### Montgomery County Fire & Rescue Service

## Individual Performance Planning and Assessment Form

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| **EMPLOYEE INFORMATION** | | | |
| Employee Name**:** \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_  Oracle Employee ID# (from Payslip): \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_  Hire/Anniversary Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ | Rank/Position: **Lieutenant**  Station/Unit/Shift: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ | | |
| Supervisor Name: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_  Additional Feedback supplied by: (list) | Reviewing Official Name: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ | | |
| Type of Appraisal (Check)  Annual  Interim | Review Period  **From:** \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ **to** \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ | | |
| **DOCUMENTATION SIGNATURES** | | | |
| **Activity to be documented** | **Date** | | **Signature** |
| Performance Plan Finalized\* (Employee) |  | |  |
| Performance Plan Finalized (Supervisor) |  | |  |
| Optional Mid Year Progress Discussion (Employee) |  | |  |
| Optional Mid Year Progress Discussion (Supervisor) |  | |  |
| Evaluation Reviewed by Employee\* |  | |  |
| Evaluation Finalized by Supervisor |  | |  |
| Evaluation Reviewed by Reviewing Official |  | |  |
| **ACKNOWLEDGEMENT OF RECEIPT OF PLAN AND EVALUATION** | | | |
| \*Your signature indicates that you have read and discussed this evaluation with your supervisor, but does not necessarily indicate that you agree with the comments or overall evaluation. You may write any comments you would like to make in the space below or on a separate sheet you attach to this form. | | | |
| **OVERALL RATING** | | | |
| Exceptional  Above Expectations | | Meets Expectations  Does Not Meet Expectations (DNME) | |
| **DEVELOPMENTAL ACTION PLAN** For expectations receiving a DNME on the prior appraisal | | | |
| Expectation Group Name: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_  Action Plan for Improvement: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_  Re-assessment date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ | | | |
| **CAREER DEVELOPMENT GOAL (OPTIONAL)** CAREER OUTLOOK DISCUSSION (not included in rating) | | | |
| Career Goals & Training Plan: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_  Year End Accomplishment Summary \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_  \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ | | | |
| PROGRESS DISCUSSION NOTESTO DOCUMENT THE MID-YEAR PROGRESS DISCUSSION | | | |
| \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_  \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ | | | |
| **OVERALL COMMENTS\***  Immediate Supervisor and Employee ONLY. | | | |
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| **MANDATORY COMPETENCIES** | | |
| **Competency** | **-Mandatory: Racial Equity and Social Justice (New)** | |
| **Description** | **Racial Equity and Social Justice (RESJ)** involves complying with applicable laws and regulations to dismantle structural racism within County Government. It is an intentional and ongoing process aimed at reducing and eliminating racial disparities while ensuring equitable outcomes for all. It includes activities aimed at identifying and addressing racial disparities and promoting equitable outcomes for historically oppressed people and communities. It also involves changing policies, practices, systems, and structures to remove barriers, redress historical inequities, elevate community voices, and ensure equitable treatment of everyone. | |
| **Behavior Indicator** | Contributes to departmental and countywide RESJ goals. Demonstrates understanding of the racial equity and social justice framework within the workplace and community. Identifies unit policies and practices that have a disparate impact on specific populations. Uses data to identify inequitable policies and practices in their unit and implements continuous improvement strategies to ensure more equitable outcomes. Self-reflects and challenges their own preconceptions and biases. Speaks out against instances of systemic racism or organizational practices that may exclude people based on race, gender, ability, etc. Articulates the value and benefits to the County of transforming County practices to achieve greater racial equity. Takes action that shows consideration for cultural concerns and expectations. Proactively seeks out and attends learning opportunities on RESJ. Applies and follows established procedures, programs, or policies to support racial equity and inclusion in everyday work. Actively encourages others to participate in RESJ training opportunities. Acts as a department resource for the County’s RESJ initiative. Consistently apply racial equity framework and budget equity tools to decision making, strategic planning and personnel policy. Involves and leverages internal expertise (e.g., Office of Racial Equity & Social Justice, Racial Equity Core Teams,) to set and advance the racial equity goals. Serves as a “role model.” | |
| **Behavior Indicator - Rating Levels** | | |
| Does Not Meet  Expectations\* | Displays unprofessional behavior or negative decorum. Actions are detrimental to the image of the fire service. Improperly discloses confidential information. Rarely demonstrates behaviors consistent with this competency. Performance of this competency frequently results in inadequately or unintended outcomes. | |
