



GENERAL ORDER

GENERAL ORDER 110.07

Employee Performance Evaluations

ADMINISTRATIVE SERVICES BUREAU

Issue Date: January 30, 1996

Revision Date: November 08, 2018

1 APPLICABILITY

2 All employees of Howard County Department of Fire and Rescue Services.

3 POLICY

4
5 All employees of the Howard County Department of Fire and Rescue Services (Department),
6 including uniformed personnel, civilians, part-time, and contingents, shall receive a cumulative
7 performance evaluation annually. This evaluation shall be developed using the Department-
8 designated Performance Management system. Supervisors shall assess employee performance
9 throughout the year and shall input the assessments to compile an annual performance
10 evaluation. The goals of the system are to enhance leadership, empower members, and
11 improve supervisor-subordinate communication, which will enhance opportunities for the
12 overall growth of employees, supervisors, and the Department.

13 DEFINITIONS

- 14
- 15 ➤ **Supervisor** – An employee within an employment classification that includes the job duty of
16 supervising other employees, whether on an occasional, acting, or ongoing basis.
 - 17
 - 18 ➤ **Personnel File** – Official files maintained in the County Department of Human Resources and the
19 appointing authority memorializing an employee’s work history containing documents required by
20 the Employee Manual, including, but not limited to: contact information, education and employment
21 history, performance appraisals, disciplinary action, and job classification and salary information.
 - 22
 - 23 ➤ **Agreement of Expectations** – The Performance Management system uses a series of agreed
24 upon performance expectations for each position based on the following three components:
25 Tasks, Standards, and Measurements.
 - 26 ○ **Task** – The specific position related tasks and/or job duties that are performed daily,
27 weekly, monthly, or yearly.
 - 28 ○ **Standard** – The performance metrics used to objectively refine each Task with
29 measurable objectives for the purpose of further defining what constitutes “good
30 performance.”
 - 31 ○ **Measurement** – The performance criteria used to objectively measure performance
32 based on four criteria: Participation, Accuracy, Completeness, and Timeliness.

- 33 ▪ **Above Standard** - An evaluation resulting from overall performance that is
- 34 above the performance standards.
- 35 ▪ **Standard** - An evaluation resulting from performance that fully meets the
- 36 performance standards.
- 37 ▪ **Below Standard** - An evaluation resulting from performance that fails to meet
- 38 the performance standards.
- 39
- 40 ➤ **Performance Report** – A comprehensive performance measurement report that determines
- 41 how well an employee is performing in his or her job, provides employee feedback, and helps
- 42 develop employee improvement.
- 43
- 44 ➤ **Performance Log** – The Tenzinga™ Performance Power page is where a supervisor generates
- 45 an objective Performance Log to document a member’s performance on an ongoing basis and
- 46 acknowledge noteworthy achievements. The series of Performance Logs are what are
- 47 consolidated into the final Performance Report.
- 48
- 49 ➤ **Performance Management** – The process of using an Agreement of Expectations for each
- 50 position as the basis for providing interactive performance feedback.

51 PROCEDURES

52 The Department-designated Performance Management system shall be the Tenzinga™

53 Performance Management system.

54

55 OVERVIEW:

- 56 • The supervisor shall continually provide employees with constructive feedback regarding
- 57 their workplace performance using an interactive and forward-looking combination of
- 58 coaching, mentoring, and counseling.
- 59 • The supervisor shall maintain the Department-designated Performance Management
- 60 system for the express purpose of promoting continual improvement by providing
- 61 employees with:
 - 62 ○ Consistent feedback and direction.
 - 63 ○ Timely recognition for their achievements.
 - 64 ○ A means to identify opportunities for personal improvement.
 - 65 ○ Help for employees to excel in their workplace performance.
- 66
- 67 • All Supervisors shall use the Department-designated Performance Management System
- 68 specifically to:
 - 69 ○ Establish workplace performance expectations.
 - 70 ○ Develop workplace performance enhancement goals.
 - 71 ○ Facilitate and monitor professional development.
 - 72 ○ Promote workplace performance accountability.
 - 73 ○ Enhance workplace productivity.
- 74
- 75

76 **RESPONSIBILITIES:**

- 77 • Supervisors at all levels of the organization are responsible for utilizing the Department's
- 78 Performance Management system for the purpose of monitoring and providing ongoing
- 79 performance feedback to their employees.
- 80 • Each employee is responsible for monitoring the Department's Performance Management
- 81 system for any feedback provided by their direct and/or indirect supervisors.

