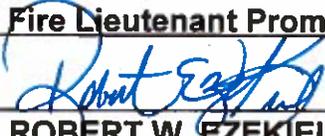


MOUNTAIN BROOK FIRE DEPARTMENT

POLICY NO. 106.05

VOLUME: I

SUBJECT: Fire Lieutenant Promotional Process

SIGNED: 
ROBERT W. EZEKIEL, FIRE CHIEF

November 4, 2014

DATE

SCOPE AND PURPOSE:

Promotional opportunities are an important part in an employees tenure within any organization. Having the opportunity to demonstrate capability and readiness to advance to a more responsible position within the organization and achieving a promotional goal is rewarding.

Based on the above statements, it would seem prudent therefore to have a clearly identified promotional process and have that process available in written format for all employees to use as reference. It is with this goal in mind that the following text is adopted as the Mountain Brook Fire Department fire lieutenant promotional process policy.

POLICY:

The best predictor of future behavior is current and past behavior. This is not to say that an employee cannot change to become a better or worse employee than he/she has been in the past, because people do change. But, current and past behavior does give evaluators the **best opportunity** to measure performance and quantify the results. This is especially true if a measuring instrument is developed to help assess performance for promotional review.

Process Overview:

- ▶ A formal promotional review process will commence upon receiving a Fire Lieutenant certification list from the Jefferson County Personnel Board (JCPB). Only those names listed on the JCPB certification (top ten candidates) will be reviewed for promotion.
- ▶ An objective of this process is to maximize to the fullest extent the working knowledge that current supervisory personnel have regarding the promotional candidates; therefore, two Lieutenants from each station and shift (six total) will individually rate each candidate according to the criteria defined. This will be done without discussion or consultation between raters. Their objective is to rate only; therefore, they will not total scores during the process and will not know the final tabulations. The scores derived from the raters will be averaged so that a composite rating of all six evaluators is given.

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- ▶ The rank position of each candidate with respect to his/her Jefferson County Personnel Board test results is an important part of the overall promotional process. This factor expresses not only the candidates seniority and experiential background, but it basically reflects the candidates efforts and success in acquiring knowledge directly related to the job.

Based on the significance of this factor, credit will be given for the initial ranking of all candidates. The number one ranked candidate will receive a score of 5, number two 4, number three 3, number four 2, and number five 1. All other candidates will receive a score of 0. These scores will be added to the final average from the rating process.

The top five JCPB candidates will formally verify their rank position by calling the JCPB from the Administrative Assistant's work area so that rank position credit can be awarded. The scores will be calculated then merged with formal educational credit for the final candidate score.

- ▶ **(Beginning in January, 2015)** The department places great value on the formal education of its members; therefore, formal promotional credit will be given to those that have received relative Associates and Bachelors degrees in a related (compensable) field.

Two (2) points will be added to the final score of candidates that possess a Bachelor's degree in a related field (a compensable degree through city payroll), and one (1) point will be added to the final score of candidates that possess an Associates degree in a related field (a compensable degree through city payroll).

- ▶ The top three candidates will be formally interviewed and reviewed by a committee of the Department's Battalion Chiefs. This committee will then forward their recommendation to the Fire Chief. The Fire Chief will take under advisement the committee's recommendation and make the final promotional selection.

MOUNTAIN BROOK FIRE DEPARTMENT PROMOTIONAL REVIEW WORKSHEET FOR LIEUTENANT

NAME: _____		DATE: / / _____	
1. PERSONALITY		Description	Score
Impression he/she gives others			
Unacceptable	10 - 49	Abrasive, Abusive, Vulgar, Dishonest, Hostile	
Unsatisfactory	50 - 69	Apathetic, Indifferent	
Acceptable	70 - 84	Conscientious	
Exceptional	85 - 100	Polished, Professional, Noteworthy	
Success in winning confidence and respect			
Unacceptable	10 - 49	Disrespectful, Indignant	
Unsatisfactory	50 - 69	Unfriendly	
Acceptable	70 - 84	Amicable	
Exceptional	85 - 100	Admired, Reputable, Trustworthy	
Ability to work well with fellow workers and Supv.			
Unacceptable	10 - 49	Agitator, Antagonistic, Combative	
Unsatisfactory	50 - 69	Disagreeable, A complainer, Contrary, Obstinate	
Acceptable	70 - 84	Pleasant	
Exceptional	85 - 100	Goes out of his/her way to make a personal sacrifice for the benefit of others	
Appearance			
Unacceptable	10 - 49	Sloppy, Uniform unkempt	
Unsatisfactory	50 - 69	Unimpressive	
Acceptable	70 - 84	Uniform in order, Well groomed	
Exceptional	85 - 100	Immaculate, Commands respect, Sharp, Impeccable	
Manner			
Unacceptable	10 - 49	Offensive behavior towards others	
Unsatisfactory	50 - 69	Disagreeable, Aloof	
Acceptable	70 - 84	Polite, Congenial, Poised	
Exceptional	85 - 100	Professional, Admirable	
TOTAL SCORE			
AVERAGE SCORE FOR PERSONALITY (TOTAL SCORE DIVIDED BY FIVE)			