| Meets  Expectations | Shows consideration to the citizens involved in a given incident. Provides comfort and assistance, and is respectful of the property and feelings of those involved in incidents. Focuses on the customer's needs. Attempts to elicit information and cooperation. Presents a positive image of the Fire and Rescue Service. Understands and supports RESJ procedures. Understands and supports departmental policy on release of information. Usually demonstrates most of the behaviors consistent with this competency. Performance usually results in positive outcomes. Represents a “typical” employee. | |
| Above  Expectations | Always demonstrates the behaviors associated with this competency. Treats all people, regardless of ethnic, religious, or cultural background with respect. Takes time to listen, and provide comfort and reassurance. Performs job in such a manner that it enhances the reputation of the Fire and Rescue Service. Performance frequently results in very positive outcomes. Occasionally serves a coach to others. | |
| Exceptional | Consistently goes beyond the behaviors associated with this competency. Performance overwhelming results in outstanding outcomes. Receives letters of commendation. Makes an extra effort to seek, understand and take cultural differences and customer needs into account. Consistently strives to improve the image of the fire service. Actively engaged in public relations efforts or projects. Routinely serves as a “role model” and contributes to other’s success. | |
| **\*Comments (**Comments supporting a DNME rating are REQUIRED.) | | |
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| **Competency** | | **-Mandatory: Safe Work Environment\*\*** | |
| **Description** | | **Safe Work Environment (Mandatory)** Managers and supervisors are accountable for how they exercise their authority and responsibility to maintain a safe work environment. A safe work environment involves taking actions to ensure that employees and citizens are relatively free from safety hazards by proactively identifying and addressing safety issues and concerns. This includes risks arising in the physical environment; arrangement of the work site, equipment and work processes; compliance with Maryland Occupational Safety and Health (MOSH) and applicable regulations and procedures; and, taking appropriate steps to avoid or correct violations of safety procedures and regulations. | |
| **Behavior Indicator - Rating Levels** | | | |
| Does Not Meet  Expectations\* | | Rarely demonstrates behavior consistent with a safe work environment. Thinks others should watch out for themselves. Ignores safety procedures which results in problems. Performance of this competency frequently results in inadequate or unintended outcomes. | |
| Meets  Expectations | | Following a safety incident (e.g., an accident or incident) investigates the situation, verifies the sequence of events that resulted in the accident or incident; documents the accident or incident; and takes actions to prevent reoccurrence. Works with the Safety and Health Assessment staff in Department of Finance, as necessary. Initiates appropriate corrective, training, and/or disciplinary action for instances where subordinates disregard safety procedures. Informs employees of applicable safety procedures and expectations. Arranges and/or supports training for employees on safety topics, procedures, etc. Ensures that mandatory training is conducted and/or attended. Works collaboratively with employees to maintain a safe workplace and is open to feedback from subordinates on safety concerns and suggestions. Includes safety as a topic on the agenda of staff meetings and affirms his or her commitment to achieving safety excellence. Recognizes employees who demonstrate safe work practices. Tracks the number of safety incidents and violations within the unit and periodically assesses the workplace and work processes for potential hazards. Enhances and maintains own knowledge of safety issues applicable to areas of responsibility. Performance of this competency usually results in positive outcomes. | |
| Above  Expectations | | Always demonstrates the successful behaviors associated with a safe work environment. Performance frequently results in very positive outcomes. Occasionally serves as a coach to others. | |
| Exceptional | | Consistently goes beyond the successful behaviors associated with a safe work environment. Follows safety procedures at the expense of time. Performance overwhelmingly results in outstanding outcomes. Routinely serves as a “role model” | |
| **\*Comments (**Comments supporting a DNME rating are REQUIRED.) | | | |
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| ***\*\*NOTE:*** ***“Meets Expectation”*** *is an appropriate rating for this competency.* | |

**Instructions:** Read all Performance Rating Category descriptions. Check the category which most consistently describes the typical performance of the employee. Take rank and experience into account. Before considering the next higher rating, the employee should be performing all aspects of the lower rating category. If the employee has not had sufficient opportunity to demonstrate this skill or you have no information on their performance, DO NOT provide a rating. Indicate as “Not Applicable.”

