

	<b>UNIFIED FIRE AUTHORITY ORGANIZATIONAL MANUAL</b>	
	Affiliation: Human Resources Policies	
	Title: <b>Employee Performance and Development Evaluation Process</b>	
	Number: <b>900 - 190</b>	
	Approved: 12/4/2025	By: Fire Chief Dominic Burchett
Last Reviewed: 10/6/2025	By: HR Director Kiley Day	

**REFERENCES**

[Supervisor Guideline](#)

[Employee Guideline](#)

[UFA Follow-Up Evaluation Form](#)

Evaluation & Development Toolkit (PowerDMS)

[UFA Policy and Procedure – Merit Probation \(New Hire\)](#)

[UFA Policy and Procedure – Confidentiality of Personnel Records](#)

[UFA Policy and Procedure – Promotional Probation](#)

See 910 Series Professional Development Policies (PDP)

**PURPOSE**

The Employee Performance and Development Evaluation process is an ongoing, proactive effort designed to align employee responsibilities with the Unified Fire Authority (UFA) Vision, Mission and Values statement, goals, and leadership expectations of the UFA. Employee Performance and Development Evaluations will provide a stronger focus on the employee's actual performance and development.

**1.0 Administration**

The Human Resources Division, under the direction of the Fire Chief, will administer the Employee Performance and Development Evaluation Process (hereto referred to as "evaluation" or "evaluations"). This may include determining the frequency and manner in which evaluations are conducted, the process for signing and approving evaluations, a process for ensuring that supervisors conduct evaluations in a timely manner, and the ways in which evaluations may be accessed, such as for promotability assessments, retention, or continued coaching on recent discipline.

1.1 Evaluations will relate to actual job performance and be based on current position description(s), UFA Vision, Mission and Values, Expectations of UFA Leaders, UFA's Professional Development Plan, and expectations developed by the supervisor and employee.

**2.0 Phases of the Performance and Development Evaluation Process:** This is a general overview of the process; refer to the Employee and Supervisor Guidelines located in UFA's PowerDMS program for step-by-step instructions and further details on preparing for the process.

2.1 Evaluations will be conducted during the first quarter of each calendar year for all employees, including part-time personnel who have been employed with

UFA for longer than twelve months. They will reflect the previous calendar year's performance.

2.1.1 **Employees** will receive the Employee Performance and Development email from the online performance evaluation software during the first quarter of every calendar year. Each employee is expected to complete the self-assessment portion through the online performance evaluation software within a reasonable timeframe, but **not to exceed 30 days from the date received**. The employee will then forward the completed online self-evaluation to their direct supervisor. Employees should gather any documentation, training records, or other written documents to share with the supervisor during their review meeting.

2.1.2 **Supervisors** are expected to review the employee's completed self-assessment portion of the evaluation upon receipt through the online performance evaluation software and can choose to schedule a self-assessment review meeting with that employee to discuss the self-assessment portion as well as any documentation, training records, or other written documents the employee submits for the evaluation. Supervisors will conduct the meeting as soon as reasonably possible, not to exceed 20 days from the date received.

2.1.3 In addition, Supervisors should:

2.1.3.1 Verify that the employee has obtained or maintained all required professional licenses and certificates necessary for their position and completed their LMS assignments.

2.1.3.2 Be familiar with available tools and programs that could assist the employee in reaching goals or overcoming challenges, such as the Evaluation and Development Toolkit located in PowerDMS and the Professional Development Plan (PDP).

2.1.3.3 Seek input from those who work directly or indirectly with the employee on what the employee is doing well and what they could do better. They are also encouraged to reach out to other supervisors who have worked with the employee during the rating period, i.e., Fire Training if a cadre, USAR and/or Wildland for deployments, etc. The information gathered is voluntary and is intended to encourage and assist the employee in performance and development.

2.1.3.4 If a self-assessment review meeting is scheduled, do not add comments to the form prior to the employee's self-assessment review meeting.

2.2 After the employee's self-assessment meeting or if the supervisor chooses not to hold a self-assessment meeting, the supervisor will then add comments, goals, and pertinent information gathered to the employee's online evaluation.

- 2.3 The supervisor will then schedule a meeting, or if a self-assessment review meeting was held, a second meeting (Evaluation Meeting) with the employee to discuss the completed evaluation. After the meeting the supervisor will forward the online evaluation to the next level supervisor.
- 2.4 Next level supervisor will review and electronically sign the online evaluation (For example, a firefighter's next level supervisor after the captain is a battalion chief.).
- 2.5 The online evaluation is sent back to the supervisor, who will do a final review of the evaluation and send it back to the employee for an electronic signature.
- 2.6 Once the employee electronically signs the online evaluation. The evaluation is then forwarded to the supervisor to electronically sign and close out the yearly evaluation.
- 2.7 The Human Resources Technician is notified that the evaluation is complete and will print out the evaluation from the online performance evaluation software and file it in the employee's personnel file. If an employee wishes, they may request that the next higher-level supervisor review the evaluation and meet with the employee. This is accomplished by typing yes in the evaluation form section that states, "I request a review of this evaluation with the Next Higher-Level Supervisor."
  - 2.7.1 If an employee has requested a review with the next higher-level supervisor, the meeting will be scheduled in a timely manner. The next higher-level supervisor will meet with the employee to discuss the evaluation. The employee may provide additional written comments. Subsequent meetings may occur to work with both the supervisor and employee to resolve any concerns.
  - 2.7.2 After the meeting, the next higher-level supervisor will provide a written follow-up document with the details of the review and the conclusion. The next higher-level supervisor will provide the employee with an opportunity to review the report, add comments, and then obtain the employee's signature, acknowledging they met and discussed the document. The follow-up document along with the original evaluation with signatures, will be delivered to the HR Technician.
- 2.8 A digital copy of the completed evaluation will be available for the employee and supervisor to access from the performance evaluation software. A paper copy will be placed in the employee's personnel file.
- 2.9 Supervisor(s) should provide ongoing feedback, coaching, and counseling to assigned employees on an informal basis throughout the year. Sessions should be scheduled to correct or improve job performance, foster growth, and to encourage, support, and recognize the excellent performance of an employee. Supervisors can utilize the tools within the online performance evaluation software to add Manager or Employee Notes.