2. PHYSICAL		Description	Score
Physical ability to perform duties			
Unacceptable	10 - 49	An impairment or neglect that makes it impossible to perform the job satisfactorily	
Unsatisfactory	50 - 69	Diminished or limited capacity	
Acceptable	70 - 84	Adequate level of capacity	
Exceptional	85 - 100	Toned, Exceeds expected level of capacity	
TOTAL SCORE AND AVERAGE FOR PHYSICAL			
3. APTITUDE		Description	Score
Readiness to acquire knowledge			
Unacceptable	10 - 49	Rejects new knowledge	
Unsatisfactory	50 - 69	Ambivalent towards acquiring knowledge	
Acceptable	70 - 84	Readily acquires knowledge when presented to him/her, seeks additional knowledge for self improvement through studious activity while on-duty including active participation during in-service training.	
Exceptional	85 - 100	Seeks out knowledge on his/her own initiative through attendance of job related seminars, classes and training events outside of those provided by the department (see resume).	
Ability to grasp an explanation			
Unacceptable	10 - 49	Unable to comprehend	
Unsatisfactory	50 - 69	Has to be shown or told repeatedly	
Acceptable	70 - 84	Easily grasps an explanation	
Exceptional	85 - 100	Grasps an explanation immediately	
Adapts to new methods or conditions			
Unacceptable	10 - 49	Is unable or unwilling to accept new methods or conditions	
Unsatisfactory	50 - 69	Has to be coerced to adapt	
Acceptable	70 - 84	Is receptive to new conditions	
Exceptional	85 - 100	Easily adapts to new methods/conditions	
Ability to exercise good judgement			
Unacceptable	10 - 49	Makes no evaluation before acting	
Unsatisfactory	50 - 69	Uses unsound reasoning in making evaluations which usually result in an unfavorable outcome	
Acceptable	70 - 84	Usually makes the correct evaluation and decision	
Exceptional	85 - 100	Evaluates all available information and then makes the correct decision	
TOTAL SCORE FOR APTITUDE			
AVERAGE SCORE FOR APTITUDE (TOTAL SCORE DIVIDED BY FOUR)			

4. INITIATIVE		Description	Score
Ability to proceed without close supervision			
Unacceptable	10 - 49	Will not do job without close supervision	
Unsatisfactory	50 - 69	Must be constantly prodded to complete tasks	
Acceptable	70 - 84	Requires minimal supervision	
Exceptional	85 - 100	Requires no supervision	
Makes useful suggestions			
Unacceptable	10 - 49	Makes no suggestions of any kind	
Unsatisfactory	50 - 69	Suggestions are few and lack substance	
Acceptable	70 - 84	Makes workable suggestions	
Exceptional	85 - 100	Makes well thought and planned out suggestions which would result in a substantial improvement or benefit	
Has the ability to solve problems unaided			
Unacceptable	10 - 49	Needs constant assistance	
Unsatisfactory	50 - 69	Rarely solves problems without supervision	
Acceptable	70 - 84	Requires minimal help in problem solving	
Exceptional	85 - 100	Requires no supervision	
TOTAL FOR INITIATIVE			
AVERAGE FOR INITIATIVE (TOTAL DIVIDED BY THREE)			
5. COOPERATION		Description	Score
Success in cooperating with co-workers and supervisors			
Unacceptable	10 - 49	Does not Cooperate	
Unsatisfactory	50 - 69	Unwillingly cooperates	
Acceptable	70 - 84	Cooperates	
Exceptional	85 - 100	Willingly Cooperates	
TOTAL AND AVERAGE FOR COOPERATION			

