

**COMPETENCY MODEL FOR
FIREBOAT MATE (2023)
CLASS CODE 5125**

The following competencies have been identified as those that best separate superior from satisfactory job performance in the class of **FIREBOAT MATE**. (Numbers refer to the order of competencies in the Competency Bank.)

- 3. Judgment and Decision-Making
- 8. Safety Focus
- 20. Job Knowledge
- 23. Equipment Operation
- 24. Mechanical Aptitude
- 35. Teamwork
- 45. Oral Communication
- 53. Leadership

On the following pages are descriptions of each competency, including a definition, the level of the competency required for the class (*italicized*, **bolded**, and underlined), examples of behavioral indicators, and satisfactory and superior performance levels.

3. JUDGMENT AND DECISION MAKING – Accurately assesses situations, seeks new information if necessary, and applies all available information to reach sound conclusions/formulate effective response.

Level of Competency Required by Job:

Level 1: Training and guidelines needed to respond to immediate situations within very specific function are provided (or supervisor available to assist).

Level 2: General information and guidance to assist in responding to a variety of situations across a range of circumstances are provided.

Level 3: *Little guidance available for responding to a wide range of complex situations with far-reaching and/or enduring consequences.*

Examples of Behavioral Indicators:

- Effectively responds to atypical situations.
- Asks questions or otherwise obtains additional relevant information to make a decision.
- Formulates a decision and necessary actions based on available facts.
- Correctly infers appropriate response based on information provided and existing policies, personal experience, and/or consultation with others.
- Discusses conclusions/possible responses with others before taking action as necessary.
- Considers impact of decisions on all affected parties.

Performance Levels:

Satisfactory

Correctly assesses routine and unusual situations and reaches appropriate conclusions for actions needed. Obtains additional information and/or consults with others as necessary.

Superior

Evaluates new situations accurately to establish an appropriate response or plan of action. Recognizes the impact on all affected parties, as well as the possible ramifications and/or repercussions of setting a precedent.

8. SAFETY FOCUS – Performs work in a way that minimizes risk of injury to self or others.

Level of Competency Required by Job:

- Level 1: Maintain awareness of unsafe conditions and actions to avoid injury.
- Level 2: Follow safety rules/procedures; avoid known hazards in the work environment.
- Level 3: Carefully follow safety rules and procedures and consistently use all necessary safety equipment.**

Examples of Behavioral Indicators:

- Wears seat belt.
- Ensures safe physical work environment by taking actions such as eliminating unstable stacks of materials, closing drawers so filing cabinets will not tip over, and keeping pathways clear of tripping hazards.
- Reviews safety procedures before beginning each job with known hazards.
- Follows safety procedures while performing work even when it takes more time.
- Uses safety equipment such as goggles, gloves, and earplugs as required or warranted.
- Frequently checks safety equipment for proper condition and operation.

Performance Levels:

Satisfactory

Maintains awareness of personal safety to avoid injury or property damage during all work activities.

Superior

“Safety first.” Places avoidance of injury or property damage above all other job requirements. Mentions the need to follow safe work practices to co-workers. Actively seeks ways to avoid injury.

20. JOB KNOWLEDGE – Knows information required to perform a specific job. Includes both widely available courses of study (for example, chemistry, human resources management, graphic arts) and City-specific information (parking regulation and ticketing practices; purchasing procedures; provisions of the City Charter).

Level of Competency Required by Job:

Level 1: Knowledge acquired after hire in a brief orientation, short training program, or through on-the-job training.

Level 2: Knowledge acquired through an apprenticeship or extensive training program, or long duration of job performance.

Level 3: Knowledge acquired through a prolonged external course of study and/or extensive training and experience within the City.

Examples of Behavioral Indicators:

- Performs work correctly/avoids technical (job content related) errors.
- Answers technical questions about work accurately.
- Asks few technical questions about the performance of routine work activities.
- Offers advice (“coaching”) to new employees regarding their work.
- Develops training programs for other employees.

Performance Levels:

Satisfactory

Sufficient job knowledge to perform work correctly independently. Answers technical questions about work correctly.

Superior

Expertise in technical job information sufficient to serve as a resource to others. May develop training manuals/programs and/or give internal and/or external presentations related to work.

