2026 Firefighter Performance Development

Name:		**Department:**	
Employee ID:		**Division:**	
Position:		**Date:**	

Guidelines

1. **Self-Evaluation (Recommended):** Before meeting with their supervisor, the employee completes a self-evaluation on this form and drafts goals on the IDP. Rating each competency, noting examples and drafting goals helps both the employee and supervisor prepare for a productive discussion.
2. **Enter Ratings**: The supervisor rates each competency from 1 (Needs Significant Improvement) to 5 (Exceptional) based on the employee's performance during the review period. Each rating must be supported with specific examples, such as completed projects, attendance records, or performance data.
3. **Discuss and Sign**: The supervisor meets with the employee to review the evaluation and finalize the 2027 Individual Development Plan (IDP). The supervisor and employee then both sign the form.
4. **Director Calibration**: The supervisor submits the signed evaluation to the Director for calibration. The Director initials the form after review. *If the Director has asked to review ratings before the employee meeting, complete this step before Step 3.*
5. **Save and Upload:** Save the evaluation and IDP together as one PDF named *EmployeeID_LastName_FirstName_2026* and upload it to the department's SharePoint file. The department director determines which employees have access to that file.

Metrics

	Scale	Description	Priorities for 2027 Employee Development
1	Needs Significant Improvement	Consistently falls below the standards of the role	Documented Development Plan
2	Developing	Meets some, but not all, of the standards of the role	Documented Development Plan
3	Proficient	Fully and consistently meets the standards of the role	Set strong development goals including at least 1 stretch goal
4	Exceeds Expectations	Frequently goes beyond goal standards	Set multiple stretch goals
5	Exceptional	Consistently and significantly exceeds the standards of the role	Set up leadership pathway

Alignments

City Core Values	Competency	Related Training Series
People centered, Equity, Professionalism	Communication	Communication and Customer Service
Professionalism, Accountability, Innovation	Work Quality	Technical and Operational Efficiency
Professionalism, Accountability	Attendance & Punctuality	Personal Effectiveness
Exceptional Service, Accountability	Safety	Technical and Operational Efficiency
Equity, People centered	Teamwork	Leadership and Teamwork

Rubric

Competency	Needs Significant Improvement (1)	Developing (2)	Proficient (3)	Exceeds Expectations (4)	Exceptional (5)	Rating	Provide evidence/rationale for rating
Communication	Speaks to coworkers, supervisors, or the public in a way that is regularly reported as rude or disrespectful; ignores instructions or safety briefings.	Communicates respectfully most of the time but needs reminders after a specific incident; sometimes fails to relay important information to the crew or supervisor.	Communicates respectfully and clearly with coworkers, supervisors, and the public; listens to instructions and asks clarifying questions when needed.	Communicates proactively — flags problems, delays, or hazards before being asked; coworkers and the public consistently describe interactions as positive.	Sets the tone for respectful communication on the crew; supervisors specifically note their communication as a model; effectively de-escalates difficult situations with the public.		
Work Quality	Work requires rework or correction on the majority of assigned tasks; incomplete work affects the crew's schedule or service delivery.	Work requires correction on some tasks (roughly 1 in 4 or more); needs reminders to finish tasks completely.	Completes assigned tasks correctly and completely with only rare or minimal rework needed.	Work is consistently free of errors; catches and fixes small problems (equipment, materials, technique) before they affect the job.	Work is used as an example of quality for other crews; proactively suggests process or technique improvements that get adopted.		
Attendance & Punctuality	Late or absent multiple times per month without advance notice; unreliability affects crew staffing or schedules.	Occasionally late or absent; usually communicates in advance but attendance still requires supervisor follow-up.	On time and present for scheduled shifts consistently; communicates in advance when a conflict arises.	Arrives early enough to be fully ready at shift start; volunteers for additional shifts or tasks when asked.	Never an attendance concern; proactively covers gaps in the schedule or offers to help when a coworker is out.		
Safety	Violates safety rules or procedures; has caused or nearly caused an incident (near-miss or injury) this review period.	Follows safety rules only with frequent reminders; occasionally skips required PPE or steps when under time pressure.	Follows safety rules and procedures consistently without reminders; uses required PPE and equipment correctly.	Proactively identifies and reports safety hazards before an incident occurs; reminds coworkers of safety protocols when needed.	Has a zero-incident record and actively mentors others on safety; has proposed or helped implement a safety improvement adopted by the team.		
Teamwork	Regularly creates conflict with coworkers or refuses to participate in team tasks.	Participates in team tasks only when specifically assigned; contributions are inconsistent.	Works well with the crew, contributes positively, and maintains a good attitude on the job.	Proactively helps coworkers finish tasks or covers gaps without being asked; contributes to a positive crew culture.	Actively mentors newer staff and strengthens crew morale; sought out by coworkers or supervisors as someone who makes the team better.		

Employee Comments:

Supervisor's Signature: _____ **Date:** _____

Employee's Signature: _____ **Date:** _____

DH or Designee Initials: _____ **Date:** _____

2027 Individual Development Plan

Name: _____ Department: _____

Employee ID: _____ Division: _____

Position: _____ Date: _____

Goal Statement - write the goal in a few words	**Specific** - state the exact goal outcome.	**Measurable** - define how success is measured.	**Achievable** - list needed resources.	**Relevant** - tie goal to a RISE pillar	**Time-Bound**: Set milestones and a due date.