideration when scheduling (Maximum Enforcement Periods, parades, fairs, etc.)?

(2) Are minimum standards for daily deployment maintained?

(3) Is deployment adjusted to meet changing conditions?

(4) Are individual requests given fair consideration when scheduling?

c. Planning.

(1) Are schedules complete and posted on time?

(2) Are scheduling decisions made without allowing friendships or biases to influence them?

(3) Are peak workload periods anticipated?

8. EMERGENCY INCIDENT MANAGEMENT.

a. Evaluation of Situation.

(1) Does the PSDS I make accurate assessments of situations?

(2) Are all factors considered before making decisions?

ANNEX A

PUBLIC SAFETY DISPATCH SUPERVISOR I, CALIFORNIA HIGHWAY PATROL, CRITICAL TASKS (*continued*)

b. Effective Use of Resources.

(1) Has the PSDS I set up and maintained, in a place readily available to the dispatchers, an Inventory of Emergency Responses?

(2) Does the PSDS I make sure the field PSDS I is notified of field emergencies?

c. Coordination of Allied Agencies.

(1) Is the PSDS I fully familiar with all joint agreements between allied agencies and the Areas of dispatch?

(2) Does the PSDS I understand which agency has control during which type of disaster or emergency?

d. Maintaining Order.

(1) Does the PSDS I effectively maintain order?

(2) If necessary, does the PSDS I limit the number of people coming into the communications center during an emergency?

e. Notification. Can the PSDS I quickly set up the Emergency Operations Center communications requirements and handle the necessary notifications?

9. CONTROLLING STRESSFUL SITUATIONS.

a. Maintains Self-Control.

(1) Are emotions concealed?

(2) Does the PSDS I handle stress without profanity?

(3) Does the PSDS I handle a stressful situation caused by a subordinate's error without criticizing/denouncing the subordinate in front of others?

ANNEX A

PUBLIC SAFETY DISPATCH SUPERVISOR I, CALIFORNIA HIGHWAY PATROL, CRITICAL TASKS (*continued*)

b. Sensitive Issues.

- (1) Does the PSDS I use good judgment when dealing with issues of a sensitive nature?
- (2) Does the PSDS I keep the supervisor or commander advised of incidents which could require action at a higher level?

c. Anticipating Occurrences.

- (1) Is the PSDS I sensitive to indications that a volatile situation is building up?
- (2) Does the PSDS I take action to prevent it from happening?
- (3) Does the PSDS I anticipate events that could result in a stressful situation and take action to ease the problem?

d. Stabilizes Situation.

- (1) In stressful situations, does the PSDS I act as a calming influence?
- (2) Does the PSDS I have published standards so everyone is aware of policies and procedures?

10. ASSESSING EMPLOYEE PERFORMANCE.

a. Establishing/Communicating Performance Standards.

- (1) Does the PSDS I set realistic criteria for evaluating the performance of critical tasks by subordinates?
- (2) Are subordinates kept informed of expected job performance standards?
- (3) Are standards discussed with each individual?

b. Observing Employee Performance.

- (1) Do the PSDS I's comments indicate first-hand knowledge of subordinates' actions?

ANNEX A

PUBLIC SAFETY DISPATCH SUPERVISOR I, CALIFORNIA HIGHWAY PATROL, CRITICAL TASKS (*continued*)

(2) Is appropriate action taken on information obtained from observations?

c. Objective Review, Analysis, and Documentation.

(1) When evaluating subordinates, are observations of critical task performance used?

(2) Are the observations documented in writing?

(3) Does the PSDS I recognize substandard performance and have an effective plan of action for correction?

(4) Are all written comments promptly discussed with the subordinate?

d. Provides Ongoing Feedback.

(1) Does the PSDS I review written documentation regularly?

(2) Does the PSDS I keep subordinates informed throughout the year on how they are performing?

(3) Do subordinates have to wait for yearly evaluations to find out where they stand?

e. Completing Written Appraisals.

(1) Does the PSDS I adequately prepare for the appraisal conference?

(2) Is the evaluation based on all pertinent rating considerations?

(3) Are the comments objective and understandable?