Job Knowledge Areas

MARINE KNOWLEDGE

1. Knowledge of marine charts sufficient to perform such tasks as identifying locations, planning routes, and estimating time required for travel.
2. Knowledge of use of tide charts and/or tables sufficient to predict water levels and/or clearances in different parts of the harbor at various times and dates.
3. Knowledge of currents in various parts of the harbor and of how they are affected by tides and storms.
4. Knowledge of depths of water in various parts of Los Angeles Harbor sufficient for purposes such as determining which fireboats can gain access to a particular facility in an emergency or depth at which divers will be working.
5. Knowledge of knots such as bowline, half hitch, clove hitch, and figure 8 knots used on fireboats and associated equipment and/or structures sufficient for purposes such as mooring the boat and attaching lines to other structures, boats, or objects.
6. Knowledge of locations of berths in Los Angeles Harbor sufficient to navigate a fireboat to them as rapidly as safety considerations permit.
7. Knowledge of locations of facilities in Los Angeles Harbor where toxic or hazardous materials spills, fires, or other emergencies are most likely to occur such as tank farms or fueling stations sufficient to navigate a fireboat to them as rapidly as safety considerations permit.
8. Ability to read charts sufficient to use the information to navigate a boat.
9. Ability to use parallel rulers and dividers sufficient to use them in conjunction with charts to determine positions.

COMMUNICATIONS SYSTEMS

10. Knowledge of various communication systems on the boat such as phone, loudspeaker system, two-way radio, and bullhorns sufficient to turn them on and off and to check operating condition.
11. Knowledge of appearance of various objects on radar screens sufficient to estimate size, distance, **--and/or rate of travel --** of objects taking scale setting into account.
12. Knowledge of nautical terms sufficient for communication with personnel on other boats and with Port Police or Coast Guard personnel.
13. Knowledge of flags, horn signals, nautical lights and buoys (as specified in Coast Guard regulations) such as rotating blue lights for emergencies; horn signals for

passing; "fuel in transfer", "diver down", and "storm warning" flags; and using color, size, and shape of buoy to navigate.

14. Knowledge of signals used in receiving instructions and/or directing firefighters sufficient to receive and/or transmit instructions correctly and unambiguously.

FIREFIGHTING EQUIPMENT

15. Knowledge of different types of nozzles such as straight tip and spray tip including effects on the water stream and situations in which each is most effective.
16. Knowledge of equipment used for underwharf firefighting including floats, hoses, nozzles, portable fire extinguishers, or foam equipment (foam ejector and foam concentrate) chain saws, and cutting torches.
17. Knowledge of fire hoses and sizes which will provide the correct quantity of water at the correct pressure such as using 1½" hose for direct application of water to fires or using 4" hose to feed water to land-based units.
18. Knowledge of fittings used with fire hoses sufficient for operations such as using wyes to split the stream from one large hose to feed two smaller ones, using elbows between bulwark outlets and hose, or using adapters to connect fire hose to a different size outlet.
19. Knowledge of operation of crane including requirements for fastening and positioning equipment to be raised, and attaching rigging sufficient to direct installation and operation.

SPECIALIZED EQUIPMENT ON FIREBOATS

20. Knowledge of readings on various dials and gages which indicate that independent power sources including batteries, generators, and alternators are ready for operation sufficient to detect abnormal conditions such as low voltage on batteries or inoperative generators or alternators and to suggest corrections such as replacing batteries or checking connections of other devices.
21. Knowledge of running lights required after dark or when visibility is poor and of the controls sufficient to turn them on when needed.
22. Knowledge of reading compass to set or confirm heading of boat sufficient to set course in degrees, including making corrections for common compass errors such as variation (changes in local magnetic field) and deviation (effects of objects or construction of the boat on the compass).
23. Knowledge of controls and operation of floodlights and other lights used on small boats and fireboats to provide illumination for firefighting or emergency work sufficient to use them personally or to direct crew in using them to provide adequate illumination directed where it is needed or to maneuver the boat to light the desired area most effectively.

24. Knowledge of storage locations of booms and length of boom stored at various locations in order to quickly acquire boom required for a particular spill.
25. Knowledge of attachment and dragging booms into place sufficient to contain spills of toxic and/or hazardous materials.
26. Knowledge of safety equipment, emergency equipment, and first aid supplies to be carried on fireboats, including locations where they are stored.
27. Knowledge of safety requirements for storing and handling cylinders of compressed gasses including SCUBA tanks (compressed air), acetylene, and oxygen sufficient to check the pressure and to stow them safely on a boat.
28. Knowledge of use of depth sounder sufficient for purposes such as staying within safe operating depth for the boat, locating submerged objects, or determining the location of the boat in the harbor.
29. Knowledge of the radar and forward looking infrared (FLIR) systems and ability to quickly and accurately interpret results sufficient to aid in the safe navigation of a fire vessel in conditions of limited visibility and the identification of objects and/or vessels in the water.

