

Running head: DEVELOPING A PERFORMANCE EVALUATION PROGRAM

Developing a Performance Evaluation Program

for Las Vegas Fire & Rescue

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Certification Statement

I hereby certify that this paper constitutes my own project, that where the language of others is set forth, quotations marks so indicate and that appropriate credit is given where I have used the language, ideas, expressions, or writing of others.

Signed: _____

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Abstract

The Las Vegas Fire & Rescue (LVFR) responded to over 111,000 calls in 2015 compared to 87,000 calls in 2010 of which a vast majority were rescue emergency medical response calls. As the call volumes increase, maintenance increase, wear and tear on equipment increase, as well as, firefighter stress, which leads into disciplinary issues within the LVFR. The problem is that the department does not have a formal performance evaluation program to document job performance, which could serve to prevent disciplinary problems. Due to the increasing number of disciplinary problem, it is critical to examine other fire department's performance evaluation programs to design and implement a performance evaluation program for the LVFR.

An action research method was used for the purpose of this research to define the framework to establish a performance evaluation program to track and document firefighter performance, as well as, to track the effectiveness of the training program. The following research questions were examined:

1. Are performance evaluation programs common in the fire service?
2. How can a performance evaluation program benefit Las Vegas & Rescue?
3. Do successful models for a performance evaluation program exist from other fire departments?
4. What areas should be included in a performance evaluation program for Las Vegas Fire & Rescue?

The data for this research was obtained primarily through the use of a 10 question survey. A review of the policies and procedures relating to performance evaluation programs was

conducted by gathering information from 60 fire departments located across the country. Thirty-nine fire departments responded, which is a 65% response rate. Approximately half of the departments have a performance evaluation process. After review of the performance evaluations from the respondents, it is recommended that the LVFR use the City of Tampa Fire Department's performance evaluation process as a model to track training and job performance (Appendix B)./

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Introduction

During 2015, the Las Vegas Fire & Rescue responded to over 100,000 calls, which included over 90,000 emergency medical response callout of 22 fire stations. With such a large percent of calls, the department has noticed increase in disciplinary issues. Currently, the department doesn't have any formal performance evaluation program. Due to this problem, it has become apparent that the Las Vegas Fire & Rescue need a performance evaluation program that would open dialogue between employees and supervisors regarding the employee's overall performance to establish an infrastructure for increasing knowledge, skills, and abilities and/or monitor/improve future job performance.

The purpose of this research is to define a framework for a performance evaluation program to implement into the LVFR's daily operations. Additionally, this research will determine the type of data needed to track the effectiveness of the training program for the LVFR.

For the purpose of this study, action research methodology was selected to determine what works best for LVFR to evaluate the performance of all fire service personnel and to establish an understanding of the importance of an effective performance evaluation program to reduce disciplinary problems to improve overall job performance.

Action research methodology was selected to determine best practices of similar fire departments compared to Las Vegas Fire & Rescue. The research approach will be reviewing various fire department evaluation programs to determine the best performance evaluation program for Las Vegas & Rescue.

The following research questions were used to guide the research to gather data:

1. Are performance evaluation programs common in the fire service?
2. How can a performance evaluation program benefit Las Vegas & Rescue?
3. Do successful models for a performance evaluation program exist from other fire departments?
4. What areas should be included in a performance evaluation program for Las Vegas Fire & Rescue?

Background and Significance

The city of Las Vegas was founded on May 15, 1905 and was incorporated as a city on June 1, 1911. It is one of the most populous cities founded in the 20th century due to its warm climate, gambling, nightlife, and transient culture. According to the 2015 census, the population of City of Las Vegas was 628,711 making it the 29th most populous city in the United States. The Las Vegas metropolitan area, which includes Las Vegas, North Las Vegas, Henderson, Boulder City, and Clark County is said to contain 1,951,269 residents according to the 2010 census. Las Vegas is also considered to be one of the world's largest tourist destinations. Some consider the city as the entertainment capital of the world. Nearly 40 millions people visit the city each year for various reasons creating many unique problems and challenges for city servants such the members of the Las Vegas Fire & Rescue. The population of Las Vegas has grown from 125,787 in 1970 to 586,356 in 2011. Currently, the city of Las Vegas operates as a council–manager form of government, which changed from a commission form of government in 1944.

The primary driver of the Las Vegas economy is tourism, gaming, and conventions,

which provides patronage for restaurants, hotels, transportation and other industries. Many of the newer theme hotels and casinos located on the Las Vegas Strip are not actually located within the city limits of Las Vegas, they are located and regulated by Clark County.

The Las Vegas Fire Department began June 6, 1905 as a volunteer fire department. Due to the city's growth and demand, services increased and The Las Vegas Fire Department added its first full time employees on August 1, 1942. In 1999, the Las Vegas Fire Department changed its name to the Las Vegas Fire & Rescue, which provides fire protection, fire prevention, emergency medical services and specialty services for the residents and visitors of the city of Las Vegas and metropolitan area. The department is currently made up of over 660 uniform personnel that respond out of 19 fire stations located strategically throughout the city under the command of 3 battalion chiefs on 3 different shifts. The Las Vegas Fire Department also operates a fire apparatus fleet of 20 paramedic engine companies, 6 truck companies, 23 paramedic rescue ambulances, 1 technical rescue unit, 1 hazardous materials response team, 1 C.B.R.N.E. Unit, 1 Water Tender, and 1 mobile command unit. Being that it is the third largest fire department in the state of Nevada after Clark County Fire Department and the Reno Fire Department, Las Vegas Fire & Rescue is responsible for preserving life and property for an area totaling 133.25 square miles. In 2011, the Las Vegas Fire & Rescue responded to 92,199 emergency calls, 85,117 of which were emergency medical responses (Las Vegas Fire and Rescue Department. (n.d.).

Since 2009, the department is 1 of only 9 cities in the United States that is accredited by the Commission on Fire Accreditation International (CFAI) and maintains a Insurance Services Office (ISO) Class 1 Rating.

Las Vegas Fire & Rescue provides services to a city with a unique set of challenges and concerns. Its residents, transient population, climate and homeland security risks make for a constantly changing landscape for the department and its executive staff.

The research problem is directly linked to following USFA Goal 4:

- “Advance the Professional Development of Fire Service Personnel and of Other People Engaged in Fire Prevention and Control Activities” (America’s Fire Service and Emergency Services Leader 2014-18, p. 9).
- Key Initiatives:
 - Promote efforts to standardize professional development and higher education at the state and local levels.
 - Develop and deliver courses that provide leadership skills for accomplishing local change through effective policies, decision-making, financial management and community engagement.
 - Develop and deliver curricula that encourage professional development higher education to enhance data-driven decisions and small group leadership. (America’s Fire Service and Emergency Services Leader 2014-18, p. 13).

Furthermore, the research problem is linked by providing EFOP participants with an understanding of "transforming fire and emergency services organizations from being reactive to proactive, with an emphasis on leadership development, community risk reduction, and emergency services, and emergency incident prevention" (U.S. Fire Administration, National Fire Academy (2015)).

Literature Review

The researcher initiated a literature review to gather various articles related to the topic of performance evaluations to address the following research questions:

1. Are performance evaluation programs common in the fire service?

2. How can a performance evaluation program benefit Las Vegas & Rescue?
3. Do successful models for a performance evaluation program exist from other fire departments?
4. What areas should be included in a performance evaluation program for Las Vegas Fire & Rescue?

Although publications related to the fire service were used, the researcher sought out to find additional articles from different industries to compare the overall use of performance evaluations in the workplace. The articles included information obtained from scholarly articles, fire service periodicals and standards published by the National Fire Protection Association. While most articles and sources emphasized the importance of performance evaluations, it also indicated a lack of standard and consistent measurements.

The number one objective in the fire service is to get the job done safely in the most effective and efficient way possible. While ensuring the right tools and equipment are available to meet the objective, it is crucial for firefighters to be well prepared to complete job tasks. To ensure firefighters are well prepared, a quality training program is needed to track job competencies. Building effective training programs requires evaluating competencies required for job proficiency. To address job proficiency, the National Fire Protection Association (NFPA) established NFPA 1021, Standard for Fire Officer Professional Qualifications as a guideline. A quality training program goes hand in hand with the establishment of an performance evaluation program. Selden, (2009).

Performance evaluations quantitatively assess an organization's activities compared to established standards (Ouedraogo, 2013). In general, the fire service is challenged with

effectively measuring performance compared to other public organizations since the desired outcomes of fire departments usually involves events that most organizations work to prevent, such as property loss and casualties (Flynn, 2009). The challenge for researchers and fire service organizations is to determine the relevant areas to include in performance evaluation to ensure effectiveness of the process.

Performance evaluations are nothing new within the fire service. About 40 years ago, Philip Armstrong stated, "If the efficiency of municipally supplied services is to be improved...then there must be a method of measuring efficiency" (Armstrong, 1976, p. 4). This still holds true today for public servants living in the information age. The benefits of implementing and maintaining a high level of performance improve communication, motivation, and performance in the workplace (Greiner, 1996). In comparison, performance evaluations equates to better accountability, management, planning, which leading to operational improvements (Ammons, 1996). Understanding the areas to assess and the proper use of performance evaluations is paramount to ensure successful implementation to maintain a high level of accountability and professionalism.

The following are suggested standards by the International Association of Fire Fighters (2002, p. 12-15) to be considered when designing a performance evaluation program:

- Structure, process, and outcome oriented,
- Relevant to quality and effectiveness of various system components,
- Practical,
- Based on scientific evidence when possible,
- Subject to ongoing review,
- Designed for ease in data collection, and
- Continuously evaluated for relevance.

Andrus (2000) cited the most common characteristics to assess during the performance

evaluation process are:

- Effectiveness
- Efficiency
- Outcomes
- Resource utilization
- Service
- Workload

To better understand performance evaluations, it is best to break it down into four processes (Employee Performance Evaluations, 2011):

- Establishing expectations and goals
- Follow-up
- Documentation
- Evaluation meeting.

Establishing expectations and goals

It is imperative that employee expectations and goals are clearly stated and written down, which is the most critical step in the evaluation process. In the case of an employee's failure to complete job requirements, it would be hard to discipline the employee if the expectations and goals were not clearly stated and understood by the employee. The first step in developing an performance evaluation program is to establish well-written clear and concise expectations and goals. It may take several meetings to effectively communicate to help an employee get a good solid understanding of what is expected of them. Also, it is critical to establish attainable and measurable goals in order to measure an employee's job performance while motivating them to stay on tasks. Setup goal-setting sessions with the employee to establish attainable and measurable goals that should include some personal goals.

The Firefighter Toolbox (Cannon, 2014) offered the following steps to establish an effective performance evaluation process for firefighters:

Step #1 – Everyone Starts with a “Satisfactory” Rating

Firefighter Perspective:

Meet with your officer and understand how he or she grades you and what a Satisfactory or Excellent evaluation would consist of you doing during your grading period.

Officer Perspective:

Have a rule that the starting point each person begins the reporting period with is a rating of "Satisfactory."

Step #2 – Have a S.M.A.R.T. Plan for an "Excellent" Rating

S.M.A.R.T. Goals:

S.M.A.R.T. goals are goals that are Specific, Measurable, Agreed-upon, Realistic, and Trackable.

Firefighter Perspective:

If you want to receive a rating above "Satisfactory" or "Excellent" rating, then the first requirement is to meet with your officer and share with him or her your goal and to understand what your supervisor will require to attain that classification. Then set a plan to satisfy your supervisor's requirements.

Officer Perspective:

If the person wants to receive a rating above "Satisfactory" or "Excellent," then the first requirement is to clearly set the expectations to attain that classification. Set up a plan to achieve the rating they'd like to get.

For example, perhaps one of the PRD evaluation items on which the person is to be rated states: "The firefighter demonstrates proficiency at providing public education programs to the public." If so, the firefighter and supervisor should set up some agreed-upon SMART-goal(s) to justify a mark of "Excellent" for this job dimension on the PRD.

Step #3 – Get Approval for "Excellent Rating" Plans

Firefighter Perspective: If your goal is to get an "Excellent" rating, make sure your plan is approved by your supervisor. You may even have him or her sign off on your plan. Another idea is to have your supervisor initial/sign-off on the goals achieved during the process versus waiting till the end where something may be forgotten.

Officer Perspective: If firefighter does set up a PRD plan to achieve "Excellent," forward the plan up the chain-of-command for approval. Thus, there will be no "surprises" at the end of the PRD reporting period. If the person achieves the goals to which the entire chain-of-command has agreed, there should be no issues.