(4) If correction plans are to be implemented, are they realistic and attainable?

11. PERSONNEL MANAGEMENT AND DEVELOPMENT.

a. Credibility.

(1) Does the PSDS I have a believable demeanor?

ANNEX A

PUBLIC SAFETY DISPATCH SUPERVISOR I, CALIFORNIA HIGHWAY PATROL, CRITICAL TASKS (*continued*)

- (2) Is the PSDS I honest and forthright in statements?
- (3) Is the PSDS I fair and honest with all employees?
- b. Training Techniques.
 - (1) Does the PSDS I have a working knowledge of current techniques to impart information effectively to others?
 - (2) Is the PSDS I able to implement these techniques effectively?
- c. Equal Employment Opportunity.
 - (1) Is the PSDS I knowledgeable about and supportive of the Department's Equal Employment Opportunity policy?
 - (2) Does the PSDS I utilize all appropriate hiring options to ensure that applicant pools are not only qualified but also representative of the diverse community served?
 - (3) Are reasonable accommodations considered and provided as appropriate under departmental guidelines for employees or applicants with disabilities? (See Highway Patrol Manual 10.12, Equal Employment Opportunity Manual, Chapter 6, Discrimination, Harassment, and Retaliation Complaint Process.)
- d. Knowledge of Supervisory Principles.
 - (1) Does the PSDS I have a working knowledge of current principles and techniques that are necessary for supervision of personnel?
- e. Counseling and Motivation Techniques.
 - (1) Does the PSDS I promote an environment conducive to counseling and motivating subordinates?
 - (2) Are work performance problems recognized?
 - (3) Is an attempt made to change work performance through counseling?
 - (4) Is the counseling effective?

ANNEX A

PUBLIC SAFETY DISPATCH SUPERVISOR I, CALIFORNIA HIGHWAY PATROL, CRITICAL TASKS (*continued*)

(5) Does the PSDS I recognize at what point in a counseling session the subordinate should be referred to someone else?

(6) Is the PSDS I able to sell departmental policies and programs, even when contrary to personal beliefs?

f. Disciplinary Action.

(1) Are subordinates informed of disciplinary guidelines?

(2) Do the PSDS I's standards conform to those of the Department?

(3) Does the PSDS I ignore disciplinary problems or avoid taking action?

(4) Is all available information gathered prior to taking action on a situation?

(5) Are subordinates given an opportunity to explain the situation?

(6) Is prompt and appropriate corrective action taken?

(7) Are plans of action fully explained to subordinates?

(8) Are disciplinary actions recorded for subsequent reference?

(9) Does the disciplinary action correct the problem?

(10) Can the PSDS I give easily assimilated constructive criticism?

g. Employee Rights.

(1) Are employees' rights safeguarded?

(2) Are all employees treated in a fair and equal manner?

12. SETTING AN EXAMPLE.

a. Demeanor.

(1) Does the PSDS I exhibit a positive attitude?

(2) Does the PSDS I show respect for authority?

ANNEX A

PUBLIC SAFETY DISPATCH SUPERVISOR I, CALIFORNIA HIGHWAY PATROL, CRITICAL TASKS (*continued*)

- (3) Do the actions of the PSDS I command respect from subordinates?
 - (4) Does the PSDS I treat all people with respect regardless of creed, race, or sex?
 - (5) Does the PSDS I demonstrate an understanding of the problems of the contact personnel at allied and support agencies?
- b. Work Habits.
- (1) Are time management techniques used effectively?
 - (2) Does the PSDS I practice occupational safety to the extent that unsafe practices are readily recognized? Is appropriate corrective action taken?
 - (3) Does the PSDS I exercise proper care for assigned state property? Are necessary steps taken to have repairs made when needed?
- c. Tardiness/Absence.
- (1) Is the PSDS I punctual?
 - (2) Does the PSDS I abuse sick leave?
- d. Occupational Safety.
- (1) Does the PSDS I recognize occupational safety hazards?
 - (2) Is appropriate corrective action taken quickly?
 - (3) Is action taken to have equipment repaired as soon as there is knowledge of the need?

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