DIVER KNOWLEDGE

30. Knowledge of putting on wet suits and associated equipment for diving sufficient to assist diver putting on suit and gear and to check fasteners, sealing, and connections for security.
31. Knowledge of putting on dry suits and associated equipment for diving sufficient to assist diver putting on suit and gear and to check fasteners, sealing, and connections for security.
32. Knowledge of preparing and conducting proper diver safety brief in order to ensure diver safety.
33. Knowledge of acting as dive master when divers are under water, including recording depth and time down for each diver, observation of area for possible problems and responding to signals from divers.
34. Knowledge of operation of underwater communications system with divers, including use of headsets and putting the transducer in the water sufficient to establish communications with divers under the water surface.
35. Knowledge of emergency signals for divers sufficient to recall them when they are under the water surface.
36. Knowledge of most efficient search patterns and placement of search weight and buoy sufficient to direct a search and/or to coordinate search activities of divers from several boats.

37. Skill in assisting divers to get rescued persons and/or salvaged objects into fireboat.

FIREFIGHTING/EMERGENCY TECHNIQUES

38. Knowledge of specialized firefighting techniques used for fighting fires from a boat, including setting up water curtains under a wharf, cutting away parts of a wharf or other structure, and containing a burning spill with water streams sufficient to direct and/or assist boat crew and/or other firefighters, and to follow instructions from the incident commander, either personally or directing crew, rapidly and efficiently.
39. Skill in CPR and EMT 1 skills sufficient to perform actions such as beginning resuscitation in case of drowning, intervening in case of heart attack, immobilizing fractures, dealing with hypothermia, or taking immediate action to prevent further harm in case of other injury.

BOAT MAINTENANCE

40. Knowledge of functioning of battery operated communications equipment such as two-way radios and bullhorns sufficient to test operation, to replace batteries at specified intervals or as needed, and to send for repair if replacing batteries does not restore them to service.
41. Knowledge of functioning of electrical and auxiliary equipment such as radar, radios, alarms, generators, heavy duty battery power supplies, and resuscitators sufficient to test operation and to perform minor maintenance such as cleaning electrical contacts and replacing batteries.
42. Knowledge of air system including which controls the system operates sufficient to test it, to turn it on and off, and to check connections if controls fail to operate properly.
43. Knowledge of capabilities of drive engines and pump engines, of how they are operated, and exactly what they drive sufficient to identify probable location of the problem in case of trouble.
44. Knowledge of capabilities of conventional/cycloidal/Kamewa propulsion systems sufficient to operate them safely and to tell when something is wrong.
45. Knowledge of routine cleaning such as sweeping, disposing of trash, dusting, cleaning glass, and polishing metal surfaces sufficient to keep fireboat generally clean and neat.
46. Knowledge of function of zincs in corrosion protection of hull and engines sufficient to observe their condition and to replace them at specified intervals or as needed.

USE, CARE & STORAGE OF EQUIPMENT

Knowledge of the following equipment sufficient to properly use, store, and/or care for it and to observe and/or test it for wear and/or other defects:

47. hoses for firefighting in various sizes including methods of folding for storage which prevent damage and permit rapid deployment when needed;
48. hose nozzles and fittings such as elbows, wyes, and connectors;
49. floats, smoke ejectors, and other special use firefighting equipment;
50. hand and power tools including sledge hammers, pry bars, chain saws, and cutting torches;
51. fixed foam systems, foam eductors, nozzles; methods of application; and using foam concentrate;
52. portable dry chemical, water, and carbon dioxide fire extinguishers;
53. diving equipment including air tanks, weights, buoys, and ropes;
54. dewatering equipment including fixed pumping systems, submersible electric pumps, portable impeller pumps (prosser pumps), siphon ejector pumps, fittings for pumps, and discharge hose;
55. ventilation equipment including smoke ejector and socks;
56. emergency medical equipment and supplies such as defibrillators, bandages, blankets, splints, Miller boards, and resuscitator;
57. mooring ropes, fenders, boathooks, and other equipment used in boat operation;
58. hand tools such as pliers, screw drivers, hammers and wrenches;
59. cleaning equipment such as cleaning rags, polishes and cleaning compounds, brooms, and mops.

