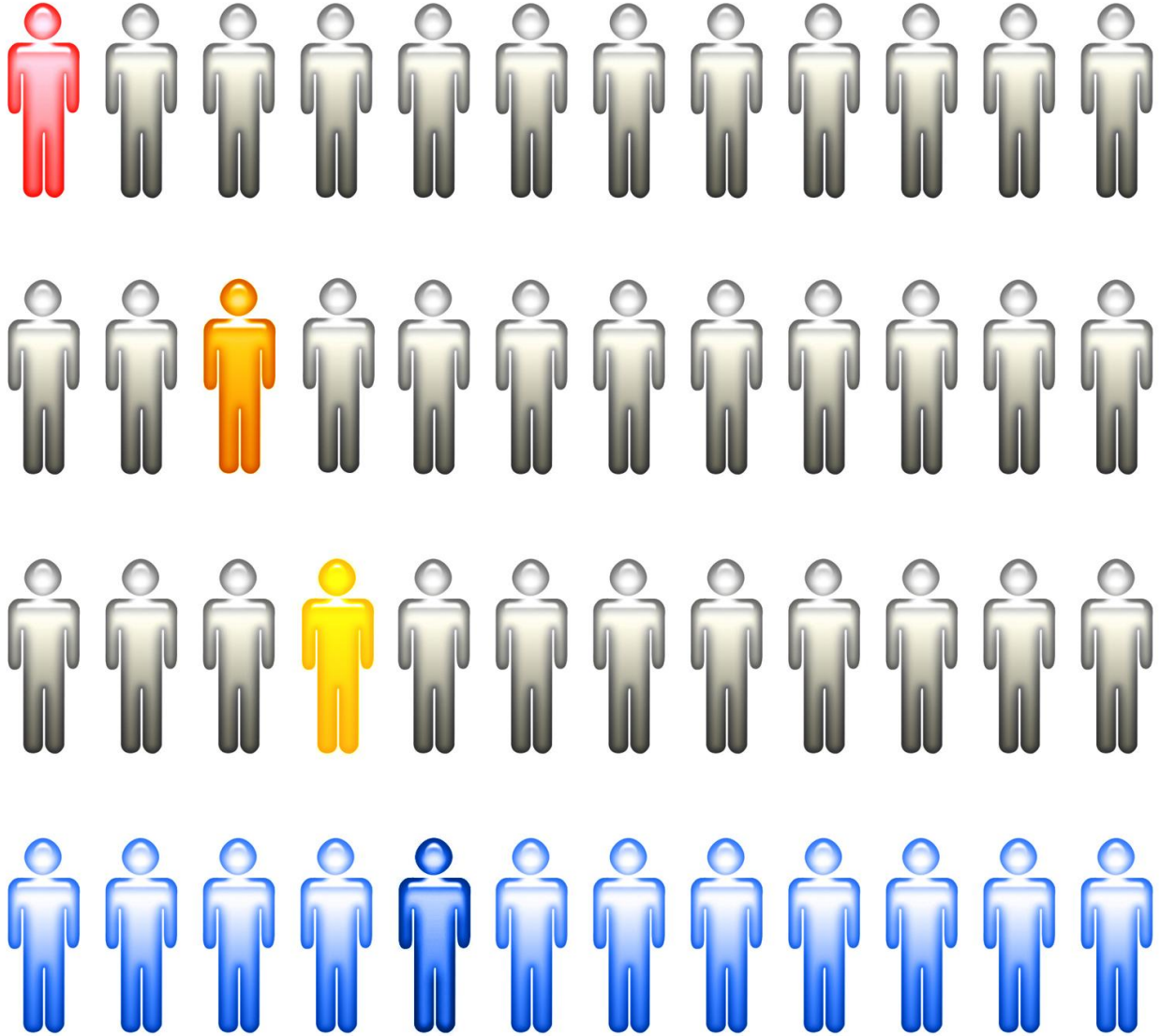




## A CAFC LEADERSHIP RESOURCE



# TACTICAL LEADERSHIP

## ASSESSMENT GUIDE



# TACTICAL 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 24 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](mailto: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](http://www.cafc.ca) or contact Don Warden, CAFC Executive Director at (705) 717-8009 or [dwarden@cafc.ca](mailto:dwarden@cafc.ca)



This guide customizes the CAFC Leadership Framework to individuals in or aspiring to the **Tactical Leader Role**. The role includes Captains and Supervisors responsible for supervising teams, customer service, personnel training and safety and resource deployment. Guides for other leader roles can be viewed at [www.cafc.ca](http://www.cafc.ca)

This Tactical 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

**Tactical 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 (page 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 Tactical Leaders

### **PROCESS**

1. Review the leadership competencies of a Tactical 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 thirteen Tactical Leader competencies, six are role competencies and four are core competencies with three missing core competencies noted as foundational competencies. These foundational competencies are included because it should not necessarily be assumed that everyone in a tactical leadership role has fully developed these.

