

Title: Performance Evaluations	Policy Number: PRO
Reference(s): Section 3.11 of the Employee Handbook Personnel Evaluations	Effective Date: January 1, 2020 Supersedes:
Approved By: Shawn Frederick, Interim Administrator	Revised Date:

PURPOSE:

The Health District's performance evaluation process is to promote communication and provide useful dialogue about program objectives and District goals, feedback about job performance, enhance working relationships, provide a historical record of performance, and contribute to professional development.

PHILOSOPHY:

An effective performance evaluation system will ensure the following;

1. The employee feels valued and that they are producing good work.
2. Provides the employee and supervisor the opportunity to set achievable targets that will motivate and empower the employee. In turn, they'll gain confidence when the goals are met.
3. Provides the setting for employees and supervisors to address concerns they each may have.
4. Provides the opportunity for the supervisor and employee to build on their relationship and to align priorities for the team.
5. Provides the opportunity for the supervisor to clarify and articulate vision for the team.
6. Provides an opportunity for the supervisor to reflect upon the direction the team is going.
7. Provides an opportunity to assess the training needs of individuals and teams.

The ultimate goal is to reinforce and praise positive performance and to provide constructive feedback and guidance on the performance that needs improvement.

DEFINITIONS:

Supervisor: This term is used throughout the document to reference the structure to whomever the employee reports to. Official titles within the District are Administrative Officer, Director, Assistant Director, Manager, and Supervisor.

PROCEDURE:

The performance Evaluation system will include four components:

1. Performance expectations and professional development goal-setting
2. Regular supervisor/employee meetings (throughout the evaluation period)
3. Semi-annual evaluation and goal review
4. Annual performance evaluation

Employees within their trial service period will have a different procedure evaluation process and tool.

When filling out the performance evaluation tool, the supervisor must complete the sections highlighted in blue and the employee will complete the highlighted sections in green.

Evaluation Period Definition: The evaluation period will be in one-year increments. For current District employees as of the date this procedure was implemented, employees will be evaluated starting at the

individual's date of hire. For example, an employee with a hire date of 8/1/2013, their evaluation period will be 8/1/2020 through 7/31/2021. For all new employees, the year will start at the end of the successful completion of the trial service period. For example, an employee who starts 2/1/2020 with a six-month trial service period, their evaluation period after completion of their trial service period will be 8/1/2020 through 7/31/2021.

1) Performance expectations and professional development goal-setting (at the beginning of evaluation period)

- a. The supervisor will review the Examples of Work Performed section included in the position description, make any necessary changes, and will forward to Human Resources for review and approval with possible union review. Once the position description is approved (if needed) then management will incorporate the performance expectations and progress toward goal achievement as part of their evaluation with each employee. If there are no changes to the position description, then management can move forward with setting the performance expectations and goals.

Performance expectations are the results, actions, and behaviors required to do the body of work. The employee should understand why the position exists, where it fits in the agency, and how the position's responsibilities link to organization, program objectives, and performance measures.

- What types of services should the position produce?
- What impact should the work have on the District, community, or public?
- How do you expect the employee to act with clients, colleagues, and supervisors?
- What are the District's values the employee must demonstrate?
- What are the processes, methods, or means the employee is expected to use?

Performance expectations serve as a foundation for communicating performance throughout the year. They also serve as the basis for reviewing employee performance. When there are clear expectations about the results that must be achieved and the methods or approaches needed to achieve them, then there is an established path for success.

- b. Goal setting will be a collaborative process between the employee and supervisor that identifies specific goals the employee should strive for during the next review period. The goals can focus on skills aimed at job mastery or combine job mastery with professional development skills. These goals are intended to increase one's knowledge or skillset and focus on plans for learning or enhancing an employee's ability.
 - Job mastery skills are those that are necessary to successfully perform one's job.
 - Professional development skills are the skills and knowledge that go beyond the scope of the employee's position description, although they may indirectly improve job performance.

