

Rating Firefighters in a Performance Appraisal Process

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Certification Statement

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Abstract

The problem in Fulton County Fire Rescue Department (FCFRD) is that company officers had not been trained to conduct performance appraisals. The purpose of this study was to examine ways company officers could properly rate firefighters in the performance appraisal process. A descriptive approach was used to conduct the research and information was gathered to address the following research questions: What perceptions do firefighters have about their role in the performance appraisal process? What factors to performing an equitable evaluation are present when company officers conduct performance appraisals? What outcomes determine the effectiveness of the performance appraisal process? These research questions targeted key populations to gain the most relevant data. A questionnaire was designed to capture firefighter perceptions. Findings indicated confidence in their supervisor's role in the appraisal process, but also showed firefighter's lack of understanding regarding the purpose and intent of the appraisal. Personal interviews were conducted with company officers to determine what factors were present when conducting performance appraisals. Results from the interviews revealed a positive outlook over the appraisal process, but again there was lack of understanding about its purpose and intent. Interview questions were delivered to FCFRD's fire chief and a senior administrative coordinator. These findings indicated there was not full satisfaction with the current appraisal process. Three recommendations came as a result of this study: Developing accurate and appropriate firefighter performance measures, training company officers in how to consistently perform proper performance appraisals, and using the appraisal results for maximum benefit to the organization.

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Introduction

A performance appraisal in the workplace is a developmental tool designed to help employees in an organization improve performance over time. It is a comprehensive process for evaluating performance and providing both written and verbal feedback to workers about their performance annually (Selden & Sowa, 2011). The performance appraisal process in the Fulton County Fire Rescue Department (FCFRD) involves communication between a supervisor (company officer or captain) and employees (firefighters) directly under their supervision about the employee's work behavior as compared to standard performance measures. This process also allows for documentation of the results of the comparison as well as two-way communication of feedback and expectations related to performance improvement. Research has been conducted on many aspects of performance appraisals, such as measurement of skills and abilities; supervisor and subordinate characteristics; cognitive processes; rater training, and appraisal fairness" (Boswell & Boudreau, 2000). Although this study includes some of these elements, and is inferred by the title, the focus of the research is to investigate if firefighters are appraised in a manner that facilitates their development in FCFRD.

According to Dulewicz (1989), people are fundamentally predisposed to making judgements about others. Whether intentional or unintentional, appraisal of others seems to be an act people engage in naturally. However, in the context of organizational effectiveness, the absence of a carefully structured system of appraisal can lead to judgements being made about an employee's work performance that are unfair and inaccurate. The problem in the FCFRD is that company officers have not been adequately prepared to conduct performance appraisals, resulting in inconsistencies in firefighter ratings. These inconsistencies, as a result of the improper utilization of the performance appraisal process, often lead to employee

underperformance and organizational ineffectiveness.

The normal tendency to judge reveals biases and can lead to ethical dilemmas. If we inevitably judge, the challenge becomes one of judging in a fair, equitable, and legally defensible manner. Unless our performance review processes are structured and systematic, we have little chance of meeting this challenge. It is important to note that organizational effectiveness is not attributable to a single leader, but the organization in whole. It is the outcome of collaboration between the members of workgroups and their leaders at all levels (Young & Dulewicz, 2009). The purpose of this study is to identify ways that company officers in the FCFRD can show consistency in how firefighters are rated within the performance appraisal process; thereby, maximizing the usefulness and effectiveness of the process.

Research for this study will be conducted using a descriptive method and the research questions to be answered are as follows:

Research Question (RQ) 1. What perceptions do firefighters have about their role in the performance appraisal process?

Research Question (RQ) 2. What factors to performing an equitable evaluation are present when company officers conduct performance appraisals?

Research Question (RQ) 3. What outcomes determine the effectiveness of the performance appraisal process?

Background and Significance

In 2005, the state of Georgia passed a voter referendum making way for the creation of a new city within unincorporated Fulton County. This landmark decision came after many years of political wrestling to gain local control from the County Commission. In a domino effect, two more areas of Fulton County followed suit and became cities. As a result, there were no unincorporated areas remaining in the northern part of Fulton County. FCFRD's service area and resources were more than cut in half. Prior to the incorporations, the department was made up of 23 fire stations and nearly 500 personnel. Currently there are 10 fire stations and less than 200 personnel.

The FCFRD is located in metropolitan Atlanta, Georgia and provides comprehensive fire service to the unincorporated areas of Fulton County. Unincorporated Fulton County now consists of 106.7 square miles and has a population of 121,000. The county seat of Fulton County is Atlanta and according to the Census Bureau, is the 8th largest metro area in the United States serving as a vital commercial and transportation hub. FCFRD and its hazardous materials team provide service for the Fulton Industrial Boulevard corridor, the largest collection of warehousing and distribution of hazardous materials in the southeast.

FCFRD is comprised of three sections, including the Office of the Fire Chief, Fire and EMS Operations, and Safety and Member Services/Community Risk Reduction. The Fire and EMS Operations Section is the largest of three sections and is made up entirely of sworn members. Each member is assigned to the A, B, or C shift in a rotating 24 hours on duty, 48 hours off duty capacity. Under the direction of the office of Fire and EMS Operation's, including a Deputy Fire Chief and administrative Captain, the section is comprised of approximately 131 field personnel. Operations currently consists of the following: 6 Battalion Chiefs, 30 Captains,

3 Lieutenants, and 92 Firefighters. Training and Member Development is also managed by the Operations Section (See Appendix M).

Operations responds to approximately 14,000 incidents a year to include fire related calls, medical related calls, and other calls for service; the Operations section manages all emergency responses, including technical rescue and hazardous materials incidents. Fire and EMS Operations is equipped with 2 Battalion cars, 10 engines, 2 ladder trucks, 1 air and light unit, 1 technical rescue unit, 1 hazmat unit, and 1 mass decontamination trailer.

In addition to emergency and non-emergency responses, Operations is responsible for serving the community through a variety of prevention activities such as company-level inspections, hydrant inspections, and incident pre-planning. Consistent with the mission of the FCFRD, Fire and EMS Operations proudly serves citizens in various capacities designed to promote collaboration and community. From department-level engagements such as boot drives for non-profit organizations, to station-level initiatives such as elementary school partnerships, the Operations section provides comprehensive emergency and non-emergency service to the public.

While most workers in organizations have some experience with a performance appraisal, many see them as stressful, time consuming, and ultimately of little value. This may come as no surprise to those in the fire service. FCFRD participates in the performance appraisal process in accordance with Fulton County government personnel regulations. Fulton County government's Performance Appraisal Plan, for all employees, is a three-phase process. The phases include the Performance Planning Conference, Progress Review Meetings, and Performance Appraisal Conference.

The purpose of the plan is to improve management of Fulton County resources, to

improve communication with employees regarding various elements of their jobs and how they are performing in each element, to maximize employee productivity, to determine training needs for employees, to provide information to employees, supervisors, and managers for use in making work-related or administrative decisions, and to appraise managers on their attainment of Equal Employment Opportunity responsibilities (Fulton County Personnel Regulation-1700-4, Appendix B).

This plan is applicable to all permanent employees and allows for those employees who receive a “failing” rating to file a grievance. According to Fulton County regulations, performance appraisals are additionally used in cases of a reduction in force and certain promotional tests.

Through the guidance of a standard operating procedure, FCFRD’s policy on performance appraisals makes uniformed members of the rank of Lieutenant or higher responsible for the completion of performance appraisals for members under their direct supervision. The three phase process occurs in the following order: First, the performance planning conference occurs in July; second are the performance review meetings during the months of November and March, although additional meetings may be conducted as needed; and last is the performance appraisal conference in June. Following the performance appraisal conference, the annual appraisal is finalized and forwarded to the Deputy Fire Chief of Safety and Member Services. (FCFRD Standard Operating Procedure #2009, Appendix A).

Despite the performance appraisal plan’s desired goals of improving organizational performance, including maximizing productivity and assessing needs, the plan falls short in the FCFRD. The problem is that supervisors, principally company officers, have not been instructed in how to perform their role in the performance appraisal process and, in part, the ratings criteria is challenging to apply toward performance expectations and the ratings scale. This creates

uneasiness when it comes to fulfilling their responsibility in the process. As a result, there tends to be no uniformity in how company officers complete appraisals, leading to inaccurate appraisals and missed opportunities for individual and organizational improvement. This problem is not new to FCFRD and yet there has been not been a plan to address the issue to date. The impact of the department's downsizing and restructuring due to incorporations as well as normal attrition led to the loss of many members with seniority and advanced skills. This reality led to the application and subsequent awarding of two Federal Emergency Management Agency (FEMA) Staffing for Adequate Fire and Emergency Response (SAFER) grants to aid in raising staffing levels. Given the loss of key personnel and influx of new firefighters, FCFRD cannot afford to miss any opportunities for developing its workforce. The point of this study is to add even greater value to firefighters through use of the performance appraisal process and help meet current and future performance needs.

Challenges like this have been recognized in the design of such courses as the Executive Fire Officer Program's Executive Development course. One of the goals of the course is to "develop and integrate management and leadership techniques necessary in complex organizations" (United States Fire Academy, 2013). Performance appraisals are a necessary management and leadership tool. Addressing this problem will not only help FCFRD live up to its motto of "service to all, second to none," but also meet one of the United States Fire Administration's five goals of seeing fire and emergency services improve their professional status (United States Fire Academy, 2013).

Literature Review

Organizations face continued scrutiny in demonstrating how they assess their performance and implement plans for improvement. The measurement of organizational performance and effectiveness is typically accomplished through performance management (Selden & Sowa, 2011). Performance management is a systematic process by which an organization seeks to improve itself. Selden and Sowa (2011) note the objective of a performance management process is to coordinate organizational performance with individual performance; thereby, clarifying for employees what the organization's goals, priorities, and expectations are and how well they are meeting them. Remember, performance appraisal evaluates and communicates employee work performance; performance appraisal is one tool that may be used in performance management. One way to distinguish the difference between performance management and appraisal is to consider that performance management is about developing employees while performance appraisal evaluates an employee's actual performance over time. Another way to think of the difference between the two is that performance management is focused on the present and future while performance appraisal is about the immediate past period being reviewed.

There are various approaches to conducting performance management such as mentoring and coaching, or any number of other organizational operating procedures. There are also different methods for conducting performance appraisals. Some methods include checklists and weighted checklists, behaviorally anchored rating scales, management by objectives, 360 feedback, and graphic rating scales. FCFRD utilizes both a checklist and graphic rating scale for conducting performance appraisals. The section of the performance appraisal where the checklist is found is brief and allows for supervisors to mark either satisfactory or unsatisfactory

in response to ten general job requirement related to the firefighter being appraised. The graphic rating scale is the primary appraisal instrument and correlates firefighter job duties or criteria, performance expectations, weighted factors, and rating levels.

This review identifies research that has already been conducted on the subject of performance appraisals and considers some previous research in addressing this paper's stated research questions.

The first research question to be addressed is *what perceptions do firefighters have about their role in the performance appraisal process?* This question asks what subordinates think about the performance appraisal process, including their part in the process. If employees perceive the purpose of performance appraisals differently, then points of view may vary depending on that perception. For example, how a performance appraisal is used may demonstrate to employees their value in the organization. Boswell and Boudreau (2000) note that performance appraisals used as an evaluative tool often have a negative connotation, whereas developmentally driven performance appraisals are more likely to be viewed positively. Evaluation is sensitive in nature and many researchers conclude that criticizing workers can foster such emotional responses as defensiveness and rationalization, leading to negative responses and feelings about the appraisal (Boswell & Boudreau, 2000). While this may be less true for high performers and those with leadership potential, what about the marginal firefighter or the one who has a limited skill set? Employee attitudes toward the appraiser can also influence employee perceptions of the performance appraisal process. If the evaluation causes the employee to feel defensive, criticized, or discouraged there may be spill over to the working relationship. This particular study raises important considerations as to the orientation of the performance appraisal as either evaluative or developmental.

After review of Kuvaas (2007) it is noted that developmental performance appraisals have the potential to improve employee performance and develop a dedicated work force, but that too little research has been done on this subject. The focus of Kuvaas (2007) is to correlate the relationship between an employee's perception of the appraisal process and their work performance; defining employee perception by describing it as "the perceived clarity, relevance, recognition and understanding with regard to goal setting and feedback activities" (p.380). Further explained, goal setting relates to the level to which employees believe goals have clarity and relevance, and feedback to the level to which employees receive feedback that is believed to have clarity and relevance. These perceptions form critical underpinnings that help explain how goal setting and feedback can foster employee drive, dedication, and skills and abilities.

For different reasons, employees may not always perceive the goals of organizational leadership, particularly in an organization with a rank structure such as the fire department. For instance, given an organization with standard operating procedures related to the implementation and administration of performance appraisals, it is individual managers, or company officers, who actually manage these procedures (Kuvaas, 2007). Additionally, if we know that individual differences exist among the officers, then how might those being appraised react to the appraisal process?

