

PAID - ON - CALL EMPLOYEE APPRAISALS

Fire Department Town of Menasha
Standard Operating Guidelines
Page 1

January, 1994
Section 5

Most everyone likes to know how they are doing in a job, responsibility, relationship or hobby. That feedback can occur in a variety of ways. Usually in a job setting it is through formal evaluations completed yearly or periodically. The Town of Menasha has not formally evaluated Paid-On-Call Fire Fighters or Officers in the past on a regular basis. It is a difficult challenge because supervisors only have periodic interaction with personnel. But the need is still just as important if not more important because of the nature of fire fighting.

For these reasons, in 1994, we will slowly begin to implement documents for self and supervisory performance appraisals.

The main purpose of the documents will be to provide feedback and improve communications between Officers and Fire Fighters. The system should never be used or misconstrued to find fault in individuals or attempt to punish through "bad appraisals". A weak rating in a category does not imply failure, but simply an area to be improved in order to meet an acceptable standard of performance. Continued low ratings after guidance and training are provided may indicate the inability to perform in a recognized role. If the system works properly, it will illustrate strengths and weaknesses of all members of our department and clearly indicate the expectations of management in order to meet the mission of the fire department.

The documents will remain confidential, will be reviewed by the Fire Chief, Town Administrator and placed in the employee's personnel file on a periodic basis. The guideline suggested is to complete an appraisal at least once every three years for fire fighters, every two years for officers and no more frequently than annual for either.

The following pages are the forms used for the appraisals based on position descriptions. The criteria could also be reviewed by personnel to better understand expectations of performance BEFORE appraisals take place.

TOWN OF MENASHA FIRE DEPARTMENT
PERFORMANCE APPRAISAL

SELF-ADMINISTERED and/or SUPERVISOR COMPLETED

CAPTAIN - EMERGENCY OPERATIONS

Page 1

SELF-EVALUATION ASSESSMENT-Each Captain (EO) completes the evaluation tool. At the same time, the Fire Chief completes the evaluation of the Captain utilizing the same criteria.

Evaluation Date: _____

Employee: _____

Start Date With Town: _____

Years In Captain's Position: _____

Person completing this appraisal: _____

Period Covered By This Evaluation: _____

Rating Categories & Associated Points:

a) = 0 points b) = 3 points c) = 5 points d) = 7 points

e) = 10 points f) N/A = 5 points

Criteria is based on Position Fundamental and Ancillary Duties.

1) EMERGENCY - INCIDENT MANAGEMENT

(0) a) Emergency Operations S.O.G.s are not followed and/or significant strategic or tactical errors have occurred.

(3) b) Incident Management needs more organization &

command/control.

Captain E/O

Page 2

(5) c) Emergency Operations S.O.G.s are generally followed but some IC components are not utilized.

(7) d) Has managed emergency incidents well without personal injuries, rekindles or inadequate investigations. Good public relations efforts. Captain (EO)

(10) e) Exceptionally well managed incidents with all IC components covered. Has handled major incidents during this period without the need for supervisory guidance.

N/A (5) f) Captain has not functioned in the role of Incident Commander enough to adequately assess.

SCORE _____

Comments---

2) ASSIGNED STATION & VEHICLE CLEANLINESS

(0) a) Station & Vehicle Care are inadequately managed.

(3) b) Vehicles are not cleaned regularly and Captain needs constant reminders to get the job done.

(5) c) Meets minimal requirement of six-month waxing, floors are occasionally washed.

(7) d) Station & vehicles are cleaned after each use and looks well cared for.

(10) e) Station & Vehicles are always exceptionally clean.

SCORE _____

Comments---

3) VEHICLE & EQUIPMENT MAINTENANCE, OPERATIONAL READINESS and INVENTORY CONTROL

- (0) a) Vehicle and equipment failures occur often.
- (3) b) Tools are sometimes missing, broken equipment goes unreported or weekly checks are not completed regularly or adequately.
- (5) c) Relies totally on others to check vehicles and equipment. Avoidable maintenance problems occur.
- (7) d) Vehicles are checked weekly, inventories are generally correct with only unanticipated repair problems.
- (10) e) Exceptional-Regularly communicates with Department mechanic and verifies correct inventory, color-coding and weekly apparatus checks.

SCORE _____

Comments---

4) PRE-PLANNING / MAP BOOKS

- (0) a) No pre-plans, mapping or LEPC plans have been completed.
- (3) b) Map books are behind updates or in poor condition, no pre-planning.