82

83 **GENERAL GUIDELINES:**

84 **Performance Assessment Principles**

85 Proactive Performance Management is based on two important feedback principles:

- 86 • Feedback is most effective when it is on-going, interactive, and in the context of "looking forward
- 87 through the windshield" rather than retrospectively with a "rear-view mirror" reflection of past
- 88 performance.
- 89 • Feedback must be completely void of value judgments and/or attacks directed at the employee's
- 90 character. Instead, the supervisor must provide objective feedback focused on the employee's
- 91 behavior and actual performance. This requires effective leadership that addresses performance
- 92 management by:
 - 93 ○ Discussing events and/or circumstances that impact performance.
 - 94 ○ Addressing Below Standard performance in terms of what is and is not acceptable.
 - 95 ○ Establishing agreed upon behavior/performance modification plans.
 - 96 ○ Providing feedback and coaching, as well as counseling when needed.
 - 97 ○ "Praising what we seek" as the means to encourage high level performance.

98

99 To facilitate the principle of providing regular feedback, the Department seeks to assure Performance Log

100 entries are generated every three weeks. To accomplish this:

- 101 • Day shift Supervisors are expected to generate at least one Performance Log every three weeks
- 102 for each of their assigned employees.
- 103 • Shift-work (24-48 hour) supervisors are expected to generate at least one Performance Log every
- 104 three weeks for each of their assigned employees.
- 105 • Each employee is expected to review their "Dashboard," responding with interactive feedback
- 106 when applicable or at a minimum, every three weeks.

107

108 **Performance Logs**

109 Performance Logs shall be submitted using an objective format that includes the following:

- 110 • All Supervisors can submit a Performance Log for any employee that is below them in the chain-
- 111 of-command as viewed in the Organizational Chart.
- 112 • Always begin the Performance Log with the member's name, followed by the date of the
- 113 performance/event/behavior, and then tie the Log entry to the Task measurement.
- 114 • Never use "I feel," "I think," or other highly subjective adjectives when describing performance.
- 115 • Focus on the facts and document what the member did or did not do in terms of behavior,
- 116 performance, or achievement; not on a supervisor's feelings about them.
- 117 • The supervisor can add a subjective statement at the end of the objective log by writing
- 118 "Supervisor Note:" or "Officer Note:," followed by the subjective statement.

119 **Example:** Guy Smiley on 02/23/17 identified and took the initiative to clean and

120 reorganize the hose tower without requiring any direction from his

121 lieutenant. Supervisor Note: Your willingness, enthusiasm, and personal

122 initiative to maintain a high standard for our Department is outstanding.

- 124 • Both *Above Standard* and *Below Standard* performance ratings should be recognized within the
125 Performance Log. The goal is to foster peak performance by “praising what we seek,”
126 acknowledging achievement, and correcting unacceptable behavior and performance.
- 127 • For all *Below Standard* Performance Logs, the Supervisor must:
 - 128 ○ Meet face-to-face with the employee in a one-on-one setting specifically to identify what
129 performance/behavior is *Below Standard* and to discuss why.
 - 130 ○ Provide the employee with a clear and specific explanation of how they can improve their
131 performance to *Standard* or *Above Standard*.

132 **Member Feedback**

134 Each employee shall respond to each Performance Log entry made on their behalf. Employees may view
135 their Performance Logs using the “View Logs” tab. Employees can reply to the Performance Log by
136 clicking on the pencil icon on the right side of the Performance Log, entering their feedback, and saving it
137 upon completion.

- 138 • Any edits made within a Performance Log need to be substantiated with the reason noted within
139 the system. All edits shall be conducted at the approval of the Supervisor’s immediate Supervisor.

140 **Annual Evaluations**

- 142 • Supervisors shall continue to conduct annual employee evaluations due by December first of each
143 year.
- 144 • Completed evaluations need to be signed by the Supervisor and the employee, printed, and sent
145 via the chain of command to the Administrative Services Bureau.
- 146 • Supervisors shall present the employee with a printed copy of their current Job Description, which
147 is located under “Careers” at www.howardcountymd.gov, to be signed and forwarded up the
148 chain of command to the Administrative Services Bureau. The signature indicates that the
149 employee has received, reviewed, and agrees that the current job description is accurate.