The findings reported in this study provide some good news for organizational leaders because it shows that 80.9 percent of research participants had generally positive perceptions of the evaluations (Kuvaas, 2007); most believed that the evaluations were fair and designed to improve performance. Based on these findings, it would seem that supervisors can be comfortable in knowing that employees appreciate positive appraisal efforts. Supervisors who are motivated to also increase job satisfaction should take actions to ensure that their evaluations

are perceived as being fair. Conversely, employees who think that their evaluations are unfair may have lower levels of job satisfaction. Supervisors may also discover that employees who feel that they are being evaluated on inappropriate or irrelevant criteria are less likely to be highly satisfied with their jobs. This study provided valuable insight into the perceptions employees hold in a performance appraisal system. These insights about perceptions are defined and explained, and are generally applicable to most employees who participate in a performance appraisal process (Kuvaas, 2007).

The second research question to be addressed is *what factors to performing an equitable evaluation are present when company officers conduct performance appraisals?* This question seeks to identify factors that facilitate a performance appraisal being fair and consistent with respect to how officers rate their firefighters. It relates to characteristics most commonly identified when conducting a performance appraisal that helps make the process sound. While the question includes factors found in the appraisal process, review of Pettijohn, Pettijohn, and d'Amico (2001) shows that examination of the company officer performing the appraisal may also be instructive.

Pettijohn, Pettijohn, and d'Amico (2001) posit that factors of the appraisal process may influence supervisor satisfaction with the process. For instance, because many supervisors conduct performance appraisals, it seems likely that identifying the common characteristics of the appraisal process that produce the greatest organizational outcomes would be of value (Pettijohn, Pettijohn, and d'Amico, 2001). They establish that identification and specification of factors is important to a successful process. Those factors include employee performance, managerial coaching, feedback, training, and career improvement. The role of the supervisor in the performance appraisal process cannot be overemphasized. Pettijohn, Pettijohn, and d'Amico

(2001) put forth that role ambiguity negatively relates to a consistently fair process and that organizational direction and communication of expectations helps to remove the ambiguity. However, despite an organizations guidance, support, and training in the process, the supervisor's actions set the stage for what results. Pettijohn, Pettijohn, and d'Amico (2001) suggest that, in the public sector, performance appraisals are of critical importance to supervisors because they contribute to an organization's success or failure based on how the process is managed. In these settings, they go on to say, characteristics that supervisors feel should be present in a performance appraisal process include clear ratings criteria, ratings criteria that makes sense, the perception of fairness, and how the appraisal distinguishes employees for some recognition or reward.

The existing literature supports the idea that performance appraisals should be designed so that supervisors recognize them as fair. The characteristics or determinants of a fair performance appraisal do not emphasize the criteria, but are mostly determined by aspects of the process a supervisor can influence (Pettijohn, Pettijohn, and d'Amico 2001). Although the hypothesis tested by Pettijohn, Pettijohn, and d'Amico (2001) looked at characteristics of the appraisal process, it may be limiting in its overall application because the characteristics of the appraisal process correlated to resultant supervisor job satisfaction.

The final research question to be addressed is *what outcomes define the effectiveness of the performance appraisal process?* This question points to the positive results obtained from an effective process. The capacity to obtain positive outcomes will be directly related to the quality of the performance appraisal process. The aim of a quality approach is to reduce variation in the process in order to achieve greater consistency (Brown & Benson, 2010). Given the comprehensive nature of the performance appraisal process there is likely to be variation. An

effective process necessitates involvement of not only organizational leaders, but also the rank and file. Whatever leadership deems to be quality results will require acceptance from those being assessed and those doing the assessing. Organizations generally want to see improvement in employee performance; Brown and Benson (2010) suggest those improvements stem from “employee identification with and commitment to the objectives of the organization” (p.377). Raising employee performance means starting where each employee currently rates and helping them to move to a higher place of rating through performance improvements. An effective performance appraisal process also identifies poor performing employees and provides feedback on how to improve, including goal setting and communication of expectations.

Although performance appraisals are used universally to improve employee performance, questions still remain about the effectiveness of performance appraisals. Tuytens and Devos (2012) say that in order to increase organizational outcomes, employees’ actions and behaviors must be consistent with one another. Review of Tuytens and Devos (2012) reveals a study designed to analyze a teacher performance appraisal process in the context of developing new policy. The policy included the following components: Informed and involved teachers; trained, supervisory evaluators; and relevant job descriptions. The further process included coaching and professional development at least twice during the appraisal conferences – one formative and one summative, and at the end of the process, a report card or completed appraisal form is given to the teacher.

The process this study comes away with helps affirm the process many organizations may currently be using, in some fashion. Among the takeaways of the study is the involvement of teachers in discussion about the criteria and performance expectations used in the performance appraisal. While it is necessary for employees to be informed about the appraisal process,

Tuytens and Devos (2007) make an argument for employees having a more active role. This study provided useful insights into the performance appraisal process from a leadership perspective. While the study may have some limiting effects because it involves teachers, application can be effectively made to the fire department and prove to be of benefit.

In a related review, Stepanovich (2013) focuses on the administrative application of performance appraisals. He looks at appraisals in relation to pay, promotions, and disciplinary actions including termination, where it is vital that the appraisal be unbiased, fair, and accurate. The Stepanovich (2013) study reviews problems of incentives based appraisals, including the suggestion that appraisal are inherently biased and subjective. He concludes his study by offering that pay-for-performance appraisals to repair performance problems, and may instead lessen cooperation and restrict the flow of new ideas.

Procedures

Because data was collected for this study by means of a questionnaire and interviews, for the purpose of relating firefighters, their officers, and fire department leadership to firefighter performance appraisals, a descriptive method was used. Data collected by way of questionnaire was done through use of the online survey website called Survey Monkey.

Firefighters made up the group of participants who were sent the email questionnaire. Before the questionnaire was delivered, a non-participant of the survey performed a trial run by taking the survey, noting the time required to take it, and confirming that it was an accurate measure of perceptions. It was determined through the trial run that the survey would have the desired effect of producing usable data and could easily be replicated in any further study. An email of the link to answer the questionnaire was sent directly to firefighters' work email. The questionnaire was used by this means in order to reach the total population of 92 firefighters, while also allowing for their individual anonymity and randomness of the sample size. The questionnaire consisted of ten questions of both closed-ended and forced-ended choices. Each question had a comment area to allow for opinions to be expressed more fully if desired. This survey was designed to gather information that would address RQ1 – *What perceptions do firefighters have about their role in the Performance Appraisal Process?* The qualitative information gathered helped to identify both positive and negative perceptions that could then be addressed in a solution.

The participants of the interviews were divided into two groups, each addressing one of the two remaining research questions. Interview group 1 consisted of a sampling of six company officers. Although the population of company officers in the field total approximately 30, over three shifts, interview group 2 was made up of 6 company officers. A non-probability sampling

method (convenience) was used for this group. Of the 30 total Captains assigned to the A, B, and C shifts, the 6 Captains assigned to the C shift in the third battalion were personally and individually interviewed at their assigned stations because they were the easiest to reach. While all station officers are responsible for conducting firefighter performance appraisals in accordance to department guidelines, this research may be limited due to the data having been gathered by only one shift of station officers. Nevertheless, this sample group was selected to provide data for RQ 2 – *What factors to performing an equitable evaluation are present when company officers conduct performance appraisal?* This is because the company officer, or rater is principal to this study and the primary source of data needed to answer this question.

Interview group 2 was comprised of the FCFRD Fire Chief, to include the senior Administrative Coordinator from the Safety and Member Services section. A list of five interview questions was developed for this group in order to provide data for RQ 3 – *What outcomes measure the effectiveness of the Performance Appraisal Process?* After having three persons outside of FCFRD review the question, and with a degree of confidence the questions would illicit relevant responses, the interview questions were delivered via email.

The two interviewees selected for this group are recognized as being most likely to provide needed information. First, Fire Chief Larry Few was selected based on his responsibility and authority relevant to FCFRD's programs and processes. Chief Few also brings a vast amount of knowledge related to fire department policy. He has more than 30 years of experience in the fire service, including numerous recognitions and designations, and is the most recent past President of the Metropolitan Fire Chiefs Association. The second interviewee for this group is the senior administrative coordinator of Human Resources and the longest tenured member of FCFRD with 38 years of service. Her experiences and areas of expertise as a coordinator cover a

wide range of administrative functions, including strategic analysis and communication of administrative rules, regulations, policies, and procedures.

Results

The qualitative data gained through the questionnaire and two interview groups helped to capture the perceptions, factors and desired outcomes involved in this study, and offered insights on how to address them. There were 13 firefighter participants in the final sample to address RQ1. While the questionnaire was adequately planned, constructed, and distributed, its effect was limiting because the majority of firefighters did not complete the survey. Leedy and Ormrod (2016) caution that low return rates result in research that gathers too little, and possibly flawed information, and may introduce a source of bias affecting the data. Nevertheless, the information that was compiled helps to better understand the perceptions of firefighters as it relates to the FCFRD's performance appraisal process.

Two areas with the most agreement among participants showed that 92% felt the appraisal process allowed for them to provide adequate feedback and that their company officer communicated work performance expectations to them over the course of the performance appraisal period (See Appendix D). These numbers are supported by two other responses. 100% of firefighter participants answered in the affirmative as to being satisfied with their last performance appraisal rating and feeling as though their company officer was thorough in guiding them through the process (See Appendix D). Given that respondents could have answered favorably about their officer, based on a high performance rating, these findings are not conclusive. Further research, including possible action to revise the questionnaire and analysis of the limiting effect of bias, may be needed in order to get responses that have less of a likelihood to be tainted. Among the remaining survey questions, participants indicated positive

feelings about their role in the appraisal process, including their company officer's actions. However, there were two important responses that are noteworthy. First, 69% of respondents noted that better communication of FCFRD's purpose and intent of the performance appraisal could help improve the process. Second, respondents were split on the question of whether or not their officer communicated FCFRD's vision, direction, or plans for the future, with 54% answering no and 46% answering yes (See Appendix D).

Information gained from personal interviews with the company officers helped provide insight into what factors or characteristics exist in conducting performance appraisals (See Appendix F). Although each officer stated they were comfortable conducting performance appraisals, all but one responded that the main obstacle in the process was not to know the purpose or intent of the performance appraisal. This information directly correlates with their answers to a direct closed-ended question regarding training; no officer could say that they received departmental training on the performance appraisal process. Another key area to highlight among these findings are responses about improving the appraisal process. Again, training was mentioned, as well as the inclusion of relevant firefighter criterion on the appraisal form (See Appendix F).

While each Captain was asked the same set of questions, they were also informed that they could add comments as they wished to any question. Some key findings surfaced as a result. It was pointed out that the performance duties listed on the appraisal form, used to appraise the ranks of firefighter 1, 2, and 3, are not reflective of all the duties being performed by these ranks. The reason cited is that due to low staffing levels and personnel capabilities certain firefighters are regularly performing duties in a capacity above their rank. Although this is allowed for in the firefighter 3 job description, it is not covered in the job descriptions of

firefighters 1 and 2. However, what is referenced in the job descriptions and performance appraisal forms for each firefighter rank is a catchall category described as *other duties as assigned*. Another interesting finding followed the question on improving the performance appraisal process. It was simply that each firefighter rank that receives an appraisal from a supervisor is not currently included in any discussions about amending performance criteria or other aspects of the process. FCFRD conducts annual company officer training. It was also suggested that this forum be used to provide training on performance appraisals, including points made in this report's findings

The final collection of data came from fire department administration to include the fire chief and a senior administrative coordinator. This data provided answers regarding the strategic vision of FCFRD's performance appraisal process and its desired results. In response to an overarching question about satisfaction with FCFRD's appraisal process the interviewees could not say they were fully satisfied with the current appraisal process, noting the presence of subjectivity. Subjectivity in an appraisal process creates the potential for bias. In this case, Chief Few suspects a "halos and horns" effect at play, or supervisors rating their firefighters either favorably or unfavorably in one criteria based on the rating given in another criteria (See Appendix H). Both interviewees cite that the appraisal process, as presently designed, is not consequential. Accountability of the firefighter as well as the company officer is diminished when there is no consequence for poor performance. Likewise, they point out that there is no incentive for exceptional performance. They both say the removal of subjectivity from ratings and installation of an incentives component, such as pay-for-performance, can help to improve the process.

In addition to these changes, a more effective appraisal process would include

appropriate amendments to the current criteria used to assess firefighters and casting the performance appraisal process as an opportunity to develop firefighters by means of encouragement or admonishment (See Appendix I).

Finally, this interview group addressed their desired outcomes in the process by sharing what they would like to see accomplished. As a result of an effective appraisal process they hope to see improvement in the areas of motivation, revelations about personnel capabilities, and training needs. Given these kinds of results in the process, new goals can be established that are consistent with the mission of FCFRD.

Discussion

This study essentially explored what effects FCFRD was regularly experiencing through its performance appraisal process and whether or not the effects were positive based on the actions of company officers in evaluating their assigned firefighters. There was no indication that the findings were inconsistent with previously related studies. In fact, each of the key considerations presented in this study were supported by other literature. The key considerations related to the appraisal process were the perceptions of firefighters, characteristics identified by company officers, and the strategic view of the fire chief.

