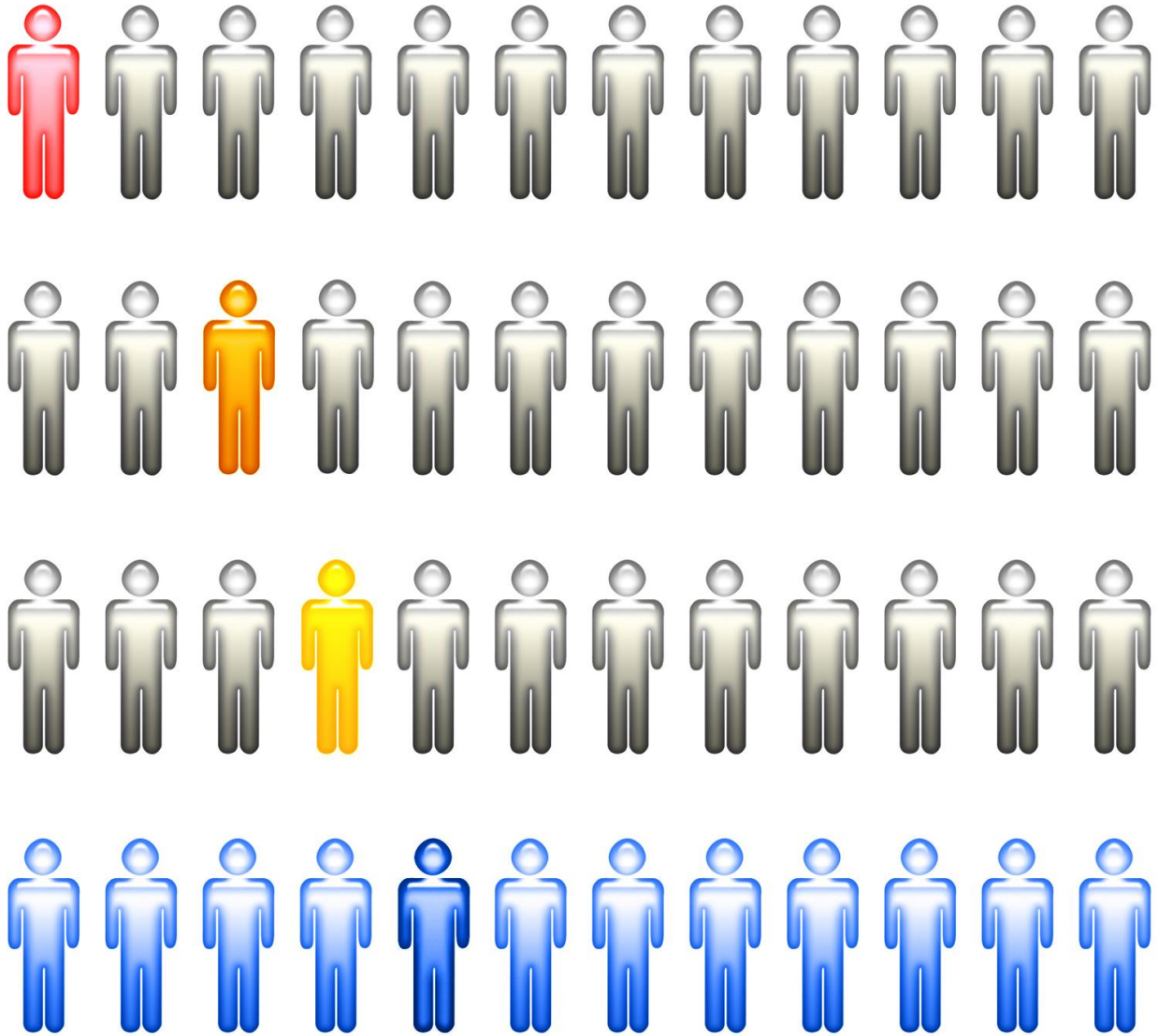




A CAFC LEADERSHIP RESOURCE



SERVICE LEADERSHIP

ASSESSMENT GUIDE



SERVICE LEADER

ASSESSMENT GUIDE

The challenges of today demand new approaches for fire service leadership. To address this critical issue the Canadian Association of Fire Chiefs, has identified 24 leadership competencies specific to the role of fire and rescue leaders. A subsequent CAFC Leadership survey (2007) validated these competencies and established critical competencies for four specific fire service leader roles:

- Strategic – Chief, Director, Commissioner responsible for the department
- Operational – Deputy, Platoon or District Chief responsible for service delivery
- Tactical – Captain or Supervisor responsible for supervising teams
- Service – Career or Volunteer personnel who deliver services

The **CAFC Leadership Framework** describes the twenty-four competencies of effective leaders at all levels. These knowledge, skills, abilities and behaviours are categorized into eight leader outcomes and four leadership themes.

CAFC Leadership Framework



The **CAFC Leader Profiles** and **Assessment Guides** can be used by departments as a rapid approach for identifying department leadership needs. These tools can also be used by supervisors and/or individuals for leadership coaching and learning. Gordon A. McIntosh, the CAFC Leadership Development Coordinator is available to help your organization utilize the CAFC leadership tools by:

- Providing fire service leadership insight sessions at **conferences**
- Facilitating **strategic** processes to match leadership with department needs
- Creating a customized the CAFC Leadership Model for your department
- Designing and/or delivering **leadership development** programs

Gordon can be reached at gmcintosh@cafc.ca & (250) 655-7455. For further information including the CAFC Leadership Development report or to access the CAFC Leadership Map, please go to www.cafc.ca or contact Don Warden, CAFC Executive Director at (705) 717-8009 or dwarden@cafc.ca



This guide customizes the CAFC Leadership Framework to individuals in or aspiring to the **Service Leader Role**. The role includes career or volunteer fire and rescue personnel responsible for service delivery. Guides for other leader roles can be viewed at www.cafc.ca

This Service Leader Assessment Guide can be used for:

- **Effective Supervision** – agreeing on leadership expectations that are most relevant to the employee’s role in the organization
- **Self Assessment** – considering leadership strengths and weaknesses in view of strategic organizational needs
- **Personal Learning** – developing a personal leadership learning plan guided by current and future leadership expectations
- **Succession Planning** – articulating the expectations for future leadership opportunities to prepare people for career advancement
- **Performance Management** – providing meaningful performance feedback based on mutually agreed upon success indicators
- **Effective Recruitment** – defining competencies to select ideal candidates with leadership potential
- **Meaningful Recognition** – celebrating success and recognizing others to promote service excellence

Service Leader Assessment involves two steps:

1. **Reviewing expectations** – core and role competencies for the leadership role
2. **Assessing competence** – current proficiency for the leadership role

The purpose and process for each step is described along with an example using the Leader Assessment Worksheet (pages 7-10).

Once completed, the leadership assessment can be followed up with a personal leadership learning plan to enhance personal leadership capacity. If used in an organizational context, the results can be used to identify department leadership training needs.



STEP 1 *Reviewing Expectations*

PURPOSE

To review the essential leadership competencies of Service Leaders

PROCESS

1. Review the leadership competencies of a Service Leader (pages 7-10)

Core competencies are associated with all four leadership roles. Role competencies are specific to each of the four different roles. Of the ten Service Leader competencies, five are core competencies common to all leader roles and five are role competencies specific to the firefighter role with five missing core competencies noted as foundational competencies. These foundational competencies are included because they need to be developed as a basis for other leadership roles.

EXAMPLE

Core & Role Competencies

CORE & ROLE COMPETENCIES Competence Level	ASSESSMENT Develop or Improve
10. ASSESS CLIENT NEEDS (CUSTOMER) competency specific to Service Leader	
1. COMMUNICATES CLEARLY competency that is common to all roles	
15. UNDERSTANDS THE PUBLIC INTEREST foundational competency	

3. Review the expectations (knowledge, skills, behaviours and abilities) associated with the competence level for your leadership role.