Follow-up

As the saying goes, "Inspect what you expect". With that said, follow-up to ensure the employee stays on task and reach set goals. If an employee fails to meet clearly defined

expectations and goals, quickly remedy the situation to get back on track. If a situation occurs and is not corrected immediately, it may send the message that the expectations and goals are not important and it's okay to fail, which is setting a standard that can erode the performance evaluation program. Simply put, "When people get out of line, straighten them out, and when you tell someone you're going to do something, do it" (Gayk, 2011).

Documentation

If the performance evaluations process is set up effectively, documenting should not be a dreaded and painful task for supervisors. In order for documentation to be effective, an element of consistency must be established throughout the evaluation period, which result in an easier documenting process for supervisors. A good example of this would be to keep a journal to document both good and bad job performance for employees supervised throughout the evaluation period. This would allow for coaching sessions to give the employee an opportunity to improve, in turn, ensuring the improvement process is documented.

The following is a suggestion for documenting incidents that may occur throughout the evaluation period (Gayk, 2011):

- Specify the date, time and place that the incident occurred.
- Specify the problem.
- Develop and document an improvement plan.
- Set specific goals and timeframes for improvement.
- Follow up with your plan for improvement and document the results.
- Evaluation meeting

If the documentation process is effective, the actual preparation of the performance evaluation will go smoothly. Use the some format from the individual incidents to complete the performance evaluation.

To overcome the complexity of fire department performance management and add clarity, organizational purpose, goals, and functions have to be established. These combine to serve as the basis for the creation of benchmarks (Flynn, 2009).

The literature review served to provide meaningful data to address the researcher's questions. It confirmed many questions that the researcher had concerning the need to implement a performance evaluation process to address employee performance to ensure needed training and professional development are provided to each employee. The researcher's discoveries lead to justifying the need for a formal performance evaluation process based on the job classifications with effective measurements, feedback, and documentation. Also, the literature review revealed important components that are necessary for establishing an effective performance evaluation program.

Procedures

This research study reviewed performance evaluations from several fire departments across the country to determine best practices to establish a foundation for implementing a program, for LVFR. The data collected for this research study was gathered from multiple sources to provide insight into understanding performance evaluations process.

Additional data related to the research questions was gathered through the literature review process. The Internet was the primary source for accessing and gathering data. Primarily, an extensive search of various fire departments was conducted to examine standards that related to performance evaluations, which revealed numerous fire service organizations around the country with performance evaluation programs but very little information on the effectiveness of each program.

A major limitation was encountered during the research process due to limited access to the National Fire Protection Association (NFPA) website. It required a membership for access to the codes and standards related to the research questions. Therefore, alternative methods were used through various personal contacts that had access to the information.

The descriptive research method was used to study performance measurement in the fire service. This method provides answers to the research questions for the researcher to gain clarity for performance measurement and how it can benefit LVFR.

The literature review focuses on the following research questions:

1. Are performance evaluation programs common in the fire service?
2. How can a performance evaluation program benefit Las Vegas & Rescue?
3. Do successful models for a performance evaluation program exist from other fire departments?
4. What areas should be included in a performance evaluation program for Las Vegas Fire & Rescue?

The data collection was accomplished using SurveyMonkey.com to create an online questionnaire to review various fire departments' performance evaluation programs.

The survey consisted of 10 questions that include yes or no and selections from dropdown list. Question 8 allows respondents to enter a text response in addition to selecting a choice.

The total population represented in the study was 60 fire departments located across the country from EFOP classmates. Each participant represented a sampling of these fire

departments from large to small fire departments. The researcher's goal was 30% survey response rate goal. This goal was met and exceeded. Thirty-nine survey responses were received out of 60 that were sent out to various fire departments across the country. Twenty-one respondents did not submit the survey, which represents a 65% response rate.

This research is limited to the subjective nature of responses receive from 39 out of 60 surveys completed by various fire departments across the country. The researcher acknowledged that although the response rate was 65%, the responses received were from one representative from the different fire departments. Casting a wider net to allow all fire personnel within each fire department to participate may provide additional insight to produce a different outcome.

Results

The purpose of this research was to examine different fire department's methods for evaluating firefighter job performance to build a foundational structure that would benefit LVFR. The data gathered during the research process provided enough information to determine what is needed to develop a performance evaluation program. Through the use of the descriptive research method, data was gathered from a literature review and a survey to analyze different fire departments. A complete overview of the responses from 39 out of 60 participants is contained in Appendix A.

The following is a synopsis to answer the following research questions:

1. Are performance evaluation programs common in the fire service?

The literature review reveals that although performance evaluations are used in the fire service, the process to evaluation firefighter job performance across the fire

service is inconsistent and can vary from one fire department to another. As the results of the survey demonstrate, there were 22 out 39 fire departments that currently have a performance evaluation process in place.

Q6: Do your fire department currently have a performance evaluation process? If yes, email a copy to lnewby@lasvegasnevada.gov.

Answer Choices	Responses
Yes	22 (56.41%)
No	17 (43.59%)

2. How can a performance evaluation program benefit Las Vegas & Rescue?

The conclusion drawn from the literature review suggests a performance evaluation process would benefit Las Vegas Fire & Rescue. As Ammons (1996) stated, a performance evaluation process would provide for better accountability, management, planning within the fire service, which would lead to an outcome of improved operations. A performance evaluation program would serve as a method to foster informed planning and decision-making for Las Vegas Fire & Rescue.

The survey did not contain a direct question to answer this research question. Although the survey gathered data concerning ISO classification, a direct correlation with performance evaluation was not established.

3. Do successful models for a performance evaluation program exist from other fire departments?

Out of 60 fire departments 39 responded to the survey. There were a total of 7 fire department performance evaluation programs gathered from the survey. While most of the performance evaluation programs received were somewhat adequate, Tampa

Fire Department’s program stood out and was selected as a model for LVFR due to its structure, relevancy, and ease of use (Appendix B, C, D, E, F, G, H, I, J, K).

4. What areas should be included in a performance evaluation program for Las Vegas Fire & Rescue?

The results of the survey demonstrate some commonality across the 39 fire departments that responded. The results of the top 5 areas that were evaluated from 39 out of 60 fire departments were: interpersonal skills (18), communications skills (17), dependability, attitude (17), dependability (16), and non-emergency department services (15).

Q7: Which areas are evaluated in your department's official performance evaluation program?

Answer Choices	Responses
Emergency service delivery	12 (36.36%)
Fire prevention (inspections & pre-fire surveys)	7 (21.21%)
Non- emergency department activities	15 (45.45%)
Training	13 (39.39%)
Basic Firefighting Skills	12 (36.36%)
Specific Job Knowledge	12 (36.36%)
Advance Life Support (ALS) Knowledge & Skills	6 (18.18%)
Fire Prevention/Inspection Knowledge & Skills	5 (15.15%)
Physical Ability	8 (24.24%)
Safety Habits	13 (39.39%)
Communication Skills	17 (51.52%)
Interpersonal Skills	54 (55%)
Ability to Learn	8 (24.24%)
Reasoning Ability	10 (30.30%)

Attitude	17 (51.52%)
Deporment (Professional Pride & Conduct)	7 (21.21%)
Dependability	16 (48.48%)
Aggressiveness	1 (3.03%)
Knowledge of Administrative Polices & Procedures (supervisor level)	12 (36.36%)
Leadership Ability (supervisor level)	13 (39.39%)
N/A	12 (36.36%)

Discussion

Although the fire service is challenged with effectively assessing job performance (Flynn, 2009), a formal performance evaluation process within the LVFR would serve to assess the organization’s activities based on established standards (Quedraogo, 2013).

The results of the survey reveal that the majority of respondents were 48.7% medium (51-200 firefighters) and 25.6% were small size fire department (0-50 firefighters), which all had ISO classification. The fire departments surveyed were 64% Career and 33.3% Combination (Career/Volunteer) while 82% were managed by municipal government and only 20% were accredited by the Center for Public Excellence.

An overwhelming 63% of the fire departments surveyed do not track delivery of emergency services in the performance evaluation program or do not have an official performance evaluation program. Nearly 68% of the respondents indicated that training is not tracked as part of the performance evaluation program. Therefore, the researcher was not surprised that over 68% of the respondents fire departments do not use performance evaluations as part of the promotional exam process. Based on the results of the study, the researcher will focus on improving employee performance first, rather than assessing punitive measures to

increase moral that include job retaining counseling, coaching, and individual performance plans to ease the transition for LVFR. The organizational implications of the results of the research study provides a starting point for LVFR to establish an effective performance evaluation process by requiring supervisors and managers to have an active role in each employee's job performance.

The results of this research study confirms the fact that a performance evaluation process would provide for better accountability, management, planning within LVFR, which would serve the organization in planning and making better decisions (Ammons, 1996). In addition, training can be incorporated into the job performance evaluation process to offer a complete evaluation program (Selden, 2009).

Recommendations

The results of this research provided insights into the nature of the issue of performance evaluations in the workplace and the consequences associated with not have an effective process in place. In order for LVFR to establish a formal performance evaluation program, all job requirements and standards must be formulated and documented to clearly communicate to all firefighters.

The researcher recommends the following:

(0 – 3 months): define all job descriptions and classifications for all fire service personnel; document reporting structure;

(3 – 6 month): consider budgetary requirements due to establishing and implementing the performance evaluation program, such as training for supervisors and managers. To ensure

compliance, training would be critical for supervisors and managers to learn how to properly document and deliver performance evaluations.

(6 months – 1 year): establish an advisory committee to discuss, document, and implement a formal performance evaluation process, including job standards and classifications. The committee must consist of representatives from the International Association of Firefighters (IAFF), local union, fire department administration and the City of Las Vegas City Manager's office.

(1 – 2 years): "Inspect what you expect". Review the performance evaluation program to see if it is working effectively and efficiently. Made any necessary changes/adjustments to improve the process.

In summary, it is recommended that any fire department or future readers that do not have a formal performance evaluation process to conduct research to determine the feasibility and adaptability for the organization. It is critical to get buy-in from key stakeholder to develop a performance evaluation program that will support and serve the organization for many years to come. The results of this research yielded the City of Tampa Fire Department's performance evaluation process to be used as a model for LVFR to track training and job performance (Appendix B & C).

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Appendix A: Performance Evaluation Survey Results

Q1

Please select the size of your department below:(Please note: The Metropolitan Fire Chiefs Association defines a Metropolitan fire department as having a minimum staffing strength of 400 fully paid, career firefighters.)

Answer Choices	Responses
401 or more (Metro Size)	12.82% 5
201 to 400 (Large Size)	12.82% 5
51-200 (Medium Size)	48.72% 19
0-50 (Small Size)	25.64% 10

Q2

Is your department a Career, Volunteer, or a combination of the two?

Answer Choices	Responses
Career	64.10% 25
Volunteer	2.56% 1
Combination (Career/Volunteer)	33.33% 13

Q3

Is your department private, municipal government, state/federal government, or other?

Answer Choices	Responses
Private	0.00% 0

Municipal government	82.05%
	32
State/Federal government	7.69%
	3
Other	10.26%
	4

Q4

Is your fire department accredited through the Center for Public Safety Excellence?

Answer Choices	Responses
Yes	20.51%
	8
No	79.49%
	31

Q5

What is your fire department's ISO classification?

Answer Choices	Responses
10	0.00%
	0
9	0.00%
	0
8	0.00%
	0
7	2.56%
	1
6	2.56%
	1
5	10.26%

	4
4	15.38%
	6
3	25.64%
	10
2	23.08%
	9
1	10.26%
	4
N/A	10.26%
	4

Q6

Do your fire department currently have a performance evaluation process? If yes, email a copy to lnewby@lasvegasnevada.gov.

Answer Choices	Responses
Yes	56.41%
	22
No	43.59%
	17

Q7

Which areas are evaluated in your department's official performance evaluation program?