The data collected of firefighter perceptions of their role in the performance appraisal process included satisfaction with their last performance rating and confidence in how their company officer conducted the appraisal process. These responses came from survey questions designed to better understand what firefighters generally thought about the appraisal process and some of their specific experiences in the most recent process. This is supported by findings reported by Kuvaas (2007) where a study showed approximately 81% of participants had generally positive perceptions of appraisals. Selden & Sowa (2011) note the crucial role of employee perceptions and suggest their viewpoints be incorporated into the analysis and construction of performance in organizations. It is likely, based on data from this study and others, that input from firefighters about the design of the firefighter appraisal and appraisal process can make a difference in improvement of the system. This data paves the way for future research related to the firefighter appraisal process. Data of firefighter perceptions in this case further indicated that company officers were communicating performance expectation and allowing for feedback within the process. Taken together, communication of work expectations, allowing for feedback, and the aforementioned satisfaction with their officer's actions are all

encouraging. These findings suggest, from the firefighters perspective, that FCFRD has an appraisal system that is structured well. Nevertheless, the data is also clear that there is room for improvement of communications in not only the purpose and intent of the appraisal, but also the strategic vision and direction of the department. Grote (2000) argues, as a stand-alone process, the performance appraisal process is not usually tied to the mission of the organization or any other initiatives designed to get the best out of employees. Although Grote (2000) also makes the observation that performance appraisals are often viewed as a yearly event, an uncomfortable exercise where a supervisor rates the performance of a subordinate over the past twelve months, major findings coming from this study paint a somewhat different picture.

The data collected from the perspective of the company officer provided insights for making the appraisal process more effective for improving firefighter and organizational performance. Similar to firefighters and equally important, Pettijohn, Pettijohn, and d'Amico (2001) suggest supervisors are positively impacted by certain characteristics of the appraisal process. Specifically, they cite supervisor satisfaction with the appraisal process when the process provides clarity and is perceived as equitable. Findings from the company officer interviews would indicate they are not as satisfied with the process as maybe they could be. This is based on their lack of understanding related to knowing the purpose and intent of the appraisals, and responses indicating uncertainty with firefighter ratings criterion. Focusing on the identification of parts of performance evaluations that are controllable by raters is what Pettijohn, Pettijohn, and d'Amico (2001) say can positively impact an organization's effectiveness. Pettijohn, Pettijohn, and d'Amico (2001) contend that supervisors can move beyond the focus of performance to use the process as a motivational tool, thereby making optimal use of the appraisal process. One of the reasons they are not ready to move further is

attributed to lack of clarity about relevant criteria to be used and what benefits come from the process. Absent this, opportunities to motivate that could be realized from the appraisal process are reduced. This conflict may prevent the appraisal process from attaining its full usefulness to the organization, perhaps even contributing negatively to individual behavior and organizational performance (Boswell & Boudreau, 2000). Grote (2000) goes even further to say that although supervisors are called on to be consistently fair and objective in conducting an employee's performance appraisal, it does not mean the supervisor is restricted to only a numerical assessment. He says a supervisor's judgments are exactly what is expected from the appraisal process and that making judgments, even when all information is not at hand, is what supervisors are paid to do. This implies that a supervisor has the capacity to think and act appropriately on the basis of limited or conflicting information. Grote (2000) explains this view by offering that employees don't necessarily want "objective" information, but simply their supervisor's opinion, what they really think. Company officers may need less training in how to conduct an objective appraisal and more in how to summon the courage to tell it like it is.

The point about getting the most out of performance appraisals is what RQ3 attempts to address. Based on information gathered from interview group 2, fire department leadership welcomes changes that will elevate the usefulness and effectiveness of the overall appraisal process. A starting point might be emphasis on the participation of all parties in the development of the performance appraisal process in order to increase credibility of the process (Tuytens, M. & Devos, G. 2012). Tuytens and Devos (2012) go further in outlining the four main components necessary for a new teacher performance appraisal policy: Job descriptions with clear standards, evaluator training, objectivity in the process, and teacher participation. Each of these parts is referenced in this study and is compatible across various organizational disciplines. Integration

of these changes has the potential of transforming an organization's culture (Grote, 2009).

Another interesting suggestion that surfaced out interviews with FDFRD leadership was the idea of pay-for-performance. This method of employee motivation, meant to improve performance, rewards employees with monetary increases that match their individual, outstanding work performance. This undoubtedly would necessitate greater scrutiny of the performance appraisals, and may result in the recording of higher firefighter ratings on average, reflecting reluctance of officers to negatively affect the pay of one of their own. Further on this point, critics say it will not likely address an organization's performance problems, but may increase costs, lessen cooperation, and restrict new ideas (Stepanovich, 2013). Answering the fundamental question in an appraisal of how an employee is doing has as much to do with a supervisor's psychological make-up as with the subordinate's performance. If this somewhat flimsy data is used to make fine judgements between people for purposes of pay considerations, then we may paint a nice picture, but one which has little to do with reality (Stepanovich, 2013).

Kuvaas (2007) says that if managers fail to properly conduct performance appraisals, then what results is the loss of opportunities to develop employees. For performance appraisals to have a positive effect on employee conduct and future development, the affected firefighter must perceive that the evaluations have merit. Therefore, leaders should be aware of the need to assess the process by which they examine their employees. Based upon the firefighter's perceptions of the performance appraisal process and the company officer's evaluation techniques, outcomes of the process can include a healthy work environment and an organization that instills pride in its workers that leads to the goal accomplishment.

Recommendations

As discovered in this report, there are a number of ways the firefighter performance appraisal process in FCFRD can succeed or fall below its potential based on how it evaluates and develops its firefighters. How can FCFRD improve on its current performance appraisal process? There are steps that can be taken to minimize negative outcomes and maximize positive outcomes in order to have a successful performance management tool. By highlighting some of the different aspects of the process presented in this report we can offer some possible solutions. Before listing specific recommendations it is important to re-visit the latest firefighter job description revisions to ensure that the attributes and factors of being a firefighter are representative of FCFRD's mission and motto. This job analysis is fundamental for building a sound evaluative and developmental process. The following are steps recommended for rating a firefighter in FCFRD's performance appraisal process.

Step 1. Develop accurate and appropriate firefighter performance measures. If the performance measures or criteria on the appraisal forms do not accurately measure firefighter performance, then it follows that the whole process will underperform. Performance duties should be accurate in order for firefighters to know what specific criteria they are being rated on, what scale is used to receive a higher or lower rating, what their company officers expect of their work performance, and what areas they can show improvement. Firefighter performance expectations must clearly follow the associated performance criteria. By evaluating each of the stand-alone duties and expectations in a logical manner there will be a lessening of any bias, such as the "halos and horns" effect.

For the ratings checklist portion of the firefighter appraisal form, under basic conditions of employment, consider amending these conditions to be more reflective of FCFRD's values

while also adhering to Fulton County government policies. Determine an objective means by which to rate firefighters as satisfactory or unsatisfactory (See Appendix J, K, or L) For example, what constitutes satisfactory or unsatisfactory attendance or punctuality? Should use of sick leave fall under attendance? These two examples of a basic work condition are currently not defined in any appraisal form or instructions. Both of these areas of the performance appraisal should be guided by the SMART concept, or criteria that is specific, measurable, attainable, relevant, and time-bound.

Step 2. Train company officers in how to consistently perform proper firefighter performance appraisals. Once there is confidence in the appraisal measures and methods, the next step is to train those personnel who will be conducting performance appraisals. Evaluators, in this case company officers, should clearly understand the purpose of the appraisal, their role in the process, and what is to result from their effort. Company officers should be aware of common problems and biases in the process and trained in how to overcome them. They should also understand the methods and forms used to appraise their firefighters. For example, where the ratings scale is used, they should be given better understanding of the differences between word descriptors such as outstanding, acceptable, fair, and failing.

Step 3. Use the results. If the results of the performance appraisal are not noticeably used in decisions about such areas promotion, pay, leadership development, and training, then personnel could determine it is just an exercise (Grote, 2000). The performance appraisal process should be based on and result in accomplishment of FCFRD's mission and goals. FCFRD should ensure the process is moving employees toward individual and organizational success. Company officers are the linchpin in this process to facilitate employee assessment and growth that aims at achieving a successful process. Therefore, clarity with clarity of purpose of

what all is expected and desired out of the appraisal process can lead to a process that increased overall performance. This necessitates communication of organizational information from fire department leadership to all levels throughout the department. The appraisal process is a vehicle for managing performance and the company officer is the messenger.

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Appendix A

Fulton County Fire Rescue Department	
Standard Operating Procedure	
Subject: Performance Appraisal Process	Number: 2009
Effective Date: June 1, 2002	Reviewed: July 1, 2015

1.0 Statement of Policy

1.1. It is the policy of Fulton County Fire Rescue Department that performance appraisals be completed in accordance with Fulton County Personnel Regulations.

2.0 Objectives

2.1. The objective of this SOP is to clarify the responsibilities of supervisors with respect to the Fulton County performance appraisal process.

3.0 Responsibility

3.1. Supervisors are responsible for completing performance appraisals for members directly under their supervision.

4.0 Procedures

4.1. Performance Planning Conference

4.1.1. The performance planning conference for all members shall occur during the month of July.

4.2. Performance Review Meetings

4.2.1. Performance review meetings for all members shall occur during the months of November and March; more meetings may be scheduled, as needed, if the employee is below the proficient level performance

standard.

- 4.3. Performance Appraisal Conference
 - 4.3.1. The final performance appraisal conference for all members shall occur during the month of June.
 - 4.3.2. Upon completion, supervisors shall forward performance appraisals to the next level supervisor; second level supervisors shall forward complete performance appraisals to the Safety and Member Services Section by July 1st.
 - 4.3.3. Safety and Member Services shall maintain copies of all original documentation of the performance appraisal process and forward originals to the Personnel Department by July 30th of each year.
- 4.4. No uniformed member below the rank of Fire Lieutenant (permanent or temporary) or civilian member below the pay band C51 shall be responsible for performance appraisals unless directed by the Deputy Chief of Safety and Member Services.
- 4.5. If a member has been supervised by more than one supervisor in a rating period:
 - 4.5.1. The current supervisor shall complete the appraisal as long as they have supervised the member for at least 90 days.
 - 4.5.2. If the current supervisor has not supervised the member for at least 90 days, the closed out performance appraisal from the supervisor who supervised the member the longest, shall be used.
 - 4.5.3. Performance Appraisals that have been closed out prior to the end of the appraisal period shall be forwarded to Safety and Member Services until

the final appraisal period is completed.

5.0 Reference

5.1. Fulton County Personnel Regulations PR – 1700 – 4 (*12/20/00*)

6.0 Appendix – N/A

Appendix B: PR – 1700 – 4 – Performance Appraisal

1. The Performance Appraisal Plan is a three-phase process. These phases are: Performance Planning Conference, Progress Review Meetings, and Performance Appraisal Conference. The purpose of such Plan is to improve management of Fulton County resources, to improve communication with employees regarding various elements of their jobs and how they are performing in each element, to maximize employee productivity, to determine training needs for employees, to provide information to employees, supervisors, and managers for use in making work-related or administrative decisions, and to appraise managers on their attainment of Equal Employment Opportunity responsibilities. This Plan applies to all permanent employees, both classified and unclassified. Employees receiving a “failing” rating have the right to file a grievance in accordance with the Grievance Procedure. Employees who receive “Fair” or “Acceptable,” are not eligible to file a grievance with the Grievance Review Board but may appeal directly to their next level supervisor and through the chain-of-command to the Department Head.

Appendix C: Firefighter Questionnaire

RQ 1: What perceptions do firefighters have about their role in the performance appraisal process? (This question asks what subordinates think about the performance appraisal process, including their part in the process).

1. How do you think the results of the Performance Appraisal will be used?
 - a) To help improve firefighter performance
 - b) To use in promotional processes
 - c) To use in disciplinary processes
 - d) To identify areas of needed training

Comments:

2. Do you feel the Performance Appraisal Process allows for you to provide adequate feedback?
 - a) Yes
 - b) No

Comments:

3. During your last Performance Appraisal meeting with your officer was there communication about Fulton County Fire Rescue Department's vision, direction, or plans for the future?
 - a) Yes
 - b) No

Comments:

Appendix C: Firefighter Questionnaire

RQ 1: What perceptions do firefighters have about their role in the performance appraisal process? (This question asks what subordinates think about the performance appraisal process, including their part in the process).

4. Did your officer communicate to you any work performance expectations over the course of your last performance appraisal period?

- a) Yes
- b) No

Comments:

5. Do you know what criterion is used to evaluate your performance?

- a) Yes
- b) No

Comments:

6. As part of the Performance Appraisal Process, how many times did you meet with your officer during the last performance appraisal period?

- a) 1
- b) 2
- c) 3
- d) 4 or more

Comments:

Appendix C: Firefighter Questionnaire

RQ 1: What perceptions do firefighters have about their role in the performance appraisal process? (This question asks what subordinates think about the performance appraisal process, including their part in the process).

7. Do you know what rating you received on your last appraisal?

a) Yes

b) No

Comments:

8. Were you satisfied with your last performance appraisal rating?

a) Yes

b) No

Comments:

9. Do you feel your officer was confident in guiding you through the Performance Appraisal Process?

a) Yes

b) No

Comments:

10. How can the Performance Appraisal Process be improved?

a) Train officers

b) Clearly communicate the department's purpose and intentions of the results

c) Amend the ratings criteria

d) Other

Comments:

Appendix D: Firefighter Questionnaire Responses

Results from the survey taken by firefighters in addressing RQ1 – What perceptions do firefighters have about their role in the performance appraisal process?

