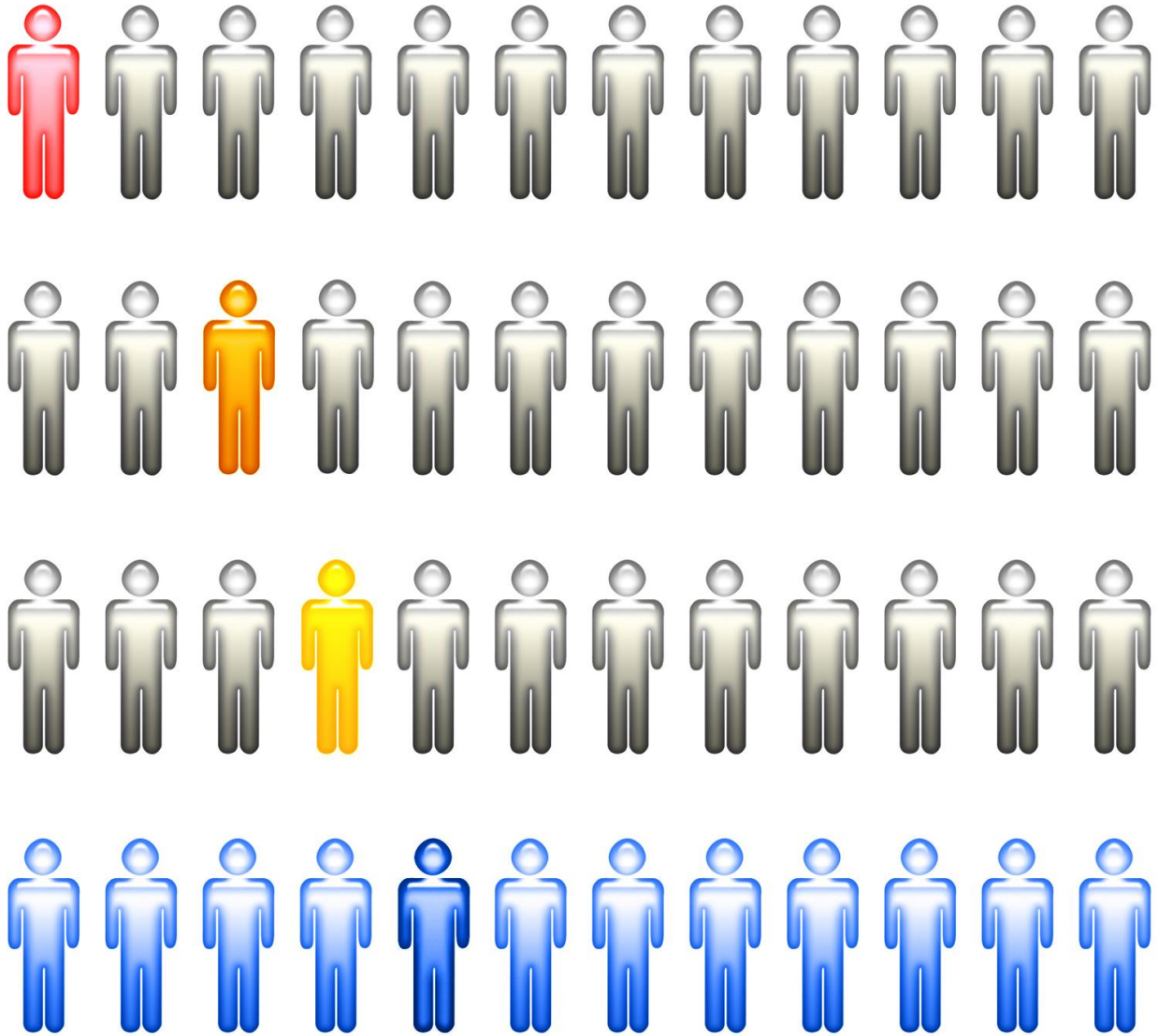




A CAFC LEADERSHIP RESOURCE



OPERATIONAL LEADERSHIP

ASSESSMENT GUIDE

(Revised August 2010)



OPERATIONAL 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. Dr. 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 role of **Operational Leader**. The role includes Deputy, Platoon, District and Battalion Chiefs responsible for service delivery, information flow, incident command, personnel matters, resource allocation and goal alignment. Guides for other leader roles can be viewed at www.cafc.ca

This Operational 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 individuals 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

Operational 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 Operational Leaders

PROCESS

1. Review the leadership competencies of a Operational 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 fourteen Operational Leader competencies, seven are core competencies and three are role competencies with two missing core competencies noted as foundational competencies. These foundational competencies are included because it should not necessarily be assumed that everyone in an operational leadership role has fully developed these.