- (5) c) Limited work completed regarding maps and/or pre-plans.
- (7) d) Map books are up-to-date and in good condition, some pre-plans have been recently completed.
- (10) e) Exceptional work -Map books are in excellent condition and at least 3 pre-plans have been completed in the last 12 months.

SCORE _____

Comments---

5) REQUIRED ATTENDANCE

- (0) a) Below 30 % of calls and 50% of drills.
- (3) b) Between 30 & 39% of calls and 50 & 69% of drills
- (5) c) Between 40 & 49% of calls and 70 & 79% of drills
- (7) d) Between 50 & 59% of calls and 80 & 89% of drills
- (10) e) Exceptional- Above 70% of calls and above 95% of drills

SCORE _____

Comments---

6) SELF-DEVELOPMENT

- (0) a) Below outside training requirements for officer
- (3) b) Requires constant reminding of outside training standard.
- (5) c) Meets minimum outside training requirements.
- (7) d) Achieves a variety of outside training experiences that promotes new learning and ideas.
- (10) e) Constantly seeks methods to improve role with TMFD and expands interest beyond current position, actively attends all Officer's meetings.

SCORE _____

Comments---

7) SELF-INITIATIVE

- (0) a) Does not accomplish main duties required of leadership position.
- (3) b) Requires constant guidance and supervision to meet required position duties. Tasks are not accomplished in a timely manner.
- (5) c) Meets minimal acceptable position duties.
- (7) d) Meets primary position duties, recognizes when a task needs to be completed, initiates the job and follows through to make sure it is completed in a thorough and timely manner.
- (10) e) Volunteers for special projects, actively participates in at least one task force and takes a leadership role in getting tasks accomplished with little or no supervision.

Captain (EO)
SCORE _____

Comments---

8) SUPERVISORY SKILLS

- (0) a) Conflicts are common, leadership style appears rigid and not situational.
- (3) b) Suggest improvement through additional training and guidance.
- (5) c) Meets main requirements of role, but suggest working more closely with subordinates by checking on their needs, progress and teamwork.
- (7) d) Has respect of subordinates, assigns projects well and provides growth for others.
- (10) e) Utilizes ICS system very well, sets an example for others to follow, and constantly strives to keep morale high. Supervisory issues are handled at his/her level appropriately.

SCORE _____

Comments---

9) COMMUNICATION SKILLS

(0) a) Misunderstandings, confusion are common with personnel appearing uninformed.

Captain (EO)

Page 7

(3) b) Emergency reports are incomplete, does not meet with station personnel to discuss issues of interest, proper reports are not completed.

(5) c) Report revisions or reminders are common. Requires more of an understanding of S.O.G.s or needs clarification of previously discussed items.

(7) d) Keeps subordinates informed and understands and utilizes department reports well.

(10) e) All written emergency reports are complete, meets with station personnel periodically and keeps subordinates and supervisory well informed.

SCORE _____

Comments---

10) PROBLEM SOLVING SKILLS

(0) a) Readily identifies problems only.

(3) b) Potential problems go unrecognized and needs improvement in ability to identify methods to help solve current departmental issues.

(5) c) Problems are identified, but more work is needed to analyze and solve potential or current problems through cooperative teamwork.

(7) d) Recognizes potential problems and helps create methods to solve them.

(10) e) Demonstrates an exceptional ability to recognize, analyze and solve problems without over-reacting. Follows through with complete problem solving process.

SCORE _____

Captain (E/O)

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Comments---

11) **OTHER:** (Optional- not covered in above categories but evaluation is a necessary aspect for specific position.)

(0) a)

(3) b)

(5) c)

(7) d)

(10) e)

SCORE _____

Comments---

Captain (E/0)

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TOTAL SCORE _____ 100 or 110 points possible

Standard of Performance Expected of Town of Menasha Fire Department Officers -
Minimum of 60 or 70 points and generally 7 points in each category.

General Comments

PLANS FOR PERSONAL AND DEPARTMENTAL DEVELOPMENT

- 1)
- 2)
- 3)

Captain's Signature &
Comments: _____

Fire Chief's Signature _____

TOWN OF MENASHA FIRE DEPARTMENT
PERFORMANCE APPRAISAL
SELF-ADMINISTERED and/or SUPERVISOR COMPLETED

Page 1

CAPTAIN - TRAINING

SELF-EVALUATION ASSESSMENT-Each Training Captain completes the evaluation tool. At the same time, the Fire Chief completes the evaluation of the Captain utilizing the same criteria.