151 A completed Performance Evaluation Checklist and associated documentation shall be included with the
152 annual performance evaluation.

153 REFERENCES

- 154 ➤ None

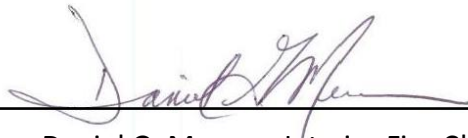
155 SUMMARY OF DOCUMENT CHANGES

156 Declaration of the Department’s new Performance Management system.
157 Attachments for the Tenzinga™ Performance Management system.
158 Establishes new timeline and expectations for both supervisors and employees regarding performance
159 evaluation.

160 FORMS/ATTACHMENTS

- 161 • Attachment A: Process Sheet for Completing Evaluations in Tenzinga
- 162 • Attachment B: Performance Evaluation Checklist

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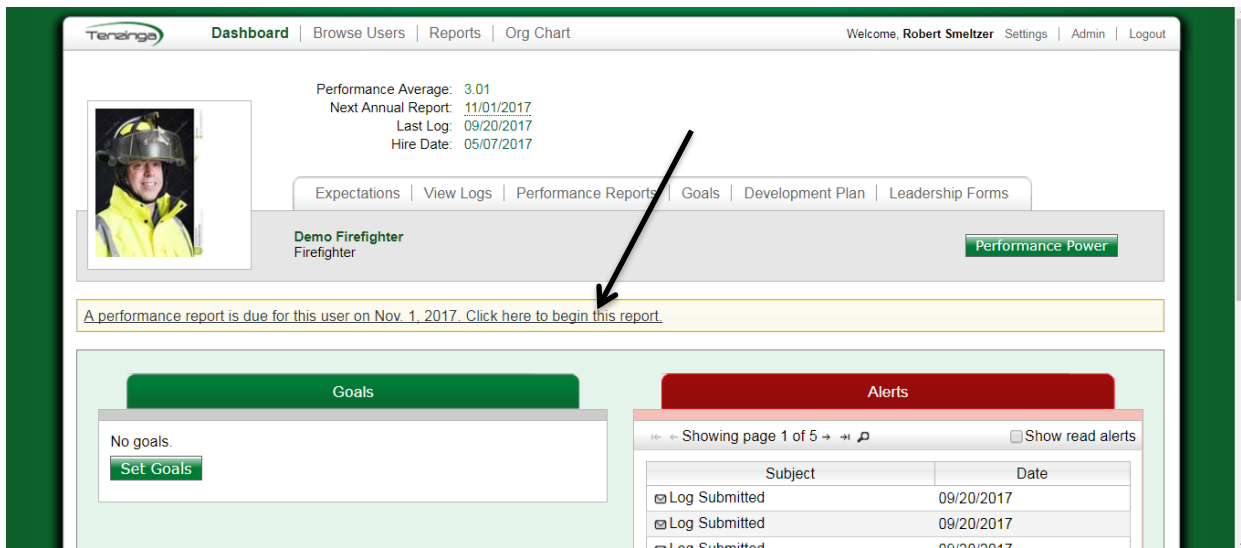
Louis G. Winston, Assistant Chief
Administrative Services Bureau

Attachment A

Process Sheet for Completing Evaluations in Tenzinga

Log into <https://login.tenzinga.com/ppower/login/> or use the link on the first page of “sizeup.”


Go to “Browse Users” and find your employee, click on his or her name to get to his or her dashboard, as seen below. You will notice a message just below their picture that states “A performance report is due for this user on Dec. 1 2017. Click here to begin this report.” Click on that message.



The screenshot shows the Tenzinga dashboard for a user named "Demo Firefighter". The dashboard includes a navigation menu with options like "Expectations", "View Logs", "Performance Reports", "Goals", "Development Plan", and "Leadership Forms". A "Performance Power" button is visible. A message below the user's profile states: "A performance report is due for this user on Nov. 1, 2017. Click here to begin this report." A black arrow points to this message. Below the message are sections for "Goals" (with a "Set Goals" button) and "Alerts" (with a table of log submissions).

