

EAST LAKE TARPON SPECIAL FIRE CONTROL DISTRICT

Performance Evaluation
SUPERVISORY EMPLOYEES
(Lieutenants)

NAME: _____ JOB TITLE: _____

DEPARTMENT: _____ DIVISION: _____

EVALUATION PERIOD: From: _____ To: _____

Additional attachments: _____

Undocumented evaluation rating criteria

>24 - 48 Exceeds (3) > 48 - 96 Meets (2) > 96 - 144 Needs Attention (1) > 144 Unsatisfactory (0)

Note: Hours that are documented (medical certificate from the attending licensed practitioner) will not count towards the total undocumented sick leave hours used.

Comments:

Probationary/Promotional employees will be evaluated every three months.

Interval: 3 Months ___ 6 Months ___ 9 Months ___ 12 Months ___ Shift Transfer ___ Other ___

1. Job Knowledge: Does the employee understand or grasp the skills, responsibilities and duties required to accomplish the elements of the position.

___ Very little job knowledge. (0)

___ Knows basic procedures, but lacks detailed knowledge. (1)

___ Familiar with procedures and requirements needed to do the job. (2)

___ Has a complete understanding and knowledge of procedures and all aspects of the job. (3)

Comments:

2. Productivity and Effort: Does the employee complete assigned work in expected time? Does the employee contribute his/her fair share of the effort to accomplishing tasks?

___ Rarely finishes work on schedule; does not contribute his/her fair share of the work, or expected effort to complete work tasks. (0)

___ Takes longer than expected to complete tasks or does not contribute his/her fair share or expected effort to complete tasks. (1)

___ Completes most work on time; puts forth expected effort. (2)

___ Consistently completes work ahead of schedule; puts forth extra effort to complete tasks or assignments. (3)

Comments:

3. Control and Follow-Through: The ability to examine, monitor and direct personnel, communications and delegated assignments to ensure that they are accomplished according to schedule and established procedures.

___ Does not meet with employees concerning delegated assignments and is unaware of the progress of assignments and/or the overall work group status. Fails to follow-up on assignments to ensure that they are completed properly. (0)

___ Occasionally seeks information from employees concerning delegated assignments. Is aware of the general status of the work group, but sets no goals, standards or targets for accomplishing delegated tasks. Many projects are not completed properly. (1)

___ Meets regularly with personnel concerning delegated assignments and adjusts assignments and schedules as necessary to ensure that priorities and deadlines are met. (2)

___ Is aware of progress of delegated assignments and who is working on what assignments. Sets goals, standards and targets for task achievement and monitors progress against these until they are completed. Most projects are completed properly, on time, with no "loose ends". (3)

Comments:

4. Work Quality: Are projects, assignments, specific jobs or tasks completed properly? Does completed work meet standards for quality, accuracy, appearance, workmanship and thoroughness?

- Work is incomplete, inaccurate, sloppy and of poor workmanship. (0)
- Work is occasionally incomplete, inaccurate, or work may be complete, but sloppy or of poor workmanship. (1)
- Work is complete and meets accepted standards of workmanship, quality, accuracy, and appearance. (2)
- Work is consistently complete and often exceeds accepted standards of either quality, accuracy, appearance or workmanship. (3)

Comments:

5. Following Policies/Procedures/Instructions: Does the employee follow specific directions and assignments, as well as all rules, regulations and policies?

- Fails to follow procedures, rules or instructions; shows little or no improvement after being corrected. (0)
- Fails to follow rules or procedures; shows improvement after being corrected. (1)
- Follows rules and procedures. (2)
- Consistently follows rules and procedures; makes himself/herself aware of new policies and procedures and/or seeks out answers to questions on policies and procedures. (3)

Comments:

6. Job/Organizational Knowledge: The level of understanding and implementation of organizational information, job responsibilities, policy, procedures, rules and regulations possessed to independently perform duties in a supervisory capacity.

- Has minimal job knowledge and lacks fundamentals of policy, procedures, rules and regulations. Does not seek information to improve or increase overall job or organizational knowledge. (0)
- Understands limited policies, procedures and related aspects of the job and associated policy, but lacks detailed knowledge. (1)
- Knowledgeable of policies, procedures and related aspects of the job. Is able to accomplish necessary duties with the help of staff. (2)

___ Has thorough knowledge, is well versed in all policies, procedures, contacts and related aspects of the job. Rarely needs assistance; answers others' questions concerning policy, procedures and rules and regulations. (3)

Comments:

7. Initiative: Refers to the amount of supervision required to accomplish the elements of the position. This includes qualities such as creativity, self-starting ability and the desire to improve methods, as well as the desire for increased responsibilities and expanded assignments.

