



POLICY MANUAL

Policy 7.B.200 – Promotional Department Evaluations

The Promotional Department Evaluation Procedure is used to assure that promotion of employees is based on merit, to provide an opportunity to consider the employee's past job performance as it relates to the candidate's potential for the promotional position, and to appraise an employee's suitability for a higher position.

The Promotional Department Evaluation Procedure by itself is not to be solely used for the purpose of eliminating candidates from the promotional process.

7.B.200.01 PROMOTIONAL DEPARTMENT EVALUATION BOARD MEMBERS

The Fire Chief or designee will convene a meeting of the Evaluation Board at a scheduled time approved by the Human Resources Director.

The board will be appointed by the Fire Chief and will consist of two or three supervisors (preferably one supervisor from each shift) and the candidate's immediate supervisor. Immediate supervisor is defined as the person who has supervised the candidate the greatest amount of time over the previous 18 months.

Board members will jointly review the factors under consideration in Section C. Board members, after a group discussion, will individually score each candidate's suitability for promotion.

In the event the candidate's immediate supervisor is unavailable, the person who has supervised the candidate the second greatest amount of time will be selected. In the event the candidate's immediate supervisor is one of the individuals appointed from a shift, another supervisor will be assigned as an additional evaluator.

7.B.200.02 EVALUATION PROCEDURE

The evaluation procedure begins by gathering available information about each candidate from the areas described in Section 7.B.200.03. This information will be used by the Board to analyze the candidate's past and present job performance in order to make an estimation of the candidate's probability of satisfactory performance in the higher classification.

Resources available to the Board, with emphasis on the most recent five-year period, include the following: personal experience and personal knowledge of the candidate's work history; reports, records, and documents contained in the candidate's personnel file; supported and/or documented information presented by the Board and immediate supervisor; and review of previous performance evaluations.



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Candidates may review their personnel file prior to the evaluation procedure by making an appointment with the Executive Assistant to the Fire Chief. With the approval of the Fire Chief, supplemental information may be added to a candidate's personnel file.

Candidates may submit a letter of explanation regarding any aspect of concern contained in their personnel file. This must be submitted to their "immediate supervisor" and taken to the appraisal board.

7.B.200.03 SCORING

Each evaluation area will be given a whole number score, as follows:

- 23, 24, or 25 **OUTSTANDING**- Assign this rating when the candidate exhibits an outstanding amount of skill or behavior, which clearly exceeds the requirements of the job.
- 20, 21, or 22 **HIGHLY RECOMMENDED**- Assign this rating when the candidate possesses more of the skill or behavior than what is minimally qualified for job performance, but not enough to be truly outstanding.
- 18 or 19 **RECOMMENDED**- Assign this rating when the candidate possesses adequate amount of skill to allow him/her to satisfactorily perform in the position.
- 17 or below **NOT RECOMMENDED** – Assign this rating when the candidate exhibits skill or behavior that is clearly below what would be minimally acceptable for this position.

The following evaluation areas will be considered by the Board:

- A. **Interpersonal Skills:** In practicing *integrity*, the employee strives to be honest, reliable, respectful, ethical, fair and authentic. In practicing *empathy*, the employee is sensitive to the needs of others by being compassionate, thoughtful, open-minded, willing to understand, and by being a good listener. In creating *unity of purpose*, the employee practices cooperation and teamwork. The employee creates a *positive work environment* by expressing the appreciation and recognition of others as both individuals and team members.
- B. **Work Ethic:** In practicing *loyalty*, the employee respects the individual, the position and the organization. The employee supports others, abides by decisions, and strives to always present a positive image of the City. The employee practices *excellence* by demonstrating competence and a commitment to quality. The employee is innovative, thorough, efficient and effective in work. The employee takes pride of ownership in work, is courteous, encourages creative thinking, seeks and is open to challenges, creates esprit de corps, maintains a safe work environment, and acts with enthusiasm.



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- C. **Experience and Accomplishments:** The employee has accumulated the level of professional experience appropriate for the tested position. The employee has received special recognition or awards from the Department, his/her peers, or the public. The employee has worked to improve relations between the community and the fire service.
- D. **Knowledge, Skills and Abilities:** The employee has obtained the necessary education and training to be technically competent in the tested position. In current position, the employee has shown proficiency and technical competency in job skills, such as sound judgment, priority setting, and planning, organizing, and efficiently completing work tasks. The employee has demonstrated the ability to perform the skills required for the tested position. In practicing *responsibility*, the employee shows initiative, makes appropriate decisions, and acts decisively. As a supervisor or manager, the employee has demonstrated the ability to apply problem solving and communication skills to jobs, tasks, and activities that are essential for the tested position, such as leader, facilitator, and mentor.

7.B.200.04 RANKING GUIDELINES

Candidates will be scored using the rating form found in Appendix A. The total score given a candidate recorded by each board member on the rating form will be combined and an average of these scores will be used to establish their composite score for this element of the testing process. This composite score will become a weighted component of the candidate's promotional test score. The weighting for this portion of the promotional process is 20% for Lifeguard Officers, Lifeguard Captains, Fire Engineers, Fire Paramedics, Fire Captains, and 30% for Fire Battalion Chiefs and Lifeguard Battalion Chiefs.

Overall composite scores will fall within the following guidelines:

90- 100	Outstanding
80-89	Highly Recommended
70-79	Recommended
69 & Below	Not Recommended

Narrative comments are required for each evaluation area.

The candidate may schedule an appointment with Training Division Chief to review their final averaged score and any narrative comments made by the board.



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APPENDIX A Promotional Department Evaluation Rating Form

Candidate: _____ Total Overall Score: _____

Rater: _____ Date: _____

Rating Scale: (WHOLE NUMBERS ONLY)
23, 24 or 25..... Outstanding
20, 21 or 22..... Highly Recommended
18 or 19..... Recommended
17 or below Not Recommended

Interpersonal Skills: In practicing *integrity*, the employee strives to be honest, reliable, respectful, ethical, fair and authentic. In practicing *empathy*, the employee is sensitive to the needs of others by being compassionate, thoughtful, open-minded, willing to understand, and by being a good listener. In creating *unity of purpose*, the employee practices cooperation and teamwork. The employee creates a *positive work environment* by expressing the appreciation and recognition of others as both individuals and team members.

Score: _____ Comments _____

Work Ethic: In practicing *loyalty*, the employee respects the individual, the position and the organization. The employee supports others, abides by decisions, and strives to always present a positive image of the City. The employee practices *excellence* by demonstrating competence and a commitment to quality. The employee is innovative, thorough, efficient and effective in work. The employee takes pride of ownership in work, is courteous, encourages creative thinking, seeks and is open to challenges, creates esprit de corps, maintains a safe work environment, and acts with enthusiasm.

Score: _____ Comments _____



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Experience and Accomplishments: The employee has accumulated the level of professional experience appropriate for the tested position. The employee has received special recognition or awards from the Department, his/her peers, or the public. The employee has worked to improve relations between the community and the fire service.

Score: _____ Comments _____

Knowledge, Skills and Abilities: The employee has obtained the necessary education and training to be technically competent in the tested position. In current position, the employee has shown proficiency and technical competency in job skills such as sound judgment, priority setting, and planning, organizing, and efficiently completing work tasks. The employee has demonstrated the ability to perform the skills required for the tested position. In practicing *responsibility*, the employee shows initiative, makes appropriate decisions, and acts decisively. As a supervisor or manager, the employee has demonstrated the ability to apply problem solving and communication skills to jobs, tasks, and activities that are essential for the tested position, such as leader, facilitator, and mentor.

Score: _____ Comments _____