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| **CRITICAL SKILL: Customer Relations** | |
| **Expected Outcome**: Accommodation of religious, cultural and language differences. Employee uses appropriate language/behavior to be non threatening and understood by citizen/patient. Maintains confidentiality. Appearance is neat and in conformance with the uniform and grooming policy. | |
| **Check Performance Rating Category** | **Performance Description** |
| Not Applicable | |
| Does Not  Meet  Expectations\* | Displays unprofessional behavior or negative decorum. Fails to comply with uniform and grooming standards. Dept. has received unfavorable feedback from the public. Actions are detrimental to the image of the fire service. Improperly discloses confidential information. |
| Meets  Expectations | Shows consideration to the citizens involved in a given incident. Provides comfort and assistance, and is respectful of the property and feelings of those involved in incidents. Focuses on the customer's needs. Attempts to elicit information and cooperation. Presents a positive image of the Fire and Rescue Service. Understands and supports departmental policy on release of information. |
| Above  Expectations | Treats all people, regardless of ethnic, religious, or cultural background with respect. Takes time to listen, and provide comfort and reassurance. Performs job in such a manner that it enhances the reputation of the Fire and Rescue Service. |
| Exceptional | Receives letters of commendation. Makes an extra effort to seek, understand and take cultural differences and customer needs into account. Consistently strives to improve the image of the fire service. Actively engaged in public relations efforts or projects. |
| **\*Comments (**Comments supporting a DNME rating are REQUIRED.) | |
| **CRITICAL SKILL: General Incident Skills** | |
| **Expected Outcome**: Safe, quick, and effective performance of fire, rescue, and EMS operations. | |
| **Check Performance Rating Category** | **Performance Description** |
| Not Applicable | |
| Does Not  Meet  Expectations\* | Makes errors in execution of standard procedures and protocols. Possesses poor technical skills and requires close supervision to complete tasks. Does not respond on incidents when clearly the closest unit. Fails to follow SOPs and policies. Compromises safety of self and others. Returns to service without ensuring fire protection systems are functional or taking appropriate steps to account for out of service systems. |
| Meets  Expectations | Demonstrates considerable knowledge of safe fire suppression, rescue, and EMS principles, practices, apparatus, and equipment. Initiates appropriate first responder actions and provides detailed report to first arriving operations unit officer. Adheres to SOPs and policies. Leads personnel in overhaul operations at the scene to ensure extinguishment and prevent structural collapse. Takes actions to place fire alarm, detection, and suppression systems back in service. |
| Above  Expectations | Is highly skilled and familiar with alternative procedures to safely and effectively mitigate incidents. Actively seeks to maintain and improve skills and knowledge. Assumes responsibility fro the incident commander to return fire alarm, detection and suppression systems back to service. |
| Exceptional | Establishes command and provides leadership and direction when arriving first at incidents. Trouble-shooting and creativity are demonstrated. Remains on site to work with contractors and other county departments to ensure structural stability or restricted access. |
| **\*Comments (**Comments supporting a DNME rating are REQUIRED.) | |
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| **CRITICAL SKILL: Hose Lines & Fire Attack** | |
| **Expected Outcome**: Safe, quick, and effective use of hand lines, nozzles, and water patterns for fire suppression. | |
| **Check Performance Rating Category** | **Performance Description** |
| Not Applicable | |
| Does Not  Meet  Expectations\* | Unable to describe and perform various layouts. Often makes the wrong selection. Makes errors in execution of standard evolutions. Needs constant direction in hose, nozzle type, and water deployment. |
| Meets  Expectations | Properly pulls/carries, deploys and repacks various sized hand lines. (e.g. 2 1/2" line, 1 3/4" hose line). Participates in standard evolutions practices and on scene. |
| Above  Expectations | Consistently deploys proper stream for fire attack under a variety of conditions. |
| Exceptional | Anticipates and responds quickly in accomplishing standard evolutions quickly and safely. Trouble shooting and creativity demonstrated. |
| **\*Comments (**Comments supporting a DNME rating are REQUIRED.) | |
| **CRITICAL SKILL: Ladders** | |