Answer Choices	Responses
Emergency service delivery	36.36%
	12
Fire prevention (inspections & pre-fire surveys)	21.21%
	7
Non- emergency department activities	45.45%
	15
Training	39.39%

	13
Basic Firefighting Skills	36.36%
	12
Specific Job Knowledge	36.36%
	12
Advance Life Support (ALS) Knowledge & Skills	18.18%
	6
Fire Prevention/Inspection Knowledge & Skills	15.15%
	5
Physical Ability	24.24%
	8
Safety Habits	39.39%
	13
Communication Skills	51.52%
	17
Interpersonal Skills	54.55%
	18
Ability to Learn	24.24%
	8
Reasoning Ability	30.30%
	10
Attitude	51.52%
	17
Department (Professional Pride & Conduct)	21.21%
	7
Dependability	48.48%
	16
Aggressiveness	3.03%
	1
Knowledge of Administrative Polices & Procedures (supervisor level)	36.36%

	12
Leadership Ability (supervisor level)	39.39%
	13
N/A	36.36%
	12

Q8

If your department tracks emergency service delivery in your department's official performance evaluation program, what areas are evaluated?

Answer Choices	Responses
Turnout time (time from dispatch to rolling)	27.78%
	10
Response time (time from rolling to arriving on-scene)	27.78%
	10
Committed time (time from dispatch to in-service)	11.11%
	4
N/A	63.89%
	23
Responses	8.33%
Other (please specify)	3
<ol style="list-style-type: none"> 1. Performance on emergency calls. 2. General application of knowledge and skills on emergency responses. 3. We track all, but not as part of the official performance evaluation. 	

Q9

Does your department track training as part performance evaluation program? If yes, what areas are evaluated?

Answer Choices	Responses
Yes	32.43%
	12
No	67.57%
	25

Q10

Does performance evaluations play a part in your promotional exam process?

Answer Choices	Responses
Yes	31.58% 12
No	68.42% 26

Appendix B: City of Tampa Fire Department Supervisor/Specialist Performance Evaluation



I.D. # _____
Pay Cycle _____
RE. Total Pts. _____
Personnel Assist _____
E.R. Processor _____
Cycle Update _____

CITY OF TAMPA
FIRE DEPARTMENT
SUPERVISORY/SPECIALIST
PERFORMANCE EVALUATION

(INCLUDING LIEUTENANT, DIVISION OFFICER, CAPTAIN, DISTRICT CHIEF AND FIRE INSPECTOR)

Employee Name (Last, First, MI) _____

Employee I.D. # _____

Class Title _____ Date Appointed _____

Type Evaluation: Annual Probationary Other

Number of Months Supervised: _____

Period Covered By Evaluation: From _____ To _____

Rater: _____

(Please Print Clearly)

Instructions: This evaluation form is applicable to the ranks indicated. It consists of the major performance categories for these ranks. From the described levels of performance in each category you are to select one that best describes the employee. **You must enter comments and specific examples to describe the factual basis of your ratings.** Additional documentation may be attached if necessary.

1. Specific Job Knowledge: Refer to the category (A,B,or C) below that represents the primary job assignment for the employee. Rate the employee in that category only, not in all three.

A. Firefighting and First Responder knowledge and skills (methods, procedures, tactics). The primary concern of this category is the effectiveness displayed in establishing tactics and providing the expected level of support from the apparatus. To a lesser extent, consider both direct and indirect contributions in the basic and specialized routines of firefighting and emergency medical assistance.

- 5. Excellent knowledge and use of tactics and apparatus. Well trained, efficient and excels in all areas of performance.
- 4. Very good knowledge and use of tactics and apparatus. Seeks improvement. Above average in all areas of performance.
- 3. Adequate (good) knowledge and use of tactics and apparatus. Meets normal expectations without difficulty.
- 2. Needs some improvement in knowledge and/or use of tactics and apparatus in order to meet normal expectations.
- 1. Ineffective knowledge and/or use of tactics and apparatus. Needs considerable improvement to meet normal expectations.

Comments:

B. Advance Life Support knowledge and skills (methods, procedures, techniques). This category is concerned with knowledge of Advanced Life Support procedures, ability to determine or direct proper action and, as required, to administer and/or support treatment.

- 5. Outstanding knowledge and skills. Highly trained, efficient, extremely knowledgeable of appropriate responses and excels in all areas of performance.
- 4. Very good job knowledge and performance. Seeks to improve.
- 3. Fully adequate knowledge and skill, meets normal expectations consistently.
- 2. Needs further training in some areas, performance does not consistently meet normal expectations.
- 1. Not effective in present job. Demonstrates clear lack of interest or ability. Does not carry full share of the load.

Comments:

C. Fire Prevention/inspection knowledge and skills (methods, procedures and techniques). This category concerns knowledge of fire codes, ability to direct, coordinate or conduct thorough fire prevention inspections and investigations relative to determining the origin of fire, including arson investigation and related follow up.

- 5. Outstanding knowledge and skills. Highly trained and capable in all aspects of prevention, inspections and investigations.
- 4. Very good job knowledge and skills. Seeks to improve.
- 3. Fully adequate level of knowledge and skill, meets normal expectations consistently.
- 2. Needs further training in some aspects, performance does not consistently meet normal expectations.
- 1. Not effective in present job. Demonstrates clear lack of interest or ability. Does not carry full share of the load.

Comments:

2. Knowledge of Administrative Policies and Procedures (SOP and Organization). This category is concerned with the degree of understanding of the Department structure, roles and responsibilities, SOP (standing orders), Department philosophy and objectives, and general administrative procedures.

- 5. Thorough familiarity with, and skill in use of, established policies, practices and administrative guidelines. Frequently called on by others to assist or clarify. Initiates action to improve Department administrative policies and practices.
- 4. Very good familiarity with, and skill in the use of, established policies, practices and administrative guidelines. May at times be called on by others for help. Occasionally suggests improvement in Department policies and procedures.
- 3. Adequate working knowledge of basic policies and practices. Needs help occasionally, especially for less common matters.
- 2. Usually requires some assistance or checking on routine matters.
- 1. Unable to master even the basic requirements. Places unreasonable burden on next higher level of supervision.

Comments:

3. Leadership Ability (Assigning and Evaluating Work, Counseling, Training). The focus of this category is the direct supervision or coordination of personnel or programs, including demonstrated understanding of the principles and practices of supervision, quality of results obtained, staff training, the management of personnel problems and maintenance of morale.

- 5. Highly skilled in supervising, directing and coordinating the activities of others. Constantly improving effectiveness of work group and maintains high level of morale.
- 4. Demonstrates skill in the use and development of personnel. Morale very good.
- 3. Fully acceptable in supervision of personnel. Requires encouragement regarding training and development. Morale good.
- 2. Requires guidance in proper supervisory methods. Shows some lack of interest in training and development. Morale could be improved.
- 1. Not effective as a supervisor. Uses improper and/or ineffective methods. Not interested in training and developing. Morale may range from poor to fair.

Comments:

4. Communication Skills (Written, Verbal, Non-Verbal). This category concerns the ability to give and receive information and ideas in any form and under any circumstances. Communication ability under emergency conditions is of critical importance. Written communications should be considered in terms of content, clarity, correctness of form and grammar.

- 5. Excellent ability to clearly communicate complex or critical information accurately under all conditions. Written materials rarely need more than minor revision/correction.
- 4. Very good ability to communicate complex or critical information accurately under virtually all conditions. Written materials rarely need more than minor revision/correction.
- 3. Good ability to communicate all except the most complex information under anything except the most critical conditions. Written materials sometimes require considerable revision.
- 2. Limited ability to communicate complex material and has difficulty under emergency conditions. Written materials usually require major revision.
- 1. Has some difficulty clearly communicating and/or comprehending information. Reports unsatisfactory and lacks ability to make acceptable in a reasonable time.

Comments:

5. Interpersonal Skills (Working relationships and public relations). This category is concerned with the ability to establish and maintain effective working relationships under the demanding condition of congregate living and hazardous duty. It also includes the ability to manage relations with the public, frequently at the scene of a fire or other emergency.

- 5. Exceptionally successful in working with others. Strives to be helpful and courteous. Effective in resolving disputes and problems.
- 4. Displays above average ability to cooperate and understand the feelings of others. Good team leader.
- 3. Average level of cooperation and generally gets along well with others.
- 2. Cooperation usually must be solicited, does not take an active interest in others. Does not get along with certain people.
- 1. Generally uncooperative. Does not fit comfortably into the group and isolates self from its activities.

Comments:

6. Physical Ability (Strength, Agility, Endurance). This concerns the strength to carry, maneuver and set up equipment, the agility to work efficiently in full gear in a variety of settings and situations, and the endurance to remain in action for the required length of time. To a lesser extent, it also includes the ability to recover and be ready for duty at a subsequent emergency.

- 5. Possesses and actively maintains a high level of fitness. Able to perform any assignment including those demanding considerable and sustained physical exertion.
- 4. Exhibits very good fitness. Able to regularly perform above normal requirements.
- 3. Exhibits consistent adequate fitness for normal duties and expectations.
- 2. Generally fit for assigned duties but has minor chronic or periodic limitations which make some assignments impractical.
- 1. Exhibits unfitness or ill health to a degree which interferes with job performance on a regular basis.

Comments:

7. **Safety Habits (Attention to Safety Requirements).** This category concerns the knowledge of safety hazards, precautions that should be taken, and the ability to take and enforce the steps necessary to protect self, subordinates, other department personnel, the public, department equipment and the property of citizens in all regards at fires and other emergencies. Includes the ability to observe and anticipate hazards and to minimize their potential harmful consequences in all possible ways.

- 5. Absolutely reliable in observing and enforcing safety precautions. Actively seeks and/or suggests improvement of safety procedures and motivates others to be safety-minded.
- 4. Observes and enforces safety precautions. Shows above average concern for safety considerations.
- 3. Satisfactorily observes and enforces safety rules. May infrequently overlook minor violations.
- 2. Somewhat deficient in observing and enforcing safety considerations. Takes or allows others to take unnecessary risks from time to time. Needs regular reminders.
- 1. Routinely disregards safety procedures. Allows others to frequently take unnecessary risks. Hazardous on the job and this has resulted in harm to self or others which should not have occurred.

Comments:

8. **Reasoning Ability (Problem Solving and Decision Making).** This category concerns problem solving under normal and unusual conditions and the ability to make effective decisions on a timely basis.

- 5. Exceptional ability to think analytically in all situations. Skilled in evaluating options and their consequences and making decisions.
- 4. Displays above average insight in solving problems and making decisions. Judgment highly reliable.
- 3. Generally displays sound judgment. Ability in unusual situations usually acceptable. May sometimes procrastinate.
- 2. Judgment fair. Frequently cannot accurately predict consequences. Not reliable under unusual circumstances.
- 1. Judgment consistently undependable. Cannot correctly evaluate situations or anticipate consequences.

Comments:

9. **Ability to Learn (improve Job Skills and Advancement Potential).** This category is concerned with the ability to master new routines and skills, translate verbal explanations into actions, to read, comprehend and apply technical materials, the ability to retain information, and to demonstrate the ability to function effectively at a higher level of responsibility when circumstances demand.

- 5. Displays an extremely keen mind and an eagerness to learn. Outstanding potential for advancement.
- 4. Displays an above average ability to grasp new ideas and methods. Good potential for advancement.
- 3. Displays acceptable learning ability and interest. Capable of developing beyond present level with appropriate training and experience.
- 2. Has some difficulty learning new job skills, requiring guidance and considerable repetition.
- 1. Displays chronic inability to learn and/or retain training. Little desire or interest in learning. May be ineffective in present job.

Comments:

10. **Attitude (Toward Department and Response to Supervision).** This category concerns demonstrated interest in the job, strength of commitment to firefighting as a career as demonstrated by further job-related education and participation in professional activities, support of the Department, and the ability to accept supervision by responding positively to instruction and constructive criticism.

- 5. Consistent high level of enthusiasm toward the work. Seeks constantly to improve skills, makes the best of any assignment. reacts positively to constructive criticism, supports the Department and actively works to improve its image.
- 4. Above average enthusiasm toward the job, seeks to improve skills, rarely expresses dissatisfaction with an assignment, responds well to supervision and constructive criticism.
- 3. Generally expresses satisfaction with the job, does not complain, rarely reacts negatively to criticism or supervision.
- 2. Somewhat disinterested in the job, reacts negatively to certain assignments and criticism.
- 1. Has negative attitude toward the job, known as a complainer, frequently critical of Department, reacts negatively toward supervision and criticism.

Comments:

11. **Department (Professional Pride and Conduct).** This category concerns appearance, bearing (self-confidence), general conduct on the job, conduct off the job that bears on job performance or reflects directly on the department, and care of equipment directly under his/her command.

