



# Burlington Fire Department



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<b>Section: 00- Administration</b>	
<b>SOG Number: 00.20</b>	<b>Effective Date: May 20, 2020</b>
<b>Subject: Employee Evaluations</b>	
<b>By Order of Fire Chief Steven A. Locke</b>	

## **I. Purpose:**

The purpose of this SOG is to outline who is responsible for evaluations of Burlington Fire Department employees. This guideline will also set forth the criteria within the evaluation to represent areas of strengths and/or weakness; and areas of improvement for each individual.

## **II. Scope:**

This guideline applies to all employees within the Burlington Fire Department.

## **III. Definitions:**

Evaluation: The making of a judgment about the amount, number, or value of something or someone, an assessment.

Employee Coaching Form EC-1: A document to communicate expectations, establish a plan of action, and document progress toward objectives as identified by a supervisor.

Supervisor: A person who oversees an activity or another person, usually in an administrative capacity.

## **IV. Guidelines:**

### A). Evaluation Contents

1. Evaluations should address both the areas in which an employee excels and areas for improvement. A written addendum shall be used for any explanation and should be detailed enough to adequately describe the individual's work, even if the reader does not know them.

B). Evaluator(s) - Self

1. Each employee shall complete a self-evaluation and submit the document to their supervisor one week prior to their evaluation meeting, using the same formatted evaluation the supervisor would use.

C). Evaluator(s) – Administrative and Command Personnel

1. The Chief Engineer will evaluate the Deputy Chief of Administration and Deputy Chief of Operations.

2. The Deputy Chief of Operations will evaluate the Shift Commanders and the Training Chief, with any needed feedback from the Chief Engineer and Deputy Chief of Administration.

3. The Deputy Chief of Administration will evaluate the Fire Marshal and Administrative Assistant, with any needed feedback from the Chief Engineer and Deputy Chief of Operations.

4. The Fire Marshal will evaluate the Assistant Fire Marshal(s).

D). Evaluator(s) – Shift Personnel

1. Shift Commanders (Battalion Chiefs) will evaluate the officers assigned to their shift. The Battalion Chief may request feedback from the Administration Chief or Operations Chief on Captains that cover Battalion 1. Battalion Chiefs may also seek feedback from other officers of that shift. The Battalion Chief may also request feedback from a station Captain in regards to an officer of that station.

2. Company Officers (Captains and Lieutenants) will evaluate employees assigned to their company. For employees assigned to Ambulance 1, the officer of Engine 1, with input from the officer of Tower 1 will complete the evaluation(s). For the employees assigned to Ambulance 2, the officer assigned to Ladder 2 will be responsible for the completion of their evaluation(s).

3. Company officers may request feedback from the Senior Firefighter of the company.

E.) Evaluator(s) – Probationary Employees

1. The Senior Firefighter and Company Officer will confer and complete the evaluation for a probationary employee assigned to a company. The officer or senior firefighter may request input from other members of the company. The officer or senior firefighter may request input from the Battalion Chief of Training and Safety during the probationary employee's initial three-month evaluation.

Components of a complete evaluation include each form listed below including signatures where indicated:

- a. Numerical Evaluation Form
- b. Summary Evaluation Form
- c. Non-Discrimination and Sexual Harassment Form

F). Special Circumstances

1. When a company officer is evaluating an employee commonly in the travelling roll, the company officer will confer with other officers from that shift concerning the employee's performance.
2. The officer of Engine 1 and Ladder 2 will reach out to other company officers on that shift concerning the employee's evaluation of a travel firefighter and employees assigned to the ambulance.
3. If an employee transfer takes place during an evaluation period, the evaluating officer will reach out to the employee's previous supervisor for comment.
4. During a course of an evaluation period, if the employee was assigned to a light duty or day position, the evaluating officer will request feedback from the assigned supervisor during that specific period.

G). Evaluations – Date(s) of Completion

1. Evaluations for regular employees will be completed on an annual basis. The annual evaluation will take place when the member obtains another year of service. The evaluation should be complete within one month after the employee's anniversary date.
2. Evaluations for employees promoted beyond Firefighter III will be completed on an annual basis. Upon promotion, an employee's annual evaluation will be completed on their promotional anniversary month.
3. Evaluation of probationary employees will be every three months, with the final evaluation being complete prior to the employee receiving a Commission as Firefighter.

