

FIRST ADDENDUM TO  
2011-2014 COLLECTIVE BARGAINING AGREEMENT

This First Addendum is entered into by and between the PASCO COUNTY, FLORIDA, BOARD OF COUNTY COMMISSIONERS (hereinafter referred to as "County") and PASCO COUNTY PROFESSIONAL FIREFIGHTERS, IAFF LOCAL 4420 (hereinafter referred to as "Union").

WHEREAS, the COUNTY and UNION are parties to a Collective Bargaining Agreement dated April 23, 2013, ending September 30, 2014; and

WHEREAS, the COUNTY and UNION, pursuant to the reopener provision have engaged in collective bargaining and have reached a tentative agreement regarding amendment of the wage, performance evaluation and union dues articles. The COUNTY and UNION have also agreed to a pilot program for Shift Fire Investigators.

NOW THEREFORE, the parties agree as follows:

1. The foregoing Whereas clauses are true and correct.
2. The following amendments are made to the Collective Bargaining Agreement.
3. All other provisions of the Collective Bargaining Agreement except as modified by this First Addendum remain in effect.

**ARTICLE 12 UNION DUES**

12.1 is replaced with:

The COUNTY agrees to deduct Union dues, in an amount certified to be current by the treasurer of the UNION, bi-weekly from each paycheck of those employees who individually request in writing that such deductions be made and remit the total amount of the deductions to the Treasurer of the UNION.

**ARTICLE 49 WAGES**

Add new Section 49. 6:

The COUNTY and the UNION hereby agree to implement a one-time base wage increase of three percent (3%) for all Rank and File bargaining unit employees. This adjustment will apply to all Rank and File employees, including those that are at top-of-range for their respective job titles. This adjustment will take effect on October 6th, 2013.

## **ARTICLE 46 EVALUATIONS**

Add Section 46.2:

The COUNTY and the UNION agree to implement the new, jointly-developed employee evaluation system. This new system will consist of a new score sheet (Appendix 1) as well as an Evaluator's Guide (Appendix 2) to be used in conjunction when conducting employee evaluations. All evaluations shall be conducted by the employee's immediate supervisor and each employee will have an evaluation date of September 30th, beginning in FY14. After the FY14 evaluations are completed, the COUNTY and the UNION agree to review the forms used and evaluate their effectiveness.

## **ARTICLE 53 (NEW) SHIFT FIRE INVESTIGATOR PROGRAM**

Add:

53.1 The COUNTY shall implement the Shift Fire Investigator Program per the stipulations and guidelines as set forth in the Shift Investigator Business Case (Appendix 3). Recruitment and training shall commence upon ratification of this First Addendum with a program start date on or around January 1, 2014.

53.2 The Shift Investigator Program will run as a pilot program for a period not to exceed six (6) months from the date of the program start. Upon completion of the program trial, both parties will evaluate the program and determine further implementation of the program.

4. The foregoing amendments have been negotiated by the County and Union in good faith to assure sound and mutually beneficial working and economic relations between the parties.

5. This First Addendum will be submitted to the members of the bargaining unit and the Board of County Commissioners for ratification and is not binding unless ratified by both.

SIGNATURE PAGE FOLLOWS

This First Addendum is agreed to by the undersigned and will take effect when ratified by the Pasco County Board of County Commissioners and the employees of the bargaining unit.

PASCO COUNTY ADMINISTRATOR

By:   
MICHELE BAKER, COUNTY ADIMINSTRATOR

Dated: 12/13/13

PASCO COUNTY PROFESSIONAL FIREFIGHTERS,  
IAFF LOCAL 4420

By:   
BARGAINING AGENT

Dated: 11/13/13

APPROVED  
IN SESSION

NOV 19 2013

PASCO COUNTY  
BOCC



Ratified by the Pasco County BOCC on the 19 day of November, 2013.

Ratified by employees in the bargaining unit on the 8 day of November, 2013.

# PASCO COUNTY BCC PERFORMANCE EVALUATION

Employee Name:

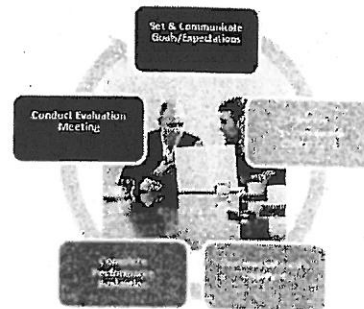
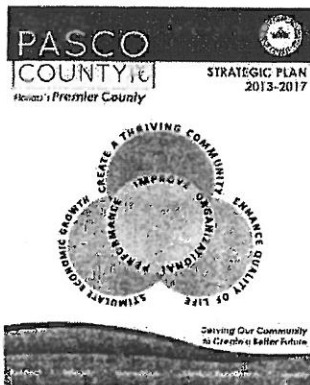
Hire Date:

Job Title:

**Cover Sheet Instructions:** This cover sheet is to be used for the purpose of communicating County and Department/Division goals to each employee by their supervisor.

Supervisors should discuss the goals of the County, Department and Division at the beginning of the evaluation cycle. From there, supervisor & employee should review the employee's current job performance and work together to create individual goals for the employee that will help support the broader goals of the organization over the upcoming evaluation period.

Supervisors must communicate with the employee, throughout the evaluation period, as to the status of these goals.



## COUNTY STRATEGIC OBJECTIVES (specific goals are found in the Strategic Plan):

- CREATING A THRIVING COMMUNITY
- ENHANCE QUALITY OF LIFE
- STIMULATE ECONOMIC GROWTH
- IMPROVE ORGANIZATIONAL PERFORMANCE

## DEPARTMENT/DIVISION GOALS (how does your department support the COUNTY STRATEGIC OBJECTIVES):

- Goal:
- Goal:
- Goal:

On the following pages, supervisors should review & rate the employee's current job performance as it relates to the County's Mission, Vision & Values, the County's Strategic Objectives and the Department's/Division's Goals. The meeting should conclude with both supervisor & employee working to create new individual goals for the employee to work towards over the upcoming evaluation period.



# **EMPLOYEE PERFORMANCE EVALUATION FORM**

Employee Name:

Hire Date:

Job Title:

Department/Division:

☐ Probationary ☐ Annual ☐ Special ☐ Other

Evaluation Period: From:

To:

## **Instructions:**

**Section 1:** Evaluates how well the employee exhibits the County's Core Values. For each of the examples given, notate whether the employee's performance is:

- Significantly Below Expectations (**SBE**)
- Below Expectations (**BE**)
- Meeting Expectations (**ME**)
- Above Expectations (**AE**)
- Significantly Above Expectations (**SAE**)

**Section 2:** Evaluates if the employee met their individual development goals. For each of the goals selected, notate if the goal was met (**YES**) or was not met (**NO**) with an "X" in the appropriate box.

**Section 3:** Is the opportunity for supervisor and employee to set individual development goals for the employee to pursue over the upcoming evaluation period.