___ Shows little initiative. Never volunteers. Sticks closely to job routine. (0)

___ Shows some initiative. Should do more without having to be told. (1)

Does not avoid work assignments. Voluntarily attempts to solve non-routine job problems as they occur. (2)

___ Above average. A self starter. Will generally volunteer. Constantly accepts difficult or unpleasant jobs to achieve goals. (3)

Comments:

8. Safety: The practice, observation and enforcement of safety procedures in an effort to prevent accidents, injury or endangerment to self and others. Includes providing instructions in proper safety procedures.

___ Does not personally adhere to safety practices and procedures. Fails to enforce established safety practices and procedures. Work area is not kept free of potential hazards (grease, loose equipment, dirty conditions or tools, poorly sharpened or maintained equipment, etc.). Resists the adoption or enforcement of safety procedures or equipment. (0)

___ Enforces only "major" or obvious safety procedures, ignoring minor infractions or omissions. Ignores or fails to correct unsafe conditions after he/she becomes aware of them. Fails to adequately communicate safety information to employees. (1)

___ Ensures that safety practices are observed and proper equipment is utilized. (2)

___ Corrective action is taken when accidents occur to prevent their recurrence. Work area and equipment is properly maintained and used with proper safeguards. (3)

Comments:

9. Motivation/Morale/Development: The ability to build and maintain within the work group a strong sense of enthusiasm and dedication toward the accomplishment of common goals. The ability to inspire and create a work environment that fosters encouragement, spirit and growth in daily operations, emphasizing training and development opportunities. Includes the extent to which employees are praised, treated fairly and assisted when appropriate.

___ Shows no enthusiasm or dedication in daily functions; is not concerned with the overall spirit of the work group and/or employees' development. Often criticizes; rarely offers praise, encouragement or assistance. Avoids interaction with employees. Sets a poor example for employees by criticizing directives, policies or management decisions openly and negatively. (0)

___ Is not sure what is needed to motivate employees to accomplish work goals and does not seek this information from the employees. Is sometimes willing to give assistance to some employees, while ignoring or criticizing others. Employees are inadequately informed of new information, and are not encouraged to seek developmental opportunities. Is inflexible when making personnel decisions. (1)

___ Is willing to interact with and coach employees; offers encouragement, constructive criticism and praise when appropriate. Employees are made aware of educational and promotional opportunities. (2)

___ Is able to inspire and create a comfortable and positive work atmosphere. Work problems and goals are constructively discussed with employees. Encourages employees in their assignments. All employees are treated fairly and are kept abreast of new promotional and developmental opportunities. (3)

Comments:

10. Dependability: Is employee reliable; does he/she assume and fulfill job assignments as directed?

___ Not reliable. (0)

___ Occasionally assumes or fulfills job assignments. (1)

___ Expected performance. Assumes and fulfills job assignments. (2)

___ Reliable; assumes and fulfills job assignments with little direction. (3)

Comments:

11. Problem Solving: The ability to recognize, identify and evaluate a problem and its elements, and to generate and assess alternative solutions.

___ Fails to recognize a problem developing and once a problem is recognized, often is not able to generate feasible solutions or choose courses of action. (0)

___ Recognizes most problems as they develop and impulsively gathers data; does not take time to consider the "big picture". Solutions reached are feasible, but often are not the best of possible alternatives. (1)

___ Is able to recognize, identify and evaluate a developing problem and its elements. Based upon information gathered, is able to offer reasonable solutions and/or alternatives. (2)

___ Upon recognizing a problem, takes the time to develop alternative solutions and gather all facts. Considers events which may occur or affect the various decision alternatives. (3)

Comments:

12. Communication: The ability to effectively convey, present and/or receive oral and written information in a way that is understandable and acceptable.

___ Fails to convey necessary information to supervisor, employees and peers. Messages and facts are misleading and/or incomplete. (0)

___ Often fails to present messages and facts clearly. Oral or written messages are ambiguous, occasionally too brief or too lengthy. (1)

___ Presents messages and facts in an understandable manner while conveying all needed information. (2)

___ Messages and facts conveyed are complete, clear and concise. Keeps supervisor informed of necessary information and communicates necessary information to employees in a timely manner. (3)

Comments:

13. Interpersonal Relations: The extent to which respect for and consideration of others is expressed. Exercises the ability to interact and relate with public and/or others in a polite, pleasant and tactful manner. Consider willingness to assist and/or cooperate with others.