Evaluation Date: _____

Employee: _____

Start Date With Town: _____

Years In Captain's Position: _____

Person completing this appraisal: _____

Period Covered By This Evaluation: _____

Rating Categories & Associated Points:

A) = 0 points **B)** = 3 points **C)** = 5 points **D)** = 7 points

E) = 10 points **F)** N/A = 5 points

Criteria is based on Position Fundamental and Ancillary Duties.

1) **TRAINING - CLASSROOM MANAGEMENT**

(0) a) Classes are occasionally cancelled due to inadequate planning.

(3) b) Classes appear disorganized and without specific goals and objectives.

- (5) c) Lesson plans are utilized but individual needs or group weaknesses could be strengthened better
- (7) d) Written lesson plans with participant objective are utilized with classes beginning and ending on time and held as scheduled.
- (10) e) Exceptionally well managed classes with material relevant to participant needs. Appropriate assistance is utilized from other officers for proper instructor/student ratios. Classes are creative with a variety of exercises performed. Lessons are summarized and critiqued.

SCORE _____

Comments---

2) CURRICULUM AND MINIMUM STANDARDS DEVELOPMENT

- (0) a) Little if any curriculum and minimum standards development has taken place, meeting fire department needs.
- (3) b) New curriculum development has taken place, but no lesson plans have been generated.
- (5) c) Primarily only monitors current training curriculum and minimum standard requirements.
- (7) d) Insures that the training curriculum and minimum standards are up to date and meet all new recognized fire service standards and practices.
- (10) e) Training curriculum and minimum standard development process is managed well. New training curriculum material is developed and lesson plans generated for fire department use. Suggestions are made to improve and update the minimum standards regularly. The Captain strives toward helping develop and refine firefighting skills for all fire department personnel.

Comments---

3) RECORD KEEPING AND PLANNING

- (0) a) Lesson plans for training are disorganized, incomplete and outdated. Drill topics are not scheduled in advance.
- (3) b) Lesson plans and minimum standard training files need updating.
- (5) c) Lesson plans for training are complete but fire department drills are not managed and planned. Training material files/library needs better organization.
- (7) d) Captain monitors computer training records with Personnel Captain, understands and utilizes training reports and forms and is well prepared for drills. Lesson plans and minimum standard training files are maintained well.
- (10) e) Lesson plans are well organized and up to date. Captain is well aware of training and minimum standard requirements needs. Always has an alternative drill planned if a scheduled drill does not work out for unseen reasons. Subject material/library is well managed and up-to-date (A/V material/texts).

SCORE _____

Comments---

4) TEAMWORK WITH OTHER FIRE DEPARTMENT OFFICERS

- (0)** a) Works independently of other Fire Officers.
- (3)** b) Rarely discusses training issues with other Fire Officers to organize and plan training sessions. Involvement of other Fire Officers during training sessions is not apparent.
- (5)** c) Meets with other Fire Officers only to decide on drill content and instructor responsibility.
- (7)** d) Training instruction is split with other Fire Officers but work is done rather independently with the need to meet more frequently to ensure the exact same lesson plans are taught and agreement is reached on future coordination.
- (10)** e) Excellent teamwork. Fire Officers meet on a regular basis to discuss and plan training needs. Conflicts rarely occur and Officers support each other and the cooperative training program.

SCORE _____

Comments---

5) REQUIRED ATTENDANCE

- (0)** a) Below 30 % of calls and 50% of drills.
- (3)** b) Between 30 & 39% of calls and 50 & 69% of drills
- (5)** c) Between 40 & 49% of calls and 70 & 79% of drills
- (7)** d) Between 50 & 59% of calls and 80 & 89% of drills
- (10)** e) Exceptional- Above 70% of calls and above 95% of drills

SCORE _____

Comments---

6) SELF-DEVELOPMENT

- (0)** a) Below outside training requirements for officer
- (3)** b) Requires constant reminding of outside training standard.
- (5)** c) Meets minimum outside training requirements.
- (7)** d) Achieves a variety of outside training experiences that promotes new learning and ideas.
- (10)** e) Constantly seeks methods to improve role with TMFD and expands interest beyond current position, actively attends all Officer's meetings.