## **SECTION 1 - COUNTY'S CORE VALUES**

**RESPECT: Treating our customers and co-workers with courtesy, consideration, and appreciation at all times, under all circumstances.**

Examples of Respect	SBE	BE	ME	AE	SAE
Respectful of others' obligations, time commitments, and responsibilities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Willing to listen to other individual's ideas and generally has positive interactions with others.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is flexible, open minded; promotes mutual respect.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Considers others as partners; demonstrates commitment interest by valuing input and ideas; facilitates solutions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Behavior shows interest in team, group, and organizational objectives. Does not focus only on own success.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments

**INTEGRITY: A workplace in which the highest standard of ethics and honesty are adhered to at all times and without exception. Doing the right thing even when no one is watching.**

Examples of Integrity	SBE	BE	ME	AE	SAE
Actions warrant trust. Presents the truth in an appropriate and helpful manner.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Can be relied upon to follow through on commitments.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Owens up to errors. Responds well to feedback and admits to shortcomings.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Follows rules and guidelines when expending funds or using government property.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Does not participate in inappropriate conversations, actions, or unethical behavior.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments

**INNOVATION: An atmosphere where new and creative ideas are supported and encouraged by management and staff. An environment where employees are empowered to creatively solve problems and deliver excellent customer service.**

Examples of Innovation	SBE	BE	ME	AE	SAE
Seeks continuous improvement for own job, department, and/or County operations.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Participates in learning and professional development opportunities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Encourages and supports the innovations of others.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Offers solutions rather than complaining about issues.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Open to trying new ways of doing things; embraces change.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments

**SERVICE EXCELLENCE: A commitment to providing our customers with the highest caliber of service in all areas of County government.**

Examples of Service Excellence	SBE	BE	ME	AE	SAE
Serves with enthusiasm and a positive attitude.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Takes ownership of customers' needs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Internal and external customers are treated with equal courtesy.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Displays a willingness to help others.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Provides timely responses and follow up.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments

**QUALITY: A work product that fulfills the needs of our customer and consistently meets the highest standards of workmanship, efficiency, and effectiveness.**

Examples of Quality	SBE	BE	ME	AE	SAE
Produces work that is error free.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Seeks input and feedback to improve work standards.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Follows the standards associated with performing his/her job at a high level.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Takes the initiative to communicate knowledge to co-workers that would be needed to perform their job better.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Work rarely requires supervisor intervention.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments

## SECTION 2 - INDIVIDUAL GOALS & RESULTS

Individual Development Goals & Results: Indicate if the individual met his/her individual performance goal(s) in the appropriate "Yes" or "No" box.

Individual Goal #1:

Was the goal met as listed? ☐ Yes ☐ No If "no", please explain below

Comments:

Individual Goal #2:

Was the goal met as listed? ☐ Yes ☐ No If "no", please explain below

Comments:

Individual Goal #3:

Was the goal met as listed? ☐ Yes ☐ No If "no", please explain below

Comments:

List any other information pertinent to the performance evaluation of this employee:

## OVERALL PERFORMANCE RATING:

**Below Expectations**

☐

**Meeting Expectations**

☐

**Above Expectations**

☐

Rater Name:

Signed By

Date

Reviewer Name:

Signed By

Date

☐ I have read and concur with this evaluation.

☐ I have read and do not concur with this evaluation. I will submit an rebuttal, through my chain-of-command, within 72 hours.

Employee Signature

Date

## SECTION 3 - INDIVIDUAL GOALS FOR "UPCOMING" EVALUATION PERIOD

Individual Goal #1:

Individual Goal #2:

Individual Goal #3:

Print Form

# Pasco County Fire Rescue Department



## Employee Evaluation Process Evaluator's Guide

Version 1.0

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A collaborative effort between Fire Rescue Administration and the  
International Association of Fire Fighters, Local 4420

Submitted to the Labor/Management Committee for review on August 28, 2013

**Pasco County Fire Rescue Department Strategic Goals**

- As defined in the 2013-2017 Pasco County Strategic Plan.
- 1. Contribute to a reduction in aggregate emergency response times by 2% throughout the next year through a reduction in turn-out times.
- 2. Contribute to improving Service Quality to our customers as measured by Question 11 (Service quality of essential services) of the National Citizens Survey through an increase of 2% in positive responses.

## **How to use this Evaluator's Guide:**

1. Our new Annual Evaluation form – which is available on the server at S:\Fire Rescue\Forms Gallery\Evaluation Forms\PascoFireRescue Eval.pdf – is divided into three sections. Section 1 seeks to measure the employee's performance against our core values (Respect, Integrity, Innovation, Service Excellence and Quality).
2. Those performance measures are stated as a series of 25 statements (five for each core value), with five possible ratings offered: Significantly Below Expectations (SBE), Below Expectations (BE), Meets Expectations (ME), Above Expectations (AE), and Significantly Above Expectations (SAE).
3. The question of what are the "expectations?" is what inspired this Guide; we sought to better define each of the 25 ratings criteria through a Fire Rescue Department setting by providing several "indicative behaviors" for each ratings category. The evaluator should use these guidelines to assign the appropriate rating for each of the 25 categories.
4. Please note that the Evaluation and the Guide are standalone documents; the Guide is designed to aid in completing the Evaluation, but it was not intended to be a substitute for the Evaluation itself. Please be sure that you use the Evaluation form only when completing an employee's evaluation.
5. Once the ratings are completed in Section 1, the Evaluation moves to Section 2, which asks the evaluator to assess whether the employee met his or her goals from the last Evaluation. This Section will come into play next year, when the evaluator will look back at the goals he or she set with the employee during this evaluation period.
6. This brings us to Section 3: Individual Goals for "upcoming" Evaluation period. This is the Section where the employee and supervisor work together to set professional goals for the upcoming Evaluation period. Obviously, any "Below Expectations" or "Significantly Below Expectations" ratings must be addressed here, but this is also the opportunity to set goals for the employee's continued professional development. There is a guide sheet for goal setting included on the last page of this Guide; please take a few minutes and look it over. Each employee should establish at least one to two goals for the upcoming evaluation period.
7. Lastly, remember that this Evaluation only covers the past year; any events that occurred outside of the Evaluation period should not factor into the rating process.

## Section 1 – County’s Core Values

**Respect: Treating our customers and co-workers with courtesy, consideration, and appreciation at all times, under all circumstances.**

Examples of respect:

- *Respectful of others obligations, time commitments, and responsibilities.*

SAE	Employee always displays respect toward others in all situations, and may be counted upon to actively encourage others to practice the same. Employee will take extra steps to ensure that co-workers and customers’ obligations, time commitments and responsibilities are fulfilled. Employee has not been tardy for work during the evaluation period, and will take extra measures to ensure that morning reports are accurate and received in a timely and efficient manner.
AE	Employee displays respect toward others in all situations. Employee will actively seek to learn about others’ obligations, time commitments, and responsibilities, and incorporates them into his or her plans. Employee has not been tardy for work during the evaluation period, and completes his or her morning reports in a timely, accurate and efficient manner.
ME	Employee displays respect toward co-workers and the public, and heeds others’ obligations, time commitments, and responsibilities. Employee has not been tardy for work during the evaluation period and always accepts the morning report in a courteous manner.
BE	Employee occasionally shows disrespect and/or discourtesy towards others. Employee is occasionally tardy for work or is difficult to locate during morning report.
SBE	Employee is frequently disagreeable, disrespectful and/or discourteous towards others. Morning reports are often erroneous or omitted altogether. Employee is often tardy for work or is difficult to locate during morning report.

