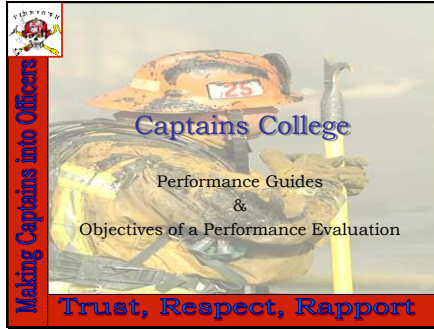


Slide 1



Slide 2



Slide 3



Slide 4

Objectives of a Performance Evaluation

Improve Performance:

- Through communicating strengths, weaknesses and areas targeted for development on the job.
- Positive constructive tool.
- Provide support, coaching, training.
- Establish expectations and guidelines.

Trust, Respect, Rapport

Slide 5

Objectives of a Performance Evaluation

Enhance Communication:

- Promotes discussion about performance issues.

Note: When was the last time you talked with those you supervise or your supervisor spoke with you on the same subject?

Orientation of Evaluation:

- Evaluate past performance
- Plan for future achievements.

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Slide 6

Objectives of a Performance Evaluation

Evaluation Priorities:

- Commend...Good Employees.
- Improve...Satisfactory Employees.
- Identify/Assist...Weak Employees.
- Notify...The unsatisfactory employee.
- Implement Law...Enforce rules and regulations.
- Documentation...For disciplinary action.

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Slide 7

Work Development Plan

Supervisory Tool:

- Plan for future evaluation period.
- Work together to develop the goals and objectives.
- Captain will develop goals/objectives if employee is not motivated or **"doesn't get it"**.
- Goals and objectives should try and be quantifiable, understandable, achievable and controllable.
- Goals should mirror the organizations commitment to the development of the employee.

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Making Captains into Officers

Slide 8

Comments Section

The effectiveness of the evaluation is driven by the comments for each category and factor.

- Be brief, yet still specific and complete.
- Be factual.
- Make objective statements.
- Describe the behavior/performance, not the personality.

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EMS Committee Meeting

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Employee Guidance

- Establish quarterly meetings with employees.
- Discuss issues and progress with B/C's during quarterly review.
- Track progress or issues in supervisory notes files.

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Utilization of Supervisory Notes

- Keep all notes in a locked or pass-worded place.
- Remember, notes used as a bases for disciplinary action, the employee is entitled to view them.
- Should contain factual information and relevant observation.
- Do not place opinions or impressions on notes.
- Don't "Lose" the notes either.

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The On-Going Evaluation System

- Frequent informal evaluation sessions eliminate altogether, the negative aspects of an annual performance appraisal.
- Makes the supervisor a coach and mentor.
- Forces the supervisor to perform the duties of supervision on a frequent basis.

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The On-Going Evaluation System

- Identifies, isolate, and defines unacceptable behavior before it becomes an issue.
- Reduces employee confusion.
- Develops employees with a guidance principle.
- Avoids surprises.
- Encourages two-way communication.

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The On-Going Evaluation System

- Enhances moral with employees.
- Balances the workload of the supervisor.
- Most importantly...It develops TRUST.

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Slide 15

Multiple Supervisors

- If the employee has and more than one supervisor during the evaluation period, the other supervisors should be consulted by the rater before he/she makes the rating.

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Key Points to Writing an Effective Performance Appraisal

- Evaluate daily if necessary.
- Should always recommend steps to improve and include an work improvement plan segment.
- Should never be a surprise.
- Make sure you are consistent with the way you treat and speak to the employee and what is written in the evaluation.
- Be direct and clear.
- Criticisms should directly correspond to the employee's job description.
- Seek help... Division Chief and HR.
- Completed on time. Administrative felony.

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Vertical text on left: Making Captains into Officers

Background image: Firefighter in gear

Slide 17



Assessment

Perform and evaluation on your yourself.

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Slide 18



Billy G.... Tells it like it is.



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Background image: Firefighter in gear
