

## MOUNTAIN BROOK FIRE DEPARTMENT

POLICY NO. 106.11

VOLUME: I

SUBJECT: Apparatus Operator Promotional Process

SIGNED: \_\_\_\_\_

ROBERT W. EZEKIEL, FIRE CHIEF

2/9/2010

Revised

### 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 Apparatus Operator promotional process.

### 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 an Apparatus Operator certification list from the Jefferson County Personnel Board (JCPB).
- ▶ An objective of this process is to maximize to the fullest extent the working knowledge that first-line supervisory personnel have regarding the promotional candidates; therefore, one Lieutenant from each station and shift (three total) will individually assess each candidate according to the criteria defined on the review worksheets. This will be done without discussion or consultation between assessors. Their objective is to assess only; therefore, they will not total scores during the process and will not know the final tabulations. The numerical information derived from the assessments will be averaged so that a composite rating of all three evaluators is given for each candidate on the certification list.

**MOUNTAIN BROOK FIRE DEPARTMENT**

**POLICY NO. 106.11**

**VOLUME: I**

**PAGE: 2**

- ▶ 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 formal 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, credit will be given for the initial ranking of all candidates. The number one ranked candidate will receive a score of 10, number two 9, number three 8, number four 7, and number five 6. All other candidates will receive a score of 5. These scores will be added to the final average from the rating process to arrive at the final overall candidate rating.

The top five candidates on the JCPB list 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 for the final candidate score.

- ▶ The top three candidates from the overall process will be reviewed ( may include interview) and discussed by a committee consisting of three of the department's Lieutenants (one from each station and shift but different from the Lieutenants that performed the promotional worksheet reviews) with a Battalion Chief acting as chairman. The Battalion Chief will make a written recommendation to the Fire Chief based on the review committee's recommendations.

## MOUNTAIN BROOK FIRE DEPARTMENT PROMOTIONAL REVIEW WORKSHEET FOR APPARATUS OPERATOR

<b>NAME:</b>		<b>DATE:</b> / /	
<b>1. PERSONALITY</b>		<b>Description</b>	<b>Score</b>
<b>Impression he/she gives others</b>			
Unacceptable	10 - 49	Abrasive, Abusive, Vulgar, Dishonest, Hostile	
Unsatisfactory	50 - 69	Apathetic, Indifferent	
Acceptable	70 - 84	Conscientious	
Exceptional	85 - 100	Polished, Professional, Noteworthy	
<b>Success in winning confidence and respect</b>			
Unacceptable	10 - 49	Disrespectful, Indignant	
Unsatisfactory	50 - 69	Unfriendly	
Acceptable	70 - 84	Amicable	
Exceptional	85 - 100	Admired, Reputable, Trustworthy	
<b>Ability to work well with fellow workers and Supv.</b>			
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	
<b>Appearance</b>			
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	
<b>Manner</b>			
Unacceptable	10 - 49	Offensive behavior towards others	
Unsatisfactory	50 - 69	Disagreeable, Aloof	
Acceptable	70 - 84	Polite, Congenial, Poised	
Exceptional	85 - 100	Professional, Admirable	
<b>TOTAL SCORE</b>			
<b>AVERAGE SCORE FOR PERSONALITY (TOTAL SCORE DIVIDED BY FIVE)</b>			

<b>2. PHYSICAL</b>		<b>Description</b>	<b>Score</b>
<b>Physical ability to perform duties</b>			
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	
<b>TOTAL SCORE AND AVERAGE FOR PHYSICAL</b>			
<b>3. APTITUDE</b>		<b>Description</b>	<b>Score</b>
<b>Readiness to acquire knowledge</b>			
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 ( <b>see resume</b> ).	
<b>Ability to grasp an explanation</b>			
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	
<b>Adapts to new methods or conditions</b>			
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	
<b>Ability to exercise good judgement</b>			
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	
<b>TOTAL SCORE FOR APTITUDE</b>			
<b>AVERAGE SCORE FOR APTITUDE (TOTAL SCORE DIVIDED BY FOUR)</b>			