| **Expected Outcome**: Safe, quick, effective use of ladders for fire suppression and rescue. | |
| **Check Performance Rating Category** | **Performance Description** |
| Not Applicable | |
| Does Not  Meet  Expectations\* | Can not identify type, component, use or safe deployment of ladders. Fails to use ladders appropriate to situation. |
| Meets  Expectations | Consistently identifies type, component and use of all ladders. Can select or deploy correct ladder/size for situation. Places ladder in proper position for safe use according to Dept. standards. |
| Above  Expectations | Inspects and cleans ladders on regular basis. Identifies and reports problems requiring maintenance. |
| Exceptional | Is exceptionally safe and quick in use of ladders. Taps knowledge base from recruit school. May have learned and completes maintenance as a collateral duty. |
| **\*Comments (**Comments supporting a DNME rating are REQUIRED.) | |
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| **CRITICAL SKILL: Personal Protective Equipment (PPE)** | | |
| **Expected Outcome**: PPE and SCBA that are readily available, properly maintained and donned to ensure maximum safety and readiness. | | |
| **Check Performance Rating Category** | **Performance Description** | |
| Not Applicable | | |
| Does Not  Meet  Expectations\* | PPE is not properly maintained. Employee lacks required PPE. Unable to don equipment quickly and correctly. Must be prompted to don PPE. | |
| Meets  Expectations | PPE is readily available and properly maintained. Correctly identifies use and components of SCBA. Is able to don PPE properly in a timely fashion. Dons PPE as appropriate without being directed. | |
| Above  Expectations | Regularly inspects equipment and takes appropriate steps to ensure equipment is well maintained. Assists others with PPE maintenance procedures. | |
| Exceptional | Provides leadership and direction to others in use safe and proper use of PPE and SCBA. | |
| **\*Comments (**Comments supporting a DNME rating are REQUIRED.) | | |
| **Communication Processes** | | |
| **Expected Outcome:** Keeps subordinates, peers, superiors, and customers well informed through effective and understandable written and oral communications, and communication processes. | | |
| **Check Performance Rating Category** | | **Performance Description** |
| Not Applicable | | |
| Does Not  Meet  Expectations\* | | Lacks basic communication skills. Fail to communicate information accurately, consistently or in a timely fashion. Final written work contains grammatical errors and lacks clarity and accuracy. |
| Meets  Expectations | | Communicates in a manner that is specific, concise, and easily understood. Demonstrates good interpersonal communications skills and good listening ability. Encourages use of e-mail, internet/ MCFRS On-Line and web. Promotes teamwork and compromise through negotiation and communication. |
| Above  Expectations | | Utilizes all available communication mediums and uses them creatively for effective results. Demonstrates excellent technical communication skills. Evaluates large quantities of information and correctly exercises discretion in transferring only important information. |
| Exceptional | | Encourages participation of subordinates to enhance the flow of information. Can organize and communicate complex information. Is sought out for public speaking or to develop complex written documents. |
| **\*Comments (**Comments supporting a DNME rating are REQUIRED.) | | |
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| **Decision Making** | |
| **Expected Outcome**: Ability to make sound decisions that achieve desirable outcomes based on facts, variables, and/or available resources. | |
| **Check Performance Rating Category** | **Performance Description** |
| Not Applicable | |
| Does Not  Meet  Expectations\* | Rarely considers facts, variables and/or resources resulting in poor decisions, adverse outcomes, delays, and inefficient deployment of resources. Inability to make decisions in a timely fashion. Fails to take responsibility for decisions. |
| Meets  Expectations | Assesses all available facts, variables and/or resources. Makes and clearly communicates timely, and effective decisions. Takes responsibility for all decisions. |
| Above  Expectations | Assists superior officers in the decision-making process. When appropriate, employs cooperative approach to decision-making. Is able to evaluate, and reconsider decisions based on all available inputs. Adept at finding the optimal solution between alternatives that may have both pros and cons. Is able to gain acceptance of decisions. |
| Exceptional | Anticipates events, variables and/or resources or changes in making timely, responsible decisions. Exercises correct and appropriate judgments regarding competing needs. Correctly recognizes and employs different decision-making processes as appropriate. Sought out by superior officers for assistance in the decision-making process. |