H). **Review**

1. An evaluation will be reviewed by the shift commander before and after being presented to the employee. This will permit the shift commander to see the officer's narrative and any notes by the subordinate. Forward through the chain of command from the evaluating supervisor to the Shift Commander and on to the Administrative and Operations Chief.

***Example:** When a firefighter has an evaluation, it will go from the supervisor to the shift commander prior to presentation for the subordinate. Once the evaluation is given to the subordinate, then it may go to the shift commander to view any employee notes, and on to the Administrative and Operations Chief before the Fire*

*Chief for sign-off. Once the review process is complete, the Administrative Chief will forward the evaluation to human resources.*

I). Rating Scale

1. The following numerical scale of 1 – 5 will be used as a grading rubric for each section of an employee evaluation.

**(1 – Unsatisfactory):** Consistently struggles with skills and abilities. Unable to follow simple directions, has many areas of weakness and is in need of significant improvement and remedial training.

**(2 - Below Expectations):** Occasionally unable to meet expectations or follow simple direction. Has some area of weakness and is in need of some improvement and remedial training.

**(3 - Meets Expectations):** Able to meet expectations of one’s job description. Able to follow direction without complication or issue and stay focused on tasks. Meets job performance requirements, and is dependable. Continue with advancement training to improve oneself.

**(4 - Exceeds Expectations):** Self-motivated and able to perform many tasks with little to no direction from a supervisor. Strong knowledge and ability to stay focused on tasks. Displays many strengths and is dependable. Starting to teach and pass on advanced knowledge to other employees.

**(5 – Outstanding):** Thoroughly understands tasks and has the ability to perform them with no direction from a supervisor. Knowledge is beyond the vast majority of others with the same job description. Shows strong proficiency in certain areas and is able to teach and pass on advanced knowledge to other employees.

2. Any area receiving **Unsatisfactory (1)**, **Below Expectations (2)**, or **Outstanding (5)** shall have a narrative explaining the reasoning.

3. Any area receiving an **Unsatisfactory (1)**, or **Below Expectations (2)** a remedial training plan will be drafted and submitted with the evaluation (use of the Coaching Form EC-1 is recommended). Any category with a **1** or **2** shall be reevaluated after 60 days from the evaluation.

J). Remedial Training Plan

1. An employee that receives a numeric score of less than “3” or a “No” will receive a 60-day Remedial Training Plan. The Plan, developed by the supervisor shall detail areas where an employee is not meeting the expected performance. The Plan shall identify what changes will need to occur in each area for improved performance. The Plan will explain how the supervisor will provide guidance to the employee during the 60-day process. Lastly, what benchmark(s) will measure an employee’s success?

K). When an employee signs the “Employee Signature Receipt” they are acknowledging being present for a formal evaluation presentation with their supervisor and receiving a copy of the evaluation document prepared by their supervisor. The “Employee Signature Receipt” does not indicate an employee agrees with the evaluation, only they received the prepared document.

L). When an employee disagrees with any portion of an evaluation and would like to contest some or all of the results, the following shall occur:

1. Notify your supervisor of your intention to contest the evaluation.
2. Prepare and submit a written request for review to your Shift Commander. *(This shall include specific areas of the evaluation being contested.)*
3. Shift Commander will meet with the employee and supervisor to collect information and see if they can resolve the issue(s).
  - a. If the issue can be resolved, the Shift Commander prepares a detailed narrative explaining the results and sends the document to the employee, supervisor, Deputy Chiefs and Chief Engineer.
  - b. If the Battalion Chief cannot resolve the issue(s), notification of the DC of Administration, DC of Operations, and Chief Engineer will be made. A meeting will be scheduled with the employee, supervisor, Deputy Chiefs, and Chief Engineer. Human Resources will be involved on a case-by-case basis at either the request of the Chief or the employee. Pursuant to Section 21.2 of the Collective Bargaining Agreement (CBA), a Union representative can be requested to attend.
4. At the conclusion of the meeting with the Chief Engineer, a determination on the outcome will be provided in writing.

*Note: At any time during the evaluation process, an employee may add an addendum to their evaluation stating their position. The addendum will be attached to their evaluation and included in their file.*

**V. Responsibility:**

It is the responsibility of all members to read, understand and follow this Standard Operating Guideline

Revision History			
Revision Date	Section	Summary	Principal Author
Original	Admin.	Evaluation Release	DC Brown/DC Plante
9.21.2020	Admin.	Evaluation submission revision Section H.1.	DC Plante