Smyrna Fire Department

Supervisors Field Guide

Leading a Productive Performance Evaluation Process

"A Tradition of Excellence"
Lets Talk About Performance Reviews

WHAT YOU NEED TO KNOW

- Its worth it
- Its not a one time event
- High risk/Low frequency
- Who are you speaking too?
Six Tips for Performance Management That Employees Won't Hate

Performance reviews don't need to be something employees dread. Use the following six tips to make the shift towards a system that will continuously support and grow our LEADERSHIP bench.
Offer Real-Time Continuous Feedback

The golden rule of performance evaluations: avoid the shock factor.

Consistent feedback helps managers gather more data, increase employee engagement, and drive expected outcomes (results).

BE SPECIFIC—Point to specific moments in time that lead you to provide your feedback.

OWN IT—Show respect and earn respect by owning the feedback you give. (Toilet paper)

DO A FEEDBACK CHECK—Be sure the employee can communicate in their own words that the message was received. (Scenario)
Distinguish Between Employee Goals & Development

Set Clear Goals and Expectations for Development

S. M. A. R. T.

Customize your development for each employee & Involve the employee when setting goals

Specific, clear and understandable

Measurable, verifiable and results-oriented

Attainable, yet sufficiently challenging

Relevant to the mission of the department or organization

Time-bound with a schedule and specific milestones
03  Ask More Questions

“Seek first to understand, then to be understood.”

- Dr. Stephen Covey

Questions to consider:

- Do you understand the departments, direction, and expectations?
- Do you have role clarity?
- Do you want to be an exceeding employee?
Discuss the Evaluations and Feedback with a Supervisor
Allow *Employees* to Self-Evaluate

**Self-evaluation** provides a good indicator for where the employee sees their performance.

**Self-evaluation** is a great way to eliminate employee perception gaps.
Focus on the Work

Stick to the facts and be **SPECIFIC**

**FOCUS**

Focus on the **Work**

- Invite your employee to share their perspective on their performance.
- Dig into big wins on specific action items and talk about ways to improve.
- Speak to the objectives and key results agreed upon early in the year.
Three Conversations

EVERY SUPERVISOR Should Know

High Performers

Middle Performers

Low Performers
1 Recognize Strengths

Speak to the employee’s most significant accomplishments this year.

Talk about ways in which the employee embodied organizational values.

Tell the employee about the positive feedback you’ve heard from other team members.
**Observe Emotions**

Be mindful of any emotions or strong reactions that come up.

Listen with compassion and empathy and continue to own the message.

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**Follow Through**

Maintain momentum. Schedule a cadence for regular conversations in 1:1's or quarterly reviews.

Work together to build a development plan.

Define key actions to help the employee overcome obstacles and grow in his/her career.

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**Communicate Challenges and Identify Opportunities**

Invite the employee to share thoughts on challenges they’ve faced.

Name the challenges you’ve seen the employee face.

Reference specific projects or patterns.

Focus on opportunities to overcome challenges and encourage reflection. Point to learning resources to help them overcome those challenges.
1. Lynda.com  
   WATCH: Managing Performance Throughout the Year

2. Smyrna Fire Department: Self-Assessment

3. High, Solid, and Low Chart

4. Frequently Asked Questions

5. Assessment Examples
How does SFD compare to what we said we would be originally?

Do you have what you need to successfully do your job?

Do you feel supported?

When was the last time you were recognized or shown appreciation?

What is most important to you?

What do you think should be my number one priority?
Is there anyone within the Department that has made a positive impact on you?

Is there anything your Department superiors need to work on?

Is there anything within the Department you are uncomfortable with?

Explain what you feel is going right within the Department?

What do you like about working here?
<table>
<thead>
<tr>
<th><strong>HIGH PRACTICES</strong></th>
<th><strong>SOLID PRACTICES</strong></th>
<th><strong>LOW PRACTICES</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Role model’s organizationalvalues</td>
<td>Follows organizationalvalues</td>
<td>Engages in behaviors inconsistent with the organizational values</td>
</tr>
<tr>
<td>Accepts responsibility – does not blame, make excuses or shift responsibility</td>
<td>Accepts responsibility – occasionally makes excuses</td>
<td>Makes excuses to rationalize lack of results instead of accepting responsibility</td>
</tr>
<tr>
<td>Is fully accountable for every choicemade</td>
<td>Occasionally steps forward to challenge peers’ thinking to improve team or system performance</td>
<td>Resists peer and/or team member input and feedback</td>
</tr>
<tr>
<td>Manages up – keeps leader informed and ensures there are no surprises</td>
<td>Responds within expected and reasonable timeframe</td>
<td>Complacent about achieving goals and does not demonstrate a sense of urgency when goals are not being met</td>
</tr>
<tr>
<td>Leads by example and mentor’s others</td>
<td>Manages up – keeps leader informed but with occasional surprises</td>
<td>Inconsistently meets deadlines</td>
</tr>
<tr>
<td>Consistently makes tough decisions</td>
<td>Meets all expectations but does not consistently serve as an effective rolemodel</td>
<td>Lacks focus and follow through on top priorities and long-term plans</td>
</tr>
<tr>
<td>Challenges others to enhance knowledge and take skill sets to the next level</td>
<td>Periodically needs coaching to make tough decisions</td>
<td>Avoids making tough decisions</td>
</tr>
<tr>
<td>Honors commitments to colleagues and those we serve</td>
<td>Conducts self in a professional manner consistent organizational value</td>
<td>Requires significant coaching and support</td>
</tr>
<tr>
<td>Holds accountable those who are not modeling organizationalvalues</td>
<td>Demonstrates initiative and intrinsic motivation</td>
<td>Follows rather than leads</td>
</tr>
<tr>
<td>Is a role model in professional interactions and respect towards supervisor, peers, direct reports?</td>
<td>Usually accountable to others for supporting shared goals</td>
<td>Uses a we/they framework that is ineffective for problem solving</td>
</tr>
<tr>
<td>Ensures that all direct reports are consistently modeling the Professional Code of Conduct</td>
<td>Follows organizationalvalues</td>
<td>Engages in behaviors inconsistent with the culture and values of the organization</td>
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<th><strong>RESULTS HIGH</strong></th>
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<th><strong>RESULTS LOW</strong></th>
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<tbody>
<tr>
<td>Exceeds the desired outcome</td>
<td>Meets the desired outcome</td>
<td>Fails to meet desired outcome</td>
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