- *Willing to listen to other individual ideas and generally has positive interactions with others.*

SAE	Employee encourages others’ ideas, and takes the lead in amicably resolving disputes. Promotes and maintains an outstanding rapport with co-workers, patients and the public, even in the most difficult of circumstances.
AE	Employee is receptive to others’ ideas; and offers constructive feedback. Maintains a good rapport with co-workers, patients and the public, even in difficult situations.
ME	Employee listens to others ideas, and avoids confrontations and/or arguments. Maintains a good rapport with co-workers, patients and the public.
BE	Employee is typically not receptive to others’ ideas, and is sometimes argumentative. Will sometimes encounter difficulty in dealing with co-workers, patients and/or the public.
SBE	Employee almost always rejects others’ ideas, and does not interact well with others. Relations with co-workers, patients and/or the public are often problematic.



- *Is flexible, open minded; promotes mutual respect.*

SAE	Employee seeks out alternate methods and techniques, and encourages all involved parties to contribute their ideas. Often volunteers to test new equipment and/or techniques.
AE	Employee typically embraces new methodologies, and will objectively evaluate new equipment and/or techniques.
ME	Employee is willing to try new methods, and is respectful of others' viewpoint. New equipment and/or techniques are accepted without complaint.
BE	Employee generally rejects new ideas, and tends to avoid interaction with others. New equipment and/or techniques are sometimes accepted with hesitance and/or complaint.
SBE	Employee rejects new ideas and/or suggestions, and refuses to alter his or her methodology. New equipment and/or techniques typically elicit complaints, arguments, and/or an outright refusal to use the new methods.

- *Considers others as partners; demonstrates commitment interest by valuing input and idea; facilitates solutions.*

SAE	Employee always displays respect for the public and co-workers; almost always volunteers to take the lead in facilitating solutions to problems.
AE	Employee always displays respect for the public and co-workers; sometimes takes the lead in resolving conflicts and crafting solutions.
ME	Employee typically displays respect for the public and co-workers; assists in resolving problems.
BE	Employee sometimes is disrespectful to the public and/or co-workers; takes no interest in helping to resolve problems.
SBE	Employee is frequently disrespectful to the public and/or co-workers; any attempt to resolve problems creates dissension and promotes ill will.

- *Behavior shows interest in team, group, and organizational objectives. Does not focus only on own success.*

SAE	Employee readily volunteers to be involved in group exercises, and functions well no matter the role he or she is called upon to play. Individual glory is secondary to the team's success. Employee is very well versed in Incident Command practices, and always adheres to its core principles. Employee will volunteer to help others in ensuring compliance with ICS practices.
AE	Employee functions well in a group environment, and puts the team's goals ahead of his or her convenience. Employee is a team player who is familiar with all elements of the Incident Command System, and puts that knowledge to work effectively on all emergency scenes.
ME	Employee functions well in a group environment and on emergency scenes; stated goals are team-oriented. Employee is a "team player" who adheres to his or her role and does not "freelance." Employee has good awareness of ICS principles.
BE	Employee must be encouraged to participate in group exercises; his or her contributions are minimal. Employee's knowledge of ICS needs to improve.
SBE	Employee must be directed to join group exercises; he or she contributes nothing to group discussions, and is often detrimental to the group dynamic. Employee does not make a good



team member.

***Integrity:*** A workplace in which the highest standard of ethics and honesty are adhered to at all times and without exception. Doing the right thing even when no one is watching.

- *Actions warrant trust. Presents the truth in an appropriate and helpful manner.*

SAE	Employee displays a high degree of honesty and personal integrity when dealing with patients, co-workers and/or the public. Employee's verbal communications are clear, concise and free of errors or omissions; employee will seek to assist others in helping to convey a positive image for Pasco County Fire Rescue. Employee always volunteers to lead public education events, and performs in an exemplary manner.
AE	Employee displays a high degree of honesty and personal integrity when dealing with patients and/or the public. Employee's verbal communications are clear, concise and free of errors and/or omissions. Employee consistently portrays a positive public image, and encourages others to do the same. Employee will lead public education events when called upon, and performs at a high level when teaching.
ME	Employee is ethical and displays honesty and personal integrity in station life and when in contact with the public and patients. Employee's verbal communication skills are effective when dealing with internal or external customers. Generally portrays a positive public image.
BE	Employee will occasionally be less than fully truthful with co-workers and/or supervisors, or will sometimes seek to conceal facts. Employee shows little interest in helping to portray a positive public image. Employee tends to avoid public education events when possible.
SBE	Employee is often deceptive and evasive when communicating with co-workers and/or members of the public. Employee is typically a negative influence when at public education events.

- *Can be relied upon to follow through on commitments.*

SAE	Employee always completes tasks in a timely manner, and will assist others when needed. Employee's work is always of exemplary quality and free of errors. Employee never requires supervision to complete his or her assigned tasks, and will effectively supervise others when called upon.
AE	Employee always completes assigned tasks in a timely manner; work is of high quality and almost always free of errors. Employee will assist co-workers with assigned tasks, and only requires supervision in the most difficult of circumstances.
ME	Employee typically completes assigned tasks in a timely manner with minimal supervision required.
BE	Employee completes most tasks in a timely manner, but frequent supervision and/or reminders are sometimes necessary. Work often contains errors and/or omissions.
SBE	Employee rarely completes tasks in a timely manner; assigned tasks typically require frequent supervision and/or assistance to bring to completion. Work always contains errors.

- *Owns up to errors. Responds well to feedback and admits to shortcomings.*

SAE	When errors occur, employee accepts responsibility, and will actively seek out new methodologies to help prevent such occurrences in the future. Employee sets goals related to preventing similar errors in the future, and regularly follows up with supervisors to ensure compliance.
AE	When errors occur, employee accepts responsibility and actively seeks feedback from supervisors on preventing this and similar errors in the future. Employee will set goals related to dealing correctly with this situation in the future.
ME	When errors occur, employee takes responsibility and listens to feedback from supervisors.
BE	When errors occur, employee seeks to transfer responsibility and is generally not receptive to feedback.
SBE	When errors occur, employee denies responsibility and actively rejects any attempts by supervisors to provide feedback.

- *Follows rules and guidelines when expending funds or using government property.*

SAE	Employee takes personal responsibility to ensure that rules are followed, and takes an active role in helping to ensure compliance with safety rules. Employee volunteers to participate in processes designed to develop new rules, regulations and guidelines. Morning apparatus and equipment checks are completed in an exemplary manner, and all discrepancies are identified immediately and corrected as soon as possible. Employee will readily volunteer to assist co-workers with morning apparatus and equipment checks once his or her tasks are complete. No disciplinary action taken during the evaluation period.
AE	Employee displays a heightened sense of safety awareness, and often takes extra steps to ensure that responders, patients and the public are protected from potential harm. Morning apparatus and equipment checks are completed in a timely and proficient manner, and all discrepancies are identified immediately and corrected as soon as possible. No disciplinary action during the evaluation period.
ME	Employee does not violate safety rules; morning apparatus and equipment checks are completed in a timely and proficient manner, and discrepancies are identified and corrected as soon as possible. No disciplinary notices received during the evaluation period.
BE	Employee has received a disciplinary notice during the evaluation period, or has violated a Department safety rule as determined by the Accident Review Board. Morning apparatus and equipment checks are sometimes not completed in a timely manner and/or proficient manner. Employee must often be directed to perform morning checks.
SBE	Employee has received multiple disciplinary notices during the evaluation period, or has violated multiple safety rules as determined by the Accident Review Board. Morning apparatus and equipment checks are usually not completed in a timely manner, and/or frequent errors are made.

