

# Yamhill Fire Protection District

District Policies, Procedures, & SOG's

## MISSION

*Yamhill Fire Protection District is dedicated to  
serve and protect our community*

# District Procedure

PERSONNEL

PRO-PER – 747.1

Page 1 of 3

Preparing For And Conducting The Performance  
Review

Issued: November 11, 2014

## Briefly Review General Background Information:

The more you know about an employee/volunteer, the easier it is for you to understand and discuss work performance and behavior. Some time prior to the appraisal discussion, you should review the employee/volunteer past history, work experience, education, and previous performance appraisals.

## Arrange for the Interview:

- A. Set a time and place for the discussion and avoid postponement. Arrange for appropriate privacy and time for the discussion. It is important to prevent interruption if at all possible. A private office or conference room creates a setting in which you and the employee/volunteer can communicate effectively.
- B. Notify the employee/volunteer several days beforehand, so that the employee/volunteer has enough time to prepare for the performance review. One good method of having the employee/volunteer prepare is to require that the employee/volunteer evaluate himself or herself. Ask the employee/volunteer to fill out an appraisal form for discussion and comparison with yours during the interview.

## Conduct the Interview:

Approach evaluations as a helper, not a judge. Too often performance appraisal discussions are viewed as a time when the supervisor is the “judge”. This is a difficult role which often prevents positive discussion. This is a time when you and the employee/volunteer can look at job performance and find and discuss ways to improve it.

“Rating” performance involves judgments. However, in the discussion you should focus on specific ways to improve performance, in the role of a helpful teacher.

## Structure and Format of the Evaluation:

The interview should have some structure to it, varying with individual circumstances.

# Yamhill Fire Protection District

District Policies, Procedures, & SOG's

## MISSION

*Yamhill Fire Protection District is dedicated to  
serve and protect our community*

# District Procedure

## PERSONNEL

PRO-PER – 747.1

Page 2 of 3

## Preparing For And Conducting The Performance Review

Issued: November 11, 2014

- A. Create a relaxed climate by indicating overall satisfaction and honest appreciation of job performance.
- B. Outline the purpose and objectives of the review. Explain the benefits of positive two-way communications about performance – a clear idea of how the employee/volunteer is doing and potential steps to improve performance.
- C. Follow a comfortable sequence during the discussion, for example:
  1. Past performance – on each relevant job performance factor;
  2. Major strong points and weak points needing greater effort;
  3. Specify developmental steps to be taken to improve performance; and
  4. Goals and the role of the District.
- D. Encourage the employee/volunteer to participate. The more an employee/volunteer discusses performance, the better the review. Listen and gather information. Active listening is very important.
  1. Use open-ended questions (who, what, when, why and how) which encourage discussion rather than simple “yes/no” responses.
  2. Tell the employee/volunteer you are receiving information, not judging; and
  3. Use restatement or reflection. This is a clarification process and feeds back what you are hearing to the employee.
- E. Discuss areas of good performance first. This is easier if you have required the employee/volunteer to appraise performance as preparation for the review.

# Yamhill Fire Protection District

District Policies, Procedures, & SOG's

## MISSION

*Yamhill Fire Protection District is dedicated to  
serve and protect our community*

# District Procedure

## PERSONNEL

PRO-PER – 747.1

Page 3 of 3

## Preparing For And Conducting The Performance Review

Issued: November 11, 2014

- F. Focus on areas of performance the employee/volunteer identifies as not fully satisfactory. Determine what corrective action should be taken, and by whom. Collaborate on the action steps. Do you agree on areas of strengths and weaknesses? The more the employee/volunteer participates in the strengths and weaknesses? The more the employee/volunteer participates in the plans for improvement, the greater will be the commitment to those plans. Offer useable criticism tactfully and constructively in the context of a discussion of strengths.
- G. Use specific and realistic improvement targets. Don't try to eliminate all areas of weakness in one session. Concentrate on the most important ones. A development plan with two or three steps is often accomplished. One with eight or nine may cause the employee/volunteer to give up.
- H. Discuss personal goals and interest.
- I. Close the discussion by summarizing what has been covered and reviewing the specific steps to be taken by supervisors and the employee/volunteer. If appropriate to do so, set a follow-up date to discuss progress towards performance improvement.

### Follow-up:

During the review, specific steps to improve performance were identified. If action needs to be taken by you, take it.

If specific training has been recommended, it is important that it be undertaken. If parts of the job description have become obsolete, it should be rewritten.