PUMPS

60. Knowledge of capacities and operating pressures of water and hydraulic pumping systems including the salvage pump system (bilge pump), water pumping system, and hydraulic control system sufficient to turn them on and off, to operate them in the absence of an engineer, and to shut them off in an emergency.
61. Knowledge of siphon ejector pumps Greenburg, and fixed pumping systems on boats.
62. Knowledge of operating principles of pumps and of hydraulics sufficient to provide safe, efficient, and effective streams of water for firefighting.

RULES & REGULATIONS

63. Knowledge of Harbor Department rules and regulations (Harbor Tariffs) governing operation of boats in Los Angeles Harbor.
64. Knowledge of U.S. Coast Guard rules and regulations governing operation of boats in Los Angeles Harbor, in nearby harbors, and in adjacent coastal waters.
65. Knowledge of City of Los Angeles Fire Code sufficient to detect violations and/or to explain provisions to violators and/or when asked for information.
66. Knowledge of LAFD Manual of Operation and rules and regulations sufficient to comply with them.
67. Knowledge of Federal Communication Commission (FCC) regulations governing operation of marine radio.
68. Knowledge of MOUs sufficient to know facts related to conditions of work such as when crew members should not be ordered to work and rules regarding mandatory overtime.

ADMINISTRATIVE/MISCELLANEOUS

69. Ability to write sufficient to make entries in logs, complete forms, and write notes to supervisors and/or Fireboat Mates or Pilots on other shifts.
70. Knowledge of reference sources for obtaining detailed information about harbor conditions such as books of rules and regulations, schedules for dredging and other Harbor Department operations which affect use of channels, up-to-date maps and charts showing use of harbor facilities, arrival and departure information for ships and boats, and long range tide tables.
71. Knowledge of supervisory and leadership techniques such as providing direction, giving positive or negative feedback, being approachable, and developing good working relationships among the crew.
72. Knowledge of Equal Employment Opportunities (EEO) policies sufficient to prevent demonstrations of racial, ethnic, or religious prejudice or of sexual harassment and to provide workers with opportunities to learn all types of work.
73. Knowledge of Department policies such as wearing uniforms to work and being in condition to work safely (not ill or under the influence of alcohol or drugs).
74. Knowledge of records required to be kept, such as F-2, National Fire Incident Reporting System (NFIRS), Electronic Patient Care Report (EPCR), time sheets, accident reports, inspection reports, and damage reports.

FIREBOAT OPERATION

75. Knowledge of effects of abnormal conditions such as various types of objects

floating in the water near the boat or unsecured objects on the deck sufficient to estimate probable consequences and potential damage to the boat and/or equipment.

76. Knowledge of settings of transfer controls sufficient to operate the boat from various pilot stations.
77. Knowledge of starting engines on small fireboats including setting of transmission levers, switching, and speed of engines (rpm) for normal operation sufficient to start the engines.
78. Knowledge of starting engines on large fireboats including setting of transmission levers, switching, and speed of engines (rpm) for normal operation sufficient to set controls at the pilot station and to give correct orders to engineers.
79. Knowledge of capabilities and operation of engines on various fireboats sufficient to use correct engines for driving the boat and for pumping water.
80. Knowledge of operation of fireboats sufficient to use transmission shift levers to change to appropriate gear for the speed and/or direction of engine operation.
81. Knowledge of operation of various fireboats sufficient to increase, decrease, stop, or reverse engine speed to change speed and direction of travel of the boat.
82. Knowledge of use of steering controls to control direction of travel.
83. Skill in using dual engine control levers (on Fireboats 1, 3, 4, and 5), transmission levers, and rudder control (wheel or lever) in combinations sufficient to regulate speed and direction of the boat.
84. Skill in using Voith Schneider Propeller (V.S.P.) control levers (on Fireboat 2) in combination to regulate speed and direction of the boat.
85. Knowledge of orders to give, on large fireboats, to have hydraulic pumps, pump engines, and water pumps controlling water flow of maneuvering jets turned on and water pressure brought up to pressure required for operation of maneuvering jets sufficient to have the jets ready for operation when needed.
86. Knowledge of use of maneuvering jets on large fireboats sufficient to move the boat sidewise, to compensate for effects of pumping water through firefighting hoses and fittings, and/or to use in combination with engines to hold the boat in position.
87. Knowledge of capabilities of various boats including factors such as maximum speed, space required for making turns, use of steering jets for lateral motion, and handling characteristics in adverse weather conditions.
88. Skill in estimating stage of tides based on observation of water level and time of day sufficient to take depth of water and strength and direction of flow in

channels into account when navigating a fireboat.