- *Does not participate in inappropriate conversations, actions, or unethical behavior.*

SAE	Employee does not engage in actions that could jeopardize the safety or well-being of co-workers or the public, or that could cause damage to personal or County property. Employee does not make inappropriate comments or engage in inappropriate actions. Employee will actively discourage others from such activities. Employee remains courteous even when dealing with a difficult or rude co-worker or member of the public.
AE	Employee does not engage in actions that could jeopardize the safety or well-being of co-workers or the public, or that could cause damage to personal or County property. Employee does not make inappropriate comments or engage in inappropriate actions. Employee will actively discourage others from such activities.
ME	Employee does not engage in actions that could jeopardize the safety or well-being of co-workers or the public, or that could cause damage to personal or County property. Employee does not make inappropriate comments or engage in inappropriate actions.
BE	Employee will sometimes engage in actions that could jeopardize the safety or well-being of co-workers or the public, or that could cause damage to personal or County property, and/or employee sometimes makes inappropriate comments.
SBE	Employee is often disruptive, and will make inappropriate comments and/or engage in inappropriate actions. Employee will engage in actions that could jeopardize the safety or well-being of co-workers or the public, or that could cause damage to personal or County property unless closely supervised.

***Innovation: An atmosphere where new and creative ideas are supported and encouraged by management and staff. An environment where employees are empowered to creatively solve problems and deliver excellent customer service.***

- *Seeks continuous improvement for own job, department, and/or County operations.*

SAE	Employee will take the lead in organizing and presenting additional training sessions at either a company or Department level. Employee has completed at least one class towards an advanced certification (e.g. Instructor, Fire Officer I) or has been promoted during the evaluation period.
AE	Employee actively participates in and contributes to all required Department training, and will often assist in developing additional training sessions or methodologies.
ME	Employee actively participates in and contributes to all required Department training.
BE	Employee must often be persuaded to participate in training, and tends to spend most of his/her training session complaining rather than participating. Employee's contribution to training sessions is minimal.
SBE	Employee shows little interest in training, and typically must be directed to participate. Employee makes no meaningful contribution to the training exercise, and often actively discourages other employees from participating.

- *Participates in learning and professional development opportunities.*

SAE	Employee maintains all required licenses (note: including Driver's License) and certifications and attends all required department training. In addition, employee has attended two or more job-related courses or seminars in the past year, or has received his or her degree during the evaluation period.
AE	Employee maintains all required licenses and certifications and attends all required department training. In addition, employee has attended at least one job-related course or seminar during the evaluation period.
ME	Employee maintains all required licenses and certifications and attends all required Department training.
BE	Employee has had a required license or certification lapse during the past year and/or has failed to attend all required Department training.
SBE	Employee has had multiple required licenses or certifications lapse during the past year and has failed to attend all required Department training.

- *Encourages and supports the innovations of others.*

SAE	Employee will take the lead in encouraging and supporting new innovations, and will volunteer to lead groups dedicated to fostering new ideas in regard to new technology, equipment and techniques. Employee currently serves on a committee or PIT crew.
AE	Employee actively encourages new innovations, and will seek to solicit new ideas from others in regard to new technology, equipment and techniques. Employee has contributed ideas to a PIT crew or committee member.
ME	Employee is always willing to listen to new ideas, and will participate in field testing of new technology, equipment and techniques.
BE	Employee tends to reject or discourage new ideas, and will not participate in field testing or discussion groups unless directed to do so. Contributions insofar as new innovations are minimal.
SBE	Employee rejects new ideas, and actively discourages co-workers from participating in field testing or discussions dedicated to fostering new technology, equipment and techniques

- *Offers solutions rather than complaining about issues.*

SAE	Employee rarely voices dissent with issues, and that dissent is always accompanied by a proposed solution that is viable. Employee will actively work to help craft solutions, and typically volunteers to take a lead role in that process.
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AE	Employee rarely voices dissent with issues, and that dissent is always accompanied by a proposed solution that is viable. Employee will actively work to help craft solutions.
ME	Employee rarely voices dissent with issues, and that dissent is always accompanied by a proposed solution that is viable.
BE	Employee typically complains about various issues, and rarely offers viable solutions.
SBE	Employee complains about numerous issues, and what solutions he or she provides are not viable alternatives.

- *Open to trying new ways of doing things; embraces change*

SAE	Employee welcomes new technologies and/or methodologies, and actively seeks out new ways of doing things. Regularly introduces new ways of doing things for discussion, and is willing to present his or her ideas for consideration.
AE	Employee welcomes potential new methods and/or technologies, and volunteers to help in testing.
ME	Employee keeps an open mind about change, and is always willing to try new methods, equipment and techniques.
BE	Employee is hesitant about change, and often requires persuasion in order to try out new methods and/or technologies.
SBE	Employee typically rejects new ways of doing things, and usually requires direction in order to try out new methods and/or technologies.

***Service Excellence: A commitment to providing our customers with the highest caliber of service in all areas of County government.***

- *Serves with enthusiasm and a positive attitude.*

SAE	Employee has a positive attitude towards his or her job, and actively seeks to promote harmony with co-workers and the public. Interactions with patients and the public are always positive; employee will take the extra step in ensuring a positive outcome. Employee dresses appropriately in public areas of the station, and is always ready for response with minimal delay. Employee will actively promote "response readiness" to his or her co-workers.
AE	Employee has a positive attitude towards his or her job, and strives to make every interaction with co-workers and/or the public positive in nature. Employee dresses appropriately in public areas of the station, and is always ready for response with minimal delay.
ME	Employee generally displays a positive attitude at the station, while on emergency calls and during interactions with the public. Employee dresses appropriately in public areas of the station, and is always ready for response with minimal delay.
BE	Employee is often withdrawn or disagreeable while at the station, and tends to avoid interaction with the public. Employee's attitude towards his or her job is generally negative. Employee does not always dress appropriately in public areas of the station, and/or is sometimes slow to respond to an emergency call.
SBE	Employee's attitude towards co-workers is disagreeable, and interactions sometimes lead to arguments. Contact with the public is often negative in nature. Employee frequently dresses inappropriately in public areas of the station, and/or is often slow to respond to an emergency call.



- *Takes ownership of customers' needs.*

SAE	Employee performs all required job functions proficiently, and will complete all assigned tasks necessary to ensure a quality level of service. Employee will assist others once his or her tasks are completed. Employee actively works to develop more efficient ways of delivering high-quality customer service.
AE	Employee performs all required job functions proficiently, and will complete all assigned tasks necessary to ensure a quality level of service. Employee will assist others once his or her tasks are completed.
ME	Employee performs all required job functions proficiently, and will complete all assigned tasks necessary to ensure a quality level of service.
BE	Employee requires frequent prompting and/or supervision to complete assigned tasks.
SBE	Employee requires nearly constant supervision to ensure that assigned tasks are completed.

