

TEAM EFFECTIVENESS ASSESSMENT

911 DISPATCH CENTER

A comprehensive team effective assessment package emergency service dispatch.



OVERVIEW

This team effectiveness assessment package was designed specifically for the teams of emergency service dispatchers. This package provides the administrator with comprehensive assessment regarding the effectiveness of the teams of emergency service dispatchers. The package is composed of questionnaires and observation guide.

The questionnaires assess the crucial components of an *effective team* which are *trust, psychological safety, collective efficacy, cohesiveness, collective orientation, team mental model, transactive memory system, communication, conflict management, and leadership*. The observation guide helps the observer to measure the teams' degree of *coordination*.

The collected data should provide the administrator with comprehensive assessment report that shows each team's strengths, weaknesses, and problems.

Please read the instruction carefully before conducting the assessment.

DO NOT inform the dispatchers and their team supervisors what the observer is evaluating as well as the specific domain each questionnaire assesses (e.g., trust, collective efficacy, and etc.) before both questionnaire and observation are thoroughly completed. The presence of an observer (extraneous personnel) alone may alert dispatchers and team supervisors to act differently. If the dispatchers and team supervisors are aware of the observation criteria, they will alter their behavior to better fit the expectation.

For more accurate assessment, one (or more) of the observations should be conducted when the team works during night shift. A team's exhibited behavior may significantly change where they are free from manager's supervision accompanied by considerably reduced total call volume.

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INSTRUCTIONS

Dispatcher and team supervisors must complete all questionnaires.

Leadership questionnaire has two versions; one designated for dispatchers and the other for team supervisors.

Each team will be observed during, at minimum, three shifts; ideally three day-shifts and three night-shifts. Observation must be conducted by external personnel, such as human resource personnel, to minimize interference to observer's objectivity. The department's manager who may be located away from the dispatch center and not directly involved in the teams' operation is still considered a part of the department and thus, do not qualify as an observer.

We recommend that the observer remain unchanged across the three shifts and all teams to control observers' interpretational biases.

Questionnaire

Dispatchers and team supervisors will be asked to specify the degree to which they agree or disagree with the statement in the questionnaires. They will choose one from "Strongly disagree", "Disagree", "Somewhat disagree", "Not sure", "Somewhat agree", "Agree", and "Strongly agree".

Each option is assigned to a numerical value for analysis. "Strongly disagree" translates to 1, "Disagree" translates to 2, "Somewhat disagree" translates to 3, "Not sure" translates to 4, "Somewhat agree" translates to 5, "Agree" translates to 6, and "Strongly agree" translates to 7. The scores must be reversed for approximately half of the questionnaire items. That is, "Strongly disagree" translates to 7 and "Strongly agree" translates to 1; "Disagree" translates to 6 and "Agree" translates to 2, and so on and so forth. Reversed score applies to the questionnaire items listed below.

- Questionnaire #1 (Trust): 5, 7, 8, 9, & 10
- Questionnaire #2 (Psychological Safety): 11, 13, 16, 18, 19, & 21
- Questionnaire #3 (Collective Efficacy): 24, 27, 29, 31, & 32

- Questionnaire #4 (Cohesiveness): 34, 37, 38, 40, 41, 43, & 45
- Questionnaire #5 (Collective Orientation): 50, 51, 53, 54, 57, & 58
- Questionnaire #6 (Team Mental Model): 60, 61, 63, 66, 68, 70, 72, & 74
- Questionnaire #7 (Transactive Memory System): 78, 82, 83, 84, 85, & 86
- Questionnaire #8 (Communication): 88, 90, 91, 95, 96, & 97
- Questionnaire #9 (Conflict Management): 99, 101, 103, 104, 108, & 110
- Questionnaire #10 (Leadership): 113, 114, 115, 117, 118, 120, 125, & 126

Observation

The observation guide contains the list of coordinative behaviors that are key to an effective team of emergency service dispatchers. The observer will report the frequency of the team's engagement in the listed behaviors during the three observation periods. The observer will put down a numerical value in the blank columns next to the items. Behaviors 1 – 8 can only occur once per shift. Therefore, their values must be either 0 or 1. The frequency of behaviors 9 – 13 are unpredictable and varies across shifts. For this reason, count and record the number of times the preliminary behaviors and coordinative behaviors occurred during one shift. At the completion of the third observation, add the three values to calculate the total frequency in percentage. Details and an example are provided in the observation guide found towards the end of this package.

Analysis

Once all the surveys and observations are completed, the administrator must compare the results (or scores) from one team to another. Higher score in one domain corresponds to more development or superiority in that specific domain and only this domain. Domain specific comparison yields a team's strengths, weaknesses, and problems with respect to other teams.