SCORE _____

Comments---

7) SELF-INITIATIVE

- (0)** a) Does not accomplish main duties required of leadership position.
- (3)** b) Requires constant guidance and supervision to meet required position duties. Tasks are not accomplished in a timely manner.
- (5)** c) Meets minimal acceptable position duties.
- (7)** d) Meets primary position duties, recognizes when a task needs to be completed, initiates the job and follows through to make sure it is completed in a thorough and timely manner.
- (10)** e) Volunteers for special projects, actively participates in at least one task force and takes a leadership role in getting tasks accomplished with little or no supervision.

SCORE _____

Comments---

8) SUPERVISORY SKILLS

- (0)** a) Conflicts are common, leadership style appears rigid and not situational.
- (3)** b) Suggest improvement through additional training and guidance.

- (5) c) Meets main requirements of role, but suggest working more closely with subordinates by checking on their needs, progress and teamwork.
- (7) d) Has respect of subordinates, assigns projects well and provides growth for others.
- (10)e) Utilizes ICS system very well, sets an example for others to follow, and constantly strives to keep morale high. Supervisory issues are handled at his/her level appropriately.

SCORE _____

Comments---

9) COMMUNICATION SKILLS

- (0) a) Misunderstandings, confusion are common with personnel appearing uniformed.
- (3) b) Emergency reports are incomplete, does not meet with station personnel to discuss issues of interest, proper reports are not completed.
- (5) c) Report revisions or reminders are common. Requires more of an understanding of S.O.G.s or needs clarification of previously discussed items.
- (7) d) Keeps subordinates informed and understands and utilizes department reports well.

- (10) e) All written emergency reports are complete, meets with station personnel periodically and keeps subordinates and supervisory well informed.

SCORE _____

Comments---

10) PROBLEM SOLVING SKILLS

- (0) a) Readily identifies problems only.
- (3) b) Potential problems go unrecognized and needs improvement in ability to identify methods to help solve current departmental issues.
- (5) c) Problems are identified, but more work is needed to analyze and solve potential or current problems through cooperative teamwork.
- (7) d) Recognizes potential problems and helps create methods to solve them.
- (10) e) Demonstrates an exceptional ability to recognize, analyze and solve problems without overreacting. Follows through with complete problem solving process.

SCORE _____

Comments---

11) **OTHER:** (Optional- not covered in above categories but evaluation is a necessary aspect for specific position.)

(0) a)

(3) b)

(5) c)

(7) d)

(10) e)

SCORE _____

Comments---

TOTAL SCORE _____ 100 or 110 points possible

Standard of Performance Expected of Town of Menasha Fire Department Officers - Minimum of 60 or 70 points and generally 7 points in each category.

General Comments:

PLANS FOR PERSONAL AND DEPARTMENTAL DEVELOPMENT

1)

2)

3)

Captain's Signature & Comments:

Fire Chief's Signature _____

TOWN OF MENASHA FIRE DEPARTMENT
PERFORMANCE APPRAISAL

SELF-ADMINISTERED and/or SUPERVISOR COMPLETED

LIEUTENANT - COMPANY OFFICER

SELF-EVALUATION ASSESSMENT---Each Lieutenant completes the evaluation tool. At the same time, the Captain or Fire Chief completes the evaluation of the Lieutenant utilizing the same criteria.

Page 1

Evaluation Date: _____

Employee: _____

Start Date With Town: _____

Years In Lieutenant's Position: _____

Person completing this appraisal: _____

Period Covered By This Evaluation: _____

Rating Categories & Associated Points:

a) = 0 points b) = 3 points c) = 5 points d) = 7 points

e) = 10 points f) N/A = 5 points

Criteria is based on Position Fundamental and Ancillary Duties.

1) **ASSIGNED SPECIALITY** = _____

This duty is one of the critical roles the Lieutenant has and performance is critical to the Department mission.

Lieutenant

Page 2

- (0) a) Accomplishments for assigned specialty has not been met.
- (3) b) Better research, record keeping and/or purchase procedures and organization are needed.
- (5) c) Officer minimally meets the basic duties of the assigned specialty.
- (7) d) Record keeping is up-to-date and accurate and assigned work is accomplished timely and with out close supervision.
- (10) e) Specialty role is researched well, items are purchased in a cost effective and efficient manner and record keeping is maintained in the computer. Performance is an example for other officers to follow.

