

# Yamhill Fire Protection District

District Policies, Procedures, & SOG's

## MISSION

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

# District Policies

## PERSONNEL

PER – 747

Page 1 of 4

## Performance Evaluation

Issued: November 11, 2014

### **Purpose – Communication:**

Employee/Volunteer performance reviews are an essential communication process between the employee/volunteer and the immediate supervisor. Such reviews provide information relating to merit, identify areas of training needs, target the strengths and weaknesses of the employee/volunteer work performance, and measure the relationship between goals and objectives and the individual employee/volunteer job performance. The purpose of evaluations is to let employees/volunteers know how well they are performing their job and whether they have performance problems. It also serves as a basis of personal decisions – merit increases, promotion and termination.

### **Goal – Form Desirable Behaviors:**

The Goal of the employee/volunteer performance review process is to establish a pattern of expected work performance and habits. The review process gives employees/volunteers and supervisors the opportunity to measure, review and establish goals, reward or acknowledge good performance, create incentives, and to detect and correct improper behavior or activity and/or substandard work performance.

### **Review Process:**

Performance reviews shall be completed at least annually and in accordance with the guidelines and instructions set forth below. Employees/volunteers and supervisors are required to sign the completed performance review forms. All performance reviews will be reviewed by the Fire Chief and placed in the employee's/volunteer's personnel file. Employees/volunteers will be provided with a copy of performance reviews.

### **Employees/Volunteers Affected:**

All regular employees and volunteers of the District will be evaluated under this policy. The Fire Chief shall be evaluated by the Board Members based upon the consensus of the Board, using a written performance evaluation.

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Page 2 of 4

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### Regular Review:

All employees/volunteers will be evaluated at least annually in the month of December.

### Probationary Review:

Probationary employees/volunteers will participate in goal-setting interviews/reviews as often as appropriate and will be evaluated in at least two performance progress reviews before being transitioned to regular employee or volunteer status.

### Pay and Probation Recommendations:

Regular Employee;

A recommendation for a merit or step increase and/or extension of probation, or passing probation to regular employee status, or termination shall be set forth in a performance evaluation as appropriate.

Volunteer;

A recommendation for an extension of probation, or passing probation to regular volunteer status, or termination shall be set forth in a performance evaluation as appropriate.

### Supplemental Evaluation:

A supplemental performance evaluation may be submitted on any occasion deemed appropriate by a supervisor.

### The Evaluation Process:

Meaningful performance assessments require both the supervisor and the employee's/volunteer's evaluation of the employee's/volunteer's performance.

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Page 3 of 4

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### The Supervisor:

The employee's/volunteer's immediate supervisor is responsible for timely completion of the official evaluation report. In cases where the immediate supervisor does not have ample opportunities to judge the employee's/volunteer's performance, the lead worker (or others in a position to observe performance) should be consulted in completing the evaluation. The form should be completed initially in pencil, and after discussion with the employee/volunteer and the reviewer (if needed), the final evaluation will be in ink or typed.

### The Employee/Volunteer Self-Evaluation:

The employee/volunteer shall complete the form for self-evaluation prior to formally discussing past performance with the supervisor. Employees/Volunteers should be notified in writing in advance that an interview is planned. Employees/Volunteers will actively participate in the performance review interview and will be given advance notice of the review date.

### Common Errors to Avoid in Evaluating an Employee/Volunteer:

No matter how well designed, a performance appraisal program can fail if the supervisors doing the appraisal are not adequately trained and informed. The following guidelines describe some frequent errors to avoid;

- A. Avoid rating most employees/volunteers at the high end of the scale. Experience shows that "excellent" and "very good" rating, are used more frequently than competent or adequate. This is too often a reflection of supervisor's lack of confidence in the supervisor's own ability than the employee's/volunteer's performance. A rating of "competent" or "adequate" is not adverse and can generate suggestions for improvement needed to merit a higher rating. Descriptions of excellence should be reserved for those whose performance is truly superior.

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Page 4 of 4

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- B. Avoid the “Halo Effect.” Raters tend to rate an individual consistently high average, or low on all factors based on an overall impression. A dependable, conscientious employee/volunteer does not necessarily produce high-quality work. Consider each factor separately and indicate strong and weak points. Don't hesitate to use the entire scale in your ratings. If the evaluations are to provide meaningful information, they must take advantage of the entire scale.
  
- C. Avoid labels. Describe exact behavior. For example, telling an employee/volunteer of a “bad attitude” does not offer an alternative for improvement or provide the employee/volunteer with understandable examples of the behavior.

## Evaluation Forms:

See appendix:

747-A – Fire Chief's Performance Appraisal

747-B – Fire Chief Self-Evaluation

747-C – Employee/Volunteer Performance Evaluation Review