Furthermore, leadership questionnaire comparison, members' (averaged) vs supervisor's, shows whether or not there are discrepancies between perceived and intended leadership in a given team.

DEFINITIONS

Trust: in team settings trust refers to the willingness of a party to be vulnerable to the actions of another party based on the expectation that the other party will perform a particular action important to the trustor, irrespective of the ability to monitor or control the party.

Psychological Safety: refers to the perceived negative consequences of taking interpersonal risks or employing one's self in the work environment.

Collective Efficacy: refers to the team's shared belief in their combined competence to perform tasks

Cohesiveness: refers to the forces that act on team members to form into a group and willingness to continue functioning as a team to accomplish the shared goals and satisfy members' affective needs.

Collective Orientation: defined as the propensity to work in a collective manner in team settings. Highly collectively oriented people work with others on a task-activity and a team-activity track in a goal-oriented manner, seek others' input, contribute to team outcomes, enjoy team membership, and value cooperativeness more than power.

Team Mental Model: refers to the shared mental representations of aspects of a team's task environment.

Transactive Memory System: is a shared system that people in relationships develop for encoding, storing, and retrieving information about different substantive domains.

Conflict Management: how team members deal with conflicts or possible conflicts.

Coordination: achieved when members of the team integrate their individual effort to fulfill their responsibilities.

Communication and Leadership definitions are omitted as they are identical to the commonly held interpretation.

QUESTIONNAIRE #1

Please circle the number that best describe the extent to which you agree or disagree with the statement. (Strongly disagree = 1, Disagree = 2, Somewhat disagree = 3, Not sure = 4, Somewhat agree = 5, Agree = 6, Strongly agree = 7)

Strongly disagree = 1, Disagree = 2, Somewhat disagree = 3, Not sure = 4, Somewhat agree = 5, Agree = 6, Strongly agree = 7

1	If the call becomes overwhelming, I can rely on other dispatchers to takeover some of my responsibilities.	1 • 2 • 3 • 4 • 5 • 6 • 7
2	Usually, I do not verify information provided by other dispatchers.	1 • 2 • 3 • 4 • 5 • 6 • 7
3	Dispatchers on my team do not have the intentions to setup one another for failure or damage his or her reputations.	1 • 2 • 3 • 4 • 5 • 6 • 7
4	If my phone was left at work, I can wait until I report back to work the next day because no one will steal it.	1 • 2 • 3 • 4 • 5 • 6 • 7
5	Some dispatchers have attempted to setup dispatchers to fail.	1 • 2 • 3 • 4 • 5 • 6 • 7
6	On my team, we trust each other in keeping some conversations off the record.	1 • 2 • 3 • 4 • 5 • 6 • 7
7	Occasionally, I must oversee other dispatchers work to assure what needs to be done is getting done.	1 • 2 • 3 • 4 • 5 • 6 • 7
8	I normally verify information provided by some dispatchers.	1 • 2 • 3 • 4 • 5 • 6 • 7
9	I am very careful when my team engages in unofficial discussion regarding work or other dispatchers because someone in the group might snitch.	1 • 2 • 3 • 4 • 5 • 6 • 7
10	I am concerned that some dispatchers might steal my personal belongings such as money and cell phone.	1 • 2 • 3 • 4 • 5 • 6 • 7

Strongly disagree = 1, Disagree = 2, Somewhat disagree = 3, Not sure = 4, Somewhat agree = 5, Agree = 6, Strongly agree = 7

QUESTIONNAIRE #2

Please circle the number that best describe the extent to which you agree or disagree with the statement. (Strongly disagree = 1, Disagree = 2, Somewhat disagree = 3, Not sure = 4, Somewhat agree = 5, Agree = 6, Strongly agree = 7)

Strongly disagree = 1, Disagree = 2, Somewhat disagree = 3, Not sure = 4, Somewhat agree = 5, Agree = 6, Strongly agree = 7

11	Some dispatchers treat other dispatchers with no respect.	1 • 2 • 3 • 4 • 5 • 6 • 7
12	All dispatchers on the team treat each other with respect.	1 • 2 • 3 • 4 • 5 • 6 • 7
13	I attempt to avoid being “put on the spot” and try to keep my conflict with my team to myself.	1 • 2 • 3 • 4 • 5 • 6 • 7
14	Everyone feels free to voice his or her opinion, when the team experiences a problem.	1 • 2 • 3 • 4 • 5 • 6 • 7
15	All dispatchers’ performance, contribution, and opinion are evaluated equally.	1 • 2 • 3 • 4 • 5 • 6 • 7
16	Some dispatchers feel that their shortcomings are overly emphasized.	1 • 2 • 3 • 4 • 5 • 6 • 7
17	I can continue working for this organization as long as I wish.	1 • 2 • 3 • 4 • 5 • 6 • 7
18	It is possible for a dispatcher to be let go after a negligible blunder.	1 • 2 • 3 • 4 • 5 • 6 • 7
19	When the team is engaged in a casual discussion, I avoid expressing myself when my opinion differs from that of the majority.	1 • 2 • 3 • 4 • 5 • 6 • 7
20	I feel comfortable discussing anything with the team members.	1 • 2 • 3 • 4 • 5 • 6 • 7
21	Some dispatchers get very serious in finding who is responsible for a mishap rather than finding a solution.	1 • 2 • 3 • 4 • 5 • 6 • 7
22	We avoid blaming others for problems arise during work.	1 • 2 • 3 • 4 • 5 • 6 • 7