Subject	Date
Log Submitted	09/20/2017
Log Submitted	09/20/2017
Log Submitted	09/20/2017

After clicking on that link you will be directed to the evaluation page. As you review the evaluation, you will notice that the entries you have made will appear in the form. As you scroll through evaluation, you may also see comments made by other supervisors and you will see sections with auto logs in which the employee received a standard rating.



Last Log: 09/20/2017
Hire Date: 05/07/2017

Expectations | View Logs | **Performance Reports** | Goals | Development Plan | Leadership Forms

Demo Firefighter
Firefighter

Performance Power

Performance Results for Demo Firefighter

Report Type: Annual ▾

From: 05/07/2017 Until: 11/01/2017

Performance for Firefighter between 07 May 2017 and 01 Nov 2017

Date	Performance	Comment	Leader
Perform Daily, weekly and monthly station and position duties per departmental policy.			
Sept. 18, 2017	Standard	Bill smith on 9.17.17 did everything needed.	Demo Captain
Performance for Sep 01 to Sep 30: 3.00 Scores were entered automatically for 5 periods.			

Performance for this task : 3.00

When you scroll to the bottom of the evaluation you will see a section labeled “Leader Comments.” Please make an appropriate comment that generalizes the employee’s performance for the rating period. You may release the evaluation to the employee by clicking the box marked “Release to employee” or you may wait until you meet with the employee and then release it to the employee. Both you and the employee will then need to sign the evaluation digitally by clicking sign. *The employee must sign first.

Date	Performance	Comment	Rating
Ensure Interviewing, Listening Skills and Multi-Tasking are maintained.			
No logs for this task.			
Performance for this task : 3.00			
PERFORMANCE : 3.01			
Performance Comments			
Leader Comments:			
Employee Comments:			
<input type="checkbox"/> Release to Employee			
Save			
Translate this page.			

After completing the evaluation you must print it. To print the evaluation you must go to their dashboard again and click on “Performance Reports” then click on the printer icon in the section just below the employees picture.

Performance Average: 3.01
 Next Annual Report: 11/01/2018
 Last Log: 09/20/2017
 Hire Date: 05/07/2017

Expectations | View Logs | **Performance Reports** | Goals | Development Plan | Leadership Forms

Demo Firefighter
 Firefighter

Performance Power

Performance Reports for Demo Firefighter

Add Performance Report

#	Report Period	Leader	Report Type	Report Score	Action
1	05/07/2017 - 11/01/2017	Robert Smeltzer	Annual (Signed)	3.01	
2	05/07/2017 - 11/01/2017	Robert Smeltzer	Annual (Signed)	3.01	

Translate this page.

<https://login.tenzinga.com/ppower/dashboard/7722/performance-reports/>

The performance evaluation checklist must be completed and used as a cover sheet for the evaluation packet. The performance evaluation checklist should be familiar to everyone as only minor changes have been made. The first change is a “*Evaluation printed from Tenzinga (signed by Employee, Lieutenant, Captain, Battalion Chief and Bureau Chief)*” on this first line of the checklist; we are asking each person in the employees chain of command to initial indicating they have signed the printed out version of the evaluation. The next change is “*Did the Employee review and sign their current job description?*” The employee’s current job description can be obtained from <http://agency.governmentjobs.com/howardcounty/default.cfm?action=agencyspecs>) The entire evaluation packet signed at each level in the employee’s chain of command shall be delivered to the Administrative Services Bureau.

Attachment B



PERFORMANCE EVALUATION CHECKLIST

(Attach to front of evaluation)

Name:

Review period:

Each item below shall be included with the printed and signed evaluation and forwarded through Chain of Command.

Evaluation printed from Tenzinga (signed by Employee, Lieutenant, Captain, Battalion Chief and Bureau Chief)
Leave usage (Annual, Disability) during rating period
Personal Protective Equipment Safety Inspection-Primary/Secondary (a separate form is required for each)
WMD Inventory List
Copy of Driver's Licenses
Copy of Medical Examiner's Certificate (if applicable)
Copy of EMS certification card
Copy of change of address form for driver's licenses or EMS card (if applicable)
Copy of DFRS ID badge
Copy of DFRS Personal Accountability Tag (PAT)
Copy of County PDQ Card (if applicable)
Copy of Employee Inventory Checklist
Personal Data Form (Use County form from Intranet); Remember to sign
Did the Employee review and sign their current job description (obtain from http://agency.governmentjobs.com/howardcounty/default.cfm?action=agencyspecs)