| **\*Comments (**Comments supporting a DNME rating are REQUIRED.) | |
| **Diversity Management** | |
| **Expected Outcome:** Accepting and enhancing a diverse workforce that is free from discrimination, and values all employees. Discrimination and harassment issues are dealt with promptly, and employees support the County’s diversity programs. | |
| **Check Performance Rating Category** | **Performance Description** |
| Not Applicable | |
| Does Not  Meet  Expectations\* | Makes inappropriate, offensive, or discriminatory statements. Requires frequent counseling and supervision to maintain compliance with County's anti-discrimination policies. Fails to recognize and manage potential EEO-related problems. Treats others in a disparate manner. |
| Meets  Expectations | No upheld discrimination and sexual harassment complaints. Prompt and appropriate corrective action is taken when complaints are received. Employees are familiar with EEO-related policies and procedures, and participate in mandatory training. All employees have equal access to career advancement opportunities. |
| Above  Expectations | Makes acceptance of diversity a priority in workplace. Leads by example. |
| Exceptional | Recognizes employees to show sensitivity to diversity and acceptance of differences. |
| **\*Comments (**Comments supporting a DNME rating are REQUIRED.) | |
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| **Evaluating Performance** | |
| **Expected Outcome**: Subordinates receive timely performance evaluations, which accurately reflect their accomplishments and job related behaviors. | |
| **Check Performance Rating Category** | **Performance Description** |
| Not Applicable | |
| Does Not  Meet  Expectations\* | Fails to conduct performance appraisals for all subordinates as required by MCFRS policy. Does not encourage employee understanding and participation in the IPPA process. Ratings are not supported by appropriate documentation. Fails to recognize and properly manage substandard employee performance. |
| Meets  Expectations | Consistently administers on-time performance appraisals in accordance with MCFRS policy. Encourages employee participation in the IPPA process, and sets goals to help employee achieve a high level of performance. Gives frequent informal feedback on day-to-day performance of subordinates. |
| Above  Expectations | Consistently monitors personnel performance and influences personnel towards positive and productive job behaviors. Gives frequent assistance in keeping personnel in compliance with planned goals. Often gives feedback to employees so they achieve MCFRS goals and personal development objectives. |
| Exceptional | Effectively resolves even the most difficult employee performance problems to obtain improvement through the IPPA process. Helps employees understand the link between individual performance and attainment of MCFRS goals and objectives. |
| **\*Comments (**Comments supporting a DNME rating are REQUIRED.) | |
| **Leadership Integrity** | |
| **Expected Outcome: A high level of trust between supervisor and subordinates as a result of integrity in all actions.** | |
| **Check Performance Rating Category** | **Performance Description** |
| Not Applicable | |
| Does Not  Meet  Expectations\* | Often fails to demonstrate ethical behaviors and act with integrity. Violates County ethics code. Criticizes others publicly. Discusses confident information inappropriately. Asks others to "stretch the truth" or withhold information. Shows favoritism. Forgets prior promises or statements. |
| Meets  Expectations | Demonstrates ethical behaviors and acts with integrity. Promises and commitments are kept. Errs on the side of fairness in making difficult judgments. High level of consistency between actions and communications. Applies work assignments fairly among all subordinates. |
| Above  Expectations | Leads by example. Takes personal responsibility for performance of team. Speaks out to ensure integrity within the work unit. |
| Exceptional | Recognizes and supports ethical and integrity demonstrated by subordinates. Assists others in thinking through difficult decisions to the best ethical result. Strives to develop a team that values trust. |
| **\*Comments (**Comments supporting a DNME rating are REQUIRED.) | |
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| **Organizing, Planning and Assigning** | |
| **Expected Outcome**: Organized, realistic, and planned approach to personnel, station, and incident management. | |
| **Check Performance Rating Category** | **Performance Description** |
| Not Applicable | |