### 3.0 Additional Evaluation Processes

- 3.1 An Employee Performance and Development Evaluation process may be initiated more frequently than annually as part of an ongoing training program, corrective action/performance improvement plan, follow-up on corrective counseling, or when directed by the next level supervisors.
  - 3.1.1 To initiate the process, the supervisor will contact the HR Technician.
- 3.2 Employees serving a 12-month merit probation period will be evaluated at least twice, once during the first half and once during the second half, in accordance with UFA Policy and Procedure Merit Probation (New Hire).
  - 3.2.1 The HR Technician will initiate the evaluation process for Merit Probation employees.
    - 3.2.1.1 At six months, the HR Technician will send the *Probationary & Promotional Probation Employee Online Evaluation* to the employee's direct supervisor to complete and review with the employee. Once the direct supervisor has reviewed the evaluation with the employee, they will send it through the online performance evaluation software to the employee to electronically sign and complete.
    - 3.2.1.2 At eleven months, the HR Technician will send the Online Probationary Employee Evaluation to the employee's direct supervisor to complete and review with the employee. Once the direct supervisor has reviewed the evaluation with the employee, they will send it through the online performance evaluation software to the employee to electronically sign and complete.
    - 3.2.1.3 Upon completion of the six-month or the eleven-month evaluation, the next level supervisor will review, sign, and forward the online evaluation to the HR Technician through the online performance evaluation software. The HR technician will then print and add the evaluation to the employee's personnel file.
    - 3.2.1.4 Employees successfully passing their merit probation period will participate in the regularly scheduled evaluation process the following year.
- 3.3 In addition to participating in the regular Employee Performance and Development Evaluation process, employees serving a six-month promotional probation period will be evaluated during the six-month promotional probation period using the process detailed below:
  - 3.3.1 The HR Technician will initiate the evaluation process for promotional probation employees by sending the *Online Probationary & Promotional Probation Employee Evaluation* to the employee's direct supervisor to complete and review with the employee.

3.3.1.1 Upon completion of the evaluation, the next level supervisor will electronically review, sign, and forward the online evaluation to the HR Technician through the online performance evaluation software.

3.3.1.2 Employees successfully passing their promotional probation period will continue to participate in the regularly scheduled evaluation process the following year.

#### 4.0 Employees Not Meeting Expectations

4.1 In general, opportunities to improve performance will first be handled through coaching, training, and counseling. If the employee's performance is still not meeting expectations, the supervisor will provide the employee with a corrective action plan, separate from the evaluation process. The plan will include the necessary actions to be taken by the employee and the time within which the job performance or behavior is to be corrected. Employees not making sufficient progress may be subject to disciplinary action in accordance with UFA Policy and Procedure - Discipline.

#### 5.0 *Employee and Manager Notes*

5.1 The "*Employee Notes*" and "*Manager Notes*" within the online performance evaluation software are intended solely as working tools to assist employees and supervisors in preparing for the annual evaluation. These notes are not part of the official personnel file and do not constitute official employment records.

When using the *Employee Notes* feature, supervisors must select "**Only Me**" to ensure that these notes remain private and confidential. This setting helps protect sensitive information and supports candid documentation throughout the evaluation period.

The purpose of these notes is to provide a convenient space for employees and supervisors to record accomplishments, feedback, or development observations throughout the year to support an accurate and meaningful evaluation discussion.

As a best practice, supervisors should meet with employees when these situations occur, rather than waiting until the annual review to discuss the feedback or accomplishments. This helps maintain open communication and ensures that employees are not surprised during the evaluation process.

5.2 Unfinished and unfiled evaluation forms, *Employee Notes*, and *Manager Notes* are not to be considered completed documents for the purposes of the Utah Governmental Access and Management Act and are classified as "drafts" pursuant to Utah Code §63G-2-305(22), "temporary drafts" pursuant to Utah Code §63G-2-103(25)(b)(ii), or "note(s) prepared by the originator for the originator's own use" pursuant to Utah Code §63G-2-103(25)(b)(x), and should be used only as informal preparation materials for the evaluation.

5.3 Once the evaluation is completed the *Employee Notes* and *Manager Notes* will be deleted.

## 6.0 Records

6.1 Performance and Development Evaluation records may be accessed in accordance with UFA Policy and Procedure-Confidentiality of Personnel Records.

6.1.1 Supervisors should take extra precautions to secure digital copies of evaluations. To ensure the confidentiality of these documents, it is important not to leave them on computer desktops at fire stations or UFA facilities. Additionally, regularly emptying the email sent and trash folders can help maintain data privacy.

Replaces policy dated: January 5, 2023