As employees and supervisors are brainstorming goals for the next year, an employee could take a [Competency Assessment \(three tiers\)](#) through the Public Health Foundation website. Core Competencies for Public Health represent a set of skills desirable for the broad practice of public health that professionals may want to possess as they work to protect and improve the public's health. Using this tool could identify the areas that an employee should focus on.

Once the supervisor has reviewed the information with the employee, then specific goals will be identified for that time period. The employee will have one or more identified goals.

Both the supervisor and employee will sign the form indicating they both understand the supervisor's expectations and the goals as agreed, and the original form will be turned into Human Resources.

2) Regular supervisor/employee meetings (throughout the evaluation period)

All supervisor must schedule specific dates and times to have regular check-in meetings with their employees. The purpose of these meetings is to provide feedback, encourage effective communication, devote specific time to each employee, address any developing issues so that correction and counseling

can be provided, review the progress of their goals, share appreciation of ways employees have helped the supervisor or the program, and keep the supervisor aware of what is happening in the program.

Although each employee and program will be different, some examples of possible topics to cover in these meetings may include (examples only):

- Program projects and objectives: Does the employee have specific questions? How do they feel about the progress of the project? Are they struggling in any areas and how can the supervisor help? Are there areas of potential improvement that they can focus on?
- Goals: Is the employee making progress toward their goals? Do any timelines need to be revised? Does the employee need additional resources?
- Professional development: Does the employee have specific areas related to their duties where they would like additional training or coaching? If they recently had training, what training or feedback do they feel was beneficial or helpful? Do they have new thoughts on future goals or objectives they would like to discuss?
- Briefly touch on each section of the evaluation factors. Are there areas where the employee is doing well? Is there an area where they are struggling? These meetings are a good time to address those topics so by the time the employee receives their evaluation, there are no real surprises.

3) Semi-annual evaluation and goal review

The purpose of the semi-annual evaluation is to have a formal check-in for both the supervisor and the employee to provide feedback, determine progress toward goals, and develop a plan for the remainder of the year. Since the supervisor will be having regular meetings with each employee, whatever is discussed in this semi-annual evaluation should not be a surprise.

The semi-annual evaluations is a time to discuss course corrections and discuss any performance issues, formally revise any timelines that may have become unrealistic due to unplanned projects or issues, and identify support the supervisor may offer to assist the employee in the successful achievement of their goals.

4) End-of-year performance evaluation

The supervisor will provide the employee a blank performance evaluation at least 45 days prior to the end of the evaluation period. The employee will return the completed employee section of their performance evaluation within 14 days. The supervisor will have 14 days from receipt of the employee's portion to complete the annual performance evaluation and will then be reviewed by their supervisor, and then by Human Resources. The purpose of this is to improve consistency of processes amongst management staff. Once reviewed, the annual evaluation forms will be given back to supervisors within 10 days, and supervisors will deliver to the employee their evaluations.

Example of annual performance evaluation timeline: In this example, the employee's end of the evaluation period is 11/1/2019. The employee should receive the blank performance evaluation no later than 9/17/2019. The employee will have 14 days to complete the employee section and return the form to their supervisor no later than 10/1/2019. The supervisor will complete the performance evaluation, then their supervisor will review it, with the final step of sending it to Human Resources no later than 10/15/2019. Human Resources will return the performance evaluation including any input to the supervisor no later than 10/25/2019. The supervisor and employee will meet around 11/1/2019 to go over the performance evaluation.

Each employee will be evaluated on the following factors:

- i. Position Specific Functions/Performance Expectations
- ii. District Core Values
- iii. Goal Achievement
- iv. Management Functions/Performance Expectations (Management staff only)

Once completed and signed by both the supervisor and the employee, the employee should be provided a copy. The original of the performance evaluations must be submitted to Human Resources for inclusion into

the employee's personnel file. Employees will have the opportunity to submit a formal response within 14 days to the evaluation, which will be placed with the evaluation in their personnel file.

