

SUBJECT: PERSONNEL EVALUATIONS**SECTION:** 103.14**REVISED:** JANUARY 25, 2010**PAGE(S):** 7

PURPOSE

To set parameters, criteria and procedures for evaluating department member's job performance. The personal evaluation should accomplish a minimum of three things:

- Review the member's job performance within a set time period;
- Provide an opportunity for the member and superior officer to set individual goals and achievement objectives;
- Receive input from the member on concerns, ideas and other issues that may affect that member.

POLICY

All members shall have a performance review after six months of employment with the Reading Fire Department. After the initial review, all personnel shall be evaluated on an annual basis.

Supervisors who are charged with preparing a formal evaluation shall maintain a running real-time journal on members they are rating. These journals should be used for specific notations regarding the performance of assigned personnel.

Problems and/or deficiencies in performance should be addressed prior to any formal evaluations; there should be no surprises on the formal evaluation.

PROCEDURE

The shift supervisors will complete employee performance evaluations on the full-time and part-time members assigned to their shift.

The Assistant Fire Chief and assigned shift supervisor will conduct joint performance evaluations for each paid-on-call member of the department.

The Fire Chief will conduct performance evaluations for each of the shift supervisors and the Assistant Fire Chief.

Rating supervisors should keep a running real-time journal on members they are rating. These journals should be used for specific notations when a member performs a critical task associated with their position/responsibility.

The performance evaluation ratings will be subjective with the member receiving a numerical score for performance in a wide variety of rating characteristics. Each characteristic being rated will include narrative for examples to justify the assigned value. Any score given below "Satisfactory" (less than 3) requires a written explanation. There will also be a summary narrative of the employee's performance.

The assigned evaluator(s) will conduct a performance review with each member under his supervision. The review should include discussion of the strengths and weaknesses described within the evaluation, as well as, setting goals and objectives for the member to accomplish during the upcoming twelve-month period.

Upon completion of the written evaluations, these forms will be submitted to the Fire Chief by the established deadline. The Fire Chief will review these evaluations with each supervisor for any clarification in any of the characteristics evaluated. The Fire Chief shall schedule an additional performance review meeting with each member who has received a rating below "Satisfactory" (less than 3) in any category. The fire chief will provide additional comments based upon his personal observations and feedback from the evaluating supervisor. The additional comments may include feedback about attitude, general job performance and proficiency for the position assigned.

Upon completion of the Fire Chief's review, the performance evaluations will be forwarded to the Safety/Service Director for review.

The fire chief will complete the process by providing the individual with a completed evaluation report, containing all summaries identified above and signed off by each evaluator. The Fire Chief may schedule additional follow up reviews with any member to review and/or discuss the completed evaluation.

The member will also be able to enter comments in writing. The member signing and dating the evaluation will conclude the performance evaluation. The original will be maintained in the member's permanent file. Copies of the evaluation will be forwarded to the Safety/Service Director.

RATINGS

For the performance evaluation rating categories, 5 is best and 1 is least desirable. The numbering scheme can be correlated with the following:

- 5 **"Clearly Outstanding"** – Extraordinary performance: exceeds job requirements
- 4 **"Exceptional"** – Superior performance; performs at a level above expected
- 3 **"Satisfactory"** - Meets standards and major job requirements; achieves results expected
- 2 **"Some Deficiencies Evident"** – Needs improvement to meet major job requirements
- 1 **"Unsatisfactory"** – Performance is unacceptable

RATING CRITERIA FOR FIREFIGHTER/EMTs

JOB KNOWLEDGE AND SKILLS

Standard – Demonstrates general firefighting knowledge level expected for the rank of the individual member per department policies and procedures and the State of Ohio Fire Service certification level (FF I/II); performs all general skills for the certification level.. Follows appropriate standards of care for the member's EMT certification. Demonstrates knowledge of specialty and rescue work at the knowledge level expected for the rank and experience of the individual member per department policies and procedures and level of specialty training level, follows R.F.D. protocols, training and testing procedures.

TRAINING AND DEVELOPMENT

Standard – Complies with training and drill schedules and initiates own self-study on a routine basis. The member meets annual training and recertification requirements. Successfully passes any exams, quizzes, reviews, and/or skill evaluations following proper training sequences. Expresses interest and participates in further education both within and outside the department.

DRIVING AND APPARATUS OPERATIONS

Standard – Demonstrates knowledge and skill for driving and operation of assigned apparatus. Driving and apparatus operations are in accordance with established policies and procedures and appropriate State of Ohio laws.

KNOWLEDGE OF CITY AND RESPONSE AREAS

Standard – Can find street and addresses within the city with minimal assistance of mapping books/software. Maintains the ability to use resources provided for response to details outside of city limits. Maintains knowledge of resources available from pre-fire/pre-incident planning information.

SAFETY RELATED BEHAVIORS

Standard – Demonstrates safe practices in consideration of member's own safety, the safety of co-workers and the safety of the general public. Complies with safety rules and procedures. Makes use of safety or protective equipment on a regular basis.

ATTITUDE AND PERFORMANCE

Standard – Enjoys work to the extent that a positive attitude is evident. The employee is not a disruptive or negative factor in the organization. Supports and defends the department and its operations.

