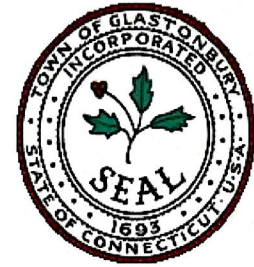




**GLASTONBURY FIRE DEPARTMENT
STANDARD OPERATING GUIDELINES**



SOG NUMBER: PER-100 ISSUED DATE: 05-27-22 EFFECTIVE DATE: 05-17-22

REVISION #: 1 REVISED DATE: 03-13-24 EFFECTIVE DATE: 03-13-24

CATEGORY: PERSONNEL

SUB-CATEGORY: JOB DESCRIPTION

SUBJECT: PERFORMANCE APPRAISAL

RELATED GUIDELINE: PER-001, PER-102, PER-103, PER-104, PER-105, PER-106, PER-107, PER-108, PER-109, PER-110, PER-111, PER-112, PER-113, PER-114

Section I – Introduction

A. Objectives

A systematic process by which the overall performance of an organization can be improved by improving the performance of individuals within a team framework. The major objectives of a performance review are:

- To enable the members towards achievement of superior standards of work performance.
- To assist in identifying the knowledge and skills required for performing the job efficiently as this would drive the focus towards performing the right task in the right way.
- Boosting the performance of the member by encouraging empowerment, motivation and implementation of an effective reward mechanism.
- Promoting a two way system of communication between the supervisor and the member for clarifying expectations about the roles and accountabilities, communicating the functional and organizational goals, providing a regular and a transparent feedback for improving member performance and continuous coaching.
- Identifying the barriers to effective performance and resolving those barriers through constant monitoring, coaching and development interventions.
- Promoting personal growth and advancement in the career of the member by helping them in acquiring the desired knowledge and skills.

B. Applicability

A performance review will be completed annually for all positions within the Glastonbury Fire Department.

C. Reference

<http://managementstudyguide.com/performance-reviews.htm>

Section II - General Description

Performance appraisal is an ongoing communication process which is conducted between an officer and their subordinate throughout the year.

A performance appraisal can be regarded as a proactive system of managing a member's performance for driving the individuals and the organizations towards desired performance and results. It's about striking a harmonious alignment between individual and organizational objectives for accomplishment of excellence in performance, while maintaining the Department's Mission Statement and Core Values of Commitment, Respect and Integrity.

Section III - Application:

Performance appraisals will coincide with the Fire Department's unit year. Beginning in February of each year, the Department's Chiefs and Captains will begin to prepare reviews of their subordinates. The objective is to complete a Performance Appraisal for each subordinate, and to have a one-on-one meeting to discuss during the months of February and March. The goal is to have the final Performance Appraisal submitted to the Chief's Office by March 31st of each year. A copy of the Performance Appraisal will be placed in each individual's personnel file within the Chief's office.

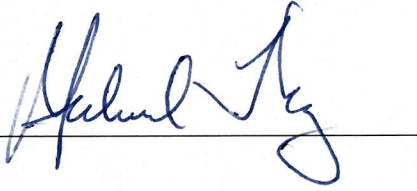
Section IV – Preparation of Performance Appraisal Form:

The following outlines the responsibilities in who prepares each Performance Appraisal:

1. Station Captain:
 - a. The Company Captain will complete a Performance Appraisal for the following individuals:
 - i. Three Lieutenants assigned to the Company
 - ii. Two Engineers assigned to the Company
 - iii. Company Self-Contained Breathing Technician
 - iv. Custodian
 - b. The Company Captain may designate a Lieutenant(s) to complete the Performance Appraisal for the Company Engineers, Self-Contained Breathing Technician and Custodian.
 - c. Once completed, and prior to the one-on-one meetings with each individual, the Captain will review and discuss the Performance Appraisal with their assigned Deputy Chief to ensure that it is objective and accurately reflects each individual's contributions to the organization.
2. Deputy Chief
 - a. The Deputy Chief will complete a Performance Appraisal for their assigned Station Captain.
 - b. Once completed, and prior to the one-on-one meetings with each individual, the Deputy Chief will review and discuss the Performance Appraisal with the Assistant Chief and Fire Chief to ensure that it is objective and accurately reflects each individual's contributions to the organization.
3. Assistant Chief
 - a. The Assistant Chief will complete a Performance Appraisal for the Deputy Chiefs.
 - b. Once completed, and prior to the one-on-one meetings with each individual, the Assistant Chief will review and discuss the Performance Appraisal with the Fire Chief to ensure that it is objective and accurately reflects each individual's contributions to the organization.

Section V – Approval

Fire Chief

A handwritten signature in blue ink, appearing to read "Michael King", written over a horizontal line.