___ Shows little concern for others' feelings. Is often abrupt, blunt, rude and/or discourteous to others. Is annoyed when work is interrupted; unwilling to assist and/or cooperate with others. Frequent complaints are received regarding this employee's behavior. (0)

___ Is moody; occasionally shows lack of concern for others' feelings. Interrupts others frequently. Sometimes abrupt, especially when under pressure. (1)

___ Shows concern for others' feelings. Is polite, courteous and respectful; does not interrupt when others are speaking. Works well with others. (2)

___ Is polite, courteous and considerate. Hears both sides before forming an opinion. Is willing to assist and/or cooperate with others. Takes time to logically explain the reasons for actions or events. (3)

Comments:

14. **EMS Technical Skills:** Employee has the understanding, knowledge and training required to perform his/her job in relationship to their job description.

___ Lacks the appropriate knowledge, skills, or desire to perform the level of service associated with the roles and responsibilities of his/her job description. (0)

___ Has limited knowledge in providing and understanding the nature of his/her role and responsibility. Does not apply training to help increase job requirement proficiency. (1)

___ Well versed in policies, procedures. Maintains appropriate skill level with hands-on training and study. Applies the training that he/she receives and integrates the training with practical application. (2)

___ Has thorough knowledge in the EMS field with respect to policies/procedures associated with his/her job description. Strives to increase his/her knowledge base with additional self-study techniques. (3)

Comments:

15. **Fire Technical Skills:** Employee has the understanding, knowledge and training required to perform his/her job in relationship to their job description.

____ Lacks the appropriate knowledge, skills, or desire to perform the level of service associated with the roles and responsibilities of his/her job description. (0)

____ Has limited knowledge in providing and understanding the nature of his/her role and responsibility. Does not apply training to help increase job requirement proficiency. (1)

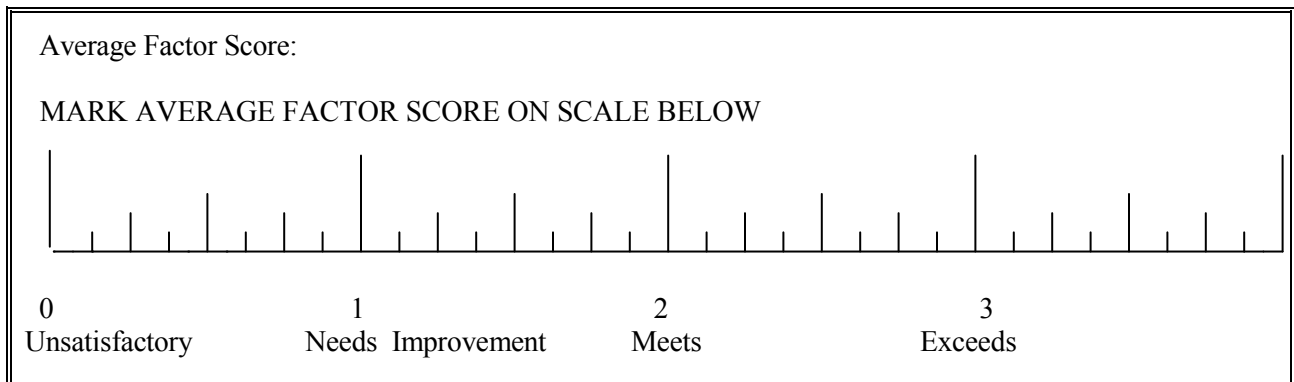
____ Well versed in policies, procedures. Maintains appropriate skill level with hands-on training and study. Applies the training that he/she receives and integrates the training with practical application. (2)

____ Has thorough knowledge in the firefighting field with respect to policies/procedures associated with his/her job description. Strives to increase his/her knowledge base with additional self-study techniques. (3)

Comments:

16. Self Development: Describe any activities, training or education the employee has undertaken. (Optional category - not to be rated)

Comments:



Score: _____

Requirements 0 to <1 Unsatisfactory, 1 to < 2 Needs Improvement 2 to < 3 Meets Requirements
3+ Exceeds Requirements

Note: Add the fifteen rated areas (1-15) plus the attendance category. Divide the total by 16.

Employee initials: _____ Date: _____

Supervisor initials: _____ Date: _____

SIGNATURES/COMMENTS

Employee Comments:

(Employee Signature)

(Date)

(District Chief Signature)

(Date)

(Fire Chief Signature)

(Date)

NOTE: Employee's required signature on this form indicates that the employee has reviewed the evaluation with his/her supervisor. Signing does not necessarily indicate that the employee agrees with the evaluation. The "*Comments*" section affords the opportunity to express such disagreement.