**Steps to Creating Change:**

**Including Women in the Fire Service**

**Step 4 – Evaluating the Plan**

## **Evaluating Plan Performance**

Developing your strategy is easy, however making it happen is another story. A successful implementation is based on the ability to meet your objectives in a timely and budget-conscious way. A balanced score card is one approach to evaluating the success of a plan, however, for your fire service you should consider other success indicators including community satisfaction and employee engagement. Measuring performance is tied back to your fire service’s vision, mission, and value statements, while meeting the objectives of your strategic plan.

## **Performance Scorecard**

The Performance scorecard is one method to measure your plan’s success while aligning it with your fire service’s overall vision, mission, values, and objectives. To be successful, it is important to have a baseline to measure success.

### **Baseline Measurements:**

* Number and composition of fire service today
* Number and composition of leadership
* Number and composition of past recruitment campaigns (past 5 years)
* Number and composition of past hires (past 5 years)
* Number and composition of terminations (past 5 years)
* Number and composition of training and development program, including approvals / success rates

## **Considerations for Evaluating Your Plan**

* Did you achieve the outcome you wanted in the initial plan? According to who?
* Have you involved the right people? Have you involved enough people, or too many?
* What will become permanent? How will you document changes (e.g., policy)
* How can I share these improvements with other divisions, departments, and agencies?
* How does this inform a new planning cycle?

## **Creating an Implementation Plan**

Sample below.

|  |
| --- |
| PERFORMANCE MEASUREMENT |
| Objectives | Traffic Light | Outcomes  |
| 1. Hire three (3) new firefighters; one (1) being female …
 |  | Hired female on Aug 15, 2022Did not hire any other new members |
| 1. Update diversion and inclusion policies …
 |  | Did not have resources |
| 1. Run a recruitment campaign …
 |  | Recruitment campaign initiated and run through the months of November and December of 2020. |
| CORE VALUES |  | 1 | 2 | 3 | Comments |
| People: |  |  | x |  | Policy and training require revision |
| Culture: |  | x |  |  | Increased positive feedback from community |
| Diversity:  |  | x |  |  | Hired 16 new members, of which ten (10) were from underrepresented groups |
| OVERALL RATION |  |  |
| 1 – Exceeds Expectations |  |
| 2 – Meets Expectations | X |
| 3 – Does Not Meet Expectations |  |