- 5. Displays great poise and self-confidence in all situations, maintains sense of professionalism at all times, effects superior care of equipment under command.
- 4. Self-confident most of the time and demonstrates a sound professional attitude. Effects good care of equipment under command.
- 3. Moderately self-confident and has acceptable professional attitude. May require some checking on equipment management.
- 2. Appears uncertain at times-, has limited understanding of professional aspects of firefighting. Requires frequent reminders regarding care of equipment under command.
- 1. Has little self-confidence, projects an unprofessional image. Routinely negligent in supervising maintenance of equipment, directly resulting in excessive repairs.

Comments:

12. **Essential Personal Characteristics.** Each of the defined characteristics is to be rated. Enter comments in the space provided. Use the following rating Scale:

5 = Outstanding 4 = Excellent 3 = Fully Meets Expectations 2 = Below Expectations 1 = Poor

Numerical Rating

A. **Dependability:** Ability to be available for duty as required, to complete assignments in a timely manner, and to follow through on work in a conscientious fashion.

Comments:

B. **Initiative:** Actively influencing events rather than passively accepting, taking action beyond what is necessarily called for, originating actions rather than responding to events.

Comments:

C. **Decisiveness:** Ability and willingness to make decisions, render judgments and take action.

Comments:

D. **Impartiality:** Maintaining an unbiased position, especially with regard to people, allowing the facts to speak for themselves.

Comments:

E. **Flexibility:** The ability to modify methods in order to maintain or increase effectiveness in various situations.

Comments:

F. **Stress Tolerance:** Stability of performance under pressure and the appropriateness of methods used for relieving stress.

Comments:

0

Enter the total this section

5

Now divide the total by 2 and enter

0

Recommended for Step Increase? No N/A Yes, Effective Date: _____

Total Points: _____

Check box if score is 41 points or lower (Unsatisfactory)

Rater's Signature Title Date

Employee's Acknowledgment: I understand that it is my right, if I wish to do so, to enter my comments on this form or to submit a written statement regarding this evaluation within two (2) working days after discussion with my immediate supervisor. I have read this evaluation of my work and have discussed it with my supervisor.

I agree with this evaluation I disagree with this evaluation

Employee's Comments: _____

Employee's Signature Date

Reviewer's Comments: _____

Reviewer's Signature Date I concur with this evaluation
 I do not concur with this evaluation

Fire Chiefs Comments: _____

Fire Chiefs Signature Date I concur with this evaluation
 I do not concur with this evaluation

Appendix C: City of Tampa Fire Department Supervisor/Specialist Performance Evaluation



I.D. # _____
Pay Cycle _____
RE. Total Pts. _____
Personnel Assist _____
E.R. Processor _____
Cycle Update _____

**FIREFIGHTERS/DRIVER ENGINEER
PERFORMANCE EVALUATION**
(INCLUDING PARAMEDIC AND ASSISTANT FIRE INSPECTOR)

Employee Name (Last, First, MI): _____
Employee I.D. # _____
Class Title: _____ Date Appointed: _____
Type Evaluation: Annual Probationary Other, Specify: _____
Number of Months Supervised: _____
Period Covered by Evaluation: From _____ To _____
Rater: _____
(Please Print Clearly)

Instructions: This evaluation form is for the ranks indicated. It consists of the major performance categories for these ranks. Of the described levels of performance in each category, you are to select the one that best describes the employee. **You must enter comments and specific examples to describe the factual basis of your ratings.** Additional documentation may be attached if necessary.

1. **Specific Job Knowledge:** Refer to the category (A,B,or C) below that represents the primary job assignment for the employee. Rate the employee in that category only, not in all three

A. Job Knowledge and Skills (Methods, Procedures, Equipment, Techniques) related to firefighting and First Responder (EMS) duties. The primary focus of this category is basic and specialized firefighting techniques, equipment operation including apparatus, overhaul, salvage, the ability to identify and anticipate hazards, knowledge of building construction method and materials, and familiarity with specialized equipment. Consideration should also be given to EMS skills in the administration or support of medical treatment.

- 5. Outstanding knowledge and skills. Well trained, efficient, and excels in all areas of performance.
- 4. Very good job knowledge and performance. Seeks to improve.
- 3. Adequate level of knowledge and skill. Meets normal expectations without difficulty.
- 2. Needs training in some areas to meet normal expectations.
- 1. Not effective in present job. Places extra burden on others.

Comments:

B. Advance Life Support (ALS) Knowledge and Skills (Methods, Procedures, Techniques). This category is concerned with knowledge of ALS procedures and the ability to administer treatment and/or support of treatment.

- 5. Outstanding knowledge and skills. Well trained, efficient, and excels in all areas of performance.
- 4. Very good job knowledge and performance. Seeks to improve.
- 3. Adequate level of knowledge and skill. Meets normal expectations without difficulty.
- 2. Needs further training in order to meet normal expectations.
- 1. Ineffective in present job or shows lack of interest in rescue activities. Does not or cannot carry an acceptable share of the load.

Comments:

C. Fire Prevention/inspection Knowledge and Skills (Methods, Procedures and Techniques). This concerns knowledge of fire codes, ability to conduct thorough fire prevention inspections, and investigative ability relative to determining the origin of fire, including arson investigation and related follow up.

- 5. Outstanding knowledge and skills. Well trained, efficient, and excels in all areas of performance.
- 4. Very good job knowledge and performance. Seeks to improve.
- 3. Adequate level of knowledge and skill. Meets normal expectations without difficulty.
- 2. Needs training in some areas to meet normal expectations.
- 1. Not effective in present job. Places extra burden on others.

Comments:

2. Physical Ability (Strength, Agility, Endurance). This concerns the strength to carry, maneuver and set up equipment, the agility to work effectively in full gear in a variety of settings and situations, and the endurance to remain in action for the required period of time. To a lesser extent, it also includes the ability to recover and be ready for duty at a subsequent emergency.

- 5. Possesses and actively maintains a high level of fitness. Able to perform any assignment including those demanding considerable and sustained physical exertion.
- 4. Exhibits very good fitness. Able to regularly perform above normal expectations.
- 3. Exhibits consistent adequate fitness for normal duties and expectations.
- 2. Generally fit for present job, but has some minor or periodic limitations that at times make certain assignments impractical.
- 1. Exhibits unfitness or ill health to a degree which interferes with job performance on a regular basis.

Comments:

3. **Safety Habits (Attention to Safety Requirements).** This concerns precautions to protect self, coworkers and the public in all regards, including fires and other emergencies, observations to identify and anticipate hazards, the minimizing of hazards in all possible ways and the proper operation, protection, preservation and maintenance of equipment.

- 5. Totally reliable in observing safety precautions. Offers suggestions for improvement of safety procedures and motivates others to be safety-minded.
- 4. Observes safety precautions. Shows above average concern for safety of self and others.
- 3. Displays satisfactory observance of safety rules. May need an occasional reminder.
- 2. Somewhat deficient in safety awareness. Takes unnecessary risks from time to time. Needs regular reminders.
- 1. Routinely disregards safety procedures. Hazardous on the job and has caused harm to self and others.

Comments:

4. **Communication Skills (Written, Verbal, Non-Verbal).** This category includes the ability to give and receive information and ideas in any form and under any circumstances. Communication under emergency conditions are of critical importance.

Written communication is of lesser interest.

- 5. Excellent ability to give and receive information accurately. Highly effective in emergency situations. Presents complex information clearly.
- 4. Very good ability to give and receive information accurately. May occasionally have difficulty with complex material.
- 3. Effective with regard to routine material. Usually has some difficulty with complex material.
- 2. Not able to express or comprehend routine material effectively all the time.
- 1. Has considerable difficulty expressing and comprehending routine material most of the time.

Comments:

5. **Interpersonal Skills (Working Relationships and Public Relations).** This category concerns the ability to establish and maintain effective working relationships under the demanding circumstances of congregate living and hazardous duty. Also includes the ability to relate effectively to the public, who are frequently victims under emotional stress as the result of a fire or other emergency. Ability in each area is critically important.

- 5. Exceptionally successful in working with and assisting others. Strives to be helpful and courteous. Effective in resolving disputes and problems.
- 4. Displays above average ability to cooperate and understand the feelings of others. Very good team worker.
- 3. Average in cooperation and usually gets along well with others. Good team member.
- 2. Cooperation usually must be solicited, does not volunteer to help others. Does not get along with certain people.
- 1. Generally uncooperative. Not a good team member, isolates self from the group and it's activities.

Comments:

6. **Ability to Learn (New Job Skills and Advancement Potential).** This category is concerned with the ability to master new routines and skills, translate verbal explanations into actions, read, comprehend and apply technical material, retain information, and demonstrate the ability to function at a higher level of responsibility when conditions demand.

- 5. Displays an extremely keen mind and eagerness to learn. Outstanding potential for further development.
- 4. Displays above average ability to grasp new ideas and methods. Good potential for further development.
- 3. Displays average learning ability, capable of developing beyond present level with suitable training and experience.
- 2. Below average learning ability, requires guidance and considerable repetition to learn. Barely able to handle present responsibilities.
- 1. Displays chronic inability and/or lack of desire to learn. Ineffective in present job.

Comments:

7. Reasoning Ability (Problem Solving and Decision Making). This category is concerned with problem solving under normal and unusual conditions and the ability to make effective decisions on a timely basis.

- 5. Has an exceptional ability to think analytically in all situations. Skilled in evaluating options and their consequences and making a decision.
- 4. Displays above average insight in solving problems and making decisions. Judgment usually reliable.
- 3. Generally displays sound judgment. Ability in unusual situations usually acceptable.
- 2. Judgment fair. Frequently cannot accurately predict consequences. Not reliable in unusual circumstances.
- 1. Judgment consistently undependable. Cannot correctly evaluate situations or anticipate consequences.

Comments:

8. Attitude (Toward Department and Response to Supervision). This category concerns demonstrated interest in the job, demonstration of commitment to firefighting as a career through further education and participation in professional activities, support of the Department in general, and the ability to accept supervision by responding appropriately to instruction and constructive criticism.

- 5. Highly enthusiastic toward the work, seeks to constantly improve skills, makes the best of any assignment, reacts positively to constructive criticism, supports the Department and works to improve its image.
- 4. Above average enthusiasm for the job, responds well to supervision and criticism.
- 3. Generally satisfied with the job, does not complain, rarely reacts negatively to criticism or supervision.
- 2. Somewhat disinterested in the job. Reacts negatively toward certain assignments and criticism.
- 1. Has negative attitude toward the job, known as a complainer, critical of Department, reacts negatively toward supervision and criticism.

Comments:

9. Department (Professional Pride and Conduct). This category concerns appearance, bearing (self-confidence), general conduct on the job, conduct off the job that bears on job performance, and the care of personally assigned equipment. (The last aspect requires use of and reference to the Individual Equipment Record.)

- 5. Displays great poise and self-confidence in all situations, maintains sense of professionalism at all times, cares for equipment in excess of requirements and gets extended service life from all issue.
- 4. Self-confident most of the time and demonstrates a sound professional attitude. Maintains equipment properly, rarely loses or damages an item.
- 3. Moderately self-confident and has an average professional attitude. May require some reminding on equipment care, usually gets acceptable life from equipment.
- 2. Appears uncertain at times, has limited understanding of professional aspects of firefighting. Needs frequent reminders on equipment care, replaces items at a rate greater than average.
- 1. Has little self-confidence, projects an unprofessional image. Routinely deficient in caring for equipment, loses and/or unnecessarily damages equipment frequently.

Comments:

10. **Dependability.** The extent to which the employee is at work, when and where expected. Consider any documented abuse of leave. How well does the employee follow through on assignments, meet deadlines and expectations for quantity of work produced?

- 5. Consistently meets the highest expectations, follows up on own initiative and exceeds deadlines.
- 4. Regularly exceeds expectations, follows up reliably and sometimes exceeds deadlines.
- 3. Work is generally completed on time and is of acceptable quality, may require an occasional reminder on follow-up.
- 2. Has some difficulty with completing all work on time and at the expected quality level. May require careful supervisory monitoring to be certain that follow-up is done.
- 1. Rarely able to complete work on time or at the required quality level. Requires considerable supervisory monitoring on follow-up.

Comments:

11. **Aggressiveness.** Willingness to confront dangerous situations at fire and emergency scenes, ability to function effectively under hazardous conditions and the demonstrated desire to actively influence events, take action beyond what is minimally required and originate actions rather than passively reacting.