* Note the **CAFC Leadership Map** contains expectations for all competencies described in the CAFC Leadership Framework and is available upon request.

Competence Level

CORE & ROLE COMPETENCIES Competence Level	ASSESSMENT Develop or Improve
10. ASSESS CLIENT NEEDS (CUSTOMER) <ul style="list-style-type: none"> • Understands who the clients are in their area • Maintains client focus and looks for opportunities to resolve customer concerns • Balances time and attention of competing interests 	
1. COMMUNICATES CLEARLY	
15. UNDERSTANDS THE PUBLIC INTEREST	



STEP 2 Assessing Competence

PURPOSE

To determine personal areas for improvement and development

PROCESS

1. Reflect on your performance for each competency. Consider recent experiences, your last performance evaluation and feedback you may have received from supervisors or subordinates.
2. Consider your performance for each of ten Service Leader competencies.
 - Areas for Improvement – weaknesses to work on to achieve the competence level required of the position
 - Areas for Development – strengths that should be maximized for current performance or future leadership potential

EXAMPLE

Develop and/or Improve

CORE & ROLE COMPETENCIES Competence Level	ASSESSMENT Develop or Improve	
	YOU	OTHER
10. ASSESS CLIENT NEEDS (CUSTOMER)	IMPROVE	
1. COMMUNICATES CLEARLY	DEVELOP	
15. UNDERSTANDS THE PUBLIC INTEREST	DEVELOP/IMPROVE	

3. Specify details of your assessment in terms of skills, abilities, knowledge and behaviors which are associated with the expectations for each competency. Be specific. It is okay to state both improvement and development areas for a competency.

Your Assessment

CORE & ROLE COMPETENCIES Competence Level	ASSESSMENT Develop or Improve	
	YOU	OTHER
10. ASSESS CLIENT NEEDS (CUSTOMER)	IMPROVE – <i>time management skills interpersonal skills</i>	
1. COMMUNICATES CLEARLY	DEVELOP – <i>computer software expertise for proficiency in reporting</i>	
15. UNDERSTANDS THE PUBLIC INTEREST	DEVELOP – <i>community opportunities to interact and develop contacts</i> IMPROVE – <i>appreciation of community and political interactions</i>	



4. Solicit the views of your mentor, supervisor, peers and subordinates to further validate and/or enrich your self assessment. You may wish to request input from others by providing them with a copy of your completed assessment or provide them a copy with columns two and three blank. Always discuss the comments from others to ensure your understanding of their assessment.

Other's Views

EXAMPLE

CORE & ROLE COMPETENCIES Competence Level	ASSESSMENT Develop or Improve	
	YOU	OTHER
10. ASSESS CLIENT NEEDS (CUSTOMER)	IMPROVE – <i>time management skills interpersonal skills</i>	OK
1. COMMUNICATES CLEARLY	DEVELOP – <i>computer software expertise for proficiency in reporting</i>	IMPROVE Staff reports
15. UNDERSTANDS THE PUBLIC INTEREST	DEVELOP – <i>community opportunities to interact and develop contacts</i> IMPROVE – <i>appreciation of community and political interactions</i>	DEVELOP Informal contacts

The results of this Service Leader Assessment process may be used to:

- Develop a personal learning plan
- Review leadership expectations within an employee appraisal process
- Assist supervisors in developing individuals with succession potential
- Guide supervisors in mentoring an individual with performance issues

For more assistance in using the CAFC Leadership Framework and tools in your organization contact the CAFC Leadership Development Coordinator at gmcintosh@cafc.ca & (250) 655-7455 or Don Warden, CAFC Executive Director at (705) 717-8009 or dwarden@cafc.ca



