

# SCOTTS VALLEY FIRE PROTECTION DISTRICT



<b>STANDARD OPERATING PROCEDURES</b>	<b>ARTICLE: I</b>	<b>SOP: 1107</b>
	<b>SECTION: 1100 PERSONNEL</b>	
	<b>SUBJECT: PERFORMANCE EVALUATIONS</b>	
<b>DATE APPROVED:</b>	<i>July 16, 2010</i>	
<b>APPROVED:</b>	<i>Melvin P. Murray</i>	

**Purpose:** To provide a consistent means for evaluating employee performance.

**Scope:** The process of performance evaluations shall be used by all supervisors to evaluate personnel under their direct supervision. Evaluations shall be conducted annually for regular employees and bi-monthly for probationary employees. The supervisor's evaluation is based on observation, discussion with other knowledgeable supervisory and management personnel, and discussion with the employee.

**Definition:** A performance evaluation is a review and evaluation of the employee's job performance. It is the supervisor's assessment of the employee's success or failure at fulfilling the requirements of the classification.

**Performance Evaluations:**

- Provide a structure for communication of the expectations of management and of the employee.
- Are a source of satisfaction and encouragement to the employee who is performing well.
- Communicate management's dissatisfaction with unacceptable performance.
- Specify methods for improving the employee's performance.
- Provide guidance for the employee's career development.
- Provide a basis for appointment as a regular employee, promotion, demotion or discharge for cause.
- Provide a permanent record of performance.

**Procedure:**

Oral performance interviews should be conducted on a regular basis. A permanent record of an oral performance interview shall not be maintained in an employee's personnel file. Notes should be kept by the supervisor throughout the evaluation term to serve as background for a written performance evaluation. It is critical that the supervisor give the employee feedback related to the employee's performance throughout the evaluation period. The written evaluation should be consistent with this feedback.

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Written performance evaluations are prepared at least once per year for regularly appointed employees and bi-monthly for probationary employees. A performance appraisal may be prepared at any time by the supervisor as a tool for communicating with an employee. The above time frames are minimums and are not intended to limit the supervisor's ability to use the appraisal as a tool for counseling.

After the appraising supervisor discusses the employee's performance with the employee and other supervisory and management personnel, the written performance appraisal is prepared. The appraisal should be based on observed performance by the supervisor along with utilizing observations made by other supervisors and management. The supervisor should then fill out the appropriate sections of the *Employee Performance Review Form* based on the employee's job description and areas to be rated.

Once the rating is complete, a performance evaluation interview should be conducted with the employee. Based on the interview, a rating may be changed to reflect any changes based on interpretation or misunderstanding. In matters of judgment pertaining to the evaluation of the employee's performance, the supervisor's assessment, after review and consideration of recommendations from management is the assessment of record. The supervisor should then sign the written performance appraisal. The employee should check the appropriate box in the statement of the employee section and sign and date in the appropriate box. It is not necessary for the employee to agree with the evaluation to sign it. Signing the evaluation form signifies that the supervisor did actually perform the evaluation. If the employee disagrees with the evaluation, the appropriate box should be checked.

Once completed, the evaluation should be forwarded to the supervisors supervising chief officer. The chief officer should review the evaluation. If one of the first boxes in the employee statement section is checked, comments may be made and the evaluation should be signed and filed in the employee's personnel file.

If the bottom box is checked in the statement of employee section, the chief officer should establish an interview with the employee and the supervisor to determine facts of the disputed item(s). Based on the facts of the case, the chief officer counsels the supervisor and the employee in order to resolve the issues. If still unresolved, a written recommendation regarding the disputed item(s) is made by the chief officer based on his/her investigation to his/her supervising chief. Ultimately, the issue, if unresolved, will follow the chain of command to the fire chief, who will make the final and permanent decision on the performance evaluation.

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Should an employee receive any unsatisfactory ratings, a plan between the supervisor and the employee shall be developed to improve performance. Continued poor performance may be cause for disciplinary action.

Should a probationary employee receive any unsatisfactory ratings, it may be cause for termination.

Completed employee performance appraisals shall be filed in the employee's personnel file.

*See attached Employee Performance Review Form.*