- *Internal and external customers are treated with equal courtesy.*

SAE	Employee remains courteous even when dealing with a difficult or rude co-worker or member of the public, and will seek to help other employees deal with challenging interpersonal encounters. Employee's personal appearance and uniform condition is always neat, clean and professional, and employee will take extra steps to ensure that his or her appearance remains exemplary.
AE	Employee remains courteous even when dealing with a difficult or rude co-worker or member of the public. Employee's personal appearance and uniform condition is always neat, clean and professional.
ME	Employee is courteous to co-workers, patients and the public. Employee's personal appearance and uniform condition is neat, clean and professional.
BE	Employee will occasionally show discourtesy towards coworkers or members of the public. Employee's personal appearance and uniform condition is not always neat, clean and professional; frequent reminders are necessary to ensure compliance with S.O.G.s.
SBE	Employee is typically discourteous toward others. Morning reports are often neglected or ignored. Employee's personal appearance and uniform condition is typically below Department standards, and he or she does not usually present a neat, clean and professional appearance.

- *Seeks out and listens to customer feedback.*

SAE	Employee is courteous when receiving feedback from patients, co-workers and the public; employee actively seeks feedback from supervisors and co-workers, and is willing to modify his or her behavior based on suggestions. Employee demonstrates an exceptional level of care and compassion when treating patients, and will take extra measures to ensure that the patient's needs are met.
AE	Employee is courteous when receiving feedback from patients, co-workers and the public; employee actively seeks feedback, and is willing to modify his or her behavior based on suggestions. Employee demonstrates an enhanced level of care and compassion when treating patients.
ME	Employee is courteous when receiving feedback from patients, co-workers and the public. Employee shows care and compassion when treating patients.
BE	Employee is generally courteous when receiving customer feedback, but will sometimes

	become defensive if he or she does not agree with the customer's position.
SBE	Employee rejects any attempts to provide feedback; interactions sometimes become argumentative.

- *Routinely provides "added value" in service delivery*

SAE	Employee has used 24 or fewer hours (18 or fewer hours if a 40-hour employee) of Medical Leave or Family Emergency Leave during the evaluation period.
AE	Employee has used 25-71 hours (19-55 hours if a 40-hour employee) of Medical Leave for employee illness, <u>and</u> has not exceeded 56 hours (40 hours if a 40-hour employee) of Family Emergency Leave during the evaluation period.
ME	Employee has used 72 or fewer hours (56 hours if a 40-hour employee) of Medical Leave for employee illness during the evaluation period, <u>and</u> has not exceeded 56 hours (40 hours if a 40-hour employee) of Family Emergency Leave during the evaluation period.
BE	Employee has used 73 or more hours (57 hours if a 40-hour employee) of Medical Leave for employee illness and/or has used more than 56 hours (40 hours if a 40-hour employee) of Family Emergency Leave during the evaluation period.
SBE	Employee has used 73 or more hours (57 hours if a 40-hour employee) of Medical Leave for employee illness for employee illness and/or has used more than 56 hours (40 hours if a 40-hour employee) of Family Emergency Leave during the evaluation period, <u>and</u> employee has utilized Leave Without Pay during the evaluation period.

**Note:** Excused Sick Leave use (accompanied by a Physician's note) shall not count towards the employee's cumulative total, but the exclusion of these hours shall not qualify the employee for a score above "Meets Expectations"(ME). Example: an employee who used 120 hours, and brought a Physician's note for all but 24 of those hours, would receive an "ME" on his or her evaluation.

**Quality: A work product that fulfills the needs of our customers and consistently meets the highest standards of workmanship, efficiency, and effectiveness.**

- *Produces work that is error free.*

SAE	Employee rarely makes errors in his or her station duties or during emergency scene operations. Employee's written reports very seldom contain errors, and such errors are very minor in nature. Employee will volunteer to assist co-workers in ensuring that their work is also free of errors.
AE	Employee rarely makes errors in his or her station duties or during emergency scene operations. Employee's written reports very seldom contain errors, and such errors are very minor in nature.
ME	Employee rarely makes errors in his or her station duties or during emergency scene operations. Employee's written reports very seldom contain errors, and such errors are very minor in nature.
BE	Employee regularly makes errors in his or her station duties or during emergency scene operations. Employee's written reports are occasionally returned for error correction, and such errors are sometimes major in nature.

SBE	Employee frequently makes errors in his or her station duties or during emergency scene operations. Some errors are repeated even after counseling or correction. Employee's written reports are regularly returned for error correction, and such errors are sometimes major in nature. Employee shows no willingness to improve or learn from his or her errors.
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- *Seeks input and feedback to improve work standards.*

SAE	Employee will take the initiative to solicit feedback from others regarding safety practices, tools and/or technologies. Employee will take the lead in gathering input and conducting research into how work standards can be improved. Letters of thanks / commendation received from the public and/or other agencies.
AE	Employee regularly discusses safety practices, tools and/or technologies with co-workers and supervisors; employee actively seeks input from others to help improve work standards.
ME	Employee regularly consults with co-workers and his or her supervisor regarding how work standards and job performance can be improved.
BE	Employee rarely seeks input and feedback from supervisors and/or co-workers.
SBE	Employee actively avoids input and feedback to improve work standards; any attempts at feedback are rejected outright.

- *Follows the standards associated with performing his/her job at a high level.*

SAE	Employee follows the S.O.G.s, Medical Protocols and Career Service Manual, and will assist other employees in learning these regulations. Employee always demonstrates an exceptional level of skill in operating fire and EMS equipment, and will readily instruct other personnel. Employee has received advanced training in one or more pieces of equipment or techniques related to his or her job classification. No disciplinary action during evaluation period.
AE	Employee follows the S.O.G.s, Medical Protocols and Career Service Manual, and will assist other employees in learning these regulations. Employee demonstrates an advanced level of skill in operating fire and EMS equipment. No disciplinary action during evaluation period.
ME	Employee follows the S.O.G.s, Medical Protocols and Career Service Manual. Employee has received a maximum of one (1) verbal counseling relating to Department or County rules and policies. Employee can properly operate all fire and EMS equipment required by his or her job classification.
BE	Employee has received no more than two (2) Verbal Counselings or one (1) Written Reprimand relating to Department or County rules and policies and/or employee is not able to properly operate all fire and EMS equipment required by his or her job classification.
SBE	Employee has received more than two (2) Verbal Counselings or more than one (1) Written Reprimand relating to Department or County rules and policies and/or employee is not able to properly operate all fire and EMS equipment required by his or her job classification.



- *Takes the initiative to communicate knowledge to co-workers that would be needed to perform their job better.*

SAE	Employee may be counted upon to lend his or her knowledge and experiences to training sessions; employee will volunteer to conduct in-house training sessions concerning his or her area of expertise. When assigned in a ride-up capacity, employee will take extra measures to ensure that all personnel are safe, and performs his or her role with an exceptional level of skill.
AE	Employee actively seeks to lend his or her knowledge to augment training sessions and/or to assist other employees with job-related functions. When assigned in a ride-up capacity, employee performs
ME	Employee will provide job-related knowledge when requested by co-workers; employee actively participates in training, and will lend his or her knowledge and experiences when requested.
BE	Employee is slow to provide knowledge when requested; often must be persuaded to participate in training sessions.
SBE	Employee resists providing knowledge; frequent direction is necessary to ensure that employee participates in training sessions.