- 5. Consistently demonstrates courage and initiative in confronting emergency situations and actively follows through until the situation is resolved.
- 4. Demonstrates above average willingness and ability to confront and control emergency situations, remaining engaged throughout the operation.
- 3. Responds effectively as directed and is reliable in following instructions.
- 2. Somewhat uncertain of actions to take at emergency scenes, tending to gravitate toward removed support activities.
- 1. Resists, or displays extreme uncertainty, when directed to take active involvement in emergency scenes. May not be particularly capable in even a removed support role.

Comments:

Recommended for Step Increase? No N/A Yes, Effective Date: _____
(Determine total points by adding ratings for categories 1-1 1)

Total Points: _____

Check box if average score is 32 points or lower (Unsatisfactory)

Rater's Signature Title Date

Employee's Acknowledgment: I understand that it is my right, if I wish to do so, to enter my comments on this form or to submit a written statement regarding this evaluation within two (2) working days after discussion with my immediate supervisor. I have read this evaluation of my work and have discussed it with my supervisor.

I agree with this evaluation I disagree with this evaluation

Employee's Comments: _____

Employee's Signature Date

Reviewer's Comments: _____

Reviewer's Signature Date I concur with this evaluation
 I do not concur with this evaluation

Fire Chiefs Comments: _____

Fire Chiefs Signature Date I concur with this evaluation
 I do not concur with this evaluation

Appendix D: Chesapeake VA Performance Evaluation/Counseling Form

PERFORMANCE EVALUATION/COUNSELING FORM
Fire Battalion Chief (50)



Supervisors Return to Payroll Clerk by 4/24/08

Employee's Name (Last, First Middle Int.)		Position Code
Department: Function:	Position Title	Employment Date
Supervisor's Name (Last, First Middle Int.)		Evaluation Date

Reason for Review (Check One)

<input type="checkbox"/>	Evaluation and Counseling	<input type="checkbox"/>	Annual Review
<input type="checkbox"/>	Probationary Review	<input type="checkbox"/>	Other (Specify)
<input type="checkbox"/>	Special Review	<input type="checkbox"/>	

Instructions

Using a 1-5 rating scale with 5 being Outstanding and 1 being Unsatisfactory, compare the performance of the employee being rated against the established performance criteria for each factor. Select the number, which best indicates your assessment of that individual's performance on each of the factors and enter it in the block provided. **Ratings are to be in quarter increments only. For example, you may use 3.0, 3.25, 3.50 or 3.75 to indicate various levels of "solid performance".** The overall performance rating is not necessarily an average of all the evaluation factors, since some factors are more important than others and are, therefore, weighted more heavily.

OVERALL PERFORMANCE RATING

The overall (total) rating for performance must correspond with the following definitions and numerical ratings associated with the definitions. **NOTE: All ratings require supervisory documentation delineating the basis for the appraisal. The written justification must be provided on the last a page of this evaluation form.**

4.50 – 5.00 = Outstanding Performance A level of performance which is consistently outstanding, characterized by extraordinarily consistent work of the highest quality in scope, accuracy, and thoroughness, requiring minimum supervision.
3.75 – 4.49 = Exceeds Expectations A level of performance, which consistently exceeds the expectations of the supervisor, characterized by work of high quality, self-initiative, requiring little supervision, and occasionally extraordinary and highly effective contributions to the Department.
2.75 – 3.74 = Solid Performance A solid level of performance in the full scope of the employee's job, characterized by thoroughness and efficiency in what is expected of a qualified, experienced employee in this position.
1.75 – 2.74 = Improvement Required A level of performance characterized by inconsistencies in application of relevant job knowledge, skills, and abilities. Completion of the Remedial Action Plan portion of the Written Justification form is required.
1.00 – 1.74 = Unsatisfactory Performance An overall unacceptable performance by an employee, characterized as not meeting the minimum expected Departmental standards. An unsatisfactory rating must receive immediate attention. Completion of the Remedial Action Plan portion of the Written Justification form is required.

Supervisor's Signature:	Date
Reviewing Authority's Signature:	Date
Employee's Signature:	Date

(Signature only indicates that the appraisal has been reviewed with the employee)

Appendix E: City of Clearwater Performance Evaluation Form – Firefighter

**CITY OF CLEARWATER
PERFORMANCE EVALUATION FORM
FIREFIGHTER**

Name of Employee: _____ Classification: FIREFIGHTER
 Dept./Division: FIRE - 1240 Anniversary Date: _____
 Review covers from: _____ To: _____

Type of Review:

- Employee Annual Performance & Development Review
- Employee Interim Performance & Development Review
- Three-Month Follow-Up Review
- Six-Month Follow-Up Review

INSTRUCTIONS

Using the scale below, evaluate the performance of the person being evaluated for each performance standard listed. Then give an overall evaluation for the job factor.

The overall evaluation of the job factor may not be merely an average of the evaluations of each standard as some of the standards may be more important than others for this person's position. Weights assigned to factors should be applied uniformly to all employees who are in both the same job classification and work environment.

RATING SCALE

Not Applicable (NA) – The employee had no opportunity to perform this task during the rating period.

Unsatisfactory (U) – Overall performance had too many errors or problems (with respect to quantity, quality, timeliness and/or creativity) on the task for this position during the rating period. Performance did not meet the expectations for the position. If there was a previous overall "Improvement Expected" rating, little or no improvements have been noted. Performance at this level hurt the work unit's ability to accomplish its purpose.

Improvement Expected (I) – Overall performance was inconsistent (with respect to quantity, quality, timeliness, and/or creativity) on the tasks for this position during the rating period. Performance did not meet the expectations for the position on a regular basis. If improvement to the **Successful** level is not demonstrated, performance at this level will be considered **Unsatisfactory**.

Successful (S) – Overall performance met expectations (with respect to quantity, quality, timeliness, and/or creativity) on the tasks for this position during the rating period. The individual performed the job in the proper manner, with little or no problems, on a regular basis, and with minimal supervision.

Highly Successful (HS) – Overall performance "often" exceeded expectations (with respect to quantity, quality, timeliness, and/or creativity) on the tasks for this position during the rating period. This employee not only got the job done, but he or she often went above and beyond what was expected.

Outstanding (O) – Overall performance "consistently" exceeded expectations (with respect to quality, quantity, timeliness, and/or creativity) on the tasks for this position during the rating period. This performance can best be described as rare and unusual with respect to what an individual puts into a job during a rating period.

Evaluated by: _____ Department Director's Overall
Immediate Supervisor/Date Performance Evaluation
 Assistant Department Director: _____ Date: _____

JOB FACTORS TO BE EVALUATED

FACTOR A – Firefighting Under Emergency Conditions

- 1. Responds promptly to alarms; does not cause delays.....
 - 2. Maintains composure under emergency conditions.....
 - 3. Hoses are laid and connected quickly and properly.....
 - 4. Operates assigned equipment as prescribed.....
 - 5. Is attentive to teamwork and responds quickly to directions.....
 - 6. Burning buildings are properly ventilated and salvage is correctly performed, including cleanup of debris.....
 - 7. Does not cause unnecessary damage.....
 - 8. Adheres to prescribed safety precautions.....
 - 9. Is alert to the safety of co-workers.....
 - 10. Rescue activities are performed as required.....
 - 11. First aid is correctly administered.....
- OVERALL EVALUATION THIS JOB FACTOR.....**

Supporting Comments:

FACTOR B – Assigned Station Duties

- 1. Assigned duties are completed as instructed.....
 - 2. Performs station duties without prodding or close supervision.....
- OVERALL EVALUATION THIS JOB FACTOR.....**

Supporting Comments:

FACTOR C – Training

- 1. Participates in class discussions and reads assigned materials.....
 - 2. Correctly performs firefighting techniques and procedures during training exercises.....
 - 3. Is attentive to instructions and correctly indicated deficiencies.....
- OVERALL EVALUATION THIS JOB FACTOR.....**

Supporting Comments:

FACTOR D – Work Relationships

- 1. Gets along well with co-workers.....
- 2. Cooperates with co-workers when requested.....

- 3. Cooperates with supervisors.....
- OVERALL EVALUATION THIS JOB FACTOR.....**

Supporting Comments:

FACTOR E – DRIVER/OPERATOR

- 1. Assigned apparatus is properly maintained, equipment problems are promptly reported.....
- 2. Apparatus is deployed and operated according to prescribed procedures under emergency conditions and at fire scenes.....
- 3. Has adequate knowledge of hydraulics.....
- 4. Causes no delays because of poor street knowledge or knowledge of hydraulic locations.....

OVERALL EVALUATION THIS JOB FACTOR.....

Supporting Comments:

FACTOR F – EMT - Paramedic

- 1. Maintains composure under emergency conditions.....
- 2. Causes no delays in responding to emergency calls.....
- 3. Exercises sound judgment in assessing emergency situations.....
- 4. Follows prescribed rescue and emergency medical treatment procedures.....
- 5. Properly administers treatment.....

OVERALL EVALUATION THIS JOB FACTOR.....

Supporting Comments:

FACTOR G - REPORTS

- 1. Reports are accurate and written in the prescribed format.....
- 2. Reports are complete and seldom returned for correction.....
- 3. Reports are submitted within the prescribed time limits.....

OVERALL EVALUATION THIS JOB FACTOR.....

Supporting Comments: (FACTOR G, continued)

FACTOR H – Productivity While On the Job

Note: Productivity is a measure of the amount and the quality of work performed as compared with the basic requirements of the position. For this factor, productivity is to be measured based on the time the employee is physically on the job.

- 1. Makes effective use of work time each day present on the job.....
- A. Starts work at specified time without delay and works fully to end of shift.....
- B. On a daily basis, work is sufficient quality and quantity with little time lost due to corrections or inadequate work performance.....
- 2. Instructions are followed and work schedules and standards are met without close supervision.....

OVERALL EVALUATION THIS JOB FACTOR.....

Supporting Comments:

FACTOR I – Attendance and Punctuality

- 1. Times late this rating period
- 2. Unexplained absences this rating period
- 3. Uses appropriate notification process in case of absences and gives proper notice in advance of absence.....
- 4. Does/does not use lunch periods, coffee breaks, or other authorized time away from the job.....

OVERALL EVALUATION THIS JOB FACTOR.....

Supporting Comments:

FACTOR J – Sick Leave

Sick leave taken this rating period.....

***SATISFACTORY**

****UNSATISFACTORY**

*Any employee who was not placed on a Doctor's Certificate requirement during his/her rating period shall receive a **SATISFACTORY** rating.

Any employee who was placed on a Doctor's Certificate requirement during his/her rating period shall receive an **UNSATISFACTORY rating.

OVERALL PERFORMANCE RATING....._____

EVALUATOR'S COMMENTS: (Cite instances to support your rating):

SUPERVISOR'S COMMENTS REGARDING EMPLOYEE'S DEVELOPMENT (completed during interview):

EMPLOYEE'S COMMENTS (regarding working conditions, safety, training needs, etc.):

DISTRICT CHIEF/DIVISION MANAGER REVIEW

- _____ Annual Performance and Development Review
- _____ Interim Performance and Development Review
- _____ Three-Month Review
- _____ Six-Month Review

DISTRICT CHIEF'S COMMENTS AND RECOMMENDATIONS:

Signature

Date

DIVISION MANAGER'S COMMENTS AND RECOMMENDATIONS:

Signature

Date

I HAVE REVIEWED THIS EVALUATION:

Assistant Chief _____

Appendix F: City of Greeley Fire Department Employee Performance Appraisal



C.B.A. EMPLOYEE PERFORMANCE APPRAISAL

NAME _____ EMPLOYEE NUMBER _____
 POSITION _____ EMPLOYMENT DATE _____
 APPRAISAL DATE _____ LAST APPRAISAL DATE _____
 NEXT APPRAISAL DUE _____
 DIVISION: Operations REASON FOR APPRAISAL: Annual _____
 Support Services _____ 6 Month _____
 Training _____ End of Probation _____
 Other _____

Evaluator's Signature: _____ Date: _____

The space below is provided for all comments from the employee, the rater's supervisor and the Fire Chief. Comments are important to the overall performance appraisal system.

Employee: I certify that this report has been discussed with me and I agree _____ Disagree _____ with the rating. I wish to discuss the appraisal with the next level supervisor in my department _____. I would like a copy of the appraisal after all comments have been made _____.

