

EAST COUNTY FIRE & RESCUE
Policies, Procedures, and Guidelines

SUBJECT: PERFORMANCE MANAGEMENT SYSTEM POLICY

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APPROVED BY:


Board Chair

REVISED: 01-16-2018

POLICY:

1. The performance management system is intended to improve employee motivation and performance, enhance productivity, increase communication between employee and supervisors, set employee/employer goals, and serves as a tool for making administrative decisions.
2. The work performance of newly hired employees shall be evaluated **at least** semi-annually.
3. All employees will be evaluated annually.
4. Semi-annual reviews of employee performance may be conducted during each annual performance period.
5. *Immediate supervisors shall be responsible for evaluating the performance of each employee under their direct supervision. The supervisor's supervisor (reviewer) shall review and sign off on performance evaluations upon their completion.*
6. Any employee who receives an "unacceptable" and/or "Needs Improvement" evaluation on the performance review will be placed on an improvement plan for up to three months. The supervisor and employee will set specific and measurable steps to be accomplished within this period of time. The supervisor will closely monitor and document the employee's performance, and provide the usual guidance and feedback to help the employees. The employee's performance will be evaluated at the end of this period.
7. Employees may express their disagreements—in writing—regarding their performance evaluation. Disagreements do not stop the current performance period from ending or the next performance period from beginning.
8. Once a final performance review is completed, the supervisor shall keep a copy, furnish a copy to the employee, and send the original to the Fire Chief or their designee for filing.

PROCEDURES:

Sequence of Steps in the Performance Management Process:

1. The Supervisor will meet with the employee to discuss the upcoming performance review. At this time, the Supervisor will distribute the "self-assessment" to the employee. The employee will receive instructions on filling out the self-assessment form and a timeline for its return.
2. The Supervisor and employee will schedule the performance review for a future date.

3. The Supervisor will complete the performance evaluation for the employee using any documentation they may have received throughout the year. The supervisor will elicit input from managers and/or supervisors on the employee's performance prior to the performance evaluation itself.
4. The Supervisor will use detailed examples on the performance evaluation whenever possible.
5. The performance evaluation will be conducted.
6. If needed, an Improvement Plan for items marked as "unacceptable" and/or "Needs Improvement" will be implemented. A timeline and action items will be listed—and reviewed—prior to delivering the documentation to the employee.
7. The employee and supervisor will sign the completed performance evaluation form.
8. A higher-level supervisor (reviewer) will review the final performance evaluation.
9. The reviewer will meet with the supervisor to obtain input regarding any issues that may have arisen during the evaluation. The reviewer and supervisor will develop a plan to mitigate any serious issues.
10. The original paperwork will be sent to the Fire Chief or their designee for filing.

RATING SCALE

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| 5 | Excellence –A level of performance demonstrating excellence in the scope and quality of the achieved results. Results are obvious to all and their contribution to the goals and objectives are extraordinary and highly effective. |
| 4 | Exceeds Expectations -Work performance above the standard of performance for the position. |
| 3 | Meets Expectations -Work performance meets the standards of performance for the position. |
| 2 | Needs Improvement - Work performance does not meet the standards of performance for the position. Serious effort is needed to improve performance. |
| 1 | Unacceptable -Work performance is inadequate and inferior to the standards of performance required for the position. Employee performance at this level cannot be allowed to continue. |
| N/A | Not Applicable - The employee is not required to perform in this competency. |