- *Work rarely requires supervisor intervention.*

SAE	Employee may be counted upon to perform almost all job-related tasks with minimal supervision. Equipment checks, station duties and required training are all completed in a timely manner, and employee will assist other crew members when his or her duties are complete. Employee always follows S.O.G.s when operating at emergency scenes, and can assume a supervisory role when called upon.
AE	Employee may be counted upon to perform almost all job-related tasks with minimal supervision. Equipment checks, station duties and required training are all completed in a timely manner, and employee will assist other crew members when his or her duties are complete. Employee always follows S.O.G.s while on duty and when operating at emergency scenes.
ME	Employee may be counted upon to perform almost all job-related tasks with minimal supervision. Equipment checks, station duties and required training are all completed in a timely manner. Employee follows S.O.G.s while on duty or when operating at emergency scenes.
BE	Employee cannot perform job-related tasks without frequent supervisor intervention. Employee does not always follow S.O.G.s while on duty or when on emergency scenes.
SBE	Employee requires almost constant supervision when performing station duties, during training and/or when operating at emergency scenes.

Note: Department-specific skills may be evaluated through the "Goals" process.

## Setting Goals for the Evaluation Process:

As most of you are aware, Pasco County has adopted a new performance evaluation, which places a large emphasis on each employee setting individual goals. As supervisors, it is our job to help facilitate the goal-setting process, and this memorandum is designed to assist you in that endeavor.

First and foremost, you should already be aware of your assigned employees' strengths and weaknesses, and the goals you help them set should address any areas of deficiency. Many employees are well-rounded and thoroughly competent in all facets of the job, which bodes well for the organization but makes goal setting a bit of a challenge. For these employees, continuing education, promotional opportunities or even in-house training sessions can form the basis for their professional development.

No matter which goals you choose, there are some things to keep in mind to make those goals: One of the most recognized methods for effective goal setting involves using the acronym SMART. That means:

- **Specific:** It's great to say "I want to be a better firefighter", but without some specific criteria as to how "better" is defined it's very difficult to know whether you're succeeding or not. "I want to achieve a top-5 standing on the next promotional list" is a strong, measurable goal, and lends itself to all manner of subordinate goals on the way to the "big prize".
- **Measurable:** A goal without measure is simply a hollow aspiration; without some objective performance gauge one doesn't know whether or not the goal has been achieved. "I want to increase my knowledge as a Driver/Engineer" is a rather weak goal, while "I will take a hydraulics-related class in the next 12 months" is a good example of a measurable goal.
- **Attainable:** It's okay to have your eyes on the stars, but remember to keep your feet on the ground. It's easy to be overzealous with one's goals, but achieving one goal tends to encourage more goal setting – while failure often begets more failure. Keep these principles in mind when helping your crew members to set their goals, especially if this is their first experience with this type of exercise.
- **Realistic:** Attaining a degree is a great goal, but it's unreasonable to expect someone to do it in six months. Breaking down a larger goal into smaller component parts is a great way to keep an employee's interest engaged, and gives you a ready-made "goal" for any given evaluation. "Complete at least one class towards my Associates Degree" is a realistic, attainable, measurable goal that could be repeated year after year until the Degree is achieved.
- **Time framed:** Setting a time frame for achieving a goal is important because it imparts a sense of "urgency" to the objective; otherwise, the original purpose may become lost in a sea of planning and excuses. A time frame also helps to measure one's progress against the goal.

As mentioned earlier, employees who have a strong record of accomplishment and / or educational background can sometimes be called upon to help train other crew members, with the delivery of several company-level training sessions serving as his or her "goals". For example: a Driver / Paramedic who is excellent at what he or she does and has no

aspirations to be a Captain could formulate and deliver a brief (but substantive) company-level training session regarding a piece of equipment and/or tactical scenario. Not only does this benefit the less-experienced members of the crew, it mandates that the teacher-to-be familiarize him or herself with the most updated information regarding his or her proposed subject matter. Again, as the Company Officer you are responsible for ensuring that the training is of high quality and is not simply a discussion around the kitchen table. It is important to document this training session, as it will serve to refresh your memory when it comes time to do that employee's evaluation. This scenario should not be used with employees who have clear areas of need insofar as professional development.

So to summarize: be sure to address areas of need, take a great interest in your crew members' professional development, document significant events as they occur and keep the SMART acronym in mind. Adhering to these few basic guidelines will help to turn preparing Annual Performance Evaluations into a rewarding and meaningful experience.

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## PASCO COUNTY BCC PERFORMANCE EVALUATION

Employee Name:

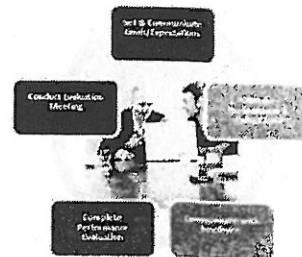
Hire Date:

Job Title:

**Cover Sheet Instructions:** This cover sheet is to be used for the purpose of communicating County and Department/Division goals to each employee by their supervisor.

Supervisors should discuss the goals of the County, Department and Division at the beginning of the evaluation cycle. From there, supervisor & employee should review the employee's current job performance and work together to create individual goals for the employee that will help support the broader goals of the organization over the upcoming evaluation period.

Supervisors must communicate with the employee, throughout the evaluation period, as to the status of these goals.



### COUNTY STRATEGIC OBJECTIVES (specific goals are found in the Strategic Plan):

- CREATING A THRIVING COMMUNITY
- ENHANCE QUALITY OF LIFE
- STIMULATE ECONOMIC GROWTH
- IMPROVE ORGANIZATIONAL PERFORMANCE

### DEPARTMENT/DIVISION GOALS (how does your department support the COUNTY STRATEGIC OBJECTIVES):

Goal:  1. Contribute to a reduction in aggregate emergency response times by 2% throughout the next year through a reduction in turn-out times.

Goal:  2. Contribute to improving Service Quality to our customers as measured by Question 11 (Service quality of essential services) of the National Citizens Survey through an increase of 2% in positive responses.

Goal:

On the following pages, supervisors should review & rate the employee's current job performance as it relates to the County's Mission, Vision & Values, the County's Strategic Objectives and the Department's/Division's Goals. The meeting should conclude with both supervisor & employee working to create new individual goals for the employee to work towards over the upcoming evaluation period.

# **EMPLOYEE PERFORMANCE EVALUATION FORM**

Employee Name:

Hire Date:

Job Title:

Department/Division:

☐ Probationary ☐ Annual ☐ Special ☐ Other

Evaluation Period: From:

To:

**Instructions:**

**Section 1:** Evaluates how well the employee exhibits the County's Core Values. For each of the examples given, notate whether the employee's performance is:

- Significantly Below Expectations (SBE)
- Below Expectations (BE)
- Meeting Expectations (ME)
- Above Expectations (AE)
- Significantly Above Expectations (SAE)

**Section 2:** Evaluates if the employee met their individual development goals. For each of the goals selected, notate if the goal was met (YES) or was not met (NO) with an "X" in the appropriate box.

**Section 3:** Is the opportunity for supervisor and employee to set individual development goals for the employee to pursue over the upcoming evaluation period.

