


SCOTTS VALLEY FIRE PROTECTION DISTRICT		
STANDARD OPERATING PROCEDURES	ARTICLE: I	SOP: 1107
	SECTION: 1100 PERSONNEL	
	SUBJECT: Performance Evaluations	
	DATE APPROVED: July 7, 2021	
APPROVED:		



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

Scope: The following policies and guidelines apply to all members. This standard operating procedure establishes the District’s guidelines for managing the District’s use of the Tenzinga™ Performance Management system.

Procedure:

1.0 Standard Definitions

Agreement of Expectations – The Performance Management system uses a series of agreed upon performance expectations for each position based on the following three components:

Tasks – The specific position related tasks and/or job duties that are performed daily, weekly, monthly, or yearly.

Standards – The performance metrics used to objectively refine each Task with measurable standards for the purpose of further defining what constitutes “good performance” in terms of what “good” should look like.

Measurements – The performance criteria used to objectively measure performance based on four criteria: Participation, Accuracy, Completeness, and Timeliness. These criteria are used to define what constitutes Below Standard, Standard, and Above Standard performance ratings.

Performance Log – The system’s Performance Power page is where supervisors generate an objective Performance Log. This is where leaders document a member’s performance feedback and acknowledge noteworthy achievements. The series of Performance Logs are what culminate into the final Performance Report.

Performance Management – The process of using an Agreement of Expectations for each position as the basis for providing interactive performance feedback.

SCOTTS VALLEY FIRE PROTECTION DISTRICT



STANDARD OPERATING PROCEDURES	ARTICLE: II	SOP: 1107
	SECTION: 1100 PERSONNEL	
	SUBJECT: Performance Evaluations	

2.0 District Guidelines

- 2.1 The District shall continuously provide members with constructive feedback regarding their workplace performance using an interactive and forward looking combination of coaching, mentoring, and counseling.
- 2.2 The District shall maintain the Tenzinga™ Performance Management system for the express purpose of promoting continuous improvement by providing members with: consistent feedback and direction, timely recognition for their achievements, a means to identify opportunities for personal improvement, and to help employees excel in their workplace performance.
- 2.3 The District shall use the Tenzinga™ Performance Management system at all levels within the organization specifically to:
 1. Establish workplace performance expectations;
 2. Develop workplace performance enhancement goals;
 3. Facilitate and monitor professional development;
 4. Promote workplace performance accountability;
 5. Enhance workplace productivity.

3.0 Responsibilities

- 3.1 Supervisors at all levels of the organization are responsible for utilizing the District's Performance Management system for the purpose of monitoring and providing on-going performance feedback to their members.
- 3.2 Each member is responsible for monitoring the District's Performance Management system for any feedback provided by their direct and/or indirect supervisors.

4.0 General Guidelines

- 4.1 **Performance Assessment Principles** – Proactive performance management is based on two important feedback principles:
 1. Feedback is most effective when it is on-going, interactive, and in the context of “looking forward through the windshield”; rather than a retrospectively with a “rear-view mirror” reflection of past performance.
 2. Feedback must be completely void of value judgements and/or attacks directed at the member's character. Instead, the leader must provide

SCOTTS VALLEY FIRE PROTECTION DISTRICT



**STANDARD
OPERATING
PROCEDURES**

ARTICLE: II

SOP: 1107

SECTION: 1100 PERSONNEL

SUBJECT: Performance Evaluations

objective feedback focused on the member's behavior and actual performance. This requires effective leadership that addresses performance management by:

- Discussing events and/or circumstances that impact performance;
- Addressing Below Standard performance in terms of what is and isn't acceptable;
- Establishing agreed upon behavior/performance modification plans;
- Providing feedback and coaching, counseling when needed;
- "Praising what we seek" as the means to encourage high level performance.

4.2 To facilitate the principle of providing continuous feedback, the District seeks to assure Performance Log entries are generated regularly. To accomplish this:

1. Day shift supervisors are expected to generate at least one Performance Log per month for each of their assigned members.
2. 24-hour shift supervisors are expected to generate at least one Performance Log per month cycle for each of their assigned members.
3. Each member is expected to review their "Dashboard", responding with interactive feedback when applicable.

4.3 **Performance Logs** – Performance Logs shall be submitted using an objective format that includes the following:

1. All supervisors can submit a Performance Log for any member that is below them in the chain-of-command as viewed in the Org Chart.
2. Always begin the Performance Log with the member's name, followed by the date of the performance/event/behavior, and tie the Log entry to the Task measurement.
3. Never use "I feel" or "I think" or adjectives when describing performance.
4. Focus on the facts – Document what the member did or did not do in terms of behavior, performance, or achievements; not on the supervisor's feelings about them.
5. The supervisor can add a "subjective" statement at the end of the objective log by using *Capt. Notes*., *Chief's Notes*., etc.

SCOTTS VALLEY FIRE PROTECTION DISTRICT



STANDARD OPERATING PROCEDURES	ARTICLE: II	SOP: 1107
	SECTION: 1100 PERSONNEL	
	SUBJECT: Performance Evaluations	

Example: Guy Jones on 2/23/21 identified and took the initiative to clean and reorganize the hose tower without requiring any direction from his Captain. Capt. Note: Your willingness, enthusiasm, and personal initiative to maintain a high standard for our department is outstanding.

- 4.4 Both Above and Below Standard performance ratings should be recognized within the Performance Log. The goal is to foster peak performance by “praising what we seek”, acknowledging achievement, and correcting unacceptable behavior and performance.
- 4.5 For all Below Standard Performance Logs, the supervisor must:
 - 1. Meet face-to-face with the member in a one-on-one setting specifically to identify what performance/behavior is Below Standard and to discuss why.
 - 2. Provide the member with a clear and specific explanation of how they can improve their performance to Standard or Above Standard.
- 4.6 **Member Feedback** – Each member shall respond to each Performance Log entry made on their behalf. They view their Performance Logs using the “View Logs” tab. They reply to the Log by clicking on the pencil icon on the right side of the Performance Log, entering their feedback, and saving it upon completion.
- 4.7 Any edits made within a Performance Log need to be substantiated with the reason noted within the system. All edits shall be conducted at the approval of the supervisor’s immediate supervisor.