EXAMPLE

Core & Role Competencies

CORE & ROLE COMPETENCIES Competence Level	ASSESSMENT Develop or Improve
8. DELEGATES RESPONSIBILITY competency specific to Operational Leader	
1. COMMUNICATES CLEARLY competency that is common to all roles	
12. 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
8. DELEGATES RESPONSIBILITY <ul style="list-style-type: none"> • Builds capacity of staff and delegates based on skills, abilities and resources • Helps others identify professional goals, strengths and areas for improvement • Ensures training and acting capacity opportunities are available 	
1. COMMUNICATES CLEARLY	
12. 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 the 12 Operational 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
8. DELEGATES RESPONSIBILITY	IMPROVE	
1. COMMUNICATES CLEARLY	DEVELOP	
12. 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
8. DELEGATES RESPONSIBILITY	IMPROVE – <i>feedback & communication skills</i>	
1. COMMUNICATES CLEARLY	DEVELOP – <i>presentation skills</i>	
12. UNDERSTANDS THE PUBLIC INTEREST	DEVELOP – <i>public consultation protocol</i> IMPROVE – <i>trend analysis techniques</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
8. DELEGATES RESPONSIBILITY	IMPROVE – <i>feedback & communication skills</i>	OK
1. COMMUNICATES CLEARLY	DEVELOP – <i>presentation skills</i>	IMPROVE Voice projection
12. UNDERSTANDS THE PUBLIC INTEREST	DEVELOP – <i>public consultation protocol</i> IMPROVE – <i>trend analysis techniques</i>	DEVELOP Community Networks

The results of this Operational 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 who are mentoring an individual with performance issues

For more assistance in using the CAFC Leadership Framework and tools in your organization contact Dr. Gordon McIntosh, 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



OPERATIONAL 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"> • Provides opportunities for learning and practicing a range of communication skills • Prepares multi-dimensional communication plans to ensure a comprehensive understanding of messages by all segments of the community • Seeks opportunities to use communication and information technology in innovative ways to ensure effective communication • 		
2. BUILDS TRUST <ul style="list-style-type: none"> • Builds confidence and trust within the organization by nurturing existing and potential relationships • Makes decisions about tough interpersonal issues with sensitivity, fairness and diplomacy • Develops systems and operational policies that are consistent, understandable and fair • 		
3. LISTENS ACTIVELY <ul style="list-style-type: none"> • Seeks to understand others frame of reference • Creates a work environment that supports and encourages the open exchange of ideas • Demonstrates understanding of others and takes proactive efforts to hear the ideas and concerns of staff and clients • 		

Core Competencies (6)

Shared with all other leader roles

Role Competencies (4)

Specific to Operational Leader role

Foundational Competencies (0)

Core competencies not identified in Operational Leader Profile

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



OPERATIONAL LEADER ASSESSMENT WORKSHEET

ROLE & CORE COMPETENCIES <i>Competence level</i>	ASSESSMENT - Develop or Improve	
	YOU	OTHER
4. SHARES LEADERSHIP <ul style="list-style-type: none"> • Uses innovative methods to create a climate that encourages innovation and learning from experience • Publicly credits others who have performed well • Develops and implements policies and structures that encourage and reward achievement of results • 		
5. ENCOURAGES OTHERS ABILITIES <ul style="list-style-type: none"> • Provides resources to remove barriers to accomplishing task – volunteers, resources, equipment, information, expert advice • Supports personnel in pursuing challenging assignments or promotions • Creates a climate that encourages innovation, receptivity to change and learning from experience • 		
6. GETS THINGS DONE <ul style="list-style-type: none"> • Identifies opportunities and roadblocks at the organizational level and deals with them so that goals can be accomplished • Assesses and adapts plans and programs based on changing environments • Ensures that the necessary structures, processes and systems are in place to achieve results • 		



OPERATIONAL LEADER ASSESSMENT WORKSHEET

ROLE & CORE COMPETENCIES <i>Competence level</i>	ASSESSMENT - Develop or Improve	
	YOU	OTHER
7. ABLE TO INFLUENCE OTHERS <ul style="list-style-type: none"> • Takes more than one action to influence specific audience • Utilizes experts or other third parties when appropriate to assist in influencing • Builds community and stakeholder consensus • 		
8. DELEGATES RESPONSIBILITY <ul style="list-style-type: none"> • Builds capacity of personnel and delegates responsibility based on abilities and performance • Helps others identify professional goals, strengths and areas for improvement • Ensures that training or job shadowing opportunities are available to facilitate delegation of responsibility • 		
9. ADJUSTS ORGANIZATIONAL SYSTEMS <ul style="list-style-type: none"> • Assesses the impact of the external environment on the University when making decisions • Identifies necessary changes to operational requirements for internal/external conditions • Sets performance standards, monitors progress and intervenes at an early stage to ensure progress • 		
10. DELEGATES RESPONSIBILITY <ul style="list-style-type: none"> • Ensures that operational structure is consistent with organizational goals and strategies • Ensures that all units are aware of, and operating in alignment with, operational goals • Develops communication strategies that provide clear messages re: the organization's vision • 		

NOTES