SCORE _____

Comments---

2) UNDERSTANDING AND UTILIZATION OF THE INCIDENT COMMAND SYSTEM

- (0) a) Formal ICS procedures are not followed.
- (3) b) Close review and knowledge of ICS S.O.G. is recommended.
- (5) c) Can effectively take command but a more formal utilization of terminology and/or fireground assignments is needed.
- (7) d) ICS S.O.G.s are followed, proper radio frequencies and procedures are utilized and safety is formally recognized.
- (10) e) Officer consistently assumes a formal ICS role and effectively assigns fireground positions, including Safety assignments.

SCORE _____

Lieutenant

Page 3

Comments---

3) SUPERVISION/MANAGEMENT OF FIREGROUND PERSONNEL

- (0) a) A supervisory role is not commonly assumed.
- (3) b) A stronger leadership role recommended.
- (5) c) Better teamwork and/or closer adherence to procedural guidelines is needed.
- (7) d) A team orientation is utilized and safety procedures are followed well, including the accountability program.
- (10) e) Officer promotes a strong teamwork ethic, maintains control of work unit and completes fireground assignments thoroughly with safety being a priority.

SCORE _____

Comments---

4) EFFECTIVE DELEGATION OF VEHICLE/EQUIPMENT CHECKS

(0) a) Assigned vehicle worksheets are not completed properly and weekly checklists are missing or inventoried items are missing.

- (3) b) Follow-up communication is required with fire fighters assigned to complete the checklists.
- (5) c) Assignments are made, but a review of completed checklists needs to be improved.
- (7) d) Assignments are made in an effective, fair manner and weekly checks are completed thoroughly.
- (10) e) An excellent routine check system is accomplished with work orders being completed and followed-up. Vehicles and equipment are in a top-rated ready state for emergency use.

SCORE _____

Comments---

5) REPORTS, FORMS, AND TOWN/DEPARTMENT RECORD KEEPING

- (0) a) Proper procedures are not followed.
- (3) b) Additional training and/or review of Officer's Handbook on this duty is required.
- (5) c) Better emergency report and/or departmental documentation is needed.
- (7) d) Emergency reports are complete with sufficient narratives. Purchase documents and training/ project documents are completed properly.
- (10) e) Officer not only submits thorough reports and town documents but ensures that fire fighters understand and utilize various work/training reports.

Lieutenant SCORE _____

Comments---

6) ASSIGNED PERSONNEL DEVELOPMENT

- (0) a) Little if any individual development has taken lace, meeting specific fire fighter needs. Recruit fire fighters are not tutored.
- (3) b) New fire fighter orientations and employment process involved is all that has taken place.
- (5) c) Checks on progress of new fire fighters primarily.
- (7) d) Insures that all personnel are meeting training requirements and counsels fire fighter's that fall below active status attendance requirements.
- (10) e) New, assigned fire fighters are shadowed well. Experienced fire fighters are guided through appropriate outside training and the Lt. strives toward helping develop his assigned station personnel through promotion of team work, pride and continued learning.

SCORE _____

Comments---

7) REQUIRED ATTENDANCE

- (0)** a) Below 30 % of calls and 50% of drills.
- (3)** b) Between 30 & 39% of calls and 50 & 69% of drills
- (5)** c) Between 40 & 49% of calls and 70 & 79% of drills
- (7)** d) Between 50 & 59% of calls and 80 & 89% of drills
- (10)** e) Exceptional- Above 70% of calls and above 95% of drills

SCORE _____

Comments---

8) SELF-DEVELOPMENT

- (0)** a) Below outside training requirements for officer
- (3)** b) Requires constant reminding of outside training standard.
- (5)** c) Meets minimum outside training requirements.
- (7)** d) Achieves a variety of outside training experiences that promotes new learning and ideas. Reviews American Heat or training tapes regularly and participates in a leadership role during training sessions.
- (10)** e) Constantly seeks methods to improve role with TMFD and expands interest beyond current position, actively attends all Officer's meetings.

SCORE _____

Comments---

9) **TEAMWORK BUILDING**

- (0) a) A sense of teamwork is not evident.
- (3) b) Organizes personnel to accomplish mandatory tasks only.
- (5) c) Work projects are accomplished with all personnel participating.
- (7) d) Has respect of subordinates, assigns projects well and provides growth for others in a team setting. Ensures equal participation of everyone present and personally participates when appropriate.
- (10) e) Sets an example for others to follow, and constantly strives to keep morale high. Personnel, as a group, take the initiative to stay busy while on standby. Provides recognition to personnel when appropriate.