## **SECTION 1 - COUNTY'S CORE VALUES**

<b>RESPECT: Treating our customers and co-workers with courtesy, consideration, and appreciation at all times, under all circumstances.</b>					
<b>Examples of Respect</b>	<b>SBE</b>	<b>BE</b>	<b>ME</b>	<b>AE</b>	<b>SAE</b>
Respectful of others' obligations, time commitments, and responsibilities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Willing to listen to other individual's ideas and generally has positive interactions with others.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is flexible, open minded; promotes mutual respect.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Considers others as partners; demonstrates commitment interest by valuing input and ideas; facilitates solutions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Behavior shows interest in team, group, and organizational objectives. Does not focus only on own success.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments

<b>INTEGRITY: A workplace in which the highest standard of ethics and honesty are adhered to at all times and without exception. Doing the right thing even when no one is watching.</b>					
<b>Examples of Integrity</b>	<b>SBE</b>	<b>BE</b>	<b>ME</b>	<b>AE</b>	<b>SAE</b>
Actions warrant trust. Presents the truth in an appropriate and helpful manner.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Can be relied upon to follow through on commitments.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Owens up to errors. Responds well to feedback and admits to shortcomings.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Follows rules and guidelines when expending funds or using government property.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Does not participate in inappropriate conversations, actions, or unethical behavior.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments

<b>INNOVATION: An atmosphere where new and creative ideas are supported and encouraged by management and staff. An environment where employees are empowered to creatively solve problems and deliver excellent customer service.</b>					
<b>Examples of Innovation</b>	<b>SBE</b>	<b>BE</b>	<b>ME</b>	<b>AE</b>	<b>SAE</b>
Seeks continuous improvement for own job, department, and/or County operations.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Participates in learning and professional development opportunities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Encourages and supports the innovations of others.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Offers solutions rather than complaining about issues.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Open to trying new ways of doing things; embraces change.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments

<b>SERVICE EXCELLENCE: A commitment to providing our customers with the highest caliber of service in all areas of County government.</b>					
<b>Examples of Service Excellence</b>	<b>SBE</b>	<b>BE</b>	<b>ME</b>	<b>AE</b>	<b>SAE</b>
Serves with enthusiasm and a positive attitude.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Takes ownership of customers' needs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Internal and external customers are treated with equal courtesy.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Displays a willingness to help others.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Provides timely responses and follow up.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments

<b>QUALITY: A work product that fulfills the needs of our customer and consistently meets the highest standards of workmanship, efficiency, and effectiveness.</b>					
<b>Examples of Quality</b>	<b>SBE</b>	<b>BE</b>	<b>ME</b>	<b>AE</b>	<b>SAE</b>
Produces work that is error free.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Seeks input and feedback to improve work standards.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Follows the standards associated with performing his/her job at a high level.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Takes the initiative to communicate knowledge to co-workers that would be needed to perform their job better.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Work rarely requires supervisor intervention.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments



## SECTION 2 - INDIVIDUAL GOALS & RESULTS

Individual Development Goals & Results: Indicate if the individual met his/her individual performance goal(s) in the appropriate "Yes" or "No" box.

Individual Goal #1:			
Was the goal met as listed?	<input type="radio"/> Yes	<input type="radio"/> No	If "no", please explain below
Comments:			

Individual Goal #2:			
Was the goal met as listed?	<input type="radio"/> Yes	<input type="radio"/> No	If "no", please explain below
Comments:			

Individual Goal #3:			
Was the goal met as listed?	<input type="radio"/> Yes	<input type="radio"/> No	If "no", please explain below
Comments:			

List any other information pertinent to the performance evaluation of this employee:

--

## OVERALL PERFORMANCE RATING:

Below Expectations

☐

Meeting Expectations

☐

Above Expectations

☐

Rater Name:

Signed By \_\_\_\_\_ Date \_\_\_\_\_

Reviewer Name:

Signed By \_\_\_\_\_ Date \_\_\_\_\_

☐ I have read and concur with this evaluation.

☐ I have read and do not concur with this evaluation. I will submit an rebuttal, through my chain-of-command, within 72 hours.

Employee Signature \_\_\_\_\_

Date \_\_\_\_\_

## SECTION 3 - INDIVIDUAL GOALS FOR "UPCOMING" EVALUATION PERIOD

Individual Goal #1:

Individual Goal #2:

Individual Goal #3:

Print Form

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PASCO COUNTY FIRE RESCUE

# Implementation of Shift Fire Investigators

Strategic Goal Proposal Business Case

Donald N. Campbell

7/31/2013

## **BACKGROUND AND HISTORY**

Pasco County Fire Rescue currently has two Fire Investigators, who report to the Fire Marshal, to perform fire investigations in accordance with County Ordinance 46-29. These Investigators, One law enforcement certified and one not, are responsible for performing fire investigations in the unincorporated areas of Pasco County. Over the last four years they have investigated an average of 339 fires per year. The investigations include brush fires, vehicle fires, structure fires as well as fire fatalities.

The law enforcement certified investigator is also responsible for conducting the criminal investigations, for both investigators, on all arson cases.

Currently, the Fire Investigators work a Monday through Friday 0800 to 1700 schedule. Each Investigator alternates with their on-call standby, every other night and every other weekend. Fire Investigators receive 16 hours of standby pay per pay period; unless a holiday is involved then they usually receive 17 hours. Additionally, Fire Investigators when called back receive a minimum of two hours overtime pay for after-hour's investigations. Unfortunately most fires occur after hours and on weekends. It is not uncommon for a fire investigator to receive 50% more than their base salary in overtime and standby pay on an annual basis.

The Fire Investigators each utilize a fully-equipped take-home vehicle, for call-back purposes. Each Investigator has been called upon, even if not on call, to assist with additional investigations after hours.

The Fire Marshal is also utilized to augment Fire Investigations. When fully staffed, the Fire Marshal takes on-call every fifth weekend to allow the Fire Investigators the opportunity to have two weekends off in a row. The Fire Marshal also responds to all fire fatalities and serious firefighter injuries.

During a strengths, weaknesses, opportunities and threats exercise, performed for Fire Rescue's strategic planning session, the subject of 24 hour investigators was identified as a strategic goal. The ability to have 24 hour Fire Investigators was identified several times throughout all aspects.

This paper will discuss the advantages of having 24-hour Fire Investigators and the proposal to achieve the same.

## **BETTER ISO RATING**

In the most recent ISO survey performed on PCFR, one area that was identified as a weakness was our current staffing levels on fire calls. The Investigator will be able to be dispatched, on alarm, to any structure fire throughout the county. The Investigator upon arrival will be able to assist with Combat operations if needed. By centrally locating the Investigator, for response purposes, they will be able to augment manpower in all areas of the county.

## **AFTER-HOURS INSPECTIONS**

The investigators, who will also be Certified Fire Inspectors, will be able to perform after-hours inspections that cannot be done during normal work hours. Currently, to inspect this type of business overtime or flextime is required to be used. These types of occupancies include businesses from churches to bottle clubs as well as enforcement inspections on possible illegal businesses or temporary structures.

## **INVESTIGATOR SAFETY**

Currently, fire investigators are on a 40-hour work week, Monday through Friday 0800 to 1700. This is in addition to being on call every other day and every other weekend. It is not unusual for an Investigator to be working a fire scene all night and then be required to come into work for their normal shift. Fatigue is common and can create complacency as well as safety issues. Shift Fire Investigators, even if working scenes all night, will be able to rest for the next 48 hours prior to being required to return to duty.

