



## **Overview of Article 59- Individual Performance Planning and Assessment (IPPA)**



A new performance planning and appraisal procedure is now included in the IAFF-MCFRS contract. It will replace DFRS Policy and Procedure No. 523, entitled Department of Fire and Rescue Services Performance Planning and Appraisal, dated October 10, 1989 for bargaining unit personnel.

### **Key Features Of The New Policy Include:**

- Updated behavioral anchored rating scale (BARS) performance expectations. BARS are performance expectations, which include examples of typical performance, described for each rating category. Performance expectations were developed for all ranks and cover both technical and behavioral competencies.
- Standardized BARS expectations for ECC, Investigations and Code Enforcement
- Establishment of critical elements-core skills and behaviors central to competent performance of the position
- Four rating categories
  - Exceptional (E)
  - Above Expectations (AE)
  - Meets Expectations (ME)
  - Does not Meet Expectations (DNME)
- Simpler Overall Rating: No more weight and coefficient calculations.
- Streamlined review process by upper level officers
- New steps to address performance issues
  - Developmental action plan to improve performance of expectations rated DNME
  - Work improvement plans-to address overall DNME performance

### **Pilot Program**

Prior to full implementation of IPPA, MCFRS will conduct a one-year pilot (between December 1, 2005, and November 30, 2006) to facilitate delivery of training to all supervisors, to create opportunities for each employee to become familiar with the program, and identify the need for adjustments. No personnel decisions will be based on pilot IPPA assessments. OHR and MCFRS will conduct a comprehensive evaluation prior to full implementation.

Key pilot activities will include:

- Training for Supervisors
- Evaluation of pilot to include:
  - Supervisor on-line survey
  - Employee on-line survey
  - Review of overall compliance with procedures (ex. adherence to schedule, signatures, correct use of forms)

### **Opportunities for Employee Participation in IPPA**

Employees are encouraged to be successful in their jobs by:

- Becoming familiar with the performance expectations created for their position
- Communicating frequently with their supervisor to ensure they understand and are complying satisfactorily with all expectations
- Actively participating in efforts to improve performance in when developmental opportunities have been identified.
- Suggesting appropriate supplemental performance expectations to ensure credit for all work performed is given.
- Participating collaboratively in development of career development goals
- Participating in the evaluation of the pilot.



## ***IPPA Highlights***

**Purpose of Article 59** To establish policies, procedures, and responsibilities for Individual Performance Planning and Appraisal (IPPA) in the Montgomery County Fire and Rescue Service for all bargaining unit employees that shall; provide an appraisal of an employee's performance; provide guidance to the employee in correcting any areas of deficiency as needed; and recognize successful performance.

### **Components of the Performance Planning and Appraisal Process**

The IPPA process consists of three recurring components:

**Performance Plan**: establishment of performance expectations and developmental action plan at the beginning of each review period. A plan includes core BARS, position specific performance expectations, optional career goals, and where indicated, performance improvement goals to address poor performance.

**Performance Management**: a supervisor's periodic observation and documentation of performance, on-going feedback, and conduct of progress discussions through out the review period.

**Performance Appraisal**: conclusion of the process, which includes rating the performance of the employee, providing feedback, and noting progress of the developmental action plan and career development goals (as applies). Each performance expectation is rated using one of four rating categories (Exceptional, Above Expectations, Meets Expectations and Does not Meet Expectations). Definitions for each rating category as it applies to the specific expectation is included in the BARS.

### **Rating Categories**

In addition to rating the individual performance expectation, the supervisor must also determine the overall rating, using one of the categories defined below:

**Exceptional**: This rating applies to performance that constantly exceeds the requirements identified in the performance standard outlined in the IPPA. A bargaining unit member who is rated "Exceptional" overall was rated "Exceptional" on the majority of performance requirements.

**Above Expectation**: This rating applies to performance that has met, and exceeds the requirements of the performance standard outlined in the IPPA. A bargaining unit member who is rated "Above Expectations" overall, was rated "Above Expectations" on the majority of performance requirements.

**Meets Expectations**: This rating applies to performance that has met the basic requirements of the performance standard outlined in the IPPA. A bargaining unit employee who is rated "Meets Expectations" was rated "Meets Expectations" on the majority of performance requirements.

**Does Not Meet Expectations**: This rating applies to performance that has not met the basic requirements of the performance standards outlined in the IPPA. A bargaining unit member who is rated "Does Not Meet Expectations" was rated "Does Not Meet Expectations" on the majority of performance requirements. An overall rating at the Does Not Meet Expectations level will result in establishment of a Work Improvement Plan.

**IPPA Highlights cont.**

**Administrative Details**

<b>Topic</b>	<b>Schedule/Key Steps</b>
Review period	Up to 12 months, not less than 4 months. Review period based on increment/anniversary date
<b>Plan</b> established within	30 days in new position or increment/anniversary date
Progress discussion	Mid way through review period (recommended)
Annual <b>Appraisal</b> due	Within 30 days of end of review period
Interim appraisals	Conducted as needed, based on minimum of 4 months under current IPPA plan
Copies to employee	Within 14 days after plan established or changed Within 30 days after appraisal completed
File retention of final, signed <b>Appraisal</b>	<ul style="list-style-type: none"> <li>▪ OHR copy and MCFRS original kept for 5 years               <ul style="list-style-type: none"> <li>▪ Send original and copy to Battalion Chief-who will send them both on to Administrative Services, EOB 12. If overall rating was DNME or exceptional, send another copy via chain of command to Division Chief.</li> <li>▪ Keep a copy in supervisor file. Retain only current and past year only in this file.</li> </ul> </li> <li>▪ All automated forms must be safeguarded against viewing by unauthorized personnel.</li> </ul>
Multiple supervisors	If multiple individuals supervise, each should participate in the rating consistent with their role. If an immediate supervisor has less than 6 months oversight of an employee (may include prior review period), the prior supervisor should be consulted.
Uses of IPPA	IPPA reviews should be considered for merit increases, promotions, performance awards, demotions, dismissal, termination, or other adverse actions involving performance problems. The IPPA process is separate and distinct from the disciplinary process as defined in the collective bargaining agreement. The IPPA process does not replace, impede, or prevent the application or progression of the disciplinary process. IPPA ratings are non-grievable.

For all provisions-see, Article 59 in 2005-08 contract.