1. How do you think the results of the Performance Appraisal will be used?

<u>Answer Choices</u>	<u>Number of Responses</u>	
a) To help improve firefighter performance	10	(77%)
b) To use in promotional processes	3	(23%)
c) To use in disciplinary processes	1	(8%)
d) To identify areas of needed training	1	(8%)

2. Do you feel the Performance Appraisal Process allows for you to provide adequate feedback?

<u>Answer Choices</u>	<u>Number of Responses</u>	
a) Yes	12	(92%)
b) No	1	(8%)

3. During your last Performance Appraisal meeting with your officer was there communication about Fulton County Fire Rescue Department’s vision, direction, or plans for the future?

<u>Answer Choices</u>	<u>Number of Responses</u>	
a) Yes	6	(46%)
b) No	7	(54%)

Appendix D: Firefighter Questionnaire Responses

Results from the survey taken by firefighters in addressing RQ1 – What perceptions do firefighters have about their role in the performance appraisal process?

4. Did your officer communicate to you any work performance expectations over the course of your last performance appraisal period?

<u>Answer Choices</u>	<u>Number of Responses</u>
a) Yes	12 (92%)
b) No	1 (8%)

5. Do you know what criterion is used to evaluate your performance?

<u>Answer Choices</u>	<u>Number of Responses</u>
a) Yes	10 (77%)
b) No	3 (23%)

6. How many times did you meet with your officer during the last performance appraisal period?

<u>Answer Choices</u>	<u>Number of Responses</u>
a) 1	9 (69%)
b) 2	0 (0%)
c) 3	1 (8%)
d) 4 or more	3 (23%)

Appendix D: Firefighter Questionnaire Responses

Results from the survey taken by firefighters in addressing RQ1 – What perceptions do firefighters have about their role in the performance appraisal process?

7. Do you know what rating you received on your last appraisal?

<u>Answer Choices</u>	<u>Number of Responses</u>
a) Yes	10 (100%)
b) No	

Comments: 3 skipped the question

8. Were you satisfied with your last performance appraisal rating?

<u>Answer Choices</u>	<u>Number of Responses</u>
a) Yes	13 (100%)
b) No	0 (0%)

9. Do you feel your officer was confident in guiding you through the Performance Appraisal Process?

<u>Answer Choices</u>	<u>Number of Responses</u>
a) Yes	11 (100%)
b) No	

Comments: 2 skipped the question

Appendix D: Firefighter Questionnaire Responses

Results from the survey taken by firefighters in addressing RQ1 – What perceptions do firefighters have about their role in the performance appraisal process?

10. How can the Performance Appraisal Process be improved?

<u>Answer Choices</u>	<u>Number of Responses</u>	
a) Train officers	1	(8%)
b) Clearly communicate the department's purpose and intentions of the results	9	(69%)
c) Amend the ratings criteria	3	(23%)
d) Other	0	(0%)

Appendix E: Company Officer Interview Questions

RQ2: What factors to performing an equitable evaluation are present when company officers conduct performance appraisals? (This question seeks to identify what are the factors that lead to a performance appraisal being fair and consistent with respect to how officers rate their employees. The appraisal seeks to identify common characteristics when conducting a performance appraisal that helps make the process fair.

1. Which of the following do you feel is the main obstacle to conducting evaluations of firefighters in FCFRD's performance appraisal process?
 - a) Not knowing what the purpose of the performance appraisal
 - b) Not knowing how the performance appraisal ratings will be used
 - c) It doesn't make sense to me
 - d) It is too time consuming
 - e) The ratings scale is not relevant to the criteria
 - f) The criteria is not reflective of firefighter duties

2. Are you comfortable conducting performance appraisals?
 - a) Yes, why?
 - b) No, why not?

3. Have you received training by FCFRD to conduct performance appraisals?
 - a) Yes
 - b) No

Appendix E: Company Officer Interview Questions

4. Do you feel performance appraisal meetings mostly provide an opportunity to
 - a) Positively impact firefighters
 - b) Negatively impact firefighters
 - c) Have no impact to firefighters

5. Can the Performance Appraisal Process be improved?
 - a) No
 - b) Yes, How?

6. Based on your experience in the Performance Appraisal Process and the current ratings criteria and scale do you feel most firefighters are
 - a) Rated as outstanding
 - b) Rated as acceptable
 - c) Rated as below standard
 - d) Not sure, but rated in a fair manner

Appendix F: Company Officer Interview Responses

Information gathered from Interview Group 1 for addressing RQ2 – What factors to performing an equitable evaluation are present when company officers conduct performance appraisals

Who: Captain Fabian Parks, FCFRD

Why: Principal source for gaining information on firefighter performance appraisals

When: 1/5/16

Where: Face-to-face at fire station 19

Question 1: Which of the following do you feel is the main obstacle to conducting evaluations of firefighters in FCFRD's performance appraisal process?

- a) Not knowing what the purpose of the performance appraisal
- b) Not knowing how the performance appraisal ratings will be used
- c) It doesn't make sense to me
- d) It is too time consuming
- e) The ratings scale is not relevant to the criteria
- f) The criteria is not reflective of firefighter duties

Answer 1: It is the culture. It seems there is an undercurrent of a “good guy mentality,” don't want to seem like a bad guy. Yes, it seems too difficult to be critical of the firefighter, don't want to set high bars. It is the culture and being influenced by the culture, of not rating firefighters low. It is easier to go along. We need clear instruction by the executive staff on how to rate.

Question 2: Are you comfortable conducting performance appraisals?

Answer 2: Good employees are easier than poor employees or ones with bad habits.

Overall I have to say no, for the reasons I mentioned earlier (question 1).

Question 3: Have you received training by FCFRD to conduct performance appraisals?

Answer 3: No, other than direction provided by my battalion chief – to write comments about each of my firefighters, whether it is good or bad, but formal training no. I would like to see that happen.

Question 4: Do you feel performance appraisal meetings mostly provide an opportunity to

- a) Positively impact firefighters
- b) Negatively impact firefighters
- c) Have no impact to firefighters

Answer 4: I would say (a) because we should always be positive.

Question 5: Can the Performance Appraisal Process be improved?

Answer 5: Yes, by highlighting individuals, by the training center or deputy chief coming down and defining what they actually want, what they actually need from us to evaluate.

Question 6: Based on your experience in the Performance Appraisal Process and the current ratings criteria and scale do you feel most firefighters are

- a) Rated as outstanding
- b) Rated as acceptable
- c) Rated as below standard
- d) Not sure, but rated in a fair manner

Answer 6: Most firefighters are rated as (a), deservedly or not.

Appendix F: Company Officer Interview Responses

Information gathered from Interview Group 1 for addressing R2 – What factors to performing an equitable evaluation are present when company officers conduct performance appraisals

Who: Captain Tracy Packer, FCFRD

Why: Principal source for gaining information on firefighter performance appraisals

When: 1/11/16

Where: Face-to-face at fire station 2

Question 1: Which of the following do you feel is the main obstacle to conducting evaluations of firefighters in FCFRD's performance appraisal process?

- a) Not knowing what the purpose of the performance appraisal
- b) Not knowing how the performance appraisal ratings will be used
- c) It doesn't make sense to me
- d) It is too time consuming
- e) The ratings scale is not relevant to the criteria
- f) The criteria is not reflective of firefighter duties

Answer 1: a) Not knowing what the purpose of the performance appraisal is and
b) Not knowing how the performance appraisal rating will be used

Question 2: Are you comfortable conducting performance appraisals?

Answer 2: Yes, I did them in the military – proficiency and conduct

Question 3: Have you received training by FCFRD to conduct performance appraisals?

Answer 3: No

Question 4: Do you feel performance appraisal meetings mostly provide an opportunity to

- a) Positively impact firefighters
- b) Negatively impact firefighters
- c) Have no impact to firefighters

Answer 4: c) Have no impact to firefighters

Question 5: Can the Performance Appraisal Process be improved?

**Answer 5: Yes, include a criterion that assesses how a firefighter is developing
For example, what training, education, etc. they get on their own.**

Question 6: Based on your experience in the Performance Appraisal Process and the current ratings criteria and scale do you feel most firefighters are

- a) Rated as outstanding
- b) Rated as acceptable
- c) Rated as below standard
- d) Not sure, but rated in a fair manner

Answer 6: b) Rated as acceptable

Appendix F: Company Officer Interview Responses

Information gathered from Interview Group 1 for addressing RQ2 – What factors to performing an equitable evaluation are present when company officers conduct performance appraisals

Who: Captain James Fleming, FCFRD

Why: Principal source for gaining information on firefighter performance appraisals

When: 1/11/16

Where: Face-to-face at station 11

Question 1: Which of the following do you feel is the main obstacle to conducting evaluations of firefighters in FCFRD's performance appraisal process?

- a) Not knowing what the purpose of the performance appraisal
- b) Not knowing how the performance appraisal ratings will be used
- c) It doesn't make sense to me
- d) It is too time consuming
- e) The ratings scale is not relevant to the criteria
- f) The criteria is not reflective of firefighter duties

Answer 1: f) The criteria is not reflective of firefighter's duties. I say that because the way staffing levels are right now firefighters are finding themselves performing more than their typical duties. They have to "bump up" more consistently now. The criteria should be updated to reflect current duties.

Question 2: Are you comfortable conducting performance appraisals?

Answer 2: Yes, it is part of my role as a company officer and responsibility. It also provides opportunity for me to get feedback from them.

Question 3: Have you received training by FCFRD to conduct performance appraisals?

Answer 3: Yes, but it was a long time ago. It needs to be re-visited.

Question 4: Do you feel performance appraisal meetings mostly provide an opportunity to

- a) Positively impact firefighters
- b) Negatively impact firefighters
- c) Have no impact to firefighters

Answer 4: I would say (a) as a general consensus. They like words of encouragement, they like to know they are on track, they like to be given a sense of responsibility. This also is a way to positively impact their future.

Question 5: Can the Performance Appraisal Process be improved?

Answer 5: Yes it can, I think it could be streamlined a little bit better. It is sometimes lengthy and somewhat confusing.

Question 6: Based on your experience in the Performance Appraisal Process and the current ratings criteria and scale do you feel most firefighters are

- a) Rated as outstanding
- b) Rated as acceptable
- c) Rated as below standard
- d) Not sure, but rated in a fair manner

Answer 6: Rated as acceptable

Appendix F: Company Officer Interview Responses

Information gathered from Interview Group 1 for addressing RQ2 – What factors to performing an equitable evaluation are present when company officers conduct performance appraisals

Who: Captain Andrea Hall, FCFRD

Why: Principal source for gaining information on firefighter performance appraisals

When: 1/11/16

Where: Face-to-face at fire 13

Question 1: Which of the following do you feel is the main obstacle to conducting evaluations of firefighters in FCFRD's performance appraisal process?

- a) Not knowing what the purpose of the performance appraisal
- b) Not knowing how the performance appraisal ratings will be used
- c) It doesn't make sense to me
- d) It is too time consuming
- e) The ratings scale is not relevant to the criteria
- f) The criteria is not reflective of firefighter duties

Answer 1: b) Not knowing how the performance appraisal ratings will be used

e) The ratings scale is not relevant to the criteria

f) The criteria is not reflective of firefighter duties

Question 2: Are you comfortable conducting performance appraisals?

Answer 2: Yes, I am comfortable with the process. I am not always comfortable with how what comes out of the appraisal might be used later.

Question 3: Have you received training by FCFRD to conduct performance appraisals?

Answer 3: Yes, although I can see how we may need to have training at more regular intervals.

Question 4: Do you feel performance appraisal meetings mostly provide an opportunity to

- a) Positively impact firefighters
- b) Negatively impact firefighters
- c) Have no impact to firefighters

Answer 4: a) Positively impact firefighters, when done properly.

Question 5: Can the Performance Appraisal Process be improved?

Answer 5: Yes. One of the way I would strongly suggest is making certain that the criteria is consistent with the actual duties are of the folks that you are appraising. Making certain that the criteria is something that can actually be met, that it's realistic, that it's in line with what our actual duties are, measurable things. Taking the subjectivity out of it will help to improve it.

Question 6: Based on your experience in the Performance Appraisal Process and the current ratings criteria and scale do you feel most firefighters are

- a) Rated as outstanding
- b) Rated as acceptable
- c) Rated as below standard
- d) Not sure, but rated in a fair manner

Answer 6: Based on my observation of it, my participation in it, I see that most firefighters are rated as outstanding – whether they are or are not.

Appendix F: Company Officer Interview Responses

Information gathered from Interview Group 1 for addressing RQ2 – What factors to performing an equitable evaluation are present when company officers conduct performance appraisals

Who: Captain Tony Ferguson, FCFRD

Why: Principal source for gaining information on firefighter performance appraisals

When: 1/11/16

Where: Face-to-face at fire 17

Question 1: Which of the following do you feel is the main obstacle to conducting evaluations of firefighters in FCFRD's performance appraisal process?

- a) Not knowing what the purpose of the performance appraisal
- b) Not knowing how the performance appraisal ratings will be used
- c) It doesn't make sense to me
- d) It is too time consuming
- e) The ratings scale is not relevant to the criteria
- f) The criteria is not reflective of firefighter duties

Answer 1: I would say (a) not knowing what the purpose of the performance appraisal is, the real meaning for them.

Question 2: Are you comfortable conducting performance appraisals?