DEPENDABILITY AND DISCIPLINE

Standard – Demonstrates a level of reliability in completing assignments, tasks and orders. Complies with work schedule requirements and associated documentation. Properly notifies Department of absences. Arrives at work on time, fully prepared. Reliably completes all necessary documentation and data entry required for the position assigned. Does not present disciplinary problems. Accepts constructive criticism about job performance in a positive manner.

PUNCTUALITY AND ATTENDANCE

Standard – Can be counted on to report for duty shifts and other assignments on time and on a regular basis.

COMMUNICATION AND LEADERSHIP

Standard – Cooperates and works effectively with others, is approachable and demonstrates the ability to listen. Carries self in a manner, which develops and maintains respect among members. Maintains good communication skills when dealing with superior officers and subordinate members.

INITIATIVE AND MOTIVATION

Standard – Routine work schedule does not require supervision to get started or completed if interrupted. In addition, when an obvious task needs to be accomplished, the member initiates the work on own. On the emergency scene, when the member recognizes a need, will readily communicate that need or task by self. Finishes jobs that are started and follows through on assignments.

PARTICIPATION ON SPECIALY TEAMS, COMMITTEES, AND PROJECTS

Standard – Is involved with or otherwise supports or contributes to department/regional teams, committees, or special projects.

FITNESS FOR DUTY

Standard – Possesses the physical capabilities to perform, or learn to perform, essential job functions. Maintains a level of strength and cardiovascular conditioning to the extent that the member can meet essential firefighting and EMS response functions.

REACTION TO STRESS AND PRESSURE

Standard – Maintains composure in stressful, dangerous, or emotional situations.

INTERPERSONAL SKILLS

Standard – Cooperates and works well with others; is approachable and demonstrates the ability to listen to others.

APPEARANCE AND GROOMING

Standard – Arrives at work with the standard uniform. Always looks neat and clean. Grooming and appearance is acceptable.

RATING CRITERIA FOR LIEUTENANTS/ ASSISTANT CHIEF**JOB KNOWLEDGE AND SKILLS**

Standard – Demonstrates firefighting knowledge level expected for the rank of the individual member per department policies and procedures and the State of Ohio Fire Service certification level (FF I/II); performs all general skills for the certification level.. Follows appropriate standards of care for the member's EMT certification. Demonstrates knowledge of specialty and rescue work at the knowledge level expected for the rank and experience of the individual member per department policies and procedures and level of specialty training level, follows R.F.D. protocols, training and testing procedures.

TRAINING AND DEVELOPMENT

Standard – Complies with training and drill schedules and initiates own self-study on a routine basis. The member meets annual training and recertification requirements. Expresses interest and participates in further education both within and outside the department. Is skillful and resourceful in providing resources and encourages training for subordinates. Completes daily drill requirements when on shift.

POLICIES AND PROCEDURES

Standard - Administrative policies, personnel policies and S.O.G's are understood, communicated and administered consistently and fairly. S.O.G's and general orders are followed when responding to calls and other emergencies.

DECISION MAKING

Standard- Makes appropriate decisions and assesses alternative courses of action.

EMERGENCY SCENE MANAGEMENT

Standard- Competently determines key aspects of emergency situations. Is generally calm and level headed. Controls self and provides effective direction and leadership to crew members under emotional, threatening, stressful or dangerous situations. Reacts appropriately and maintains safety and well being of subordinates. Shows good command of the department's incident command/incident management protocols and uses it on a regular basis.

SAFETY RELATED BEHAVIORS

Standard- Is familiar with and follows the safety rules and regulations; reports unsafe conditions.

COMMITMENT TO DEPARTMENT'S MISSION, VISION AND COREVALUES

Standard- Committed to the department's mission, vision and core values. Is supportive and a leader in the department's strategic planning process. Is committed to exceeding customer expectations at all times.

DISCIPLINARY PROCEDURES

Standard - Violations of administrative policy directives, personnel policies and work rules are discussed, documented and appropriate action is taken. Unsatisfactory performance of a subordinate member is brought to the attention of that member and corrective action is taken.

INITIATIVE AND MOTIVATION

Standard - Routine work schedule does not require supervision to get started or completed if interrupted. In addition, when an obvious task needs to be accomplished, the member initiates the work on own. On the emergency scene, when the member recognizes a need, will readily communicate that need or task by self. The employee finishes jobs that are started.

ASSIGNMENTS AND WORK COMPLETION

Standard - Assignments are made in a fair and impartial manner, considering the needs of the department and the capabilities of the member. Desired results (quantity and quality of work expected from group) are accomplished through subordinate personnel.

COMMUNICATION AND LEADERSHIP

Standard - Cooperates and works effectively with others; is approachable. Carries self in a manner, which develops and maintains respect among members. Maintains good communication skills when dealing with superior officers and subordinate members.

INTERPERSONAL SKILLS

Standard - Cooperates and works well with others; is approachable and demonstrates the ability to listen.

PARTICIPATION ON SPECIALTY TEAMS, COMMITTEES AND PROJECTS

Standard – Is involved with or otherwise supports or contributes to department/regional teams, committees, or special projects.

FITNESS FOR DUTY

Standard- Possesses the physical capabilities to perform, or learn to perform, essential job functions. Maintains a level of strength and cardiovascular conditioning to

the extent that the member can meet the essential firefighting, E.M.S. and other emergency response functions.

APPEARANCE AND GROOMING

Standard - Arrives at work with the standard uniform. Always looks neat and clean. Grooming and appearance is acceptable.