89. Knowledge of effects of winds and currents on the various fireboats and of boat handling operations required to compensate for them sufficient to perform maneuvers such as holding position or sweeping a wharf.
90. Skill in dropping anchor sufficient to set the anchor firmly at the correct scope to hold the boat in position with minimum assistance from engines and/or maneuvering jets.
91. Skill in raising anchor sufficient to direct the fireboat or pilot to the best position; to pull in the line, chain, and anchor; and to stow them correctly and/or to direct crew in raising and stowing the anchor and line.
92. Knowledge of use of bits, bollards, and capstans in securing lines sufficient for purposes such as mooring the boat, towing other boats, or holding objects in place.
93. Skill in handling the lines sufficient to perform tasks such as mooring or towing a boat safely considering hazards such as getting fingers caught in the line, backlash, and insecure fastenings.
94. Knowledge of selecting and confirming pressure for pumping operations either by giving orders to the engineer operating the engines on large fireboats through voice communications systems or by setting the dial of the engine telegraph at the pilot's station on fireboat and observing it for compliance, and/or by confirming pressure by reading pressure gages.
95. Knowledge of operation of bow nozzle on a small fireboat from the pilot station using levers to set and/or change direction and elevation of water stream.
96. Knowledge of operation of underwharf nozzles on large fireboats from pilot station sufficient to use the electrically controlled toggle switches to set elevation and direction of water streams.
97. Knowledge of handling fire hose sufficient to deploy it rapidly without twisting or kinking and to act as part of the team handling the hose to fight a fire sufficient to place water stream where it is needed as rapidly and efficiently and to position the boat for most effective firefighting.
98. Knowledge of capabilities of controllable pitch propulsion system on Fireboat 4 to operate it safely and tell when something is wrong.
99. Knowledge of capabilities of cycloidal propulsion system on Fireboat 2.
100. Knowledge of lowering skiff on Fireboat 4 into water sufficient to direct crew in removing the skiff from the cradle and lowering with the davit painter line until boat is in the water.
101. Knowledge of lowering skiff on Fireboat 2 into water using the hydraulic basket

sufficient to direct crew in bringing it back on board.

102. Knowledge of raising skiff onto the boat sufficient to direct crew in attaching lines raising the skiff from the water, moving it into position on the fireboat and fastening it in position.
103. Knowledge of attaching motor and fuel tank and of operating the motor to drive the skiff.

COMMUNICATIONS

104. Ability to communicate orally sufficient to discuss firefighting, boat operation, and other information with supervisors, firefighters, harbor tenants, and other interested parties to discuss problems and possible solutions, to obtain information, to explain applicable regulations.
105. Ability to speak clearly and intelligibly sufficient to convey information accurately over marine radio, phone, and other communications systems.

GENERAL

106. Physical agility sufficient to climb, balance, and/or reach sufficient for purposes such as working on a boat in rough water or fighting fires under wharves.
107. Ability to work in conditions involving multiple tasks and to adapt rapidly to changing conditions.

23. EQUIPMENT OPERATION – Operates specialized equipment in performance of job duties.

Level of Competency Required by Job:

Level 1: Operate equipment based on on-the-job training.

Level 2: Operate equipment based on attendance at a training program and practice.

Level 3: Operate equipment for which in-depth, complex training was required and which may require certification.

Examples of Behavioral Indicators:

- Operates equipment proficiently.
- Operates equipment with strict adherence to safety procedures.
- Understands the operation of equipment used on the job and correctly answers questions about it.
- Willingly participates in any training necessary to maintain up-to-date knowledge of equipment operation.

Performance Levels:

Satisfactory

Operates equipment safely and with a high degree of proficiency.

Superior

Operates equipment with extreme proficiency and correctly answers questions about its operation. Trains and/or coaches others in the operation of equipment.

24. MECHANICAL APTITUDE – Accurately predicts the impact of forces on objects and assesses the behavior of other physical phenomena (e.g., volume, weight, velocity). Readily learns work involving the application of mechanical principles.

Level of Competency Required by Job:

Level 1: Maintain a safe work environment by ensuring objects in it are stable, tools and equipment are properly used.

Level 2: Know the physical properties of objects in the work environment and correctly anticipate the action of forces upon them; performs work accordingly (correctly and safely).

Level 3: In-depth understanding of mechanical and physical phenomena sufficient to design and/or oversee the construction of systems.