Strongly disagree = 1, Disagree = 2, Somewhat disagree = 3, Not sure = 4, Somewhat agree = 5, Agree = 6, Strongly agree = 7

QUESTIONNAIRE #3

Please circle the number that best describe the extent to which you agree or disagree with the statement. (Strongly disagree = 1, Disagree = 2, Somewhat disagree = 3, Not sure = 4, Somewhat agree = 5, Agree = 6, Strongly agree = 7)

Strongly disagree = 1, Disagree = 2, Somewhat disagree = 3, Not sure = 4, Somewhat agree = 5, Agree = 6, Strongly agree = 7

23	Our team is highly effective in our job.	1 • 2 • 3 • 4 • 5 • 6 • 7
24	There are many things that our team has to work on.	1 • 2 • 3 • 4 • 5 • 6 • 7
25	Our team is always looking for ways to improve our performance.	1 • 2 • 3 • 4 • 5 • 6 • 7
26	In trainings where a number of government agencies collaborate, we demonstrate our competency in carrying out our job during a chaos.	1 • 2 • 3 • 4 • 5 • 6 • 7
27	Our team is satisfied with the current performance and is not concerned with making improvements.	1 • 2 • 3 • 4 • 5 • 6 • 7
28	I am confident that our team has what it takes to handle chaotic situations.	1 • 2 • 3 • 4 • 5 • 6 • 7
29	I am not sure if my team can function properly during a large-scale incident.	1 • 2 • 3 • 4 • 5 • 6 • 7
30	When something goes wrong our team looks at it as a challenge rather than an obstacle.	1 • 2 • 3 • 4 • 5 • 6 • 7
31	Our team does not do well under pressure.	1 • 2 • 3 • 4 • 5 • 6 • 7
32	Our performance can be distracted or hindered by random and unpredictable things.	1 • 2 • 3 • 4 • 5 • 6 • 7

Strongly disagree = 1, Disagree = 2, Somewhat disagree = 3, Not sure = 4, Somewhat agree = 5, Agree = 6, Strongly agree = 7

QUESTIONNAIRE #4

Please circle the number that best describe the extent to which you agree or disagree with the statement. (Strongly disagree = 1, Disagree = 2, Somewhat disagree = 3, Not sure = 4, Somewhat agree = 5, Agree = 6, Strongly agree = 7)

Strongly disagree = 1, Disagree = 2, Somewhat disagree = 3, Not sure = 4, Somewhat agree = 5, Agree = 6, Strongly agree = 7

33	Our team members have comprehensive understanding of rules concerning member conduct, either written or unwritten.	1 • 2 • 3 • 4 • 5 • 6 • 7
34	The work team is short-lived, so personal life always comes first.	1 • 2 • 3 • 4 • 5 • 6 • 7
35	We try to be aware of the team's mood.	1 • 2 • 3 • 4 • 5 • 6 • 7
36	In meetings and discussion, we normally reach consensus effortlessly.	1 • 2 • 3 • 4 • 5 • 6 • 7
37	Our team members do not clearly understand the team's rules and expectations.	1 • 2 • 3 • 4 • 5 • 6 • 7
38	Our team members rarely notice when a fellow dispatcher is disturbed.	1 • 2 • 3 • 4 • 5 • 6 • 7
39	If a dispatcher notices that another dispatcher is having difficulty, someone on the team will spontaneously attempts to help.	1 • 2 • 3 • 4 • 5 • 6 • 7
40	It is very difficult to bring all the team members to agree.	1 • 2 • 3 • 4 • 5 • 6 • 7
41	The team members have little concerns about the general mood of the team.	1 • 2 • 3 • 4 • 5 • 6 • 7
42	At work, I put the team's need before mine.	1 • 2 • 3 • 4 • 5 • 6 • 7
43	Our team does not necessary work towards consensus.	1 • 2 • 3 • 4 • 5 • 6 • 7
44	Our team is very important to my career.	1 • 2 • 3 • 4 • 5 • 6 • 7
45	Team's mood or personal issues are of no concern as long as the job gets done.	1 • 2 • 3 • 4 • 5 • 6 • 7
46	Our team is very important to my personal life.	1 • 2 • 3 • 4 • 5 • 6 • 7