Answer 2: I would say yes, because when I was assigned to headquarters as a Lieutenant the administrative assistant for human resources provided an informal training on conducting performance appraisals. Then when I was assigned to the field I had my share of conducting performance appraisals.

Question 3: Have you received training by FCFRD to conduct performance appraisals?

Answer 3: Yes, as I stated in the previous question. Now, I would love to see the whole department get the training.

Question 4: Do you feel performance appraisal meetings mostly provide an opportunity to

- a) Positively impact firefighters
- b) Negatively impact firefighters
- c) Have no impact to firefighters

Answer 4: I would say (a), positively impact firefighters. It allows an opportunity to compliment them on their strengths and the good things they are doing, and finally you can talk about areas of improvement.

Question 5: Can the Performance Appraisal Process be improved?

Answer 5: Yes. I think we need to first specify positions. We have firefighter 1's that step up and do the job of a firefighter 2, and 2's that step up and do the job of a 3. We always work above our job description. Once we get that in place, then everyone needs to be trained every year, so everyone can be on the same page.

Question 6: Based on your experience in the Performance Appraisal Process and the current ratings criteria and scale do you feel most firefighters are

- a) Rated as outstanding
- b) Rated as acceptable
- c) Rated as below standard
- d) Not sure, but rated in a fair manner

Answer 6: I would say (b) rated as acceptable. Maybe we need another word to put between outstanding and acceptable because some guys can be listed as good, not outstanding or acceptable.

Appendix F: Company Officer Interview Responses

Information gathered from Interview Group 1 for addressing RQ2 – What factors to performing an equitable evaluation are present when company officers conduct performance appraisals

Who: Captain James Luster, FCFRD

Why: Principal source for gaining information on firefighter performance appraisals

When: 1/11/16

Where: Fulton County Fire Station 3

Question 1: Which of the following do you feel is the main obstacle to conducting evaluations of firefighters in FCFRD's performance appraisal process?

- a) Not knowing what the purpose of the performance appraisal
- b) Not knowing how the performance appraisal ratings will be used
- c) It doesn't make sense to me
- d) It is too time consuming
- e) The ratings scale is not relevant to the criteria
- f) The criteria is not reflective of firefighter duties

Answer 1: I would say a combination of things. One being not knowing what is the purpose of the performance appraisal as well as the process. I don't think all of the criteria are reflective of the duties of a firefighter.

Question 2: Are you comfortable conducting performance appraisals?

Answer 2: Yes I am. As a new officer, up front I try to give expectations. This is my first year evaluating firefighters and I have not had problems with respect to the firefighters meeting expectations.

Question3: Have you received training by FCFRD to conduct performance appraisals?

Answer 3: Not officially from FCFRD, but from my battalion chief. He explained how to thoroughly address each category.

Question 4: Do you feel performance appraisal meetings mostly provide an opportunity to

- a) Positively impact firefighters
- b) Negatively impact firefighters
- c) Have no impact to firefighters

Answer 4: I would say positively, but has to be explained thoroughly.

Question 5: Can the Performance Appraisal Process be improved?

Answer 5: Yes. Improvement would come by way of thoroughly explaining the process. Maybe condensing the categories down and a description of what is expected by each personnel.

Question 6: Based on your experience in the Performance Appraisal Process and the current ratings criteria and scale do you feel most firefighters are

- a) Rated as outstanding
- b) Rated as acceptable
- c) Rated as below standard
- d) Not sure, but rated in a fair manner

Answer 6: I would say (a) unless there was some form of gross negligence.

Appendix G: Fire Chief and Administrative Assistant Interview Questions

What outcomes determine the effectiveness of the performance appraisal process?

2. How satisfied are you with the ratings criteria currently used to appraise firefighters?

3. What changes would you like to see made to the Performance Appraisal Process?

4. How do you determine if the Performance Appraisal Process is effective?

5. What results do you hope to gain from the Performance Appraisal Process?

6. How do you use the results of the Performance Appraisal Process?

Appendix H: Fire Chief Interview Answers

What outcomes determine the effectiveness of the performance appraisal process?

1. How satisfied are you with the ratings criteria currently used to appraise firefighters?

I am not fully satisfied with the firefighter's appraisal process because it is somewhat subjective and there is a "Horns and Halo Effect" many times. The appraisal process is not tied to any incentives therefore no real effort by the supervisor or employee is leveraged to hold the employee accountable or for the employee to work to get an outstanding evaluation.

2. What changes would you like to see made to the Performance Appraisal Process?

I would like to see the appraisals move to an incentive based process whereby the employee is rewarded based on levels of improvements.

3. How do you determine if the Performance Appraisal Process is effective?

Although the current appraisal process needs some changes one of the ways to determine effectiveness is to use the process to track employee progress. Every three months the supervisor can review the progress of the subordinate and offer constructive criticism that can lead to improvement.

4. What results do you hope to gain from the Performance Appraisal Process?

The results that one can hope to gain are that the performance levels of the subordinate continues to improve. Establish new goals that incorporate self-improvement as well as establish goals that tie into the mission of the department.

5. How do you use the results of the Performance Appraisal Process?

During a promotional process if there are numerical ties at any level the performance appraisal process can be used to “break the tie.” Occasionally the performance appraisal is used to track employee’s progress.

Appendix I: Administrative Coordinator Penny Wolfe Interview Answers

What outcomes determine the effectiveness of the performance appraisal process?

1. How satisfied are you with the ratings criteria currently used to appraise firefighters?

I am somewhat satisfied with the current ratings criteria. I believe that our current performance criteria should be revised and stated such that they are objective, measurable and realistic to effectively appraise our firefighters.

2. What changes would you like to see made to the Performance Appraisal Process?

As stated above, I would like for the ratings criteria to be objective, measurable and realistic. I would like to see a pay-for-performance structure incorporated with the performance appraisal process as an incentive for optimal performance. I would like for the process to be revised such that supervisors must explain/justify their rating for each area of criteria, including a final statement that clearly outlines constructive recommendations/suggestions for performance improvement. I would like to see supervisors use the performance appraisal process more effectively; meaning that if a performance issue occurs outside of the scheduled review, that they will meet with the employee and document/discuss the issue(s) thus allowing the employee sufficient time for corrective behavior. In other words, address an issue as soon as it occurs; don't hold it against them and bring it up at the next (or final) review. Supervisors should also be trained to use the performance appraisal process as an opportunity to provide encouragement and motivate their members to continue doing that which they do well and to improve in areas where there is room for improvement. Make them feel valued.

3. How do you determine if the Performance Appraisal Process is effective?

An effective performance appraisal process produces employees that are motivated to perform better. If tied to pay then they most certainly want to maximize their reward. Even if not, if they feel that they are a valued member of the organization they will perform to the best of their ability. Encouragement and praise during a performance review, even when constructive areas of improvement are discussed, motivates an employee to do their best.

4. What results do you hope to gain from the Performance Appraisal Process?
 - a. Motivated employees**
 - b. Insight into the performance/abilities of potential officers/supervisors**
 - c. Insight into the need of additional training in specific areas for employees**

5. How do you use the results of the Performance Appraisal Process?
 - a. Salary increases if a pay-for-performance structure**
 - b. To identify an employee's strengths and identify effective training to expand their knowledge, skills and abilities**
 - c. To identify weaknesses and corrective measures, i.e. job/task specific training**

Appendix J

Name:
Assignment:
Appraisal Period: to

**Fulton County
Performance Appraisal Plan
Firefighter 1**

**Performance Planning and Progress
Review
Document**

Approved by Fulton County
Board of Commissioners
February 26, 1992
Revised 7/1/15

PERFORMANCE APPRAISAL PLAN – FULTON COUNTY
Performance Planning and Progress Review Document

INSTRUCTIONS

- I. Performance Planning Conference:** The purpose of this conference is to discuss the performance plan for the employee. The Plan will be put into final form after discussion with the employee and the Plan will inform employee of the tasks to be performed, what the supervisor expects in each task, the rating weight for each task, and the standard of evaluation to obtain a proficient rating in each task. This planning conference should take place when an employee reports for duty to a position, when a change takes place in the tasks to be performed in that position, or when moving to a new position. During this process, the employee should be informed of the appraisal process and allowed to ask questions and have some input into the planning process
- II. Progress Review Meeting:** The purpose of this meeting is to review the employee's total performance and discuss areas of success as well as problem areas. The supervisor will offer corrective actions and mandate improvement plans as necessary. Employee may make written comments. Both supervisor and employee will sign off on the form. Two progress review meetings must be held during the performance appraisal period. More may be scheduled, as needed, if the employee is below the proficient level performance standard.
- III. Performance Appraisal Conference:** The purpose of this conference is to present and discuss total performance of the employee for the full year of the performance appraisal period. At this time, the supervisor will make recommendations for increments. If the employee is below the proficient level performance standard, increments will be delayed until such time that the employee meets the proficient standard. If performance continues below appropriate levels, disciplinary action or dismissal may result.

RATING SCALE AND DESCRIPTIONS

- 3 Outstanding:** Employee exceeds the basic requirements in all key performance areas and requires minimal supervision or no supervision. Employee anticipates job needs and exhibits initiative Pertinent to the position, demonstrates resourcefulness, leadership or effective problem-solving skills; creates a harmonious and cooperative work environment. Work is high quality and exceeds normal deadline requirements.
- 2 Acceptable:** Performance is fully acceptable, meets basic requirements and results are achieved. This rating describes the employee who possesses the required skill and knowledge for the position.
- 1 Deficient:** Employee inconsistently meets the basic requirements in key performance areas. Employee's work

performance is becoming unacceptable. Performance must be improved and sustained. Employee demonstrates insufficient judgment and initiative, often requiring supervision and direction. Often communicates inappropriately with customers, supervisor, and co-workers Work needs to be more thorough, accurate and timely

- 0 Failing/Failed:** Employee fails to meet the basic requirements in key performance areas. Employee demonstrates consistently poor judgment in performance of duties; lacks initiative and requires constant supervision and direction; fails to communicate appropriately with supervisors, co-workers or customers. Work is seldom completed thoroughly, accurately or on time. If employee receives a Failing rating at the end of the appraisal period, a work plan for improvement to a rating of at least Fair shall be implemented whereby performance is measured at 45 days and 90 days. If performance is not improved to fair or higher rating by end of work plan, employee may be subject to termination.

Warning Period: At any time during the appraisal period that employee reaches a failing status, employee should be advised in writing and a work plan for improvement to a rating of fair shall be implemented. Further disciplinary action will be taken in accordance with Fulton County Personnel Regulations, as appropriate.

PERFORMANCE PLANNING FULTON COUNTY Fire DEPARTMENT

(This document used for performance planning and progress review reports)

Name _____

Social Security Number _____ Date of Hire _____

Job Title/Classification **Firefighter I** Pay Range _____

FLSA Category: _____ Exempt **XX** Non-Exempt EEO Classification _____

Date of Last Appraisal _____ Appraisal Period _____ to _____

Type of Appraisal: Planning / Progress Review

Immediate Supervisor and Title _____

Length of Time Supervised Employee _____

Dates Planned for Next Progress Reviews: _____

This form is designed to help the employee and supervisor develop performance plans and evaluate progress for the next twelve months. After the employee and supervisor discuss and develop the final performance plan, the employee will receive the final plan in writing. The performance under this plan will be evaluated periodically over the following twelve months. Employee and supervisor should sign and date this document each time a review is held. Signature indicates plan and progress have been reviewed and received by employee. Signature is not an indication of acceptance of the review on the employee's part. Space for employee comments has been provided.

Employee's Signature/Date	_____	Supervisor's Signature/Date	_____
Employee's Signature/Date	_____	Supervisor's Signature/Date	_____
Employee's Signature/Date	_____	Supervisor's Signature/Date	_____
Employee's Signature/Date	_____	Supervisor's Signature/Date	_____

BASIC CONDITIONS OF EMPLOYMENT

Minimum Job Requirements: Refer to the appropriate County codes, administrative procedures, and executive orders that relate to these minimum requirements. For each item below, check whether the employee's overall record is satisfactory or unsatisfactory in conforming with policy that applies to that area. Unsatisfactory rating in one area means that the overall rating cannot exceed a Proficient rating. Employee must have suspension occur for violation of one of the basic conditions for unsatisfactory to be checked.

