



Workforce Ready: Guide for Completing Evaluation Forms

Kronos Workforce Ready (WFR) is the system that was selected to host Central County Fire Department evaluation records for a number of reasons: it provides an electronic method to assign and track work progress by the evaluations manager; and it provides transparency to supervisors in that any supervisor can see the historical completed forms for a subordinate member. Workforce Ready is software as a service (SaaS) which means that the service provider is responsible for maintaining the software but that they can update, modify or change the core program at any time. Our recent experience with a provider instituted change breaking our existing workflow has driven the development of this new standard for completing evaluation forms.

First is a mindset shift, there are currently five forms that can be assigned to individuals, Workforce Ready should be looked at as the receptacle for completed work.

When a form is assigned, the first touch is to create the primary content on the form. This work should always be done in a word processor (Word, Pages, Email client) and saved by the individual. This action will prevent the loss of work due to user error transferring the work into Workforce Ready or any changes instituted by Kronos that effect the evaluation workflow.

All employees are expected to be able to create content and then transfer it to the appropriate form in WFR (e.g. annual goal setting and self-appraisal). All employees are expected to be able to leave comments and “sign” to finalize a Year End Review (or Probationary Evaluation). Supervisors are expected to be able to perform the intermediary workflow steps of reviewing and approving subordinate generated work.

WFR Evaluation Forms

1. Annual Goal Setting
2. Mid-Year Evaluation
3. Year End Self-Appraisal
4. Year End Review
5. Probationary Firefighter Monthly/Module Evaluation

NOTICE OF ASSIGNED WORK (All Employees)

The workflows generate an email notifying employees of work they must complete. Assigned work will appear in My To Do Items on the WFR Dashboard.

Dashboard Setup

1. Click “Edit Tabs”
2. Drag My To Do Items to top of left column
3. Click “Save”

The bell icon (upper right) will open a full page view of To Do Items.



COMPLETING EVALUATION FORMS (All Employees)

STEP 1 Creating Content for an assigned form

1. Open the word processor of your choice
2. Review the evaluation form questions (included at the end of this guide)
3. Type responses to questions
4. Save work

STEP 2 Enter completed work into WFR

1. Login to WFR
2. Find the assigned form in My To Do Items.
3. Click **“Modify”**
4. Enter the Date you are completing the form on Page 1 of the form
5. Copy and paste answers to questions from word processor into evaluation form
6. When all pages are complete, click **“Modify”**
7. The form should no longer appear in My To Do Items



APPROVING EVALUATION FORMS (Supervisors)

1. Login to WFR
2. Find the assigned form in My To Do Items.
3. Click **“view” icon** (paper/pencil) to read and review
4. Click **“Back”** when done reviewing the form
5. Click **“Reject”** to send the form back to the generator for corrections (missing/incomplete answers, skipped pages, etc.)
OR
6. Click **“Approve”** to send the form on to the next step in the workflow
7. The form should no longer appear in My To Do Items



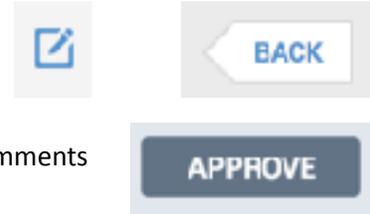
Reject Form Loop

When a form is rejected it is sent back to the original generator for modification. Corrections are accomplished by using Modify and Modify. The form will then be back in the supervisor approval phase of the workflow. This loop can be repeated multiple times, if needed.

MEETING TO DISCUSS YEAR END REVIEW or PROBATIONARY EVALUATION (Supervisors)

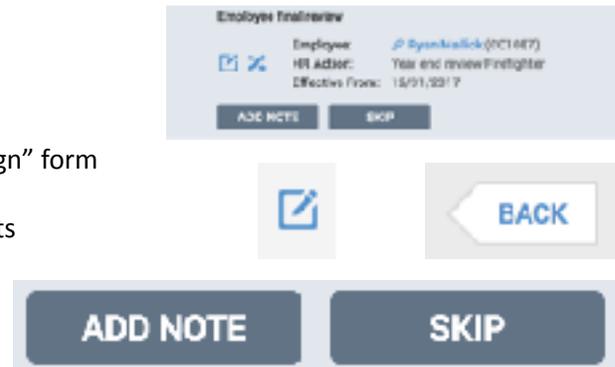
The intent and associated workflow with the Year End Review and Probationary Firefighter Monthly/Module Evaluation is that the supervisor will write the evaluation; it is then reviewed and approved up the chain of command to the Deputy Chief; after which it is subsequently returned to the supervisor to meet and discuss with the employee.