| Does Not  Meet  Expectations\* | Demonstrates limited organizational capabilities in the area of planning and assigning. The level of productivity of the officer and/or the subordinates indicates that his/her planning, assigning, monitoring and adjusting is not adequate. For example, some assignments are not completed in an efficient and timely manner, some assignments are not assigned equitably, or follow-up is not performed to ensure assignments were completed. |
| Meets  Expectations | Demonstrates effective organizational capabilities. Uses daily, weekly and monthly activities schedule to provide a well-structured work environment. Proper assignments of personnel are made to fulfill the goals and objectives of the Department. Monitors progress and makes adjustments as necessary. |
| Above  Expectations | Demonstrates exceptional organizational capabilities. By properly planning, assigning, monitoring and adjusting, is able to complete all assignments in a timely manner. Motivates personnel to accomplish more than is minimally required. Balances short and Long term goals. |
| Exceptional | Demonstrates a superior organizational capability which, through an ability to plan, assign, monitor and adjust provides a very high personal, as well as subordinate, productivity level. The individual motivates others and is always willing to assume additional responsibilities. Assists others in completing their tasks after the prime objectives have been completed. Creates contingency plans. |
| **\*Comments (**Comments supporting a DNME rating are REQUIRED.) | |
| **Policy and Procedures, Directives, and Laws** | |
| **Expected Outcome:** Understanding and appropriate application of law, policies and procedures, union contract, rules and regulations. | |
| **Check Performance Rating Category** | **Performance Description** |
| Not Applicable | |
| Does Not  Meet  Expectations\* | Fails to communicate information accurately. Inconsistently applies or uses policies and procedures. Inappropriately interprets or deviates from policies and procedures. Needs or seeks frequent guidance to ensure correct use of policies and procedures in routine circumstances. |
| Meets  Expectations | MCFRS policies are implemented and administered correctly and consistently. Keeps informed of changes in policies and procedures. Fairly applies policies and procedures to all subordinates. |
| Above  Expectations | Promotes the MCFRS mission and values and shares expertise. Is able to properly use discretion to interpret and apply policies and procedures in unusual circumstances. Seeks guidance from peers, supervisors or other sources when faced with difficult situations. |
| Exceptional | Makes recommendations to improve policies and procedures. Subordinates are well-informed and compliant with policies and procedures. Is able to gain acceptance of new policies and procedures. Is sought out by others for guidance in the application of policies and procedures. |
| **\*Comments (**Comments supporting a DNME rating are REQUIRED.) | |
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| **Problem Solving** | |
| **Expected Outcome**: Ability to recognize problems early and develop proper mitigation and resolution strategies. | |
| **Check Performance Rating Category** | **Performance Description** |
| Not Applicable | |
| Does Not  Meet  Expectations\* | Fails to recognize and/or deal with problems. Often ignores clues that potentially lead to problems. Consistently misidentifies root causes, which leads to incorrect courses of action, and frequent reoccurrence of problems. Fails to properly to document or report findings. |
| Meets  Expectations | Recognizes, establishes facts, and properly analyzes problems to draw valid conclusions. Seeks assistance as needed to solve large or complex problems. Adopts quick, effective and reasonable courses of actions to solve most problems. Properly documents findings. Most conflicts are resolved with a positive outcome. |
| Above  Expectations | Minimizes impact of problems by early identification and proper mitigation. Involves employees and other stake-holders in the identification and solution of work-related problems. |
| Exceptional | Anticipates potential problems and is able to develop strategies to avoid occurrence. Obtains and evaluates pertinent information to anticipate and prevent problems, and determine source of alternative solutions to problems. Solves complex problems. Forms and supports collaborative teams. |
| **\*Comments (**Comments supporting a DNME rating are REQUIRED.) | |
| **Resource Management** | |
| **Expected Outcome: Ability to quickly assess needs and direct personnel and resources for successful outcome. Recognizes strengths and limitations of subordinates and assigns work to utilize strengths. Effectively and efficiently manages on-scene resources.** | |