Strongly disagree = 1, Disagree = 2, Somewhat disagree = 3, Not sure = 4, Somewhat agree = 5, Agree = 6, Strongly agree = 7

QUESTIONNAIRE #5

Please circle the number that best describe the extent to which you agree or disagree with the statement. (Strongly disagree = 1, Disagree = 2, Somewhat disagree = 3, Not sure = 4, Somewhat agree = 5, Agree = 6, Strongly agree = 7)

Strongly disagree = 1, Disagree = 2, Somewhat disagree = 3, Not sure = 4, Somewhat agree = 5, Agree = 6, Strongly agree = 7

47	Our team try to resolve issues as a team rather than by individual(s).	1 • 2 • 3 • 4 • 5 • 6 • 7
48	Our team gets energized when working as a group.	1 • 2 • 3 • 4 • 5 • 6 • 7
49	We consider our output as the result of team work.	1 • 2 • 3 • 4 • 5 • 6 • 7
50	Our team's output is the sum of individual efforts.	1 • 2 • 3 • 4 • 5 • 6 • 7
51	I am only responsible for my part of the job.	1 • 2 • 3 • 4 • 5 • 6 • 7
52	I try to integrate my ideas with those of other dispatchers to come up with a decision jointly.	1 • 2 • 3 • 4 • 5 • 6 • 7
53	I think individual dispatchers are responsible for addressing their own shortcoming.	1 • 2 • 3 • 4 • 5 • 6 • 7
54	Working as a team is exhausting.	1 • 2 • 3 • 4 • 5 • 6 • 7
55	All dispatchers focus their efforts on meeting the team's major goals and fulfilling the team's purpose.	1 • 2 • 3 • 4 • 5 • 6 • 7
56	Each dispatcher is committed to carrying out the team's decisions, as a result, we get the task done.	1 • 2 • 3 • 4 • 5 • 6 • 7
57	Each dispatcher should be capable of executing his or her task without help.	1 • 2 • 3 • 4 • 5 • 6 • 7
58	I think we can work as individuals and do our jobs just fine.	1 • 2 • 3 • 4 • 5 • 6 • 7

Strongly disagree = 1, Disagree = 2, Somewhat disagree = 3, Not sure = 4, Somewhat agree = 5, Agree = 6, Strongly agree = 7

QUESTIONNAIRE #6

Please circle the number that best describe the extent to which you agree or disagree with the statement. (Strongly disagree = 1, Disagree = 2, Somewhat disagree = 3, Not sure = 4, Somewhat agree = 5, Agree = 6, Strongly agree = 7)

Strongly disagree = 1, Disagree = 2, Somewhat disagree = 3, Not sure = 4, Somewhat agree = 5, Agree = 6, Strongly agree = 7

59	I thoroughly understand the work sequence of handling a call for medical attention.	1 • 2 • 3 • 4 • 5 • 6 • 7
60	Some dispatchers may have different ideas regarding the work sequence of a call for medical attention.	1 • 2 • 3 • 4 • 5 • 6 • 7
61	Special tasks merge only during severe weather condition is confusing to me or some dispatchers.	1 • 2 • 3 • 4 • 5 • 6 • 7
62	I know what to expect when death was reported during or after the incident.	1 • 2 • 3 • 4 • 5 • 6 • 7
63	Not all of us know what to do when the incident we handled involves deaths.	1 • 2 • 3 • 4 • 5 • 6 • 7
64	Our job is a team effort, not the sum of individual work.	1 • 2 • 3 • 4 • 5 • 6 • 7
65	I am thoroughly familiar with the protocol for severe weather condition.	1 • 2 • 3 • 4 • 5 • 6 • 7
66	Each of us in the team has distinct responsibilities and that is all a dispatcher should worry about.	1 • 2 • 3 • 4 • 5 • 6 • 7
67	It is the team's as well as its member's responsibility to call out an ongoing error as soon as it was noticed.	1 • 2 • 3 • 4 • 5 • 6 • 7
68	I am responsible for my responsibilities alone and if someone makes a mistake, only he or she is responsible for the consequences.	1 • 2 • 3 • 4 • 5 • 6 • 7
69	I thoroughly understand the work sequence of incidents involving major fire.	1 • 2 • 3 • 4 • 5 • 6 • 7
70	During a major fire response, it is so easy for me or other dispatchers to get lost in the work flow because there are so many things to do.	1 • 2 • 3 • 4 • 5 • 6 • 7