SCORE _____

Comments---

10) **PROBLEM SOLVING SKILLS**

- (0) a) Readily identifies problems only.

(3) b) Potential problems go unrecognized and needs improvement in ability to identify methods to help solve current departmental issues.

(5) c) Problems are identified, but more work is needed to analyze and solve potential or current problems through cooperative teamwork.

(7) d) Recognizes potential problems and helps create methods to solve them.

(10) e) Demonstrates an exceptional ability to recognize, analyze and solve problems without overreacting. Follows through with complete problem solving process.

SCORE _____

Comments---

11) **OTHER:** (Optional- not covered in above categories but evaluation is a necessary aspect for specific position.)

(0) a)

(3) b)

(5) c)

(7) d)

(10) e)

SCORE _____

Comments---

TOTAL SCORE _____ 100 or 110 points possible

Standard of Performance Expected of Town of Menasha Fire Department Officers - Minimum of 60 or 70 points and generally 7 points in each category.

General

Comments

PLANS FOR PERSONAL AND DEPARTMENTAL DEVELOPMENT

- 1)
- 2)
- 3)

Lieutenant's Signature & Comments:

Evaluator's Signature _____

TOWN OF MENASHA FIRE DEPARTMENT
PERFORMANCE APPRAISAL

SELF-ADMINISTERED and/or SUPERVISOR COMPLETED

Page 1

FIRE FIGHTER

SELF-EVALUATION ASSESSMENT---Each Fire Fighter completes the evaluation tool. At the same time, the assigned Lieutenant completes the evaluation of the Fire Fighter utilizing the same criteria.

Evaluation Date: _____

Employee: _____

Start Date With Town: _____

Years In Fire Fighter's Position: _____

Person completing this appraisal: _____

Period Covered By This Evaluation: _____

Rating Categories & Associated Points:

A) = 0 points **B)** = 3 points **C)** = 5 points **D)** = 7 points
E) = 10 points **F)** N/A = 5 points

Criteria is based on Position Fundamental and Ancillary Duties.

**1) KNOWLEDGE & APPLICATION OF STANDARD OPERATING
GUIDELINES AND TOWN CHARACTERISTICS**

(0) a) Standard Operating Guidelines are not followed.

Fire Fighter

Page 2

(3) b) Close review and knowledge of S.O.G. is recommended.

(5) c) Appears to understand and appropriately apply guidelines related to duties and responsibilities. Needs occasional reminder of proper procedures. Knows Town streets, hydrant system.

(7) d) S.O.G.s are followed without close supervision. Fire Fighter stays abreast of changes and seeks clarification of guidelines when necessary. Has a good knowledge of local hazards, business locations and fire alarm equipment.

(10) e) S.O.G.s are understood, applied and direction is provided to others that need assistance or reminders. This includes station duties, safety items, vehicle care and documentation submittal. Knowledge of Town demographics and structural characteristics is exceptional.

SCORE _____

Comments---

2) **SELF- DEVELOPMENT**

(0) a) Below 10 hours of outside training in one year

(3) b) Meets minimal amount of outside training requirements

(5) c) Seeks a variety of developmental sources such as training tapes, specialty classes and/or independent learning

(7) d) Has continue to achieve certifications above the level of Fire Fighter I.

- (10) e) Outstanding level of self-development through higher levels of certification, FVTC Fire Science courses and has submitted appropriate certificates for documentation

Fire Fighter

Page 3

SCORE _____

Comments---

3) ATTENDANCE / PARTICIPATION

- (0) a) Below 30% of calls and 50% of drills.
- (3) b) Between 30 & 39% of calls and 50 & 69% of drills
- (5) c) Between 40 & 49% of calls and 70 & 79% of drills and/or active participation in special projects
- (7) d) Between 50 & 59% of calls and 80 & 89% of drills and participation in special projects/task force
- (10) e) Exceptional attendance percentages and/or acceptable attendance with active participation in projects/special duties or task forces

SCORE _____

Comments---

4) **SAFETY**

- (0) a) Has experienced significant safety problems

- (3) b) Requires close supervision and reminders to follow safety guidelines

- (5) c) Understands and applies all Safety Procedures as outlined in Department S.O.G.s Fire Fighter

- (7) d) Practices safe behavior and encourages other personnel to correct safety deficiencies