Adherence to County personnel regulations,
to include but not limited to:

Satisfactory

Unsatisfactory

Attendance

Punctuality

Ethics

Smoking Policy

Political Activity

Insubordination

Gambling

Drug or Alcohol Use in the Work Place

Professional Treatment of Co-Workers and Public

EEO/Sexual Harassment Policy

Voice Mail/Telephone Administration

Firefighter 1

PLANNING AND PROGRESS REVIEW REPORT WORKSHEET–FULTON COUNTY PERFORMANCE APPRAISAL

	DUTIES	WEIGHT FACTOR	PERFORMANCE EXPECTATIONS
1	Responds to alarms of fire and other emergencies as required by fire stations.	100	Maintains general knowledge of assigned territory. General knowledge and compliance with Departmental SOP on response guidelines. Properly monitors dispatch radio communications.
2	Performs tasks related to fire suppression. Protects the fire scene for subsequent investigation.	100	Demonstrates proficient knowledge and skills related to firefighting activities. Maintains physical condition to effectively perform assigned tasks. Follows procedures and techniques to preserve fire scene evidence for investigation purposes.
3	Conserves, salvages, and overhauls property to prevent the spread of fire. Opens walls or ceiling structures to check for the spread of fire.	100	Maintains proficient knowledge and skills related to salvage and overhaul operations. Performs these skills effectively.
4	Searches for and rescues trapped victims. Performs the task of disentanglement and vehicle extrication.	100	Maintains proficient knowledge and skills related to search, rescue, and vehicle extrication. Performs these skills effectively.
5	Conducts patient assessments and provides care to the sick and injured.	100	Maintains proficient knowledge and skills related to emergency medical care for the level of certification. Performs these skills effectively.
6	Participates in fire prevention and inspection activities/programs. Participates in fire education activities/programs. Establishes and maintains positive community relations.	50	Employee demonstrates willingness to participate in activities as requested. Employee maintains a professional image when interacting with the community.
7	Identifies hazardous materials and Hazardous Environments.	100	Maintains proficient knowledge and skills for their level of certification in hazardous materials incidents.
8	Performs other duties as assigned by a supervising officer.	100	Performs other duties as assigned in a timely and professional manner.

9	Prepares and maintains forms, logs, records, correspondence, and reports using departmental computer network system.	100	Maintains knowledge of and compliance with departmental policy, operating procedures, documentations and communications practices.
10	Performs work that fosters a positive team environment, respect for authority, compliance to standard and procedures that are job related and exceeds expectations	100	Maintains knowledge, skill and ability to be a professional in the all hazard mitigation duties that the fire service delivers

Continued on next page

PLANNING AND PROGRESS REVIEW REPORT WORKSHEET—FULTON COUNTY PERFORMANCE APPRAISAL
STANDARDS FOR EACH RATING LEVEL
(Outstanding, Acceptable, Fair, Failing)

1	<p>Outstanding: Without supervisory prompting, employee mounts the assigned apparatus and dons proper protective equipment.</p> <p>Acceptable: Employee mounts apparatus but supervisor occasionally has to remind employee to don proper protective equipment.</p> <p>Fair: Employee mounts apparatus but supervisor constantly has to remind employee to don proper protective equipment.</p> <p>Failing: Employee causes delays in responses and fails to don protective equipment despite instructions from supervisor</p>
2	<p>Outstanding: Employee successfully completes a test, with minimum 90% accuracy, on tools and equipment, demonstrating safe and proper techniques of use.</p> <p>Acceptable: Employee successfully completes a test, with minimum 80% accuracy, on tools and equipment, demonstrating safe and proper techniques of use.</p> <p>Fair: Employee successfully completes a test, with minimum 70% accuracy, on tools and equipment, demonstrating safe and proper techniques of use</p> <p>Failing: Employee is unable to successfully complete a test on tools and equipment, demonstrating safe and proper techniques of use, despite constant supervisory</p>
3	<p>Outstanding: Employee successfully completes a test, with minimum 90% accuracy, on first alarm territory.</p> <p>Acceptable: Employee successfully completes a test, with minimum 80% accuracy, on first alarm territory.</p> <p>Fair: Employee successfully completes a test, with minimum 70% accuracy, on first alarm territory.</p> <p>Failing: Employee is unable to successfully complete a test on first alarm territory, despite constant supervisory prompting</p>
4	<p>Outstanding: Upon receiving supervisory instructions and with no prompting, the employee performs the duties assigned in a safe and proficient manner.</p> <p>Acceptable: Upon receiving supervisory instructions but with minimal prompting, the employee performs the duties assigned in a safe and proficient manner.</p> <p>Fair: Upon receiving supervisory instructions the employee performs the duties assigned but requires constant supervisory prompting.</p> <p>Failing: Employee cannot safely and proficiently perform assigned tasks despite constant prompting from supervisor.</p>
5	<p>Outstanding: Without supervisory prompting the employee maintains the assigned fire station, grounds, furnishings, apparatus, and equipment in a clean and ready condition and reports discrepancies to supervisor.</p> <p>Acceptable: With minimal supervision, the employee maintains the assigned fire station, grounds, furnishings, apparatus, and equipment in a clean and ready condition and reports discrepancies to supervisor.</p> <p>Fair: Employee maintains the assigned fire station, grounds, furnishings, apparatus, and equipment in a clean and ready condition but requires constant supervisory prompting.</p> <p>Failing: Employee does not maintain the assigned fire station, grounds, furnishings, apparatus, and equipment in a clean and ready condition despite constant supervisory prompting.</p>
6	<p>Outstanding: Employee learns and adheres to the established rules and regulations, standard operating procedures, departmental orders and memorandums without supervisory prompting.</p> <p>Acceptable: Employee learns and adheres to the established rules and regulations, standard operating procedures, departmental orders and memorandums with only minimal supervisory prompting.</p> <p>Fair: Employee learns and adheres to the established rules and regulations, standard operating procedures, departmental orders and memorandums but requires constant supervisory prompting.</p> <p>Failing: Employee fails to learn or adhere to the established rules and regulations, standard operating procedures, departmental orders and memorandums despite constant supervisory prompting</p>
7	<p>Outstanding: Without supervisory prompting, employee successfully performs the duties and accepts the responsibilities of a higher classification.</p> <p>Acceptable: With minimal supervisory prompting, employee successfully performs the duties and accepts the responsibilities of a higher classification.</p> <p>Fair: Employee successfully performs the duties of a higher classification but requires constant supervisory prompting.</p> <p>Failing: Employee fails to successfully perform the duties of a higher classification despite constant supervisory prompting</p>
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Continued on next page

Worksheet Continued

	SUPERVISOR COMMENTS (Date & Initial for Each review)	EMPLOYEE'S COMMENTS (Date & Initial for Each Review)
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Signing this review does not constitute agreement or disagreement and only indicates employee has read and received a copy of the Performance Appraisal.

FORWARD ORIGINAL TO PERSONNEL DEPARTMENT ~ RETAIN COPY IN DEPARTMENT ~ PROVIDE COPY TO EMPLOYEE

RATING SUMMARY

	<u>Responsibility Area</u>	<u>Weight</u>		<u>Rating</u> <u>Whole Numbers</u>	<u>Weighted</u> <u>Rating</u>
1	Responds to alarms of fire and other emergencies as required by fire stations.	(100)	X	=	
2	Performs tasks related to fire suppression. Protects the fire scene for subsequent investigation.	(100)	X	=	
3	Conserves, salvages, and overhauls property to prevent the spread of fire. Opens walls or ceiling structures to check for the spread of fire.	(100)	X	=	
4	Searches for and rescues trapped victims. Performs the task of disentanglement and vehicle extrication.	(100)	X	=	
5	Conducts patient assessments and provides care to the sick and injured.	(100)	X	=	
6	Participates in fire prevention and inspection activities/programs. Participates in fire education activities/programs. Establishes and maintains positive community relations.	(100)	X	=	
7	Identifies hazardous materials.	(100)	X	=	
8	Performs other duties as assigned by a supervising officer.	(100)	X	=	
9	Prepares and maintains forms, logs, records, correspondence, and reports using departmental computer network system.	(100)	X	=	
10	Performs work that fosters a positive team environment, respect for authority, compliance to standard and procedures that are job related and exceeds expectations	(100)	X	=	
		<u>1,000</u>			

OVERALL PERFORMANCE RATING*

WEIGHT TOTAL ÷ 1,000 =

*Once overall performance rating has been calculated, the rating should be rounded. Anything .5 or above should be rounded up to the nearest whole number. Anything .4 or below should be rounded down to the nearest whole number.

<u>OVERALL PERFORMANCE LEVELS</u>	
Outstanding	3
Acceptable	2
Fair, But Needs Improvement	1
Failing/Failed	0

Rater Signature: _____

Date _____

Appendix K

Name:
Assignment:
Appraisal Period: to

**Fulton County
Performance Appraisal Plan
Firefighter 2**

**Performance Planning and Progress
Review
Document**

Approved by Fulton County
Board of Commissioners
February 26, 1992
Revised 7/1/15

PERFORMANCE APPRAISAL PLAN – FULTON COUNTY
Performance Planning and Progress Review Document

INSTRUCTIONS

- I. Performance Planning Conference:** The purpose of this conference is to discuss the performance plan for the employee. The Plan will be put into final form after discussion with the employee and the Plan will inform employee of the tasks to be performed, what the supervisor expects in each task, the rating weight for each task, and the standard of evaluation to obtain a proficient rating in each task. This planning conference should take place when an employee reports for duty to a position, when a change takes place in the tasks to be performed in that position, or when moving to a new position. During this process, the employee should be informed of the appraisal process and allowed to ask questions and have some input into the planning process
- II. Progress Review Meeting:** The purpose of this meeting is to review the employee's total performance and discuss areas of success as well as problem areas. The supervisor will offer corrective actions and mandate improvement plans as necessary. Employee may make written comments. Both supervisor and employee will sign off on the form. Two progress review meetings must be held during the performance appraisal period. More may be scheduled, as needed, if the employee is below the proficient level performance standard.
- III. Performance Appraisal Conference:** The purpose of this conference is to present and discuss total performance of the employee for the full year of the performance appraisal period. At this time, the supervisor will make recommendations for increments. If the employee is below the proficient level performance standard, increments will be delayed until such time that the employee meets the proficient standard. If performance continues below appropriate levels, disciplinary action or dismissal may result.

RATING SCALE AND DESCRIPTIONS

- 3 Outstanding:** Employee exceeds the basic requirements in all key performance areas and requires minimal supervision or no supervision. Employee anticipates job needs and exhibits initiative Pertinent to the position, demonstrates resourcefulness, leadership or effective problem-solving skills; creates a harmonious and

cooperative work environment. Work is high quality and exceeds normal deadline requirements.

- 2 **Acceptable:** Performance is fully acceptable, meets basic requirements and results are achieved. This rating describes the employee who possesses the required skill and knowledge for the position.
- 1 **Deficient:** Employee inconsistently meets the basic requirements in key performance areas. Employee's work performance is becoming unacceptable. Performance must be improved and sustained. Employee demonstrates insufficient judgment and initiative, often requiring supervision and direction. Often communicates inappropriately with customers, supervisor, and co-workers Work needs to be more thorough, accurate and timely
- 0 **Failing/Failed:** Employee fails to meet the basic requirements in key performance areas. Employee demonstrates consistently poor judgment in performance of duties; lacks initiative and requires constant supervision and direction; fails to communicate appropriately with supervisors, co-workers or customers. Work is seldom completed thoroughly, accurately or on time. If employee receives a Failing rating at the end of the appraisal period, a work plan for improvement to a rating of at least Fair shall be implemented whereby performance is measured at 45 days and 90 days. If performance is not improved to fair or higher rating by end of work plan, employee may be subject to termination.

Warning Period: At any time during the appraisal period that employee reaches a failing status, employee should be advised in writing and a work plan for improvement to a rating of fair shall be implemented. Further disciplinary action will be taken in accordance with Fulton County Personnel Regulations, as appropriate.

PERFORMANCE PLANNING FULTON COUNTY Fire DEPARTMENT

(This document used for performance planning and progress review reports)

Name _____

Social Security Number _____ Date of Hire _____

Job Title/Classification **Firefighter II** Pay Range _____

FLSA Category: _____ Exempt **XX** Non-Exempt EEO Classification _____

Date of Last Appraisal _____ Appraisal Period _____ to _____

Type of Appraisal: Planning / Progress Review

Immediate Supervisor and Title _____

Length of Time Supervised Employee _____

Dates Planned for Next Progress Reviews: _____

This form is designed to help the employee and supervisor develop performance plans and evaluate progress for the next twelve months. After the employee and supervisor discuss and develop the final performance plan, the employee will receive the final plan in writing. The performance under this plan will be evaluated periodically over the following twelve months. Employee and supervisor should sign and date this document each time a review is held. Signature indicates plan and progress have been reviewed and received by employee. Signature is not an indication of acceptance of the review on the employee's part. Space for employee comments has been provided.

Employee's Signature/Date	_____	Supervisor's Signature/Date	_____
Employee's Signature/Date	_____	Supervisor's Signature/Date	_____
Employee's Signature/Date	_____	Supervisor's Signature/Date	_____
Employee's Signature/Date	_____	Supervisor's Signature/Date	_____

BASIC CONDITIONS OF EMPLOYMENT

Minimum Job Requirements: Refer to the appropriate County codes, administrative procedures, and executive orders that relate to these minimum requirements. For each item below, check whether the employee's overall record is satisfactory or unsatisfactory in conforming with policy that applies to that area. Unsatisfactory rating in one area means that the overall rating cannot exceed a Proficient rating. Employee must have suspension occur for violation of one of the basic conditions for unsatisfactory to be checked.