71	We have a chain of command and I know who to talk to when I have a concern regardless what time of the day it may be.	1 • 2 • 3 • 4 • 5 • 6 • 7
72	Our job ends when responders arrive on scene; they handle it from there.	1 • 2 • 3 • 4 • 5 • 6 • 7
73	We are responsible for monitoring and recording responders' radio traffic from the moment they are dispatched until they announce that they have cleared from the scene.	1 • 2 • 3 • 4 • 5 • 6 • 7
74	I often get confused who to notify when I have an urgent message, but my direct supervisor is off-duty and it is very late at night (or early in the morning).	1 • 2 • 3 • 4 • 5 • 6 • 7

Strongly disagree = 1, Disagree = 2, Somewhat disagree = 3, Not sure = 4, Somewhat agree = 5, Agree = 6, Strongly agree = 7

QUESTIONNAIRE #7

Please circle the number that best describe the extent to which you agree or disagree with the statement. (Strongly disagree = 1, Disagree = 2, Somewhat disagree = 3, Not sure = 4, Somewhat agree = 5, Agree = 6, Strongly agree = 7)

Strongly disagree = 1, Disagree = 2, Somewhat disagree = 3, Not sure = 4, Somewhat agree = 5, Agree = 6, Strongly agree = 7

75	I know who is more knowledgeable in fire department's work procedures.	1 • 2 • 3 • 4 • 5 • 6 • 7
76	I know who is more fluent in the police department's work procedures.	1 • 2 • 3 • 4 • 5 • 6 • 7
77	I know who has the most experience in handling incidents involving hazardous materials.	1 • 2 • 3 • 4 • 5 • 6 • 7
78	Information or knowledge some dispatchers have are simply incorrect or inaccurate.	1 • 2 • 3 • 4 • 5 • 6 • 7
79	I know who to talk to when the computer aided dispatch system experiences problems.	1 • 2 • 3 • 4 • 5 • 6 • 7
80	I know who has emergency medical dispatch certification.	1 • 2 • 3 • 4 • 5 • 6 • 7
81	I was comfortable accepting advices concerning task performance from other dispatchers.	1 • 2 • 3 • 4 • 5 • 6 • 7
82	When other members gave information, I wanted to double-check it for myself.	1 • 2 • 3 • 4 • 5 • 6 • 7
83	Some dispatchers were often confused about their roles in the work flow.	1 • 2 • 3 • 4 • 5 • 6 • 7
84	Some dispatchers need refresher training.	1 • 2 • 3 • 4 • 5 • 6 • 7
85	Our team lacks in information exchange.	1 • 2 • 3 • 4 • 5 • 6 • 7
86	The extent to which all dispatchers is expected to be familiar with work related information is ambiguous.	1 • 2 • 3 • 4 • 5 • 6 • 7

Strongly disagree = 1, Disagree = 2, Somewhat disagree = 3, Not sure = 4, Somewhat agree = 5, Agree = 6, Strongly agree = 7

QUESTIONNAIRE #8

Please circle the number that best describe the extent to which you agree or disagree with the statement. (Strongly disagree = 1, Disagree = 2, Somewhat disagree = 3, Not sure = 4, Somewhat agree = 5, Agree = 6, Strongly agree = 7)

Strongly disagree = 1, Disagree = 2, Somewhat disagree = 3, Not sure = 4, Somewhat agree = 5, Agree = 6, Strongly agree = 7

87	We have regularly scheduled meetings.	1 • 2 • 3 • 4 • 5 • 6 • 7
88	We grumble about members who behave inappropriately, but don't address them directly.	1 • 2 • 3 • 4 • 5 • 6 • 7
89	Dispatchers act in ways that show they care about each other.	1 • 2 • 3 • 4 • 5 • 6 • 7
90	We avoid discussing what is helping or hurting our performance	1 • 2 • 3 • 4 • 5 • 6 • 7
91	There is no official schedules for meetings; our team calls one as needed.	1 • 2 • 3 • 4 • 5 • 6 • 7
92	Dispatchers on our team often provide one another with constructive criticism	1 • 2 • 3 • 4 • 5 • 6 • 7
93	In our meetings, we try to save time to talk about frustration or other emotions	1 • 2 • 3 • 4 • 5 • 6 • 7
94	Team members often asks each other for feedbacks on their performance.	1 • 2 • 3 • 4 • 5 • 6 • 7
95	We don't make time in our team to let people discuss their frustrations	1 • 2 • 3 • 4 • 5 • 6 • 7
96	We do not know how decisions are made.	1 • 2 • 3 • 4 • 5 • 6 • 7
97	Often, dispatchers experienced the situation where they were expected to be familiar with new changes without being notified.	1 • 2 • 3 • 4 • 5 • 6 • 7
98	On our team, we make sure that all dispatchers are up to date with changes in the department.	1 • 2 • 3 • 4 • 5 • 6 • 7