Date of Approval

3-13-24



Glastonbury Fire Department

Performance Appraisal



Avg. Score: _____ Position _____ Date: _____

Name: _____ Evaluation Type (circle one) Initial Annual
(6 months after appointment)

Evaluation Period ____ / ____ / ____ to ____ / ____ / ____

Enter the appropriate number in the box after each of the following categories: *Fractional scores of 1/4 point increments may be used*

(1) Unsatisfactory (2) Needs Improvement (3) Satisfactory (4) Above Average (5) Excellent

Administrative			Initiative/Creativity
Works with members of other stations to achieve common goals. Maintains the expected norms of personal, social and organizational behavior. Monitors and supervises in a positive style, the work of subordinates. Knowledge and observation of procedures, rules and regulations, guidelines for special emergencies, training manuals, etc. Degree of accuracy, thoroughness, neatness and punctuality in maintaining records and making out reports.			Definitely a self-starter. Volunteers for projects or work assignments. Is adaptable and flexible. Shows ingenuity in solving problems. Produces unique solutions to problems that have application in or beyond the area of responsibility. Positively contributes when reviewing established principles or procedures.
Attitude and Spirit			Decision Making/Judgment
Is always cooperative. Shows dedication and enthusiasm. Goes out of their way to be helpful and offer assistance. Wins the confidence and respect of firefighters and other officers. Demonstrates leadership capability. Relates well with others; strives to promote an effective interpersonal relationship with all firefighters. Promotes a winning team attitude. Is extremely helpful and responsive to the public. Displays confidence and shows consideration for others. Uses tact, patience and a professional demeanor while working with the public or firefighters. Actively attempts to influence firefighter's attitudes towards a positive demeanor and to positively promote the fire department to all firefighters.			Exercises sound judgment in dealing with people and situations day to day and on the fire ground. Sees and evaluates the impact of decisions on related issues. Identifies problems, obtains necessary information to develop and assess alternative courses of action. Makes timely decisions, but allows ample time for fact finding and deliberations within the time limits required by the situation. Decisions are based on using logical assumptions and using all available information, policies, procedures and rules. Identifies relationships between facts; seeks advice when necessary or appropriate.
Communication			Dependability/Attendance
Effectively keeps supervisor informed and up to date on issues regarding personnel, training, equipment and issues as necessary. Communicates information to firefighters to keep them up to date as necessary. Uses and understands the incident command system on fire ground. Completes and expresses oneself clearly in reports, memos and other written communication. Utilizes technology to ensure proper spelling and grammar.			Attends meetings, keeps commitments, and is prompt in attendance. Completes assigned tasks within the specified timeframe. Is reliable and persistent; always gets the job done, willing to take on new assignments, dependable under pressure. Seldom needs supervision and carries out instruction well. Frequently does more than is expected or required. Fire call percentage is significantly above minimum required for position.
Integrity			
Operates with moral standards and a sense of duty and responsibility. Accepts responsibility for his/her actions. Does not seek to blame or discredit others. Is open minded with regard to the ethnic, cultural and demographical diversity. Maintains confidentiality where appropriate.			

Describe the individual's greatest strengths in performing their job, plus any additional comments on the individual's strengths.

Describe the area in which the individual's self-improvement efforts would be most beneficially directed, plus any additional comments to help the individual towards reaching their potential. Comments may be positive in nature rather than critical.

List any specific outstanding contributions the individual has made during this performance period.

Recommended training for future period.

Add any additional feedback or comments pertaining to this individual.

Individual's Signature

Date:

Overall Score

Immediate Supervisor's Signature

Date:

Fire Chief's Signature

Date:

Date to Employee File: _____

Individual Self-Assessment – Supervisory Supplement (provide one month before scheduled appraisal)

Individual's Name: _____ Position _____

Reason for Report
 Semi-Annual Annual

Supervisor Name: _____ Position _____

<i>Individual should score (circle value) themselves and provide a brief rationale for the score</i>	<i>Far Exceeds Examples following:</i>	<i>Consistently Exceeds</i>	<i>Consistently Meets</i>	<i>Usually Meets Occasionally Below</i>	<i>Unacceptable Explanation following</i>
JOB REQUIREMENT	5	4	3	2	1
Effectiveness in helping peers develop their abilities to improve their performance, including emergency operations, assigned duties, safety, training and physical fitness.					
EMPLOYEE DEVELOPMENT	5	4	3	2	1
Effectiveness in setting goals for self and peers (as appropriate) and in organizing resources to meet these goals.					
PLANNING AND ORGANIZATION	5	4	3	2	1
Effectiveness in evaluating how well self and peers are meeting goals and in making modifications to improve performance.					
MONITORING AND CONTROL	5	4	3	2	1
Consistency in communicating expectation and giving feedback to employees and keeping peers and supervisors informed.					
ONGOING COMMUNICATION	5	4	3	2	1
Effectiveness in conveying ideas and information orally and in writing in an accurate and understandable manner. Effectiveness in making others feel listened to.					
COMMUNICATION SKILLS	5	4	3	2	1
Effectiveness in motivating peers through delegation of responsibility and accountability. Effectiveness in teaching personal work habits and attitudes through example.					
LEADERSHIP	5	4	3	2	1
Effectiveness in dealing with peers and superiors in a manner that is reasonable and predictable.					
FAIRNESS & CONSISTENCY	5	4	3	2	1
Effectiveness in gathering and assessing information and making prompt, effective and (if appropriate) creative decisions.					
PROBLEM ANALYSIS AND DECISION MAKING	5	4	3	2	1
Effectiveness in getting the job done.					
RESULTS ORIENTATION	5	4	3	2	1

Use additional pages if necessary to sufficiently describe requirements.