We had been on a journey regarding employee evaluation practices and knew one to one evaluation's between captains and firefighters were not effective. We developed a strategy to measure performance, create cultural acceptance and change expectations away from the individual and focus it on the team. We communicated we would not be prescriptive about when and how tasks were carried out. We wanted to empower our officers with the goals of the department and allow them to manage their crews, with the expectation that work was completed in a reasonable timeframe.

We developed The Fire Officer Performance Dashboard with GINQO to monitor performance data and provide reports, in real-time, to stakeholders. We designed it to measure shift and crew performance and provide clear objective descriptors of job performance, our expectations and supportive evidence about team performance.

Department Wide Score (all KPIs)

Single KPI view with details

Monthly Skills Maintenance training

Sample Individual E-mail (on shift change)

The Fire Officer Performance Dashboard has helped alter our culture. Our staff are focused on entering good data and transforming towards safer outcomes for the public and safer cultural behaviors for themselves. Every day, they make a difference in the safety of our citizens.

Key Performance Indicators:

Staffing: Sick and WCB vacancies as a rate of days, per member, across the department. Managers can see if patterns are forming.

Perfect attendance: Ensures our attendance management program focuses on those who need assistance. We don't implement policies that apply to all staff in a heavy-handed approach.

Incident Reporting: Measures the completeness of Incident reports. Operational Assistant Chiefs review the Incidents from previous days and provide feedback to officers who have incomplete Incident records.

Daily truck check and pre-trip inspections: Our dashboard includes data from our apparatus inspection reporting system and provides data on our compliance with reporting which is imperative for the commercial vehicle safety enforcement program.

Automatic External Defibulator Uploads and Reporting: Our medical oversight requires data be uploaded from our AEDs along with report completion at 100%. This has been a long-standing requirement with traditionally low performance. Since implementing the dashboard, performance has improved noticeably.

Monthly Skills Maintenance Training: We require a minimum of 7 hours per month, per crew, for self-directed skills maintenance training at the station. This metric measures compliance and provides feedback to each crew.

Annual Proficiency Training: The NFPA requires a system of maintenance for the 1001, 1002 and 1021 standards. Our new model allows the Battalion Chief to look at each individual crew and tell them which drills are completed and which are outstanding. This feedback helps staff focus their skills maintenance training on the drills required.

Hydrant Maintenance: Our staff annually operate, clean and paint hydrants to ensure compliance with NFPA 25. Providing feedback has resulted in dramatic increase in the number of hydrants serviced annually.

Company and prevention branch inspections: Shows how good their performance is overall with accomplishing required annual inspection workloads. It shows which halls are ahead or behind and eases management for the Captains and Battalion Chiefs.

Inspection Pamphlet Delivery: We know delivery of educational materials in a door to door fashion by our firefighters makes a difference. We expanded this initiative to our routine annual fire inspections to provide businesses with fire safety information as well.

Smoke Alarm Verifications: Firefighters understand working smoke alarms allow for early notification of the fire response system. It allows them to be more effective in their suppression efforts as well as leads to a lower fire death and injury rate in our City. Our staff test smoke alarms when possible, mostly at medical calls.

Secondary Suite Reporting: Our firefighters collect information when we attend medical calls or other incidents. This information is passed to our bylaws department and checked against registered suite logs. This helps the City collect revenue and improve compliance with building codes for unregistered or unlicensed suites