Strongly disagree = 1, Disagree = 2, Somewhat disagree = 3, Not sure = 4, Somewhat agree = 5, Agree = 6, Strongly agree = 7

QUESTIONNAIRE #9

Please circle the number that best describe the extent to which you agree or disagree with the statement. (Strongly disagree = 1, Disagree = 2, Somewhat disagree = 3, Not sure = 4, Somewhat agree = 5, Agree = 6, Strongly agree = 7)

Strongly disagree = 1, Disagree = 2, Somewhat disagree = 3, Not sure = 4, Somewhat agree = 5, Agree = 6, Strongly agree = 7

99	When problems occur, we wait for someone outside of our team to fix them.	1 • 2 • 3 • 4 • 5 • 6 • 7
100	If a dispatcher behaves in a way that makes the rest of the team uncomfortable, we try to resolve the issue as a team.	1 • 2 • 3 • 4 • 5 • 6 • 7
101	The dispatcher who is not putting his or her best leg forward is usually ignored until his or her lack of effort turns into a bigger problem.	1 • 2 • 3 • 4 • 5 • 6 • 7
102	We work to anticipate problems before they occur	1 • 2 • 3 • 4 • 5 • 6 • 7
103	Our team does not change in response to constructive criticism.	1 • 2 • 3 • 4 • 5 • 6 • 7
104	When something goes wrong, we get discouraged	1 • 2 • 3 • 4 • 5 • 6 • 7
105	We tell the dispatcher who aren't doing their fair share of the work to step it up.	1 • 2 • 3 • 4 • 5 • 6 • 7
106	Our group often brainstorms to figure out solutions to difficulties.	1 • 2 • 3 • 4 • 5 • 6 • 7
107	Team member conflicts hinder the team's performance.	1 • 2 • 3 • 4 • 5 • 6 • 7
108	Problems arising between two dispatchers are not the team's problem; they should resolve on their own.	1 • 2 • 3 • 4 • 5 • 6 • 7
109	In conflict situation, team members communicate their views clearly and explicitly.	1 • 2 • 3 • 4 • 5 • 6 • 7
110	Only the manager should deal with underperforming dispatchers.	1 • 2 • 3 • 4 • 5 • 6 • 7

Strongly disagree = 1, Disagree = 2, Somewhat disagree = 3, Not sure = 4, Somewhat agree = 5, Agree = 6, Strongly agree = 7

QUESTIONNAIRE #10 (MEMBER)

Please circle the number that best describe the extent to which you agree or disagree with the statement. (Strongly disagree = 1, Disagree = 2, Somewhat disagree = 3, Not sure = 4, Somewhat agree = 5, Agree = 6, Strongly agree = 7)

Strongly disagree = 1, Disagree = 2, Somewhat disagree = 3, Not sure = 4, Somewhat agree = 5, Agree = 6, Strongly agree = 7

111	Our supervisor clearly communicates his or her expectations to the team.	1 • 2 • 3 • 4 • 5 • 6 • 7
112	I think our supervisor is fair.	1 • 2 • 3 • 4 • 5 • 6 • 7
113	Our supervisor values the opinions of some dispatchers considerably more than that of others.	1 • 2 • 3 • 4 • 5 • 6 • 7
114	Our supervisor's standard is ambiguous.	1 • 2 • 3 • 4 • 5 • 6 • 7
115	The supervisor uses his or her authority to make a decision in his or someone else's favor	1 • 2 • 3 • 4 • 5 • 6 • 7
116	The supervisor's decision usually reflects the general opinion of the team.	1 • 2 • 3 • 4 • 5 • 6 • 7
117	Our supervisor bases his or her decision on emotion.	1 • 2 • 3 • 4 • 5 • 6 • 7
118	Our supervisor's decision-making is unreasonably biased.	1 • 2 • 3 • 4 • 5 • 6 • 7
119	Our supervisor competently fulfills his or her role.	1 • 2 • 3 • 4 • 5 • 6 • 7
120	Our supervisor often engages in controversial behaviors.	1 • 2 • 3 • 4 • 5 • 6 • 7
121	Our supervisor effectively communicates the difficulties dispatchers on the floor experience to the manager(s).	1 • 2 • 3 • 4 • 5 • 6 • 7
122	My supervisor regularly provides us with feedbacks in regard to our job performance.	1 • 2 • 3 • 4 • 5 • 6 • 7
123	If our supervisor makes a mistake that affects our performance, he or she would admit it.	1 • 2 • 3 • 4 • 5 • 6 • 7
124	Our supervisor's decisions are usually based on objective evaluation.	1 • 2 • 3 • 4 • 5 • 6 • 7
125	Our supervisor rarely takes his or her time to interact with the managers.	1 • 2 • 3 • 4 • 5 • 6 • 7
126	Our supervisor rarely gives the team performance feedbacks.	1 • 2 • 3 • 4 • 5 • 6 • 7