### **EXAMPLE**

#### **Core & Role Competencies**

<b>CORE &amp; ROLE COMPETENCIES</b> Competence Level	<b>ASSESSMENT</b> Develop or Improve
<b>9. GETS THINGS DONE</b> competency specific to Tactical Leader	
1. COMMUNICATES CLEARLY competency that is common to all roles	
13. CREATES A SHARED VISION 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**

<b>CORE &amp; ROLE COMPETENCIES</b> Competence Level	<b>ASSESSMENT</b> Develop or Improve
<b>9. GETS THINGS DONE</b> <ul style="list-style-type: none"> <li>• Sets and accomplishes goals and priorities in order to deliver results consistent with organizational objectives</li> <li>• Engages others to remain focused and productive during challenging and demanding situations</li> <li>• Rethinks processes and eliminates duplications</li> </ul>	
<b>1. COMMUNICATES CLEARLY</b>	
<b>13. CREATES A SHARED VISION</b>	



## 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 the 14 Tactical 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
9. GETS THINGS DONE	IMPROVE	
1. COMMUNICATES CLEARLY	DEVELOP	
13. CREATES A SHARED VISION	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.

### EXAMPLE

#### Your Assessment

CORE & ROLE COMPETENCIES Competence Level	ASSESSMENT Develop or Improve	
	YOU	OTHER
9. GETS THINGS DONE	IMPROVE – <i>priority setting, project management</i>	
1. COMMUNICATES CLEARLY	DEVELOP – <i>coaching officers to engage staff in decision making</i>	
13. CREATES A SHARED VISION	DEVELOP – <i>officer capacity to set priorities</i> IMPROVE – <i>strategic planning and facilitation skills</i>	



- 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
9. GETS THINGS DONE	IMPROVE – <i>priority setting, project management</i>	OK
1. COMMUNICATES CLEARLY	DEVELOP – <i>coaching officers to engage staff in decision making</i>	IMPROVE Feedback skills
13. CREATES A SHARED VISION	DEVELOP – <i>officer capacity to set priorities</i> IMPROVE – <i>strategic planning and facilitation skills</i>	DEVELOP Oral presentation skills

The results of this Tactical 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](mailto:gmcintosh@cafc.ca) & (250) 655-7455 or Don Warden, CAFC Executive Director at (705) 717-8009 or [dwarden@cafc.ca](mailto:dwarden@cafc.ca)



# TACTICAL LEADER ASSESSMENT WORKSHEET

<b>ROLE &amp; CORE COMPETENCIES</b> <i>Competence level</i>	<b>ASSESSMENT - Develop or Improve</b>	
	<b>YOU</b>	<b>OTHER</b>
<b>1. COMMUNICATES CLEARLY</b> <ul style="list-style-type: none"> <li>Assesses circumstances and tailors communication methods for maximum effectiveness</li> <li>Seeks feedback to ensure messages are received and understood</li> <li>Ensures communications and information technology resources are appropriate and useful</li> <li></li> </ul>		
<b>2. LISTENS ACTIVELY</b> <ul style="list-style-type: none"> <li>Listens attentively probing to understand unexpressed or subtle thoughts and concerns</li> <li>Participate in and encourages others to participate in, open dialogue and exchange of ideas</li> <li>Seeks the views of others and ensures that their views are taken into consideration</li> <li></li> </ul>		
<b>3. BUILDS TRUST</b> <ul style="list-style-type: none"> <li>Instills confidence and trust by modeling appropriate behaviours</li> <li>Manages difficult and complex interpersonal relationships effectively</li> <li>Gives clear, understandable and consistent direction</li> <li></li> </ul>		

Core Competencies (6)

Shared with all other leader roles

Role Competencies (4)

Specific to Tactical Leader role

Foundational Competencies (4)