Comments: _____

Employees signature: _____ Date: _____

Rater's Supervisor's Signature: _____ Date: _____

Comments: _____

Fire Chief's Signature: _____ Date: _____

Comments: _____

Human Resources Representative's Signature: _____ Date: _____

Appendix G: County of Orange Department of Fire & EMS Employee Performance Evaluation – Firefighter Medic/EMT



County of Orange Department of Fire & EMS
Employee Performance Evaluation
Firefighter Medic/EMT

Name: _____ Employee #: _____

Hire Date: _____

Period Covered: From: _____ To: _____

Evaluation and Criteria

Using the following numerical scale, assign the appropriate value to the tasks listed below. Select the numbers which best reflects your appraisal of the individual's performance and place it on the line. A rating of 5 or 1 must be justified in writing. Comments are encouraged for each section.

- 5-Exceptional
- 4-Above Satisfactory
- 3-Satisfactory
- 2-Below Satisfactory
- 1-Unsatisfactory
- N/A – Not Applicable

PERSONAL PERFORMANCE

- ___ Presents himself/herself in a professional manner both to the public and other department members.
- ___ The individual's knowledge is current with respect to both departmental and county policies and procedures.
- ___ Assures that all reports are submitted complete, accurate and on time.
- ___ Reports are completed in accordance with OEMS regulations and the department's quality assurance plan.
- ___ Responds in a timely manner to quality assurance reviews generated from completion of departmental forms.
- ___ Contributes to environment of proactivity during working hours.
- ___ Seeks additional tasks and responsibilities beyond minimum job requirements.
- ___ Acknowledges areas of weakness and accepts constructive criticism.
- ___ Is able to make position level decisions without supervisory input. Knows when supervisory input is required.
- ___ Can effectively manage patient care and follow departmental medical SOG's in the absence of direct supervision.

Comments:

Orange County
Policy 2.3 [pg. 40]

Form 2.3.7

Initials ___

COMMITMENT TO DEPARTMENTAL GOALS, PROGRAMS AND OBJECTIVES

- ___ Works with supervisor and co-workers in planning and building an effective team.
- ___ Is willing to obey instructions of superiors. Follows the chain of command.
- ___ Is tactful when raising objections to orders. Does not openly object to orders or criticize the county, department or superiors in the presence of the public or other staff.
- ___ Is willing to accept unpleasant assignments.
- ___ Accepts and implements change to improve the effectiveness of the department.
- ___ Work time is directed toward the needs of the citizens and the department.

Comments:

RESPONSE TO CALLS

- ___ Response is made within department response guidelines.
- ___ Radio transmissions are clear, concise, and courteous.
- ___ Is able to navigate to calls using a map book and/or other navigation aids.
- ___ Is familiar with areas/locations of high call volume.
- ___ Proper radio procedures are followed.

Comments:

SAFETY AND WORKPLACE ENVIRONMENT

- ___ Provide a safe and non-threatening work environment.
- ___ Wears/uses appropriate safety equipment in the work place.
- ___ Takes immediate action to prevent incidences of unsafe or hostile work conditions. Reports any incidents to direct supervisor.
- ___ Assures the safe operation of all department equipment and vehicles.
- ___ Assures that any work related injury is reported and documented in accordance with policy.

Comments:

PERFORMANCE ON CALLS

- Provides service in a customer oriented manner. Demonstrates compassion/empathy.
- Promotes a customer oriented environment when dealing with the public.

Initials

- Adheres to department policies while on fire scenes.
- Promotes positive interaction with other agencies.
- Complies with the county transport policy.

Comments:

INITIATIVE, ATTITUDE, DEPENDABILITY

- Takes initiative to solve day-to-day issues.
- Meets deadlines and schedules.
- Has a positive attitude and demeanor.
- Does not complain about work or work assignments.
- Requires minimal supervision to function in job.
- Follows instructions.
- Performs tasks as directed.

Comments:

PERFORMANCE UNDER STRESSFUL, UNUSUAL OR EMERGENCY CONDITIONS

- When under unusual circumstances, no serious deviations from expected performance are demonstrated. Self-reporting when deviations occur.
- Composure is maintained under stress.
- Handles difficult situations in a very confident and professional manner.
- Uses good judgment by evaluating all reasonable options available.

Comments:

EXTERNAL PUBLIC RELATIONS

- Has had no substantiated complaints during the rating period
- Courtesy is demonstrated at all times to all people.
- Works well with other departments and agencies.

Comments:

Initials ___

INTERNAL COMMUNICATION AND COOPERATION

- ___ Problems which occur in the work place relationships are promptly resolved.
- ___ Readily assists others to resolve problems in a supportive manner.
- ___ Trains, guides, and mentors less experienced personnel and students assigned to him/her.

Comments:

REPORT PREPARATION, SUBMISSION AND PRESENTATION

- ___ Reports are submitted on time.
- ___ Fire, EMS, and department reports are legible, concise, and grammatically correct containing all required information.
- ___ Reports are rarely returned for correction.
- ___ Reports contain all applicable paperwork, and attachments as necessary.

Comments:

USE, CARE AND MAINTENANCE OF EQUIPMENT

Assures:

- ___ Vehicles are not abused through poor driving habits.
- ___ Equipment is not lost or damaged due to carelessness.
- ___ Specified operating and safety procedures are followed in the use and maintenance of specialized equipment.
- ___ Department vehicles are kept clean and stocked daily.
- ___ Equipment is checked and document as required.
- ___ Equipment is kept clean, well taken care of, and always in working condition.
- ___ Work area is kept clean and organized. Station duties are performed.

Comments:

COMPLIANCE TO POLICIES, PROCEDURES AND REGULATIONS

- All county and department policies, general orders, procedures, etc., are followed as directed or exceptions are approved by supervisor.
- Sick leave is not abused.
- Leave time is used only as authorized or specified.
- Does not report late for assigned work.

Comments:

Initials ___

PHYSICAL CONDITION AND APPEARANCE

- Uniform and equipment are well kept and pride is taken in appearance. Department uniform policy is followed.
- All physical standards set forth by the department are met.
- Corrective measures recommended by physician or other designated health representative are followed in a timely manner.
- Complies with all requests made by the department designated infection control officer and attends yearly mandatory infection control training. (_____ date)

Comments:

PROMOTION OF DEPARTMENTAL GOALS, PROGRAMS AND ACTIVITIES

- Seeks out additional tasks.
- Supports and responds to the department's goals, programs, and activities.
- The department's needs, plans, and goals are participated in and produce the intended results.
- Clearly communicates with supervisors.

Comments:

TRAINING MAINTENANCE AND OF REQUIRED CERTIFICATIONS

- Attends all mandatory training.
- Is individually responsible for and completes all training required for job position and certification that is not provided by the department.
- Demonstrates a proactive approach to expansion of professional knowledge and performance.

Comments:

PERSONNEL ASSIGNMENT AND SUPERVISION

- Complies with the department standard of professionalism.
- Limits avoidable overtime use.
- Assures work records are accurate and complete and that all supplemental documentation is attached and correct prior to submission to the supervisors. Submits work records on time.

Comments:

Initials ___

CORE VALUES: Assign a numeric to each line, then list examples or actions that demonstrate how the employee embodies each core value. Complete all sections.

- Integrity: Employee's actions are guided by ethical and honest conduct.
- Leadership: Employee is an example to others.
- Service: Employee is responsive and service-oriented to meet customer needs.

Comments:

Initials ___

CALCULATION OF RATING

- A. TOTAL SCORES _____
- B. NUMBER OF CATEGORIES _____
- C. RATING DETERMINATION (A/B) _____

Development and growth potential:

Include comments on employee's major strengths, and accomplishments made during this review period and development achieved since the last performance evaluation.

Completed goals and objectives:

Review the results of goals and objectives completed within this performance cycle.

New goals and objectives:

List the objectives to be accomplished within the next performance cycle. Arrange in order of priority.

Additional comments by Rating Official:

Comments by Rated Employee:

Initials _____

By my signature, I acknowledge that I have received this performance evaluation. I understand that I may respond in writing if I disagree with any part of this evaluation.

Employee: _____ **Date:** _____

Rating Official: _____ **Date:** _____

Operations Chief: _____ **Date:** _____

Chief: _____ **Date:** _____

Merit Pay Increase (if any) \$ _____

Approved by County Administrator: _____ **Date:** _____

Appendix H: County of Orange Department of Fire & EMS Employee Performance Evaluation – Company Officer



County of Orange Department of Fire & EMS
Employee Performance Evaluation
Company Officer

Name: _____ Employee #: _____

Hire Date: _____ Period Covered: From: _____ To: _____

Evaluation and Criteria

Using the following numerical scale, assign the appropriate value to the tasks listed below. Select the numbers which best reflects your appraisal of the individual’s performance and place it on the line. A rating of 1 or 5 must be justified in writing. Comments are encouraged for each section.

- 5-Exceptional
- 4-Above Satisfactory
- 3-Satisfactory
- 2-Below Satisfactory
- 1-Unsatisfactory
- N/A-Not Applicable

LEADERSHIP ABILITY

- ___ Staff sees the individual as a role model, and are able to get the correct answers to their questions in a timely manner.
- ___ The individual’s knowledge is current with respect to both departmental and county policies and procedures.
- ___ Assures that all staff reports are turned in complete, accurate and on time.
- ___ Is able to provide guidance for corrective action to assure proper report submission in accordance with OEMS regulations and the department’s quality assurance plan.
- ___ Quality assurance reviews are performed on all Patient Care Reports in compliance with department policy.
- ___ Creates a proactive environment among team.
- ___ Effectively manages subordinates and delegates tasks where appropriate.
- ___ Acknowledges areas of weakness in the division and provides constructive suggestions for corrective measures.
- ___ Is able to make company level decisions without supervisory input.
- ___ Can effectively manage the operational aspects of the department in the absence of direct supervision.

Comments:

Initials _____

COMMITMENT TO DEPARTMENTAL GOALS, PROGRAMS AND OBJECTIVES

- ___ Works with supervisor(s) and co-workers in planning and building an effective team.
- ___ Is willing to obey instructions of superiors. Follows the chain of command.
- ___ Is tactful when raising objections to orders. Does not openly object to orders or criticize the county, department, or superiors in the presence of the public or subordinates.
- ___ Is willing to accept unpleasant assignments.
- ___ Accepts and implements change to improve the effectiveness of the department.
- ___ Work time is directed toward the needs of the citizens, subordinates and the department.

Comments:

RESPONSE TO CALLS

- ___ Response is made within department response guidelines.
- ___ Radio transmissions are clear, concise, and courteous.
- ___ Proactively responds to calls for the purpose of supervision and quality assurance.
- ___ Provides direction and supervision on critical calls as needed.
- ___ Proper radio procedures are followed.

Comments:

SAFETY AND WORKPLACE ENVIRONMENT

- ___ Provides a safe and non-threatening work environment.
- ___ Assures that appropriate safety equipment is worn/used in the work place.
- ___ Takes immediate action to prevent incidences of unsafe or hostile work conditions.
- ___ Assures the safe operation of all department equipment and vehicle's.
- ___ Assures that any work related injury is reported and documented in accordance with policy.

Comments:

PERFORMANCE ON CALLS

- ___ Assures compliance with department medical SOG's through QA review and personal observation.
- ___ Promotes a customer oriented environment when dealing with the public.
- ___ Adheres to department policies while on fire scenes.
- ___ Promotes positive interaction with other agencies.
- ___ Assures compliance with the county transport policy.

Comments:

Initials _____

INITIATIVE, ATTITUDE, DEPENDABILITY

- ___ Takes initiative to solve day-to-day issues.
- ___ Meets deadlines and schedules.
- ___ Has a positive attitude and demeanor.
- ___ Does not complain about work or work assignments.
- ___ Requires minimal supervision to function at the company officer level.
- ___ Follows instructions.
- ___ Performs tasks as directed.

Comments:

PERFORMANCE UNDER STRESSFUL, UNUSUAL OR EMERGENCY CONDITIONS

- ___ When under unusual circumstances, no serious deviations from expected performance are demonstrated. Encourages self-reporting as appropriate.
- ___ Composure is maintained under stress.
- ___ Handles difficult situations in a very confident and professional manner.
- ___ Uses good judgment by evaluating all reasonable options available.

Comments:

EXTERNAL PUBLIC RELATIONS

- ___ No verbal abuse of citizens.
- ___ Courtesy is demonstrated at all times to all people.
- ___ Works well with other departments and agencies.

Comments:

INTERNAL COMMUNICATION AND COOPERATION

- ___ Problems which occur in the work place relationships are promptly resolved.
- ___ Readily assists subordinates to resolve problems in a supportive manner.
- ___ Trains, guides, and mentors less experienced personnel.