Adherence to County personnel regulations,
to include but not limited to:

Satisfactory

Unsatisfactory

Attendance

Punctuality

Ethics

Smoking Policy

Political Activity

Insubordination

Gambling

Drug or Alcohol Use in the Work Place

Professional Treatment of Co-Workers and Public

EEO/Sexual Harassment Policy

Voice Mail/Telephone Administration

Firefighter 2

PLANNING AND PROGRESS REVIEW REPORT WORKSHEET–FULTON COUNTY PERFORMANCE APPRAISAL

	DUTIES	WEIGHT FACTOR	PERFORMANCE EXPECTATIONS
1	Responds to alarms of fire and other emergencies as required by fire stations.	100	Maintains advanced knowledge of assigned territory. Proficient knowledge and compliance with Departmental SOP on response guidelines. Properly monitors dispatch radio communications.
2	Performs tasks related to fire suppression and the establishment of a sustained water supply system.	100	Demonstrates proficient knowledge and skills related to firefighting activities. Maintains physical condition to effectively perform assigned tasks. Demonstrates proficient knowledge and skills for establishing sustained water supply as required.
3	Conserves, salvages, and overhauls property to prevent the spread of fire. Opens walls or ceiling structures to check for the spread of fire.	100	Maintains proficient knowledge and skills related to Construction and Design features.
4	Searches for and rescues trapped victims. Performs the task of disentanglement and vehicle extrication.	100	Maintains proficient knowledge and skills related to search, rescue, and vehicle extrication. Performs these skills effectively.
5	Conducts patient assessments and provides care to the sick and injured.	100	Maintains proficient knowledge and skills related to emergency medical care for the level of certification. Performs these skills effectively.
6	Prepares and maintains forms, logs, records, correspondence, and reports using departmental computer network system.	100	Maintains knowledge of and compliance with departmental policy, operating procedures, documentations and communication practices.
7	Performs other duties as assigned by a supervising officer. Services as Officer in Charge in the absence of the regular assigned officer as required.	100	Performs other duties as assigned in a timely and professional manner. Maintains and demonstrates proficient knowledge and skills to act as the OIC as required.
8	Drives and operates an emergency fire apparatus and other departmental vehicles in the absence of, or as a regular driver as required. Operates, maintains, and inspects tools and equipment.	100	Maintains knowledge and skills required and obtains the proper certifications to operate emergency fire apparatus as requested in the absence of the regular driver or as the regular driver. Maintains proficient knowledge and skills related to operating, inspecting and maintaining all assigned tools and equipment.

9	Identifies hazardous materials.	100	Maintains proficient knowledge and skills for their level of certification in hazardous materials incidents.
10	Responds to emergencies in the safest, shortest and most effective response routes. Maintains a working knowledge of water supply sourced both positive and static.	100	Maintains proficient knowledge of first alarm territory and a basic knowledge of second alarm territory

Continued on next page

PLANNING AND PROGRESS REVIEW REPORT WORKSHEET–FULTON COUNTY PERFORMANCE APPRAISAL
STANDARDS FOR EACH RATING LEVEL
(Outstanding, Acceptable, Fair, Failing)

1	<p>Outstanding: Without supervisory prompting, employee mounts the assigned apparatus and dons proper protective equipment.</p> <p>Acceptable: Employee mounts apparatus but supervisor occasionally has to remind employee to don proper protective equipment.</p> <p>Fair: Employee mounts apparatus but supervisor constantly has to remind employee to don proper protective equipment.</p> <p>Failing: Employee causes delays in responses and fails to don protective equipment despite instructions from supervisor</p>
2	<p>Outstanding: Employee successfully completes a test, with minimum 90% accuracy, on first alarm territory and tools and equipment.</p> <p>Acceptable: Employee successfully completes a test, with minimum 80% accuracy, on first alarm territory and tools and equipment.</p> <p>Fair: Employee successfully completes a test, with minimum 70% accuracy, on first alarm territory and tools and equipment.</p> <p>Failing: Employee is unable to successfully complete a test on first alarm territory and tools and equipment, despite constant supervisory prompting</p>
3	<p>Outstanding: Employee, with no supervisory prompting, proficiently operates/drives assigned apparatus, adhering to all applicable traffic laws and standard operating procedures.</p> <p>Acceptable: Employee, with minimal supervisory prompting, proficiently operates/drives assigned apparatus, adhering to all applicable traffic laws and standard operating procedures.</p> <p>Fair: Employee operates/drives assigned apparatus, adhering to all applicable traffic laws and standard operating procedures, but requires constant supervisory prompting.</p> <p>Failing: Employee fails to operate/drive assigned apparatus in a safe and efficient manner despite constant supervisory prompting</p>
4	<p>Outstanding: Upon receiving supervisory instructions and with no prompting, the employee performs the duties assigned in a safe and proficient manner, complying with accepted fire department standards.</p> <p>Acceptable: Upon receiving supervisory instructions, but with minimal prompting, the employee performs the duties assigned in a safe and proficient manner, complying with accepted fire department standards.</p> <p>Fair: Upon receiving supervisory instructions the employee safely performs the duties assigned but requires constant supervisory prompting.</p> <p>Failing: Employee cannot safely perform assigned tasks despite constant prompting from supervisor.</p>
5	<p>Outstanding: Upon receiving supervisory instructions and with no prompting, the employee performs the duties assigned in a safe and proficient manner, complying with accepted fire department standards.</p> <p>Acceptable: Upon receiving supervisory instructions, but with minimal prompting, the employee performs the duties assigned in a safe and proficient manner, complying with accepted fire department standards.</p> <p>Fair: Upon receiving supervisory instructions the employee safely performs the duties assigned but requires constant supervisory prompting.</p> <p>Failing: Employee cannot safely perform assigned tasks despite constant prompting from supervisor.</p>
6	<p>Outstanding: Without supervisory prompting, employee successfully performs the duties and accepts the responsibilities of a higher classification.</p> <p>Acceptable: With minimal supervisory prompting, employee successfully performs the duties and accepts the responsibilities of a higher classification.</p> <p>Fair: Employee successfully performs the duties and of a higher classification but requires constant supervisory prompting.</p> <p>Failing: Employee fails to successfully perform the duties of a higher classification despite constant supervisory prompting.</p>
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Worksheet Continued

	SUPERVISOR COMMENTS (Date & Initial for Each review)	EMPLOYEE'S COMMENTS (Date & Initial for Each Review)
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PERFORMANCE APPRAISAL – FULTON COUNTY

Department: FIRE Employee's Name: _____

Social Security Number _____ Date of Hire _____ Pay Range _____

Classification Firefighter II Date of Last Appraisal _____

FLSA Category _____ Exempt XX Non-Exempt

Type of Appraisal Planning / Performance Review EEO Classification _____

Period of Review _____ to _____

OVERALL PERFORMANCE RATING FOR EMPLOYEE'S PERMANENT PERSONNEL RECORDS

Outstanding	Acceptable	Fair But Needs Improvement	Rating Score _____
			Failing/Failed

BASIC TERMS AND CONDITIONS OF EMPLOYMENT

Performance fulfills terms and conditions of employment (Satisfactory)

Performance needs improvement in fulfilling terms and conditions of employment. (Provide Explanation)

Performance does not fulfill terms and conditions of employment. (Provide Explanation)

PERFORMANCE SUMMARY: Summarize reason for employee's overall rating, including any strengths or weaknesses that are pertinent to the appraisal.

Signature of Immediate Supervisor _____ Date _____

Signature of next level Supervisor _____ Date _____

EMPLOYEE'S COMMENTS:

Employee's Signature _____ Date _____

Signing this review does not constitute agreement or disagreement and only indicates employee has read and received a copy of the Performance Appraisal.

FORWARD ORIGINAL TO PERSONNEL DEPARTMENT ~ RETAIN COPY IN DEPARTMENT ~ PROVIDE COPY TO EMPLOYEE

RATING SUMMARY

	<u>Responsibility Area</u>	<u>Weight</u>		<u>Rating</u> <u>Whole Numbers</u>	<u>Weighted</u> <u>Rating</u>
1	Responds to alarms of fire and other emergencies as required by fire stations.	(100)	X	=	
2	Performs tasks related to fire suppression and the establishment of sustained water supply system.	(100)	X	=	
3	Conserves, salvages, and overhauls property to prevent the spread of fire. Opens walls or ceiling structures to check for the spread of fire.	(100)	X	=	
4	Searches for and rescues trapped victims. Performs the task of disentanglement and vehicle extrication.	(100)	X	=	
5	Conducts patient assessments and provides care to the sick and injured.	(100)	X	=	
6	Prepares and maintains forms, logs, records, correspondence, and reports using departmental computer network system.	(100)	X	=	
7	Performs other duties as assigned by a supervising officer. Services as Officer in Charge in the absence of the regular assigned officer as required.	(100)	X	=	
8	Drives and operates an emergency fire apparatus and other departmental vehicles in the absence of, or as a regular driver as required. Operates, maintains, and inspects tools and equipment.	(100)	X	=	
9	Identifies hazardous materials.	(100)	X	=	
10	Responds to emergencies in the safest, shortest and most effective response routes. Maintains a working knowledge of water supply sourced both positive and static.	(100)	X	=	
		<u>1,000</u>			

OVERALL PERFORMANCE RATING*

WEIGHT TOTAL ÷ 1,000 =

*Once overall performance rating has been calculated, the rating should be rounded. Anything .5 or above should be rounded up to the nearest whole number. Anything .4 or below should be rounded down to the nearest whole number.

<u>OVERALL PERFORMANCE LEVELS</u>	
Outstanding	3
Acceptable	2
Fair, But Needs Improvement	1
Failing/Failed	0

Rater Signature: _____

Date _____

Appendix L

Name:
Assignment:
Appraisal Period: to

**Fulton County
Performance Appraisal Plan
Firefighter 3**

**Performance Planning and Progress
Review
Document**

Approved by Fulton County
Board of Commissioners
February 26, 1992
Revised 7/1/15

PERFORMANCE APPRAISAL PLAN – FULTON COUNTY
Performance Planning and Progress Review Document

INSTRUCTIONS

- I. Performance Planning Conference:** The purpose of this conference is to discuss the performance plan for the employee. The Plan will be put into final form after discussion with the employee and the Plan will inform employee of the tasks to be performed, what the supervisor expects in each task, the rating weight for each task, and the standard of evaluation to obtain a proficient rating in each task. This planning conference should take place when an employee reports for duty to a position, when a change takes place in the tasks to be performed in that position, or when moving to a new position. During this process, the employee should be informed of the appraisal process and allowed to ask questions and have some input into the planning process
- II. Progress Review Meeting:** The purpose of this meeting is to review the employee's total performance and discuss areas of success as well as problem areas. The supervisor will offer corrective actions and mandate improvement plans as necessary. Employee may make written comments. Both supervisor and employee will sign off on the form. Two progress review meetings must be held during the performance appraisal period. More may be scheduled, as needed, if the employee is below the proficient level performance standard.
- III. Performance Appraisal Conference:** The purpose of this conference is to present and discuss total performance of the employee for the full year of the performance appraisal period. At this time, the supervisor will make recommendations for increments. If the employee is below the proficient level performance standard, increments will be delayed until such time that the employee meets the proficient standard. If performance continues below appropriate levels, disciplinary action or dismissal may result.

RATING SCALE AND DESCRIPTIONS

- 3 Outstanding:** Employee exceeds the basic requirements in all key performance areas and requires minimal supervision or no supervision. Employee anticipates job needs and exhibits initiative Pertinent to the position, demonstrates resourcefulness, leadership or effective problem-solving skills; creates a harmonious and cooperative work environment. Work is high quality and exceeds normal deadline requirements.

- 2 Acceptable:** Performance is fully acceptable, meets basic requirements and results are achieved. This rating describes the employee who possesses the required skill and knowledge for the position.
- 1 Deficient:** Employee inconsistently meets the basic requirements in key performance areas. Employee's work performance is becoming unacceptable. Performance must be improved and sustained. Employee demonstrates insufficient judgment and initiative, often requiring supervision and direction. Often communicates inappropriately with customers, supervisor, and co-workers Work needs to be more thorough, accurate and timely
- 0 Failing/Failed:** Employee fails to meet the basic requirements in key performance areas. Employee demonstrates consistently poor judgment in performance of duties; lacks initiative and requires constant supervision and direction; fails to communicate appropriately with supervisors, co-workers or customers. Work is seldom completed thoroughly, accurately or on time. If employee receives a Failing rating at the end of the appraisal period, a work plan for improvement to a rating of at least Fair shall be implemented whereby performance is measured at 45 days and 90 days. If performance is not improved to fair or higher rating by end of work plan, employee may be subject to termination.

Warning Period: At any time during the appraisal period that employee reaches a failing status, employee should be advised in writing and a work plan for improvement to a rating of fair shall be implemented. Further disciplinary action will be taken in accordance with Fulton County Personnel Regulations, as appropriate.

PERFORMANCE PLANNING FULTON COUNTY Fire DEPARTMENT

(This document used for performance planning and progress review reports)

Name _____

Social Security Number _____ Date of Hire _____

Job Title/Classification **Firefighter III** Pay Range _____

FLSA Category: _____ Exempt **XX** Non-Exempt EEO Classification _____

Date of Last Appraisal _____ Appraisal Period _____ to _____

Type of Appraisal: Planning / Progress Review

Immediate Supervisor and Title _____

Length of Time Supervised Employee _____

Dates Planned for Next Progress Reviews: _____

This form is designed to help the employee and supervisor develop performance plans and evaluate progress for the next twelve months. After the employee and supervisor discuss and develop the final performance plan, the employee will receive the final plan in writing. The performance under this plan will be evaluated periodically over the following twelve months. Employee and supervisor should sign and date this document each time a review is held. Signature indicates plan and progress have been reviewed and received by employee. Signature is not an indication of acceptance of the review on the employee's part. Space for employee comments has been provided.