Core competencies not identified in Tactical Leader Profile

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



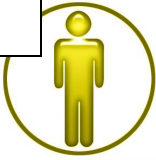
## TACTICAL LEADER ASSESSMENT WORKSHEET

<b>ROLE &amp; CORE COMPETENCIES</b> <b>Competence level</b>	<b>ASSESSMENT - Develop or Improve</b>	
	<b>YOU</b>	<b>OTHER</b>
<b>4. ABLE TO INFLUENCE OTHERS</b> <ul style="list-style-type: none"> <li>• Tailors a presentation or discussion to appeal to the interest and perspectives of others</li> <li>• Is able to present unpopular ideas or concepts that outlines and emphasizes the benefit to the audience</li> <li>• Achieves agreement with others on how people can best work together to achieve mutually beneficial results where no direct authority exists</li> <li>•</li> </ul>		
<b>5. SHARES LEADERSHIP</b> <ul style="list-style-type: none"> <li>• Empowers people by sharing power and authority</li> <li>• Inspires individuals and teams to assume responsibility for work and products</li> <li>• Develops and shares best practices with staff</li> <li>•</li> </ul>		
<b>6. ENCOURAGES OTHERS ABILITIES</b> <ul style="list-style-type: none"> <li>• Assists others in identifying professional goals, strengths and areas for improvement</li> <li>• Expresses personal satisfaction from seeing others succeed and grow</li> <li>• Delegates to build skills and capacity in others</li> <li>•</li> </ul>		



## TACTICAL LEADER ASSESSMENT WORKSHEET

<b>ROLE &amp; CORE COMPETENCIES</b> <b>Competence level</b>	<b>ASSESSMENT - Develop or Improve</b>	
	<b>YOU</b>	<b>OTHER</b>
<b>7. DELEGATES RESPONSIBILITY</b> <ul style="list-style-type: none"> <li>• Delegates areas of responsibility to subordinates</li> <li>• Provides appropriately challenging assignments as opportunities to learn and grow</li> <li>• Supports personnel in taking informed risks to achieve outcomes</li> </ul>		
<b>8. ADJUSTS ORGANIZATIONAL SYSTEMS</b> <ul style="list-style-type: none"> <li>• Assesses and adapts plans and programs based on changing environments</li> <li>• Identifies the practical steps and time frames for the implementation of change</li> <li>• Identifies opportunities and roadblocks and deals with them so that goals can be accomplished</li> <li>•</li> </ul>		
<b>9. GETS THINGS DONE</b> <ul style="list-style-type: none"> <li>• Sets and accomplishes goals and priorities in order to deliver results consistent with organizational objectives</li> <li>• Engages others to remain focused and productive during challenging and demanding situations</li> <li>• Rethinks processes and eliminates duplications</li> <li>•</li> </ul>		
<b>10. FACILITATES GOAL ALIGNMENT</b> <ul style="list-style-type: none"> <li>• Aligns departmental objectives with organizational goals and strategies</li> <li>• Uses organizational goals as a framework for decisions and actions</li> <li>• Seeks and takes advantage of opportunities to communicate the organization's values to the wider community</li> <li>•</li> </ul>		



## TACTICAL LEADER ASSESSMENT WORKSHEET

<b>ROLE &amp; CORE COMPETENCIES</b> <i>Competence level</i>	<b>ASSESSMENT - Develop or Improve</b>	
	<b>YOU</b>	<b>OTHER</b>
<b>11. ABLE TO INSPIRE OTHERS</b> <ul style="list-style-type: none"> <li>Shows confidence in others and commends their success</li> <li>Positions the team to be committed to their goals while contributing to organizational success</li> <li>Helps others identify professional goals, strengths and areas for improvement</li> </ul>		
<b>12. SETS DIRECTION</b> <ul style="list-style-type: none"> <li>Sets objectives, in consultation with employees and or stakeholders as appropriate</li> <li>Engages others in developing a common understanding of future direction</li> <li>Translates organizational strategies into coordinated action plans</li> </ul>		
<b>13. CREATES A SHARED VISION</b> <ul style="list-style-type: none"> <li>Shows personal sense of direction and engages team members in developing a common view of success</li> <li>Engages others to remain focused on shared objectives</li> <li>Contributes to the development of priorities and strategies to meet organizational vision</li> <li></li> </ul>		
<b>14. UNDERSTANDS PUBLIC INTEREST</b> <ul style="list-style-type: none"> <li>Invites community feedback for improved performance</li> <li>Matches staff to appropriate stakeholder contacts and coordinates contacts</li> <li>Goes out of the way to gather first hand information about the community's current and future requirements</li> <li></li> </ul>		