Comments:

Initials

REPORT PREPARATION, SUBMISSION AND PRESENTATION

- Reports are submitted on time.
- Field notes are used and maintained to document performance and guide future employee evaluations.
- Fire, EMS, and department reports are legible, concise, and grammatically correct containing all required information.
- Reports and information are rarely returned for correction.
- Reports contain all applicable paperwork, and attachments as necessary.

Comments:

USE, CARE AND MAINTENANCE OF EQUIPMENT

Assures:

- Vehicles are not abused through poor driving habits.
- Equipment is not lost or damaged due to carelessness.
- Specified operating and safety procedures are followed in the use and maintenance of specialized equipment.
- Department vehicles are kept clean and serviced.
- Equipment is kept clean, well taken care of, and always in working condition.
- Work area is kept clean and organized.

Comments:

COMPLIANCE TO POLICIES, PROCEDURES AND REGULATIONS

- All county and department policies, general orders, procedures, etc., are followed as directed or exceptions are approved by supervisor.
- Sick leave is not abused.
- Leave time is used only as authorized or specified.
- Does not report late for assigned work.

Comments:

Initials

PHYSICAL CONDITION AND APPEARANCE

- Uniform and equipment are well kept and pride is taken in appearance. Assures compliance with department uniform policy.
- All physical standards set by the department are met.
- Corrective measures recommended by physician or other designated health representative are followed in a timely manner.
- Complies with all requests made by the department designated infection control officer and attends yearly mandatory infection control training. (_____ date)

Comments:

PROMOTION OF DEPARTMENTAL GOALS, PROGRAMS AND ACTIVITIES

- Is an active participant in goal setting, project planning and needs assessment of the department.
- Supports and responds to the department's goals, programs, and activities.
- Communicates the department's needs, plans, and goals to subordinates.
- Clearly communicates and assures that work activities/objectives are understood by subordinates, implemented as scheduled and produce the intended results.
- Creative and innovative ideas are encouraged from subordinates and advanced whenever possible.

Comments:

TRAINING AND EVALUATION OF PERSONNEL

- New employees receive complete orientation, on-the-job training plus continuing feedback on performance.
- Evaluations and counseling of employees are done on an objective basis.
- Accomplishments are recognized and employee is suitably commended.
- Unsatisfactory performance is called to the attention of employee, documented and corrective action taken.
- All employees are given equal opportunity to train for both improved job skill levels and promotional positions.
- Employee evaluations are performed on time assuring that documentation exists for the period that is being evaluated.

Comments:

Initials _____

PERSONNEL ASSIGNMENT AND SUPERVISION

- ___ Assignments are made in a fair and impartial manner considering the needs of the department and the capabilities of the employee.
- ___ Subordinates understand instructions and job assignments.
- ___ Problems or deviations arising in established schedules, procedures and work activities are promptly confronted and corrected.
- ___ The Operations Chief is provided with periodic feedback on employee performance.
- ___ Discipline is handled in accordance with department and county personnel policies.
- ___ Compliance with the department standard of professionalism is achieved.
- ___ Assures that manpower is scheduled in order to meet the needs of the department.
- ___ Limits avoidable overtime use.
- ___ Assures work records are accurate and complete and that all supplemental documentation is attached and correct prior to submission. Submits work records on time.

Comments:

CORE VALUES: Assign a numeric to each value, then list examples or actions that demonstrate how the employee embodies each core value. Complete all sections.

___ Integrity: Employee's actions are guided by ethical and honest conduct.

___ Leadership: Employee is an example to others.

___ Service: Employee is responsive and service-oriented to meet customer needs.

Comments:

Initials _____

CALCULATION OF RATING

- A. TOTAL SCORES _____
- B. NUMBER OF CATEGORIES _____
- C. RATING DETERMINATION (A/B) _____

Development and growth potential:

Include comments on employee's major strengths, and accomplishments made during this review period and development achieved since the last performance evaluation.

Completed goals and objectives:

Review the results of goals and objectives completed within this performance cycle.

New goals and objectives:

List the objectives to be accomplished within the next performance cycle. Arrange in order of priority.

Additional comments by Rating Official:

Comments by Rated Employee:

Appendix I: South Portland Fire Department Annual Performance Evaluation Review

South Portland Fire Department
Annual Firefighter Performance Review

Firefighter's Name and #: _____ Date of Hire: _____ First Review: _____ Final Review: _____

1. Knowledge of Job Functions, SOGs, City Ordinances and Facilities:

The employee's knowledge and application of that knowledge as they perform their assigned duties and responsibilities both in the station and at emergency scenes.

Employee Rating: Supervisor Rating:

See Narrative:

2. Operates safely and within SOGs: Employee consistently performs job functions safely and in accordance with the department's standard operating guidelines, rules, and regulations.

Employee Rating: Supervisor Rating:

See Narrative:

3. Leadership and Teamwork: Employee consistently demonstrates leadership skills and performs their role in a constructive and professional manner and displays a commitment to the team concept.

Employee Rating: Supervisor Rating:

See Narrative:

4. Work Ethic: Employee consistently completes daily duties, Apparatus check, reports, inspections, training, suppression and EMS functions thoroughly and completely.

Employee Rating: Supervisor Rating:

See Narrative:

5. Attendance and Sick Use: The employee consistently reports to when scheduled. Employee fills out appropriate paperwork for time off requests and/or swaps. Use of sick time follows city and department regulations.

Employee Rating: Supervisor Rating:

See Narrative:

6. Attitude and Professional Communications skills: Employee Consistently displays pride in the department and a positive attitude towards their work, colleagues, supervisors, and the public they serve. Employee maintains open communications and effectively works through conflicts.

Employee Rating: Supervisor Rating:

See Narrative:

7. Preparedness for duty: Employee arrives at work in appropriate uniform, which is neat and clean. Employee's gear is out and prepared at the beginning of the shift.

Employee Rating: Supervisor Rating:

See Narrative:

8. Commitment to professional development: Employee consistently strives to improve skills and knowledge through continual education and training above and beyond the department required minimum standards. Employee maintains licenses and certifications.

Employee Rating: Supervisor Rating:

See Narrative:

9. Self motivation: Employee is self motivated and self directed. Employee consistently looks for productive things to do without supervision.

Employee Rating: Supervisor Rating:

See Narrative:

10. Customer Service: Employee clearly understands and consistently delivers outstanding customer service to the public we serve.

Employee Rating: Supervisor Rating:

See Narrative:

South Portland Fire Department
Annual Firefighter Performance Review

Comments (June):

Comments (December):

Firefighter's Goals (June):

Self Review (June):

Firefighter's Signature: _____	Date: _____
Officer's Signature: _____	Date: _____

Officer Review (December):

Firefighter's Signature: _____	Date: _____
Officer's Signature: _____	Date: _____
Fire Chief's Signature: _____	Date: _____

South Portland Fire Department
Annual Firefighter Performance Review

Procedure:

June:

Firefighter Evaluations will be completed by the Firefighter in June of each year using the scoring matrix. The score will be entered in the first column for each question. The evaluation will be returned to the Firefighter's Officer (Lt. or Capt.). The Officer and the Firefighter will meet to review and discuss the scoring of each question. After reviewing the completed form the Firefighter, with the Officers assistance, will establish goals for the rest of the year and document them in the appropriate location. Both parties will sign the form in the June section. The Officer will retain the original and the Firefighter will be provided a copy to refer to over the next six months.

December:

The second part of the Firefighter Evaluations will be completed by the Officer in December of each year using the scoring matrix. The score will be entered in the second column for each question. The Officer will review the goals created by the Firefighter and provide comments in the comment section summarizing the overall performance of the Firefighter during the past year. The Officer and the Firefighter will meet to review and discuss the scoring of each question and any changes or lack of changes from June. The Officer will also review the goals created in the June meeting and review their status with the Firefighter. After reviewing the completed form the Firefighter will have the opportunity to provide comments. Both parties will sign the form in the December section and the original copy will be sent to the Fire Chief for review and signature. Copies for the Officer and Firefighter will be made available if desired.

Scoring Matrix:

1. Knowledge of Job Functions, SOGs, City Ordinances and Facilities

5 Excellent	Understands and performs all aspects of the job including Fire/EMS/Haz Mat response. Can cite any SOGs or City Ordinances when asked. Is very familiar with all facilities located within the City. Can respond to any street within the city without looking up the location. Understands all daily operations of the department.
4 Good	Understands and performs most aspects of the job including Fire/EMS/Haz Mat response. Is familiar with most SOGs or City Ordinances when asked. Is familiar with all facilities located within the City. Can respond to most locations within the city without looking up the location. Understands and completes the daily operations of the department.
3 Fair	Is knowledgeable of most aspects of the job and proficient in one or two areas of the job. Is able to function on most calls without assistance. Can respond to most major streets and locations without looking them up but still must look up some locations. Understands some of the daily operations of the department
2 Needs Improvement	Needs direction at some calls, may be able proficient at one aspect of the job. Knows some SOGs and facilities. Knows the location of some of the major streets but must look up most locations. Is unfamiliar with daily department operations such as staffing, daily rosters, vehicle laptop operations, equipment checks, tool locations, response procedures, inspections, department forms, etc.
1 Unacceptable	Does not have acceptable knowledge of job functions, SOGs, Ordinances, streets and facilities, or daily operations for this stage of their career.

2. Operates safely and within SOGs

5 Excellent	Operates safely and in accordance with all department SOGs, rules and regulations at all times and during all job functions. Immediately identifies and safety corrects issues. Are a leader and promoter of safety practices within their crew and department wide.
4 Good	Operates safely and in accordance with all department SOGs, rules and regulations at all times and during all job functions. Performs safely as an individual and is working on being a role model to others.
3 Fair	Operates safely and in accordance with department SOGs, rules and regulations during job functions. Normally meets basic safety and operational expectations. Occasionally ignores established safety practices such as chocking tires, wearing full PPE, or use of safety equipment. Has room to improve.
2 Needs Improvement	Occasionally fails to operate safely and in accordance with department SOGs, rules and regulations. Needs additional training and attention to performing job functions safely and correctly.
1 Unacceptable	Routinely fails to operate in a safe manner and violates or is not competent in Department SOGs, rules and regulations.

South Portland Fire Department
Annual Firefighter Performance Review

3. Leadership and Teamwork

5 Excellent	Clearly is a leader within their crew and the department. Always mentors, trains, and provides support for other members. Is an integral part of the department and promotes teamwork for the success of the department. Does not have to be told to complete a task, assists co-workers with their assignments	
4 Good	Has previously and continues to demonstrate leadership skills. Routinely mentors, trains, and provides support and assistance to other members. Is active in department issues and strives to promote teamwork, assists co-workers when asked	
3 Fair	Meets the bare minimum expectations for leadership and teamwork at this point in their career, occasionally provides support or assists co-works but must be regularly asked to help out. Certainly has room to improve	
2 Needs Improvement	Fails to routinely lead or promote teamwork within the organization. Completes assigned tasks and nothing else, is not involved in department issues. Treats job as a part time venture.	
1 Unacceptable	Seldom seen as a leader and prefers to function as an individual rather than part of the team.	

4. Work Ethic:

5 Excellent	Always completes all assignments, daily duties, cleaning, apparatus checks, reports and the quality of work that is done is above average. Helps others with there duties and teaches other. Is a team leader and takes charge on details and tasks.	
4 Good	Above average performance completing assignments, daily duties, cleaning, apparatus checks, reports and the quality of work that is done is above average. Helps others with there duties and teaches other.	
3 Fair	Meets the bare minimum expectations complete assignments, daily duties, cleaning, apparatus checks, reports and the quality of work that is done is acceptable but certainly has room to improve	
2 Needs Improvement	Does not routinely complete assignments, daily duties, cleaning, apparatus checks, reports and the quality of work that is done needs improvement.	
1 Unacceptable	Often fails to complete daily duties, cleaning, apparatus checks, reports and the quality of work that is done often needs improvement.	

5. Attendance and Sick Use:

5 Excellent	Used 0-21 hrs of sick time in a calendar year. Always fills out appropriate paperwork	
4 Good	Used 21-42 hrs of sick time in a calendar year.	
3 Fair	Used 42-84 hrs of sick time in a calendar year. Normally fills out appropriate paperwork.	
2 Needs Improvement	Used 84-111 hrs of sick time in a calendar year.	
1 Unacceptable	Used over 111 hrs of sick time in the past calendar year. Rarely fills out and/or loses appropriate paperwork.	