To prepare for the next year's evaluation period, another meeting will be scheduled within 14 days. The process will start over with the steps previously described.

Scoring system

Each review category will be given a whole number score based on a five-point scoring scale, with a score of 1 needing immediate improvement, and a score of 5 consistently exceeding expectations. Non-supervisory employees will have three review categories, and management staff will have four review categories. The overall review score for each employee will be the total of each of the individual scores divided by the total number of review categories.

A score of 1 in any category will necessitate performance counseling and may require a performance improvement plan (PIP).

Scores given to employees require appropriate supporting documentation (such as working file notes). In addition, a score of 1 or 5 in any category (or the overall score) will require additional substantiation to justify that particular grade. The reasons for this are as follows:

A Score of 1: This indicates that performance is consistently unsatisfactory and the employee is failing to meet basic expectations for the position, and that immediate improvement is required for continued employment. Management staff are required to have specific, documented information or backup as to why this score is appropriate. A score of 1 will result in a performance planning meeting within two weeks of the approved evaluation being presented to the employee. The employee, supervisor, and possibly Human Resources and union representative will be present to establish a path of corrective action.

A Score of 5: This indicates that performance is extraordinary and significantly far above what is expected of a qualified person in the position. To achieve this level of rating, the employee must have optimal performance all of the time. Management staff should have specific, substantiated information to document why this score is appropriate, which should include examples of consistently demonstrated performance. This grade is attainable but difficult to achieve, even for high performers.

Employees within their trial service period

The trial service period is a review period for both the employee and the District. The trial service period may be six months, nine months or one year depending on collective bargaining agreements (represented employees) or the employee handbook (non-represented employees). During the trial service period, employees will have the opportunity to demonstrate satisfactory technical qualifications for the job, performance of the duties, and personal conduct in the workplace. Upon successful completion of the trial service period, the supervisor will notify the employee verbally and in writing that the employee has successfully completed their trial service period and will transition to regular status. PLEASE NOTE: the trial service period is defined as six, nine or twelve months of full-time work or the equivalent of six, nine or twelve months of full-time work.

Regular supervisor/employee meetings may be scheduled more frequently than regular status employees during the trial service period. The purpose of these meetings is to set clear expectations within their new role, provide feedback, encourage effective communication, devote specific time to the new employee, address any developing issues so that correction and counseling can be provided, and share appreciation of ways the employee has helped the supervisor or the program.

Trial service employees will receive a midpoint performance evaluation at the halfway point of their trial service period. The purpose of the formal midpoint check-in is to ensure the trial service employee's performance and conduct are meeting the expectations that have been established. Any significant concerns that the supervisor has regarding the trial service employee's ability and propensity to succeed should be communicated and documented and acted upon as part of the evaluation process. If a trial service period is to be extended, the supervisor must follow either the collective bargaining agreement (represented employees) or the employee

handbook (non-represented employees) guidelines. The trial service period evaluation form does not include goal-setting. Once an employee becomes regular status, the employee will start goal-setting at the beginning of the next evaluation period.

Six-month trial service period – Employee will receive a midpoint performance evaluation at three months and a final performance evaluation at six months, with a notification of successful completion of the trial service period at six months.

Nine-month trial service period – Employee will receive a midpoint performance evaluation at four-and-a-half months and a final performance evaluation at nine months, with a notification of successful completion of the trial service period at nine months.

Twelve-month trial service period – Employee will receive a midpoint performance evaluation at six months and a final performance evaluation at 12 months, with a notification of successful completion of the trial service period at 12 months.

Attachment 1

Trial Service Performance Evaluation Tool

- 1 – Performance Expectations and Goal-Setting
- 2 – Semi-Annual Evaluation and Goal Review
- 3 – End-of-Year Performance Evaluation