1. Login to WFR
2. Find the assigned form in My To Do Items.
3. Click **“view” icon** (paper/pencil) to read and review
4. Click **“Back”** when done reviewing the form
5. Meet with employee to discuss evaluation
6. Click **“Approve”** to send the final evaluation to employee for comments and “signature.”
7. The form should no longer appear in My To Do Items



FINALIZE EVALUATION FORM WITH COMMENTS AND “SIGNATURE” (All Employees)

1. Login to WFR
2. Find the assigned form in My To Do Items.
3. Click **“view” icon** (paper/pencil) to read
4. Click **“Back”** when done reading the form
5. Click **“Add Note”** to leave comments and “sign” form
OR
6. Click **“Skip”** to “sign” form without comments
7. The form should no longer appear in My To Do Items



VIEWING COMPLETED EVALUATION FORMS

To view your own forms click My Account/My Forms/[select form type]. The view defaults to forms created today, so change the date created calendar range to All.

Supervisors can view historical forms for any subordinate. Click My Employees/Employee Information. Select an employee to view the employee and then click on the HR tab to see all historical evaluation forms.

Appendix A - Evaluation form questions

Goal Setting

1. What are your goals for the coming year and what actions will you take to accomplish these goals?
2. What types of developmental activities would you like to take advantage of (e.g. conferences, specific training classes, etc.)?
3. What kind of support and/or guidance would you like to see from your supervisor to help do your job better or have greater job satisfaction?

Mid-Year Performance Review

1. Please describe the employee's efforts during the first half of the year toward the goals the employee set in the Annual Goal Setting Form.
2. Please describe the employee's efforts during the first half of the year toward the objectives set by the employee's supervisor in previous year Performance Assessment and Professional Development Plan sections in the End of Year Performance Review.

Year End Self-Appraisal

1. What were your accomplishments and/or highlights in your position this past year?
2. Describe any projects, either alone or as a group that you have been responsible for which are not in your position description. What result have you achieved?
3. What do you think has been your most important contribution to the department? What are you most proud of?
4. What would you have liked to have done this year, but were unable to? Why?

Year End Review

1. List all aspects of employee's performance that contribute to his or her effectiveness.
 2. Are there areas of exceptional performance that should be particularly noted? Provide specific examples.
 3. Are there areas of performance needing more attention or improvement? Provide specific examples.
 4. Specifically, how do the employee's efforts contribute toward CCFD goal of professionalism and service to the community?
- B. PROFESSIONAL DEVELOPMENT PLAN List specific expectations and activities you think the employee should accomplish in the next year as part of his/her professional development. Give examples of how these goals can be met (e.g. training, mentoring, supervisor support).

Numerical Ratings (1-5):

1. Skill and proficiency in carrying out assignments
2. Possesses skills and knowledge to perform the job competently
3. Skill at planning, organizing and prioritizing workload (For self and crew, if applicable)
4. Holds self-accountable for assigned responsibilities; sees tasks through to completion in a timely manner
5. Proficiency at improving work methods and procedures as a means toward greater efficiency
6. Communicates effectively with supervisor, peers, and public
7. Ability to work independently without much direction
8. Ability to work cooperatively with supervision or as part of a team
9. Willingness to take on additional responsibilities
10. Reliability (Attendance, punctuality, meeting deadlines)
11. Adeptness at analyzing facts, problem solving, decision-making, and demonstrating good judgment

12. Assist in maintaining and cleaning of fire station and equipment (Rate Supervisors for their oversight ensuring quality of work)
13. Ability and competence in performing operational duties
14. Understands and demonstrates policy adherence
15. Has a positive and constructive interactions with peers and supervisors
16. Maintains and demonstrates a safe approach towards duties in routine and emergency situations
17. For Firefighter/Operators: Demonstrates and understands the safe and competent use of emergency vehicles
18. For Supervisors: Demonstrates and understands effective leadership and supervision

D. NUMERICAL PERFORMANCE REVIEW FORM COMMENTS Please provide explanation and/or examples for each score above or below a "3".

Probationary Monthly/Module Evaluation

Rating (1-5) and comments for each:

1. Work Ethic
2. Conduct and team dynamics
3. Technical performance
4. Practical performance
5. Physical fitness

Overall Progress rating

Additional comments and notable calls

*** Make specific mention of EMS and ALS skills for Firefighter Paramedics including capability to stand alone as sole Paramedic.

*** For Driver/Operator Modules make specific comments regarding driving skill and evaluation of competency as Non-Incident Engine Driver, Code 3 Engine Driver/Operator and Fully Qualified Driver/Operator.