<b>4. INITIATIVE</b>		<b>Description</b>	<b>Score</b>
<b>Ability to proceed without close supervision</b>			
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	
<b>Makes useful suggestions</b>			
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	
<b>Has the ability to solve problems unaided</b>			
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	
<b>TOTAL FOR INITIATIVE</b>			
<b>AVERAGE FOR INITIATIVE (TOTAL DIVIDED BY THREE)</b>			
<b>5. COOPERATION</b>		<b>Description</b>	<b>Score</b>
<b>Success in cooperating with co-workers and supervisors</b>			
Unacceptable	10 - 49	Does not Cooperate	
Unsatisfactory	50 - 69	Unwillingly cooperates	
Acceptable	70 - 84	Cooperates	
Exceptional	85 - 100	Willingly Cooperates	
<b>TOTAL AND AVERAGE FOR COOPERATION</b>			

<b>6. RELIABILITY</b>		Description	Score
<b>Punctuality</b>			
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	
<b>Attendance</b>			
Unacceptable	10 - 49	Often absent, reasons are unacceptable, does not give adequate notice	
Unsatisfactory	50 - 69	Occasionally absent, less important reasons	
Acceptable	70 - 84	Rarely absent, and then with good reason	
Exceptional	85 - 100	Absent only for emergencies, illness	
<b>Habits</b>			
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	
<b>Application to duties</b>			
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	
<b>Energy and loyalty</b>			
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	
<b>TOTAL FOR RELIABILITY</b>			
<b>AVERAGE FOR RELIABILITY (TOTAL SCORE DIVIDED BY FIVE)</b>			
<b>7. QUANTITY OF WORK</b>		Description	Score
<b>Amount of daily work as compared to a reasonable standard</b>			
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	
<b>TOTAL AND AVERAGE FOR QUANTITY OF WORK</b>			

<b>8. QUALITY OF WORK</b>		Description	Score
<b>Neatness</b>			
Unacceptable	10 - 49	Illegible (paper work),	
Unsatisfactory	50 - 69	Sloppy	
Acceptable	70 - 84	Legible, not dirty, usually neat	
Exceptional	85 - 100	Finely detailed, superb	
<b>Accuracy</b>			
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	
<b>Thoroughness</b>			
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	
<b>Originality</b>			
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	
<b>TOTAL FOR QUALITY OF WORK</b>			
<b>AVERAGE FOR QUALITY OF WORK (TOTAL SCORE DIVIDED BY FOUR)</b>			
<b>9. KNOWLEDGE</b>		Description	Score
<b>Composite skills and a command of that knowledge</b>			
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	
<b>TOTAL AND AVERAGE FOR KNOWLEDGE</b>			

10. TERRITORY		Description	Score
Unacceptable	10-49	Has very limited knowledge of first response territory (Streets, addresses, hydrants, etc.). Insecure, not confident at all.	
Unsatisfactory	50-69	Assistance required often in first response territory (Streets, hydrants, etc.). Very limited in other areas. Lacks confidence.	
Acceptable	70-84	Competent knowledge of first response territory, assistance required only rarely, requires assistance occasionally for other City areas.	
Exceptional	85-100	Superior knowledge of first response territory, rarely needs assistance in other areas of the City.	
<b>TOTAL AND AVERAGE FOR TERRITORY</b>			
<b>TOTAL OF ALL AVERAGES FOR THE TEN CATEGORIES</b>			
<b>AVERAGE OF ALL AVERAGES FOR THE TEN CATEGORIES (TOTAL AVERAGES DIVIDED BY TEN = FINAL SCORE)</b>			

**Comments:** \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

I understand that the assessments which I have made are an integral part of the promotion process and that they 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 assessor 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:** \_\_\_\_\_

**Note:** 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 10, number two 9, number three 8, number four 7, and number five 6. All other candidates will receive a score of 5. These scores will be added to the final average from the other process to arrive at the final worksheet rating.