Strongly disagree = 1, Disagree = 2, Somewhat disagree = 3, Not sure = 4, Somewhat agree = 5, Agree = 6, Strongly agree = 7

QUESTIONNAIRE #10 (SUPERVISOR)

Please circle the number that best describe the extent to which you agree or disagree with the statement. (Strongly disagree = 1, Disagree = 2, Somewhat disagree = 3, Not sure = 4, Somewhat agree = 5, Agree = 6, Strongly agree = 7)

Strongly disagree = 1, Disagree = 2, Somewhat disagree = 3, Not sure = 4, Somewhat agree = 5, Agree = 6, Strongly agree = 7

111	I clearly communicate my expectations to the team.	1 • 2 • 3 • 4 • 5 • 6 • 7
112	I think I am fair in supervising my team.	1 • 2 • 3 • 4 • 5 • 6 • 7
113	I value the opinions of all dispatchers equally.	1 • 2 • 3 • 4 • 5 • 6 • 7
114	My standard is clear.	1 • 2 • 3 • 4 • 5 • 6 • 7
115	I do not use my authority to make a decision in my or any particular dispatcher's favor	1 • 2 • 3 • 4 • 5 • 6 • 7
116	My decision usually reflects the general opinion of the team.	1 • 2 • 3 • 4 • 5 • 6 • 7
117	I do not base my decision on emotion.	1 • 2 • 3 • 4 • 5 • 6 • 7
118	My decision-making is not unreasonably biased.	1 • 2 • 3 • 4 • 5 • 6 • 7
119	I competently fulfill my role.	1 • 2 • 3 • 4 • 5 • 6 • 7
120	I do not engage in controversial behaviors.	1 • 2 • 3 • 4 • 5 • 6 • 7
121	Our supervisor effectively communicates the difficulties dispatchers on the floor experience to the manager(s).	1 • 2 • 3 • 4 • 5 • 6 • 7
122	My supervisor regularly provides us with feedbacks in regard to our job performance.	1 • 2 • 3 • 4 • 5 • 6 • 7
123	If our supervisor makes a mistake that affects our performance, he or she would admit it.	1 • 2 • 3 • 4 • 5 • 6 • 7
124	Our supervisor's decisions are usually based on objective evaluation.	1 • 2 • 3 • 4 • 5 • 6 • 7
125	I often take my time to interact with the managers.	1 • 2 • 3 • 4 • 5 • 6 • 7
126	I often give the team performance feedbacks.	1 • 2 • 3 • 4 • 5 • 6 • 7

Strongly disagree = 1, Disagree = 2, Somewhat disagree = 3, Not sure = 4, Somewhat agree = 5, Agree = 6, Strongly agree = 7

OBSERVATION GUIDE

Please familiarize yourself with the items below. You will put down a numerical value in the blank columns next to the items. Behaviors 1 – 8 can only occur once per shift. Therefore, their values must be either 0 or 1. The frequency of behaviors 9 – 13 are unpredictable and varies across shifts. For this reason, count and record the number of times the preliminary behaviors and coordinative behaviors occurred during one shift. At the completion of the third observation, add the three values to calculate the total frequency in percentage. Use the following score chart to find the corresponding score to the calculated value.

90 – 100%	5
64 – 89%	4
37 – 63%	3
10 – 36%	2
0 – 9%	1

For example, in the first observation, dispatchers temporary left their work stations twelve times and exhibited #11 behavior ten times. This should be recorded as 10/12. You recorded 9/13 for the second and 9/9 for the third observation. The total value for item #11 is 28/34 which equals 82% which corresponds to 4 in the chart.

1	The team discussed the roles each dispatcher is assuming for the day prior to beginning of their shift.	
2	The team discussed who to be the primary backup personnel for the call taker prior to beginning of their shift.	
3	The team shared the new updates on the system prior to beginning of their shift.	
4	The team reminded themselves of the most recent issue they experienced and its solution prior to beginning of their shift.	
5	The team discussed about the most recent significant incident prior to beginning of their shift.	
6	The team discussed any unusual situations to expect (e.g., severe weather) prior to beginning of their shift.	