| **Check Performance Rating Category** | **Performance Description** |
| Not Applicable | |
| Does Not  Meet  Expectations\* | Fails to assume command. Fails to control or give proper direction to units and personnel at scene of an incident leading to "freelancing". Fails to maintain composure and causes others to react unfavorably. Leads subordinates to feel frustrated. |
| Meets  Expectations | Personnel and resources are utilized effectively, quickly, and safely to mitigate the incident. Continually communicates with all involved calmly and accurately in a manner that is clearly understood by others. |
| Above  Expectations | Demonstrates the ability to direct multiple company operations in the early portions of an incident while awaiting the arrival of senior officers. Maximizes effective and efficient use of resources and personnel. Is able to accomplish priority tasks despite resource constraints. Strong leadership style gains trust and confidence of subordinates. |
| Exceptional | Calm and reassuring demeanor is able to defuse stressful situations. Personnel respond favorably to officer's leadership style. Orders are followed without question. Helps others develop their leadership ability. |
| **\*Comments (**Comments supporting a DNME rating are REQUIRED.) | |
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| **Strategy, Tactics, and SOPs** | |
| **Expected Outcome**: Appropriate strategy and tactics being used to resolve fire/rescue emergency situations. Safe, effective, and efficient emergency operations. | |
| **Check Performance Rating Category** | **Performance Description** |
| Not Applicable | |
| Does Not  Meet  Expectations\* | Fails to follow SOPs. Actions lead to confusion of other units on the scene. Fails to translate Incident Commander's orders into effective action. Fails to adapt strategy and tactics as incident situation changes. Does not recognize when additional resources are needed. Incident outcomes are negatively impacted. |
| Meets  Expectations | Is able to correctly complete an incident size-up and handle minor incidents in an effective and efficient manner without assistance of a senior officer. Abides by SOPs. Is able to adapt strategies as the situation dictates. Recognizes and appropriately requests additional resources. Is knowledgeable and technically skilled in accomplishing fire ground, rescue and EMS tasks. |
| Above  Expectations | Clearly communicates when changes to the strategy, tactics or SOPs are implemented. Demonstrates high level of technical knowledge. Typically adapts to unusual situations. Provides useful information and appropriate suggestions to the incident commander on a frequent basis. |
| Exceptional | Anticipates when strategy or tactics need to be adjusted. Actions improve overall incident mitigation and improve life safety, and property conservation. Helps others improve their understanding of strategy, tactics, and SOPs. Provides input into the development of or changes to SOPs. |
| **\*Comments (**Comments supporting a DNME rating are REQUIRED.) | |
| **Supporting and Developing Employees** | |
| **Expected Outcome:** A workplace where employees are respected, valued, and can develop professionally. Employees concerns regarding family and personal matters are appropriately managed. | |
| **Check Performance Rating Category** | **Performance Description** |
| Not Applicable | |
| Does Not  Meet  Expectations\* | Regularly uses inappropriate leadership style for given situation. Criticizes personnel in front of others. Does not consistently give consideration to the ideas, concerns, and opinions of subordinates. Fails to appropriately handle known employee concerns and needs. Fails to provide adequate support for career development. |
| Meets  Expectations | Gives others specific, detailed feedback, both positive and developmental. Provides others with assignments or training to develop their abilities. Gives encouragement and recognizes others for their accomplishments. Practices good listening skills. Is fair, respectful, and consistent. Facilitates access to available resources to help employees with family or personal matters. |
| Above  Expectations | Fosters an environment where employees are self-motivated and progressing in their careers. Provides guidance to employees seeking career advancement. Understands team dynamics and is instrumental in maximizing employee performance. Is proactive in recognizing and mitigating conflicts in a positive manner. |
| Exceptional | Mentors employees and inspires them to achieve higher levels of performance. Team members are recognized when they help one another or look out for the interests of other team members. Utilizes team building strategies to improve overall efficiency and effectiveness of all employees. Actively seeks opportunities to enhance employees' career development. |