6. RELIABILITY		Description	Score
Punctuality			
Unacceptable	10 - 49	Rarely on time	
Unsatisfactory	50 - 69	Frequently late	
Acceptable	70 - 84	Usually on time	
Exceptional	85 - 100	On time with rare exception	
Attendance			
Unacceptable	10 - 49	Often absent, reasons unacceptable, poor leave-time Mgmt.	
Unsatisfactory	50 - 69	Occasionally absent, poor leave-time Mgmt.,	
Acceptable	70 - 84	Rarely absent, and then with good reason, good leave-time Mgmt.,	
Exceptional	85 - 100	Absent only for emergencies, illness, plans & manages leave-time	
Habits			
Unacceptable	10 - 49	Unreliable behavior, cannot be counted on	
Unsatisfactory	50 - 69	Rarely behaves in an acceptable manner	
Acceptable	70 - 84	Behavior is usually reliable	
Exceptional	85 - 100	Behavior is extremely reliable	
Application to duties			
Unacceptable	10 - 49	Frequently neglects duties	
Unsatisfactory	50 - 69	Occasionally neglects duties	
Acceptable	70 - 84	Adequately performs duties	
Exceptional	85 - 100	Consistently applies himself to duties	
Energy and loyalty			
Unacceptable	10 - 49	Shows no enthusiasm, openly critical, encourages dissention	
Unsatisfactory	50 - 69	Lethargic, shows little concern for the organization	
Acceptable	70 - 84	Shows allegiance to the organization	
Exceptional	85 - 100	Individual is aware of organization's goals and strives diligently to help the organization exceed those goals	
TOTAL FOR RELIABILITY			
AVERAGE FOR RELIABILITY (TOTAL SCORE DIVIDED BY FIVE)			
7. QUANTITY OF WORK		Description	Score
Amount of daily work as compared to a reasonable standard			
Unacceptable	10 - 49	Rarely does what is required	
Unsatisfactory	50 - 69	Volume of work is less than what is required	
Acceptable	70 - 84	Does what is required	
Exceptional	85 - 100	Exceeds expectations in what is required	
TOTAL AND AVERAGE FOR QUANTITY OF WORK			

8. QUALITY OF WORK		Description	Score
Neatness			
Unacceptable	10 - 49	Illegible (paper work),	
Unsatisfactory	50 - 69	Sloppy	
Acceptable	70 - 84	Legible, not dirty, usually neat	
Exceptional	85 - 100	Finely detailed, superb	
Accuracy			
Unacceptable	10 - 49	Makes flagrant or gross errors	
Unsatisfactory	50 - 69	Frequently makes errors	
Acceptable	70 - 84	Usually accurate, makes accurate perceptions	
Exceptional	85 - 100	Makes practically no mistakes, shows superior judgement	
Thoroughness			
Unacceptable	10 - 49	Makes omissions, fails to get basic information	
Unsatisfactory	50 - 69	Poor treatment of subject matter, overlooks obvious	
Acceptable	70 - 84	Obtains basic information	
Exceptional	85 - 100	Expands on basic information and takes the initiative to obtain additional information	
Originality			
Unacceptable	10 - 49	Shows no originality or independent thinking	
Unsatisfactory	50 - 69	Occasionally shows independent thinking	
Acceptable	70 - 84	Usually shows independent thinking	
Exceptional	85 - 100	Almost always exhibits independent thinking; tries new methods successfully	
TOTAL FOR QUALITY OF WORK			
AVERAGE FOR QUALITY OF WORK (TOTAL SCORE DIVIDED BY FOUR)			
9. KNOWLEDGE		Description	Score
Composite skills and a command of that knowledge			
Unacceptable	10 - 49	Requires considerable assistance, inadequate knowledge	
Unsatisfactory	50 - 69	Some assistance required, grasps essentials	
Acceptable	70 - 84	Has adequate job knowledge, is informed in most job areas	
Exceptional	85 - 100	Exhibits superior job knowledge, well informed in all phases of work	
TOTAL AND AVERAGE FOR KNOWLEDGE			
TOTAL OF ALL AVERAGES FOR THE NINE CATEGORIES			
AVERAGE OF ALL AVERAGES FOR THE NINE CATEGORIES (TOTAL AVERAGES DIVIDED BY NINE = FINAL SCORE)			

The rank position of each candidate with respect to his/her Jefferson County Personnel Board test results is an important part of the overall promotional process. This factor expresses not only the candidates seniority and educational background, but it basically reflects the candidates efforts and success in acquiring knowledge directly related to the job.

Based on the significance of this factor, the number one ranked candidate will receive a score of 5, number two 4, number three 3, number four 2, and number five 1. All other candidates will receive a score of 0. These scores will be added to the final average from the review process and formal educational credit given to arrive at the final worksheet rating.

(TO BE COMPLETED BY THE FIRE CHIEF)

JCPB Rank Position of Candidate: _____ Score for Rank Position: _____

(January, 2015) Formal Education Credit: Bachelor's (2), Associates (1): _____

Worksheet Rating: _____ + JCPB Rank Position Score: _____ + Formal Educ. _____

= Final Score: _____

Comments: _____

I understand that the evaluations which I have made are an integral part of the promotion process and that the assessments will impact the professional future of the candidates which were reviewed. I further understand the need for honesty and ethical consideration on my part as an evaluator because of the impact on the professional lives of those vying for promotion. Additionally, I understand that although I may not have had perfect knowledge of all of the areas that I rated for all of the candidates, I did provide the best evaluation possible given my professional knowledge of the candidates.

SIGNED: _____, RANK: _____ Sta: _____ Shift: _____