Employee's Signature/Date _____	Supervisor's Signature/Date _____
Employee's Signature/Date _____	Supervisor's Signature/Date _____
Employee's Signature/Date _____	Supervisor's Signature/Date _____
Employee's Signature/Date _____	Supervisor's Signature/Date _____

BASIC CONDITIONS OF EMPLOYMENT

Minimum Job Requirements: Refer to the appropriate County codes, administrative procedures, and executive orders that relate to these minimum requirements. For each item below, check whether the employee's overall record is satisfactory or unsatisfactory in conforming with policy that applies to that area. Unsatisfactory rating in one area means that the overall rating cannot exceed a Proficient rating. Employee must have suspension occur for violation of one of the basic conditions for unsatisfactory to be checked.

Adherence to County personnel regulations,
to include but not limited to:

	Satisfactory	Unsatisfactory
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- Attendance
- Punctuality
- Ethics
- Smoking Policy
- Political Activity
- Insubordination
- Gambling

Drug or Alcohol Use in the Work Place

Professional Treatment of Co-Workers and Public

EEO/Sexual Harassment Policy

Voice Mail/Telephone Administration

Firefighter 3

PLANNING AND PROGRESS REVIEW REPORT WORKSHEET–FULTON COUNTY PERFORMANCE APPRAISAL

	DUTIES	WEIGHT FACTOR	PERFORMANCE EXPECTATIONS
1	Serves as driver of fire apparatus responding to alarms and establishes a sustained water supply system for pumping and or ladder truck operations. Operates, maintains, and inspects apparatus, tools, and equipment.	200	Maintains proficient knowledge, skills, and certification for operating fire apparatus. Maintains advanced knowledge of assigned territory. Maintains proficient knowledge and skills related to operating, inspecting and maintaining all assigned apparatus, tools and equipment.
2	Performs the task of fire suppression, hazardous materials identification, search and rescue, vehicle extrication and all related activities, as well as protects the fire scene for subsequent investigation.	100	Demonstrates proficient knowledge and skills related to firefighting activities. Demonstrates proficient knowledge and skills appropriate for level of hazardous materials certification. Maintains proficient knowledge and skills related to search, rescue and vehicle extrication. Demonstrates knowledge and skills related to protecting fire scene evidence for investigation. Maintains physical condition to effectively perform assigned tasks.
3	Provides the services of a Georgia Certified Emergency Medical Technician (EMT) or higher.	200	Maintains proficient knowledge and skills related to emergency medical care appropriate for the level of certification.
4	Serves as Officer in Charge (OIC) in the absence of the regular assigned officer as required.	200	Maintains and demonstrates proficient knowledge and skills to act as the OIC as required. Performs other duties as assigned in a timely and professional manner.
5	Provides lead direction, as required, to assigned staff, including establishing workloads, prioritizing work assignments interpreting policies and procedures, and resolving issues.	100	Provides direction in a professional, equitable manner under the direction of the company officer. Operates under the parameters of County and Departmental Policies.
6	Prepares and maintains forms, logs, records, correspondence, and reports using departmental computer network system.	100	Knowledge of and compliance with departmental policy, and standard operating procedures (SOPs). Maintains knowledge of and adheres to prescribed written and/or verbal documentation and communications Maintains practices.
7	Functions as the primary or assistant instructor for in-service training and evaluator for Emergency Fire Apparatus Certifications or works directly in the Training Division as required.	50	Conducts training as required.
8	Participates in fire prevention and inspection activities/programs. Participates in fire education activities/programs. Establishes and maintains positive community relations.	50	Demonstrates willingness to participate in activities as requested. Maintains a professional image at all times.

9			
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Continued on next page

PLANNING AND PROGRESS REVIEW REPORT WORKSHEET–FULTON COUNTY PERFORMANCE APPRAISAL
STANDARDS FOR EACH RATING LEVEL
(Outstanding, Acceptable, Fair, Failing)

1	<p>Outstanding: Without supervisory prompting, employee proficiently operates/drives assigned apparatus, adhering to all applicable traffic laws and standard operating procedures.</p> <p>Acceptable: With minimal supervisory prompting, employee adequately operates/drives assigned apparatus, adhering to all applicable traffic laws and standard operating procedures.</p> <p>Fair: With constant supervisory prompting, employee operates/drives assigned apparatus, adhering to all applicable traffic laws and standard operating procedures.</p> <p>Failing: Employee fails to operate/drive assigned apparatus in a safe and efficient manner despite constant supervisory prompting.</p>
2	<p>Outstanding: Without supervisory prompting, employee maintains proficient skill level and successfully completes all in service training and certification requirements as set forth by the fire department, Standards and Training Council, and state law for the chosen specialty field. The employee performs the duties assigned in a safe and proficient manner, complying with accepted fire department standards.</p> <p>Acceptable: With minimal supervisory prompting, employee maintains adequate skill level and successfully completes all in service training and certification requirements as set forth by the fire department, Standards and Training Council, and state law for the chosen specialty field. The employee performs the duties assigned in a safe and proficient manner, complying with accepted fire department standards.</p> <p>Fair: With constant supervisory prompting, employee maintains skill level and completes all in service training and certification requirements as set forth by the fire department, Standards and Training Council, and state law for the chosen specialty field. The employee safely performs the duties assigned but requires constant supervisory prompting.</p> <p>Failing: Employee does not maintain his certification of skills required by Federal, State, County or other local statutes. Employee submits qualifications after deadline has passed. Employee cannot safely perform assigned tasks despite constant prompting from supervisor.</p>
3	<p>Outstanding: Without supervisory prompting, employee maintains proficient skill level and successfully completes all in service training and certification requirements as set forth by the fire department, Standards and Training Council, and state law for First Responder or higher.</p> <p>Acceptable: With minimal supervisory prompting, employee maintains adequate skill level and successfully completes all in service training and certification requirements as set forth by the fire department, Standards and Training Council, and state law for First Responder or higher.</p> <p>Fair: With constant supervisory prompting, employee maintains skill level and completes all in service training and certification requirements as set forth by the fire department, Standards and Training Council, and state law for First Responder or higher.</p> <p>Failing: Employee does not maintain his certification of skills required by Federal, State, County or other local statutes. Employee submits qualifications after deadline has passed for First Responder or higher.</p>
4	<p>Outstanding: Without supervisory prompting, employee accepts the responsibilities of and proficiently performs all related duties of a higher classification.</p> <p>Acceptable: With minimal supervisory prompting, employee accepts the responsibilities of and adequately performs all related duties of a higher classification.</p> <p>Fair: With constant supervisory prompting, employee accepts the responsibilities of and performs all related duties of a higher classification.</p> <p>Failing: Employee fails to successfully perform the duties of a higher classification despite constant supervisory prompting.</p>
5	<p>Outstanding: Without supervisory prompting, the employee prepares, leads, and directs In-Service training for station and battalion personnel. Employee proficiently prioritizes workloads/assignments, resolves staff issues, and interprets county and department policies and procedures.</p> <p>Acceptable: With minimal supervisory prompting, the employee prepares, leads, and directs In-Service training for station and battalion personnel. Employee adequately prioritizes workloads/assignments, resolves staff issues, and interprets county and department policies and procedures.</p> <p>Fair: With constant supervisory prompting, the employee prepares, leads, and directs In-Service training for station and battalion personnel. Employee prioritizes workloads/assignments, resolves staff issues, and interprets county and department policies and procedures.</p> <p>Failing: Employee fails to prepare, lead, and/or direct In-Service training for station and battalion personnel. Employee fails to prioritize workloads/assignments, resolve staff issues, and interpret county and department policies and procedures.</p>
6	<p>Outstanding: Without supervisory prompting, the employee proficiently provides accurate, clear, concise written and/or verbal reports, logs, records, and correspondence in compliance with departmental policy, standard operating procedures (SOPs), documentations and communications practices.</p>

Acceptable: With minimal supervisory prompting, the employee adequately provides accurate, clear, concise written and/or verbal reports, logs, records, and correspondence in compliance with departmental policy, standard operating procedures (SOPs), documentations and communications practices.

Fair: With constant supervisory prompting, the employee efficiently provides accurate, clear, concise written and/or verbal reports, logs, records, and correspondence in compliance with departmental policy, standard operating procedures (SOPs), documentations and communications practices.

Outstanding: Without supervisory prompting, the employee proficiently provides accurate, clear, concise written and/or verbal reports, logs, records, and correspondence in compliance with departmental policy, standard operating procedures (SOPs), documentations and communications practices.

Outstanding: Without supervisory prompting, the employee proficiently prepares, leads, directs and evaluates In-Service training as the primary or assistant instructor/evaluator in the Training and Member Services Division as required.

7 **Acceptable:** With minimal supervisory prompting, the employee adequately prepares, leads, directs and evaluates In-Service training as the primary or assistant instructor/evaluator in the Training and Member Services Division as required.

Fair: With constant supervisory prompting, the employee prepares, leads, directs and evaluates In-Service training as the primary or assistant instructor/evaluator in the Training and Member Services Division as required.

Failing: Employee fails to prepare, lead, direct and/or evaluate In-Service training as the primary or assistant instructor/evaluator in the Training and Member Services Division as required.

Outstanding: Without supervisory prompting, the employee proficiently initiates, plans, develops, and participates in community activities related to prevention and education. Employee actively seeks opportunities to promote and maintain positive public relations with the community.

8 **Acceptable:** With minimal supervisory prompting, the employee adequately initiates, plans, develops, and participates in community activities related to prevention and education. Employee actively promotes and maintains positive public relations with the community.

Fair: With constant supervisory prompting, the employee initiates, plans, develops, and participates in community activities related to prevention and education. Employee maintains positive public relations with the community.

Failing: Employee fails to initiate, plan, develop, and/or participate in community activities related to prevention and education. Employee fails to maintain positive public relations with the community.

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Continued on next page

Worksheet Continued

	SUPERVISOR COMMENTS (Date & Initial for Each review)	EMPLOYEE'S COMMENTS (Date & Initial for Each Review)
1		
2		
3		
4		
5		
6		
7		
8		
9		

10		
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PERFORMANCE APPRAISAL – FULTON COUNTY

Department: FIRE Employee's Name: _____
 Social Security Number _____ Date of Hire _____ Pay Range _____
 Classification Firefighter III Date of Last Appraisal _____
 FLSA Category _____ Exempt XX Non-Exempt
 Type of Appraisal Planning / Progress Review Period of Review _____ to _____

OVERALL PERFORMANCE RATING FOR EMPLOYEE'S PERMANENT PERSONNEL RECORDS

Outstanding	Acceptable	Fair But Needs Improvement	Rating Score _____
			Failing/Failed

BASIC TERMS AND CONDITIONS OF EMPLOYMENT

Performance fulfills terms and conditions of employment (Satisfactory)

Performance needs improvement in fulfilling terms and conditions of employment. (Provide Explanation)

Performance does not fulfill terms and conditions of employment. (Provide Explanation)

PERFORMANCE SUMMARY: Summarize reason for employee's overall rating, including any strengths or weaknesses that are pertinent to the appraisal.

Signature of Immediate Supervisor _____ Date _____

Signature of next level Supervisor _____ Date _____

EMPLOYEE'S COMMENTS:

Employee's Signature _____ Date _____

Signing this review does not constitute agreement or disagreement and only indicates employee has read and received a copy of the Performance Appraisal.

FORWARD ORIGINAL TO PERSONNEL DEPARTMENT ~ RETAIN COPY IN DEPARTMENT ~ PROVIDE COPY TO EMPLOYEE

RATING SUMMARY

	<u>Responsibility Area</u>	<u>Weight</u>	<u>Rating</u> <u>Whole Numbers</u>	<u>Weighted</u> <u>Rating</u>
1	Serves as driver of fire apparatus responding to alarms and establishes a sustained water supply system for pumping and or ladder truck operations. Operates, maintains, and inspects apparatus, tools, and equipment.	(200)	X	=
2	Performs the task of fire suppression, hazardous materials identification, search and rescue, vehicle extrication and all related activities, as well as protects the fire scene for subsequent investigation.	(100)	X	=
3	Provides the services of a Georgia Certified Emergency Medical Technician (EMT) or higher.	(200)	X	=
4	Serves as Officer in Charge (OIC) in the absence of the regular assigned officer as required.	(200)	X	=
5	Provides lead direction, as required, to assigned staff, including establishing workloads, prioritizing work assignments interpreting policies and procedures, and resolving issues.	(100)	X	=
6	Prepares and maintains forms, logs, records, correspondence, and reports using departmental computer network system.	(100)	X	=
7	Functions as the primary or assistant instructor for in-service training and evaluator for Emergency Fire Apparatus Certifications or works directly in the Training Division as required.	(50)	X	=
8	Participates in fire prevention and inspection activities/programs. Participates in fire education activities/programs. Establishes and maintains positive community relations.	(50)	X	=
		<u>1,000</u>		

OVERALL PERFORMANCE RATING*

WEIGHT TOTAL ÷ 1,000 =

*Once overall performance rating has been calculated, the rating should be rounded. Anything .5 or above should be rounded up to the nearest whole number. Anything .4 or below should be rounded down to the nearest whole number.

<u>OVERALL PERFORMANCE LEVELS</u>	
Outstanding	3
Acceptable	2
Fair, But Needs Improvement	1
Failing/Failed	0

Rater Signature: _____

Date _____

Appendix M