## **INVESTIGATOR FATIGUE**

Related to the safety issue, general fatigue creates higher stress level on all employees. Fire investigators are required to communicate effectively in writing and orally. Fatigue compromises the ability to do both. A tired investigator may not conduct an investigation as thorough as a well-rested one. Additionally the ability to communicate, in person, with citizens, who are already having the worst day of their life, may be compromised. Customer service as well as better productivity is assured with well rested crews.

## **FASTER RESPONSE TIMES**

The current model for fire investigator response is based on a standby model. Typically the investigator is requested, after-hours from their residence. On many occasions the fire investigator is not requested until well into the incident. This delay as well as the drive time added to the turnout time can be greatly improved upon with shift investigators. The fire investigator could be dispatched on all structure fires, much the same as the Air Truck is now. With the Fire investigator centrally located, both sides of the county could be reached equally. Below is a chart with the current average response times for Fire Investigators (from call to scene – all calls averaged).

UNIT	TIME
Chief 4	21:41
Investigator 1	21:30
Investigator 2	28:23
Average	<b>23:32</b>

## REDUCTION OF VEHICLE AND EQUIPMENT COSTS

Currently each fire investigator has a take-home vehicle, fully-equipped with the tools and materials required for a fire scene investigation. By establishing 24-hour Fire Investigators only one vehicle will be required. Using the current model, this will result in the reduction of one vehicle and the associated costs, i.e. fuel and maintenance.

Below are the projected costs associated with the operation of one vehicle.

Vehicle 32642	through April 30, 2013	Projected 12 months
County Rental:	\$1,450.80	\$2485.71
Maintenance:	\$ 756.40	\$1296.00
Fuel:	\$2,286.14	\$3919.10
	Total Costs	<b>\$6067.85</b>

Additional savings associated with having 24-hour Fire Investigators include, IT, radio and computer equipment valued at **\$13,000** as well as air packs at **\$5,000**, and general tools, equipment and supplies at **\$1,500**.

## REDUCTION IN PAYROLL COSTS

The implementation will not eliminate overtime, due to FLSA, however it will greatly reduce the current amount paid out. Using the current model of two fire investigators on a 40-hour work week, it is projected that approximately **\$12,037** will be spent in overtime payments. This overtime, in addition to the projected payout of **\$18,508** of standby pay, totals **\$30,545** for the calendar year of 2013.

FLSA overtime is estimated to be **\$12,475** for both investigators. This will produce a net savings of **\$18,070** in payroll on an annual basis.

In summary, these savings, combined with the savings with the reduction of vehicle and equipment costs, total over **\$43,637** in the first year of implementation with recurring savings of approximately **\$18,00 - \$20,000** annually.

## REDUCTION IN REQUIRED OFFICE SPACE

Currently each investigator has their own individual office. With potentially increasing staff at Fire Rescue, office space has been more difficult to obtain. Having 24-hour Fire Investigators will open up one additional office for use by Fire Rescue administration.

## **MORE THOROUGH CRIMINAL INVESTIGATIONS**

The current model, one Law Enforcement Certified and one non Certified, places a large case load on one Detective. By adding an additional Fire Investigator, Law Enforcement Certified, the case load will be cut in half. This will allow better case management and insure the most complete investigation possible with the resources available.

## **PROPOSED IMPLEMENTATION**

It is proposed to implement 24-hour Fire Investigators on January 1<sup>st</sup>, 2014, however, this date may be affected if Impact Bargaining is necessary. This proposal can be achieved without the implementation of additional FTE's. Currently employed with Fire Rescue, in addition to their fulltime duties as a firefighter, are several Law Enforcement Certified personnel. These employees typically work for local Police Departments on their off days. These employees could be utilized by Fire Rescue as Shift Investigators by having them transferred to Fire Prevention on a "TDY" status. Because we already have two investigators in place and would need a total of three, we would need to utilize one individual from the rank and file to institute the project. This scenario will allow the department to "trial" the setup prior to making it a permanent solution. An additional pool of qualified personnel could be developed, on each shift, to ensure coverage when the primary investigator is off on leave. This would be similar to the manning of the Air Trucks. Interest has already been expressed by several members of the field personnel to become Fire Investigators, so attainment of this goal will be easily achieved in terms of qualified personnel.

The Shift Investigators would work a typical 24/48 hours schedule, starting at 0700 hours. During the week days they will report to the Fire Prevention Office at Fire Rescue Headquarters and perform their normal duties. After hours and on weekends they would be housed at Fire Station 37.

Station 37 was selected due to its proximity to the center of the county, its ability to house additional personnel and its proximity to the majority of our fire investigations, the west side of the county.

Fire Investigators will be dispatched on the initial alarm for all structure fires to assist as needed on the fire ground and/or begin their investigation in a timely manner. They would follow a dispatch protocol similar to the Air Truck response.

This proposal is intended to be for a 6 month "trial period" during which time any unanticipated issues can be addressed. It will also be evaluated against the benchmarks mentioned herein with respect to response times and cost-savings. At the conclusion of the trial period, and after reviewing the data gleaned from the project, a determination will be made to continue or discontinue the practice.

## CONCLUSION

By establishing 24 hour Fire Investigators, Pasco County Fire Rescue will be more prepared to meet the strategic goals established, by increasing the effectiveness of the investigations and inspections, providing superior customer service to both internal and external customers, as well as augmenting combat operations with additional personnel and resources strategically located in the County.

Additionally, the achievement of this goal will bring Pasco County Fire Rescue more in line with industry-common practices.

## PRESENTATION TO THE UNION

On August 15, 2013 this proposal was initially presented to the executive members of the Collective bargaining unit. They reviewed the document and replied with several questions.

- 1) Would the shift investigators vacation count as one of the fields 9 currently allotted slots?

*No, as this is a trial, their vacation requests would be an additional slot for the investigators—only one per shift.*

- 2) Would the temporary 3<sup>rd</sup> position be bid or appointed?

*Similar to the air truck and training positions, this would be a bid type. Interested employees would be interviewed and selected for the trial period. Whereas this is a trial period, the field personnel that participate will have their station award held for the initial 6 month period.*

- 3) Is there a pay difference for the acting Investigator?

*This question is awaiting an answer from the Personnel Department, however with similar TDY (temporary) positions, salary is compensated in such a way that no employee will take a reduction in pay to assume this role.*

- 4) How will the Investigators fall into the rank structure?

*Fire Investigators will report to the Fire Marshal for job specific questions, and will report to the Battalion Chief and Station Captain for routine day to day questions.*

- 5) How would their vacation slots be filed?

*As normal procedure, first come first filled, based on seniority with only one per shift. During the trial period the Fire Marshal will assist with filling vacant slots.*

- 6) How will court time and depositions be handled if off duty?

*Most depositions can be scheduled around their shift schedule like field personnel. If not, or as trials dictate, overtime will be paid.*

On August 28, 2013 during a Labor Management Meeting, these questions were addressed and there was no opposition presented by the Union. The question was asked of the Union if a memorandum of understanding would be sufficient to proceed with this initiative. It was determined that most likely it would be; however the Union would have to consult with their attorney and get back with staff.