
EMPLOYEE/VOLUNTEER PERFORMANCE REVIEWS

- A. 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, identify the strengths and weaknesses of the Employee/Volunteer's work performance, and measure the relationship between District goals and objectives and the individual Employee/Volunteer's job performance. The purpose of evaluations is to let Employee/Volunteers know how well they are performing their job and whether they have performance problems. It also serves as a basis of personnel decisions, including merit increases, promotions, discipline and termination.
- B. 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 Employee/Volunteers and supervisors an 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.
- C. Review Process. Performance reviews shall be completed at least annually and in accordance with the guidelines and instructions set forth below. Employee/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/Volunteer's personnel file. Employee/Volunteers will be provided with a copy of performance reviews.
- D. Employee/Volunteers Affected. All regular Employee/Volunteers of the District will be evaluated under this policy. The Board of Directors, based upon the written objectives established by the Board for the completed period, shall evaluate the Fire Chief annually.
- E. Regular Review. All Employee/Volunteers will be evaluated at least annually in November. The career staff shall be responsible for completing the volunteer performance evaluations.
- F. Probationary Review. Probationary Employee/Volunteers will participate in a goal-setting interview/review as often as appropriate, and will be evaluated in at least two performance progress reviews before being transitioned to regular Employee/Volunteer status.
- G. Pay and Probation Recommendations. A recommendation for a merit or step increase and/or extension of probation, or passing probation to regular Employee/Volunteer status, or termination shall be set forth in a performance evaluation as

appropriate.

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

- I. The Supervisor. The employee'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 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 as a draft. After discussion with the employee and the reviewer (if needed), the evaluation shall be finalized.

- J. Common Errors to Avoid in Evaluating an Employee. 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:
 - 1. Avoid rating most employees at the high end of the scale. Experience shows that "excellent" and "very good" ratings 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 judgment than the employee'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.

 - 2. 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 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.

 - 3. Avoid generic labels. Describe exact behavior. For example, describing an employee as having a "bad attitude" does not offer the employee an alternative for improvement or provide the employee with understandable examples of the behavior.