SERVICE LEADER ASSESSMENT WORKSHEET

ROLE & CORE COMPETENCIES <i>Competence level</i>	ASSESSMENT - Develop or Improve	
	YOU	OTHER
1. COMMUNICATES CLEARLY <ul style="list-style-type: none"> writes clearly, accurately and understandably presents verbal communications with confidence and clarity is comfortable with the use of required communication processes and information technology 		
2. BUILDS TRUST <ul style="list-style-type: none"> shows confidence and trust in others demonstrates tact and consideration in managing interpersonal relationships performs duties in a professional consistent and timely way 		
3. LISTENS ACTIVELY <ul style="list-style-type: none"> listens attentively to accurately understand the views of others participates in the open exchange of ideas uses responsive body language, takes notes and summarizes key items to ensure understanding 		

Core Competencies (5)

Shared with all other leader roles

Role Competencies (5)

Specific to Service Leader role

Foundational Competencies (5)

Core competencies not identified in Service Leader Profile

- Blank bullets - definition of each competency may be expanded upon for further customization



SERVICE LEADER ASSESSMENT WORKSHEET

ROLE & CORE COMPETENCIES <i>Competence level</i>	ASSESSMENT - Develop or Improve	
	YOU	OTHER
4. ENCOURAGES OTHERS ABILITIES <ul style="list-style-type: none"> • helps others to develop by giving detailed instructions or training • shows confidence in others and commends their success • assists co-workers in identifying opportunities for training and professional development • 		
5. SHARES LEADERSHIP <ul style="list-style-type: none"> • shares the workload with others and contributes by being prepared and completing assigned tasks • gives personnel appropriate independence and freedom to do their work • shares information and resources with others • 		
6. SHOWS INITIATIVE <ul style="list-style-type: none"> • strives to meet or exceed goals or standards • takes action before being forced by events to do so • proactively initiatives problem solving tactics and solutions • 		
7. GETS THINGS DONE <ul style="list-style-type: none"> • Knows and understands relevant goals for own role • Engages others to develop activities to achieve required results • Assesses various options before, and in the course of, making decisions • 		



SERVICE LEADER ASSESSMENT WORKSHEET

ROLE & CORE COMPETENCIES Competence level	ASSESSMENT - Develop or Improve	
	YOU	OTHER
8. FOCUSES ON RESULTS <ul style="list-style-type: none"> plans out work in advance tracks progress against task requirements in order to make adjustments to performance as required is persistent in meeting goals 		
9. NUTURES COMMUNITY RELATIONS <ul style="list-style-type: none"> responds to public enquiries courteously and accurately views relationship building as ongoing community development involves clients in the process of identifying and assessing alternatives 		
10. ASSESS CLIENT NEEDS <ul style="list-style-type: none"> understands who the clients are in their area maintains client focus and looks for opportunities to resolve customer concerns balances time and attention of competing interests 		
11. ABLE TO INSPIRE OTHERS <ul style="list-style-type: none"> Demonstrates belief in own abilities and ideas Customizes personal approaches with team members based on knowing what each person requires to be successful Assists co-workers in identifying opportunities for training and professional development 		

ROLE & CORE COMPETENCIES	ASSESSMENT - Develop or Improve	
	YOU	OTHER
<p>12. SETS DIRECTION</p> <ul style="list-style-type: none"> • Takes chare when in charge • Plans out work in advance • Sets challenging goals and objectives for self and strives to achieve them • 		
<p>13. ABLE TO INFLUENCE OTHERS</p> <ul style="list-style-type: none"> • Appeals to reason, uses data or concrete examples, visual aids, demonstrations • Thinks before speaking and/or acting using thoughtful, measured arguments • Is able to gain support and commitment from others • 		
<p>14. CREATES A SHARED VISION</p> <ul style="list-style-type: none"> • Involves team members in making decisions • Stay focused on shared objectives • Understands and articulates organizational vision • 		
<p>15. UNDESTAND THE PUBLIC INTERST</p> <ul style="list-style-type: none"> • Makes or sustains informal contacts with community groups • Engages others in developing a common understanding of organizational issues • Takes advantage of opportunities to speak to community groups about organization activities 		