- (10) e) Safe behavior and attitude is displayed in all aspects of responsibility (responding to station, working around station, training, emergency scenes) Sets an excellent example for others to follow

SCORE _____

Comments---

5) **APPARATUS / TOOLS / EQUIPMENT INSPECTION PARTICIPATION**

- (0) a) Does not participate

- (3) b) Recommend better knowledge of vehicle inventory and location of all equipment

- (5) c) Completes required weekly inspection duty and appears to know location of equipment in assigned station

- (7) d) Actively participates in weekly inspection program and has a thorough understanding of the inventories on all TMTD vehicles
- (10) e) Participates beyond required inspections such as an active Air-Crew member, special maintenance duty and extra weekly inspections. Clearly knows location of apparatus tools and equipment

SCORE _____

Comments---

6) **OTHER:** (Optional- not covered in above categories but evaluation is a necessary aspect for specific position.) Examples may be teamwork, dependability, driving/pumping skills, etc.

(0) a)

(3) b)

(5) c)

(7) d)

(10) e)

SCORE _____

Comments---

TOTAL SCORE _____ 50 or 60 points possible

Standard of Performance Expected of Town of Menasha Fire Department Fire Fighters - Minimum of 25 or 30 points and generally 7 points in each category. Fire Fighter

General Comments:

PLANS FOR PERSONAL, DEPARTMENTAL DEVELOPMENT OR NEW INTERESTS

- 1)
- 2)
- 3)

Fire Fighter's Signature & Comments

Officer's Signature _____

TOWN OF MENASHA FIRE DEPARTMENT
PERFORMANCE APPRAISAL
SELF-ADMINISTERED and/or SUPERVISOR COMPLETED

Page 1

CAPTAIN - PERSONNEL

SELF-EVALUATION ASSESSMENT---Each Personnel Captain completes the evaluation tool. At the same time, the Fire Chief completes the evaluation of the Captain utilizing the same criteria.

Evaluation Date: _____

Employee: _____

Start Date With Town: _____

Years In Captain's Position: _____

Person completing this appraisal: _____

Period Covered By This Evaluation:

Rating Categories & Associated Points:

- A)** = 0 points **B)** = 3 points **C)** = 5 points **D)** = 7 points
E) = 10 points **F)** N/A = 5 points

Criteria is based on Position Fundamental and Ancillary Duties.

1) PERSONNEL MANAGEMENT

- (0)** a) Employment interviews, physical agility tests, or orientations are occasionally cancelled due to inadequate planning.

- (3)** b) Supervision of the Fire Department hiring process is all that has taken place.

- (5) c) Personnel files are maintained and monitored to ensure that all members maintain current certification levels.
- (7) d) Personnel policies are reviewed and policy revisions suggested. New recruitment and retention techniques, methods and procedures are evaluated for potential application for the department.
- (10) e) Employment process is managed well. Personnel issues are addressed promptly and effectively. Captain works closely with Chiefs to ensure Department SOG's, personnel policies and employment standards meet currently accepted national practices.

SCORE _____

Comments---

2) PERSONNEL DEVELOPMENT

- (0) a) Little if any individual development has taken place, meeting specific fire fighter needs.
- (3) b) New fire fighter employment process is all that has taken place.
- (5) c) Checks on the progress of primarily new fire fighters.
- (7) d) Insures that all personnel are meeting all minimum requirements and counsels firefighter's that fall below those requirements.
- (10) e) New fire fighters are shadowed well by their assigned Lieutenant, experienced fire fighters are guided through appropriate counseling and outside training. The Captain strives toward helping develop all department personnel.

SCORE _____

Comments---

3) RECORD KEEPING AND PLANNING

- (0) a) Personnel certification records are incomplete and disorganized. Employee interviews, physical agility tests, and orientations are not appropriately scheduled and organized.
- (3) b) Personnel certificate and minimum standard requirement files need updating.
- (5) c) Personnel certification and training records are monitored with Training Captain but certification renewals are not managed and planned. Employee interviews, physical agility tests, and orientations need better organization.
- (7) d) Captain maintains computer certification records, understands and utilizes reports and forms and is well prepared for all phases of the hiring process. Certification and employment files are maintained well.
- (10) e) Certificate and training files are accurate, Captain is well aware of personnel certification or recertification needs. Department hiring process is well organized and periodic progress reports are documented with recruit firefighters.