6. Attitude and Professional Communications skills:

5 Excellent	Always displays pride in the department and a positive attitude towards their work, Colleagues, supervisors, and the public. Always maintains open communications and effectively deals with all conflicts through the proper chain of command.	
4 Good	Displays an above average of pride in the department and a positive attitude towards their work, Colleagues, supervisors, and the public. Maintains open communications and effectively deals with all conflicts through the proper chain of command.	
3 Fair	Displays pride in the department and a positive attitude towards their work, Colleagues, supervisors, and the public. Usually maintains open communications and effectively deals with all conflicts through the proper chain of command.	
2 Needs Improvement	Occasionally displays a negative attitude when on duty, Fails to communications and effectively, and often needs assistance dealing with conflicts through the proper chain of command.	
1 Unacceptable	Routinely displays a negative attitude when on duty, poor communications and is often involved in unresolved conflicts.	

South Portland Fire Department
Annual Firefighter Performance Review

7. Preparedness for duty

5 Excellent	Arrives early for duty, in uniform which is neat and clean, properly groomed, mentally and physically ready to work. Gear is removed from locker and placed on apparatus then receives briefing from relief
4 Good	Usually arrives early for work, normally with a uniform, neat, clean, properly groomed, mentally and physically ready to work. Removes gear from locker prior to receiving briefing from relief
3 Fair	On time and meets minimum expectations for being in uniform, neat, clean, properly groomed and physically ready to work. Only occasionally has to retrieve gear from locker for an emergency call.
2 Needs Improvement	Occasionally late for duty or normally arrives at shift change. Occasionally is not in uniform or is not neat, clean, and properly groomed or mentally and physically ready to work. Gear is not ready as shift has already begun.
1 Unacceptable	Routinely arrives late to work or arrives out of uniform, and not properly groomed or mentally and physically ready to work. Routinely has to retrieve gear from locker for a call.

8. Commitment to Professional Development:

5 Excellent	Always maintains licensures, certifications, and recurrent training requirements. Normally recertifies well in advance. Constantly strives to improve themselves and the department through continuing education both on and off duty. Voluntarily upgrades EMS license level or routinely attends classes out of state such as Anniston or Nevada.
4 Good	Maintains licensures and certifications as required and attends required department trainings. Takes occasional advantage of training opportunities
3 Fair	Meets minimum expectations for professional development for this point in their career. Has not attended any advanced classes.
2 Needs Improvement	Fails to maintain licensure, certifications and mandatory training requirements.
1 Unacceptable	Fails to maintain mandatory requirements, does not take professional development seriously.

9. Self Motivation:

5 Excellent	Always self motivated, self directed and constantly looking for productive things to do without supervision.
4 Good	Routinely self motivated, self directed and often looks for productive things to do without supervision.
3 Fair	Meets minimum expectations for self motivation at this point in their career.
2 Needs Improvement	Is not self directed or motivated to be productive unless required by a call, co-worker, or supervisor.
1 Unacceptable	Rarely shows any motivation on the job and must be constantly supervised to be effective.

10. Customer Service

5 Excellent	Consistently delivers high quality customer service to the public and other agencies. Understands the value of customer service.
4 Good	Generally understands and delivers high quality customer service to the public and other agencies.
3 Fair	Meets min. expectations for delivering quality customer service to the public and other agencies.
2 Needs Improvement	Fails to meet min. expectations for delivering quality customer service to the public and other agencies.
1 Unacceptable	Rarely displays an acceptable level of customer service.

Appendix J: Springfield Fire Department Firefighter Annual Performance Evaluation

SPRINGDALE FIRE DEPARTMENT FIREFIGHTER ANNUAL PERFORMANCE EVALUATION

FIREFIGHTER _____

CAPTAIN _____

EVALUATION PERIOD From _____ to _____

Rating Scale: 1 to 5 1 = Lowest score, 5 = Highest score

N/A Not Applicable

Employee had no opportunity to perform identified objective

1. Substandard performance: Immediate improvement required

Employee requires immediate remediation to include counseling, training, and a written prescriptive remedy. Documentation must identify the employee's awareness that performance must improve within 6 months or disciplinary action may follow.

2. Marginal performance: Improvement required

Employee requires remediation to include counseling and training to raise performance to satisfactory level. Documentation must include the employee's awareness that a prescriptive remedy may be considered, if performance does not improve within 6 months.

3. Satisfactory performance: Improvement encouraged

Employee performs at satisfactory level (average). Documentation should include the employee's awareness that improvement is encouraged.

4. Exemplary performance: No improvement expected

Employee performs above satisfactory levels (above average) consistently. Documentation must include positive, remarkable traits that are exhibited frequently.

5. Exceptional performance: Improvement is unattainable

Employee performs above and beyond the standard of Exemplary (4). Documentation must specifically include how the employee exceeds a rating of 4.

BEHAVIORAL TRAITS

Promotes Team Building (works well with others) **Rating Score** _____

Justification for this rating: _____

Performance under Pressure (maintains composure) **Rating Score** _____

Justification for this rating: _____

Adheres to Orders/Directives (emergency & non-emergency) **Rating Score** _____

Justification for this rating: _____

Adaptability (able to accept change) **Rating Score** _____

Justification for this rating: _____

Promotes positive relations with members of the public **Rating Score** _____

Justification for this rating: _____

COMPLIANCE ISSUES

Follows Standard Operating Policies & Procedures **Rating Score** _____

Justification for this rating: _____

Follows Standard EMS Protocols **Rating Score** _____

Justification for this rating: _____

Follows Civil Service Rules & Regulations **Rating Score** _____

Justification for this rating: _____

Follows City Personnel Policy **Rating Score** _____

Justification for this rating: _____

KNOWLEDGE & APPLICATION OF JOB RESPONSIBILITIES

Properly identifies, locates, and uses equipment **Rating Score** _____

Justification for this rating: _____

Properly maintains vehicles & equipment **Rating Score** _____

Justification for this rating: _____

Performs fireground procedures safely & effectively **Rating Score** _____

Justification for this rating: _____

Performs EMS procedures safely & effectively **Rating Score** _____

Justification for this rating: _____

Required reports submitted accurately and timely **Rating Score** _____

Justification for this rating: _____

Working knowledge of department computer systems **Rating Score** _____

Justification for this rating: _____

Completes routine tasks without direct supervision **Rating Score** _____

Justification for this rating: _____

RECOMMENDATIONS FOR IMPROVEMENT

EMPLOYEE'S COMMENTS
Any reservations or objections the employee may have regarding this evaluation must be stated in the area below (additional sheets may be attached, if needed).

Firefighter Signature _____ Date _____

Captain Signature _____ Date _____

Battalion Chief Signature _____ Date _____

Division Chief Signature _____ Date _____

Appendix K: Okolona Fire Department Probationary Career Firefighter Evaluation Form

OKOLONA FIRE DEPARTMENT PROBATIONARY CAREER FIREFIGHTER EVALUATION FORM					
<p>The firefighter's supervisor is to complete this form and present it at the monthly staff meeting for consideration. After staff meeting review, a copy of the final monthly evaluation form is given to the probationary firefighter.</p>					
<p>_____ Name of Probationary Career Firefighter</p>			<p>_____ Probation Start Date</p>		
<p>_____ Name of Supervisor Completing Evaluation</p>			<p>_____ Date Form Completed</p>		
<p>Generally, the "default" rating for someone would be satisfactory. If a Fair or Good rating is applied, the evaluator should have some specific examples in mind. Poor or Excellent ratings will require the evaluator to write comments detailing the reason for a Poor or Excellent rating, in the space provided. If the evaluation has not observed the probationary career firefighter in the appropriate setting, the rater should not give a rating, and write "Haven't seen enough to evaluate" in the comments box.</p>					
Work Ethic:					
Circle Rating	Poor	Fair	Satisfactory	Good	Excellent
Considerations:					
<i>Positive:</i>	<i>Stays reasonably busy, eager to do work, uses time wisely, works until job is finished.</i>				
<i>Negative:</i>	<i>Has to be found when work is to be done, distracted by telephone usage, is not eager to help or do work, looks for ways to avoid work.</i>				
<i>Comments: (Required for Poor or Excellent Rating)</i>					
Attitude and Interpersonal Skills:					
Circle Rating	Poor	Fair	Satisfactory	Good	Excellent
Considerations:					
<i>Positive:</i>	<i>Accepts assignments willingly, has a "can do" approach, respects and shows consideration for other members, looks for solutions to problems. Accepts criticism positively. Is willing to take on additional responsibilities. Is dependable, always reports on time for shift. Seeks out work to be done. Knowledgeable of, and complies with department's procedures, rules and regulations.</i>				
<i>Negative:</i>	<i>Does not willingly accept assignments, does not show consideration for other members, is a problem finder, is not pleasant to be around or supervise. Disputes constructive criticism. Finds fault with others and is malcontent. Cannot be depended upon to complete assignments. Looks for reasons to not do something.</i>				
<i>Comments: (Required for Poor or Excellent Rating)</i>					
Quality of Work:					
Circle Rating	Poor	Fair	Satisfactory	Good	Excellent
Considerations:					
<i>Positive:</i>	<i>Work is of reasonably quality, comparable to that of other co-workers, uses care when doing work, is not wasteful of supplies and materials when doing work. Shows pride in work that is done.</i>				
<i>Negative:</i>	<i>Work often has to be re-done by others.</i>				
<i>Comments: (Required for Poor or Excellent Rating)</i>					

Regular Training:					
Circle Rating	Poor	Fair	Satisfactory	Good	Excellent
Considerations:					
<i>Positive:</i>	<i>Shows interest in training, actively participates in training, learns new skills easily, knows the things and can demonstrate the skills that a person with comparable experience knows and can do. Has the physical stamina to fully participate in all training evolutions.</i>				
<i>Negative:</i>	<i>Appears to be bored during training, does not participate in training, is unable to learn skills that a person with comparable experience can/has learned. Does not have the physical stamina to fully participate in all training evolutions.</i>				
<i>Comments: (Required for Poor or Excellent Rating)</i>					

Additional Training (Fire apparatus operator, EMT and Instructor):					
Circle Rating	Poor	Fair	Satisfactory	Good	Excellent
Considerations:					
<i>Positive:</i>	<i>Is pursuing the required qualifications in a timely manner, is able to learn the required skills and absorb the required knowledge.</i>				
<i>Negative:</i>	<i>Is not making satisfactory progress on the above subjects, has difficulty grasping the knowledge or learning the skills, or has not shown the enthusiasm to participate in associated training.</i>				
<i>Comments: (Required for Poor or Excellent Rating)</i>					
<i>Comments: (Already is certified as EMT, Instructor or is qualified as an apparatus operator, which renders this area not applicable)</i>					

Fire/Emergency Scene Performance:					
Circle Rating	Poor	Fair	Satisfactory	Good	Excellent
Considerations:					
<i>Positive:</i>	<i>Performs safely at fire and other emergency scenes. Applies sound judgment at fire scenes and emergency scenes. Has the physical stamina to complete fire scene duties.</i>				
<i>Negative:</i>	<i>Takes unsafe actions at fire and emergency scenes, does not demonstrate skills and knowledge learned in training at fire scenes. Does not have the physical stamina to perform all necessary fire scene duties.</i>				
<i>Comments: (Required for Poor or Excellent Rating)</i>					

General Comments:	
<i>What is the very Best Thing about this person →</i>	
<i>What is the worst thing about this person and thus needs to work on the most →</i>	

<i>To be completed after the probationary firefighter has been employed at least 2-1/2 months</i>	
Check the box which best describes your thoughts on what this person's future with the fire department should be. Check only one (1) box.	
	I do <i>NOT</i> think this person has a future with the fire department because this person does not have what it takes to be a full time firefighter and I think it is unlikely that any improvements can be made.
	I think this person <i>may</i> have a future with the fire department providing that <i>major</i> changes are made.
	I think this person probably has a future with the fire department but there are minor changes that should be made.
	I think this person's probation should be extended so that we can see if the performance improves.
	I think this person does a satisfactory job and should be retained. This person is what I would consider the average firefighter.
	I think this person does a good job and I'd welcome this person on my shift.
	I think this person does an excellent job and I wouldn't be surprised if this person becomes a leader in the future.
	I do not feel comfortable with making a recommendation at this time concerning this person's future with the fire department.