Examples of Behavioral Indicators:

- Operates equipment proficiently.
- Operates equipment with strict adherence to safety procedures.
- Understands the operation of equipment used on the job and correctly answers questions about it.
- Willingly participates in any training necessary to maintain up-to-date knowledge of equipment operation.

Performance Levels:

Satisfactory

Operates equipment safely and with a high degree of proficiency.

Superior

Operates equipment with extreme proficiency and correctly answers questions about its operation. Trains and/or coaches others in the operation of equipment.

35. TEAMWORK – Interacts effectively with others to achieve mutual objectives; readily offers assistance to others to facilitate their goal accomplishment.

Level of Competency Required by Job:

Level 1: Work effectively as a member of a work unit or project team. Readily offer assistance to others when they have too much work or have too little.

Level 2: **Work effectively as a team member in which different people have different roles/responsibilities and perspectives. Identify points for collaboration with co-workers; readily offer and request assistance.**

Level 3: Work effectively as a part of an interdependent team (your work gets done only if the work of the whole team is done; evaluation of team performance is more relevant than individual performance).

Examples of Behavioral Indicators:

- Discusses work-related matters with co-workers.
- Offers and requests assistance readily.
- Offers and is receptive to suggestions.
- Identifies problems with workflow that will prevent team from accomplishing its goals.
- Provides constructive criticism and feedback to team members to improve overall functioning of team.
- Assigns credit to team for accomplishments.

Performance Levels:

Satisfactory

Cooperates with co-workers and fulfills responsibilities as a member of a project team. Maintains a focus on common objectives and offers and requests assistance readily.

Superior

Sees the team as a whole; acknowledges that performance of the team is what in reality is evaluated by others. If anyone fails, everyone on the team fails.

45. ORAL COMMUNICATION – Communicates orally in a clear, concise, and effective manner.

Level of Competency Required by Job:

Level 1: Exchange specific, job-related information orally with others in the immediate work environment or via telephone and/or radio.

Level 2: Obtain/provide/present general and/or job-specific information orally to a variety of others in various situations.

Level 3: Obtain/provide/present a diverse array of information orally at varying levels of complexity to a wide range of others across many different situations and circumstances.

Examples of Behavioral Indicators:

- Audience clearly understands the intended message.
- Rarely must repeat information in response to questions.
- Refrains from use of unnecessary words, phrases, or jargon.
- Provides a level of detail appropriate to the situation (avoids too much or too little detail).
- Speaks at a level appropriate to the audience in terms of terminology, sentence structure, and simplicity/complexity of ideas expressed.
- Uses words with precision (vocabulary) to convey exact information.

Performance Levels:

Satisfactory

Speaks clearly and audibly, providing the appropriate information and level of detail. Typically conveys the message on the first attempt. Answers questions accurately and directly.

Superior

Speech is direct and to the point. Speaks convincingly and with authority when appropriate. Maintains sensitivity to the audience while providing thorough information with the appropriate level of detail through the use of precise language.

53. LEADERSHIP – Influences others toward goal accomplishment.

Level of Competency Required by Job:

Level 1: Assume responsibility for operations or a situation when necessary. Direct the actions of others or otherwise ensure required actions are taken. Remain responsible until relieved or situation is resolved.

Level 2: Motivate others to continual activity focused on goal accomplishment. Provide clear objectives and articulate individual activities necessary to achieve them; ensure resources necessary to do so are available. Monitor work progress and provide feedback; assess results.

Level 3: Articulate a vision, convey it to others, and assign responsibilities (or assure they are assigned) for achieving it. Monitor progress, make adjustments as necessary, and evaluate results.

Examples of Behavioral Indicators:

- Evaluates circumstances, determining what needs to be done, and ensuring individual responsibility for performing specific actions is assigned.
- Follows-up to ensure that specific actions have been taken and overall objective has been accomplished.
- Clearly communicates objectives and responsibility/individual actions necessary to achieve them.
- Monitors work in progress, provides feedback to those involved, and makes adjustments to work plans/processes to ensure goal attainment.
- Evaluates completed work for quality, thoroughness, and effectiveness to determine whether re-work or additional work is required to meet intended objectives and to provide learning for future assignments

Performance Levels:

Satisfactory

Assumes responsibility for work of others when required or necessary. Ensures actions taken to achieve objectives, and evaluates results to determine any follow-up needed.

Superior

Articulates vision/states clear objectives and assigns responsibility/motivates others toward achievement. Monitors progress; gives feedback; evaluates results; ensures follow-up.

