



## CORPORATE POLICY

**SUBJECT: Performance Evaluations**

**CATEGORY: Human Resources**  
**ORIGINAL DATE: December 1, 1980**  
**REVIEWED DATE: July 7, 2017**  
**REVISION DATE: August 26, 2020**

### I. POLICY:

- A. ~~It is the policy of the~~ The Lake County Health Department and Community Health Center (LCHD/CHC) ~~for that the~~ immediate supervisors ~~to perform conducts an~~ annual performance evaluations ~~on with~~ all full and part-time employees. This evaluation is used to determine the quality of skills and job achievements in comparison with the requirements indicated in the ~~if~~ job description. The results will be discussed with the individual as an aid to improvement and advancement on the job.
- B. The Director of Human Resources will be responsible for establishing and maintaining a standardized performance evaluation system, and procedures for its conduct and use. Directors will be responsible for coordinating its implementation in their areas, as well as evaluating employees reporting directly to them.
- C. The Executive Director will be responsible for evaluating the performance of the Executive Team Directors. The Personnel Committee and the Board of Health will receive a summary of final Director scores.
- D. Employees are encouraged to clarify their understanding of their expected job goals and share their accomplishments, trainings attended, or individual development opportunities they would like to pursue.
- E. The formal performance evaluation system will be designed ~~by the Director of Human Resources~~ to:
  1. Maintain or improve each employee's job satisfaction and morale by indicating to ~~each the~~ employee that their supervisor is interested in ~~each employee's their~~ job progress and professional development.
  2. Serve as a systematic guide for supervisors to -identify future training needs.
  3. Assure considered assessment of an employee's performance ~~rather than a rushed or poorly informed judgment.~~
  4. Assist in determining and recording special talents, skills, and capabilities that might otherwise not be noticed or recognized.
  5. Assist in planning for succession management opportunities that will best utilize each employee's capabilities.
  6. Provide an opportunity for each employee to discuss favorable job attributes, job problems, and development interests with ~~his their~~ supervisors.

**Commented [KDA1]:** Makes it sound like the conduct of the evaluation system

**Commented [MLJ2]:** I am not sure what this part means

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7. Assemble substantiating data for use as a guide for purposes such as salary adjustments, promotions, transfers, and disciplinary actions.

### II. SCOPE:

All Lake County Health Department and Community Health Center employees.

### III. PROCEDURE:

- A. LCHD/CHC utilizes a performance appraisal system that allows for assessment of organizational core competencies with behavioral indicators tailored to the category of employee (STAR, Knowledge Worker, Management), ~~and the unique job responsibilities assigned to the individual employee, and the significant abilities required for the job assigned to the individual employee.~~ For each item on the appraisal, ~~staff employees~~ will be rated on the following performance levels:

Rating	Description	Definition
1	Extremely Poor	Employee fails to demonstrate <del>even minimal ability or knowledge or ability in</del> expectations <del>or effectiveness.</del>
2	Competency Gap	Employee demonstrates awareness and understanding of what is expected, but <del>has a lack of proficiency and effectiveness.</del>
3	Developing	Employee demonstrates proficiency sporadically or in certain circumstances, but overall needs to continue developing.
4	Effective	Employee consistently demonstrates <del>effective</del> proficiency in most components <del>of the job.</del>
5	Highly Effective	Employee demonstrates mastery <del>and is viewed by of the job and is often used by</del> their manager <del>and their peers as an expert in this skill and is often used</del> to help foster learning amongst their peers.
6	Expert	Employee demonstrates the highest degree of <del>job mastery and consistency, and effectiveness</del> and actively seeks to find new ways to use their abilities for the good of their team through training, development, <del>and/or even</del> mentoring.
N/A	Not applicable (rarely used)	Organizational core competency does not apply and will not impact overall rating.

**Commented [MLJ3]:** I suggest not using terms in definitions that are the description of another rating.

- B. ~~Staff Employees~~ are reviewed and assessed annually and on an as-needed basis. These performance appraisal reviews are formal evaluations and are kept electronically as part of the employee's Human Resources (HR) file. In addition, ~~staff employees~~ receives ongoing supervision to further evaluate competencies and address deficiencies noted.
  1. Annual Performance Review: A Performance Appraisal, including goals for the coming year, shall be completed ~~on for~~ all part-time and full-time employees, whether ~~they are~~ regular ~~or contractual~~ employees ~~or contractual employees.~~

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Competencies and goals shall be assessed to determine new skills needed, and how to incorporate new organizational objectives and/or program goals. These assessments shall be measured against job duties, responsibilities, and specific competencies outlined in the position description, and will become part of the information utilized for the Performance Appraisal. The Performance Appraisal shall be completed in accordance with LCHD/CHC's personnel policies and will become part of the employee's HR file.

2. The supervisor is responsible for establishing and discussing goals/objectives with the employee within the first 30, but no later than 60, days of the appraisal cycle.
3. The Performance Appraisal should-shall include verification of all required credentials and applicable competency and skills assessments in accordance with the Staff Competency and Skill Assessments policy.
4. Staff Supervision: Each new employee shall be supervised at a level established by the program supervisor. Supervisors shall keep documentation of items discussed during one-on-one supervisory sessions. Areas of competency growth shall be reflected in the supervisory documentation. Supervisors and employees will work together to identify and acknowledge competency gaps and develop plans for how these gaps will be improved upon.
5. Human Resources will prepare a schedule to conduct performance evaluations of all employees as follows:

1. Introductory employees should-must receive performance goals/objectives from their immediate supervisor after the start of employment, to be completed before the end of the introductory period (twelve working months).
2. Regular full-time and part-time employees' performance must be reviewed annually.
3. Promoted, demoted, or transferred employees' performance must be reviewed within the six months probationary period.

- A. Completed evaluations are included in the employee's record within the HRIS system and are accessible by the employee, individuals within their reporting structure, and Human Resources.
- B. Performance evaluations may be requested for use in promotions, transfers, and other reassignments by hiring manager.
- C. Performance evaluations will be accomplished in a format approved by the Director of Human Resources.
- D. Formal Coaching: If the-an employee's overall total rating is below the standard set by Human Resources, the employee should-must participate in Formal Coaching with their immediate supervisor. Prior to coaching the employee, the Coaching

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document ~~should~~ shall be reviewed by the involved Director and Human Resource Director.

- E. If the employee's rating does not fall below the standard set by Human Resources, then the immediate supervisor should specifically address areas of improvement needed in any of the sections and document the discussion.

### IV. REFERENCES:

Staff Competency and Skills Assessments

### V. AUTHORS/REVIEWERS:

Designated Review Team, Corporate Policy and Procedure Committee, Executive Team, and Lake County Board of Health Personnel Committee.

### VI. APPROVALS:

Lake County Board of Health President

Signature: \_\_\_\_\_ Date: \_\_\_\_\_