| **\*Comments (**Comments supporting a DNME rating are REQUIRED.) | |
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| **Training, Instructing, Readiness and Preparedness** | |
| **Expected Outcome**: Employees being operationally ready and focused on delivery of service. Employees are highly-skilled and operate efficiently and effectively on emergency incidents. | |
| **Check Performance Rating Category** | **Performance Description** |
| Not Applicable | |
| Does Not  Meet  Expectations\* | Does not promote or take steps to ensure operational readiness. Fails to conduct drills even when reminded. Does not know, understand or adhere to MCFRS policies as related to training. Makes no effort to improve instructional capabilities. Does not maintain control of the learning environment or encourage participation. |
| Meets  Expectations | Facilitates and expects operational readiness through regular drilling and other training. Conducts company and/or station drills from instructional materials developed by the Department or other acceptable sources. Sends subordinates to training, and supervises or delivers drills. |
| Above  Expectations | Operational readiness is a high priority for the supervisor. Properly assesses the skill levels of employees and adapts training to provide maximum benefit. Provides additional one-on-one training when requested or when a need is observed. Displays an excellent knowledge of the subject material. |
| Exceptional | Recognizes employees' initiative to support operational readiness.  Appropriately assesses learning styles and needs of employees to correctly adjust training. Seeks creative ways to integrate training into to day-to-day activities. Assists in development of training materials to be used by the Department. Seeks continued knowledge by participation in programs which lead to cutting edge developments. |
| **\*Comments (**Comments supporting a DNME rating are REQUIRED.) | |
| **Specialty Team Assignment** | |
| **Expected Outcome:** Rapid response, deployment of resources, and mitigation of hazardous situations. | |
| **Check Performance Rating Category** | **Performance Description** |
| Not Applicable | |
| Does Not  Meet  Expectations\* | Fails to follow applicable standards and requirements in NFPA, FEMA, CFR, MCFRS protocol completely and accurately. Has not successfully completed all required training. Certifications are not current. Requires direction on basic skills during incidents. |
| Meets  Expectations | Attends training. Shows some initiative to acquire additional training. Requires limited supervision on incident scenes. |
| Above  Expectations | Attends and provides input at training. Requires little supervision at incident scenes. Seeks additional training opportunities on a frequent basis. |
| Exceptional | Consistently attends training. Can be counted on to provide direction to less experienced members. Maintains all certifications. Completes all recertification requirements with little direction. |
| **\*Comments (**Comments supporting a DNME rating are REQUIRED.) | |
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| **Language Differential** | |
| **Expected Outcome**: Employee provides service in a language other than English. | |
| **Check Performance Rating Category** | **Performance Description** |
| Not Applicable | |
| Does Not  Meet  Expectations\* | Citizens/patients appear not to understand despite repeated attempts. They fail to follow instructions and appear more confused and upset. |
| Meets  Expectations | Citizens promptly comply and behave in a cooperative and relaxed manner nearly all the time. Employee makes effort to maintain language skills. |
| Above  Expectations | Employee has received positive feedback on assistance provided. Employee seeks opportunities to enhance language skills. |
| Exceptional | This employee sought out to provide language assistance, even when other options are available. |
| **\*Comments (**Comments supporting a DNME rating are REQUIRED.) | |
| **Supplemental Goal** | |
| **Expected Outcome**: Performance of (insert) is satisfactory when (insert). | |
| **Check Performance Rating Category** | **Performance Description** |
| Not Applicable | |
| Does Not  Meet  Expectations\* | optional: |
| Meets  Expectations | Required description: |
| Above  Expectations | optional: |
| Exceptional | optional: |
| **\*Comments (**Comments supporting a DNME rating are REQUIRED.) | |
|  | |

Count by rating category. Go to Page 1 and check the overall rating as indicated by the most frequently occurring rating category.

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| --- | --- |
| Rating Category | Count |
| Not Applicable |  |
| Does Not  Meet  Expectations\* |  |
| Meets  Expectations |  |
| Above  Expectations |  |
| Exceptional |  |