7	The team discussed the changes occurred in associated agencies prior to beginning of their shift.	
8	The team reviewed the general schedule of their shift (i.e., break rotation) prior to beginning of their shift.	
9	The team gave feedback to each other concerning a challenging call, after its response was secured.	
10	The team informed each other of scheduled manpower change (e.g., someone taking a vacation) as those changes occurred.	
11	The dispatcher who was temporary leaving his or her work station for whatever reason (e.g., lunch break or bathroom) notified and asked other dispatcher(s) to cover his or her position.	
12	The team knew who to replace the dispatcher who was leaving his or her work station for a brief moment.	
13	Upon returning from a brief absence such as in 12, the team communicated, if any, notable changes that occurred while the dispatcher was away.	

EXAMPLE

Example

QUESTIONNAIRE #6

Please circle the number that best describe the extent to which you agree or disagree with the statement. (Strongly disagree = 1, Disagree = 2, Somewhat disagree = 3, Not sure = 4, Somewhat agree = 5, Agree = 6, Strongly agree = 7)

Strongly disagree = 1, Disagree = 2, Somewhat disagree = 3, Not sure = 4, Somewhat agree = 5, Agree = 6, Strongly agree = 7

59	I thoroughly understand the work sequence of handling a call for medical attention.	1 • 2 • 3 • 4 • 5 • <u>6</u> • 7
60	Some dispatchers may have different ideas regarding the work sequence of a call for medical attention.	1 • 2 • <u>3</u> • 4 • 5 • 6 • 7
61	Special tasks merge only during severe weather condition is confusing to me or some dispatchers.	1 • 2 • 3 • 4 <u>5</u> • 6 • 7
62	I know what to expect when death was reported during or after the incident.	1 • 2 • 3 • <u>4</u> • 5 • 6 • 7
63	Not all of us know what to do when the incident we handled involves deaths.	1 • 2 • 3 • 4 • 5 • <u>6</u> • 7
64	Our job is a team effort, not the sum of individual work.	1 • 2 • 3 • 4 <u>5</u> • 6 • 7
65	I am thoroughly familiar with the protocol for severe weather condition.	1 • 2 • 3 • <u>4</u> • 5 • 6 • 7
66	Each of us in the team has distinct responsibilities and that is all a dispatcher should worry about.	1 • <u>2</u> • 3 • 4 • 5 • 6 • 7
67	It is the team's as well as its member's responsibility to call out an ongoing error as soon as it was noticed.	1 • 2 • 3 • 4 • 5 • <u>6</u> • 7
68	I am responsible for my responsibilities alone and if someone makes a mistake, only he or she is responsible for the consequences.	1 • 2 • 3 • <u>4</u> • 5 • 6 • 7
69	I thoroughly understand the work sequence of incidents involving major fire.	1 • 2 • <u>3</u> • 4 • 5 • 6 • 7
70	During a major fire response, it is so easy for me or other dispatchers to get lost in the work flow because there are so many things to do.	1 • 2 • 3 • 4 <u>5</u> • 6 • 7

Example

Example

Example

Scores reverse

Example (Observation Guide)

DAY 1

Example (Observation Guide)

1	The team discussed the roles each dispatcher is assuming for the day prior to beginning of their shift.	1
2	The team discussed who to be the primary backup personnel for the call taker prior to beginning of their shift.	0
3	The team shared the new updates on the system prior to beginning of their shift.	1
4	The team reminded themselves of the most recent issue they experienced and its solution prior to beginning of their shift.	1
5	The team discussed about the most recent significant incident prior to beginning of their shift.	1
6	The team discussed any unusual situations to expect (e.g., severe weather) prior to beginning of their shift.	0
7	The team discussed the changes occurred in associated agencies prior to beginning of their shift.	1
8	The team reviewed the general schedule of their shift (i.e., break rotation) prior to beginning of their shift.	0
9	The team gave feedback to each other concerning a challenging call, after its response was secured.	1/2
10	The team informed each other of scheduled manpower change (e.g., someone taking a vacation) as those changes occurred.	2/2
11	The dispatcher who was temporary leaving his or her work station for whatever reason (e.g., lunch break or bathroom) notified and asked other dispatcher(s) to cover his or her position.	12/15
12	The team knew who to replace the dispatcher who was leaving his or her work station for a brief moment.	10/15
13	Upon returning from a brief absence such as in 12, the team communicated, if any, notable changes that occurred while the dispatcher was away.	N/A

Example (Observation Guide)

"N/A" = not applicable. If nothing happened while a dispatcher was away from the work station. N/A may also apply to 9, 10, 11, & 12.

Calculation for items 9 – 13:

If, Day 1 = 12/15, Day 2 = 11/16, & Day 3 = 10/11,

then $\frac{12+11+10}{15+16+11} = \frac{33}{42} = 0.785 = 0.79 = 79\% = 4$

90 – 100%	5
64 – 89%	4
37 – 63%	3
10 – 36%	2
0 – 9%	1

Example (Observation Guide)