SCORE _____

Comments---

4) TEAMWORK WITH OTHER FIRE DEPARTMENT OFFICERS

- (0)** a) Works independently of other Fire Officers.
- (3)** b) Rarely discusses personnel issues with other Fire Officers. Involvement of other with personnel issues is not apparent.
- (5)** c) Meets with other Fire Officers to discuss personnel issues but no solutions or suggestions made to address problems.
- (7)** d) Personnel issues are addressed but coaching/counseling sessions are conducted independent without involvement of other Fire Officers.
- (10)** e) Excellent teamwork. Officers meet on a regular basis to discuss personnel problems and solutions. Conflicts rarely occur and Officers support each other's opinions.

SCORE _____

Comments---

5) REQUIRED ATTENDANCE

- (0)** a) Below 30 % of calls and 50% of drills.
- (3)** b) Between 30 & 39% of calls and 50 & 69% of drills
- (5)** c) Between 40 & 49% of calls and 70 & 79% of drills
- (7)** d) Between 50 & 59% of calls and 80 & 89% of drills
- (10)** e) Exceptional- Above 70% of calls and above 95% of drills

SCORE _____

Comments---

6) SELF-DEVELOPMENT

- (0)** a) Below outside training requirements for officer
- (3)** b) Requires constant reminding of outside training standard.
- (5)** c) Meets minimum outside training requirements.
- (7)** d) Achieves a variety of outside training experiences that promotes new learning and ideas.
- (10)** e) Constantly seeks methods to improve role with TMFD and expands interest beyond current position, actively attends all Officer's meetings.

SCORE _____

Comments---

7) SELF-INITIATIVE

- (0)** a) Does not accomplish main duties required of leadership position.
- (3)** b) Requires constant guidance and supervision to meet required position duties. Tasks are not accomplished in a timely manner.
- (5)** c) Meets minimal acceptable position duties.
- (7)** d) Meets primary position duties, recognizes when a task needs to be completed, initiates the job and follows through to make sure it is completed in a thorough and timely manner.
- (10)** e) Volunteers for special projects, actively participates in at least one task force and takes a leadership role in getting tasks accomplished with little or no supervision.

SCORE _____

Comments---

8) SUPERVISORY SKILLS

- (0)** a) Conflicts are common, leadership style appears rigid and not situational.
- (3)** b) Suggest improvement through additional training and guidance.

- (5) c) Meets main requirements of role, but suggest working more closely with subordinates by checking on their needs, progress and teamwork.
- (7) d) Has respect of subordinates, assigns projects well and provides growth for others.
- (10) e) Utilizes ICS system very well, sets an example for others to follow, and constantly strives to keep morale high. Supervisory issues are handled at his/her level appropriately.

SCORE _____

Comments---

9) COMMUNICATION SKILLS

- (0) a) Misunderstandings, confusion are common with personnel appearing ununiformed.
- (3) b) Emergency reports are incomplete, does not meet with station personnel to discuss issues of interest, proper reports are not completed.
- (5) c) Report revisions or reminders are common. Requires more of an understanding of S.O.G.s or needs clarification of previously discussed items.
- (7) d) Keeps subordinates informed and understands and utilizes department reports well.

- (10) e) All written emergency reports are complete, meets with station personnel periodically and keeps subordinates and supervisory well informed.

SCORE _____

Comments---

10) PROBLEM SOLVING SKILLS

- (0) a) Readily identifies problems only.
- (3) b) Potential problems go unrecognized and needs improvement in ability to identify methods to help solve current departmental issues.
- (5) c) Problems are identified, but more work is needed to analyze and solve potential or current problems through cooperative teamwork.
- (7) d) Recognizes potential problems and helps create methods to solve them.
- (10) e) Demonstrates an exceptional ability to recognize, analyze and solve problems without overreacting. Follows through with complete problem solving process.

SCORE _____

Comments---

11) **OTHER:** (Optional- not covered in above categories but evaluation is a necessary aspect for specific position.)

(0) a)

(3) b)

(5) c)

(7) d)

(10) e)

SCORE _____

Comments---

TOTAL SCORE _____ 100 or 110 points possible

Standard of Performance Expected of Town of Menasha Fire Department Officers - Minimum of 60 or 70 points and generally 7 points in each category.

General Comments:

PLANS FOR PERSONAL AND DEPARTMENTAL DEVELOPMENT

1)

2)

3)

Captain's Signature & Comments:

Fire Chief's Signature _____