

CORPORATE POLICY

SUBJECT: Performance Evaluations

CATEGORY: Human Resources

ORIGINAL DATE: December 1, 1980

REVIEWED DATE: July 7, 2017

REVISION DATE: September 23, 2020

I. POLICY:

- A. All Lake County Health Department and Community Health Center (LCHD/CHC) supervisors conduct annual performance evaluations on all full and part-time direct report employees. The evaluation is used to determine and compare the quality of an employee's skills and work achievements against the requirements specified in their position description. The results will be discussed with the employee to aid in necessary performance improvement and potential job advancement.
- B. The Director of Human Resources (HR) will be responsible for establishing and maintaining a standardized performance evaluation system, and the procedures for its use. Executive Team Directors will be responsible for coordinating its implementation in their respective areas of responsibility, as well as evaluating their direct report employees.
- C. The Executive Director will be responsible for evaluating the performance of the Executive Team Directors.
- D. The Board of Health President will be responsible for evaluating the performance of the Executive Director and presenting the results to the Board of Health Executive Committee for review and recommendation to the full Board for approval.
- E. Employees are encouraged to confirm their understanding of their expected job goals and share their accomplishments, trainings attended, or the individual development opportunities they would like to pursue.
- F. The formal performance evaluation system will be designed to:
 1. Maintain or improve each employee's job satisfaction and morale by conveying to them that their supervisor is interested in 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.
 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 their supervisor.
 7. Assemble substantiating data for use as a guide in salary adjustments, promotions, transfers, and disciplinary actions.

II. SCOPE:

All LCHD/CHC 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), the unique job responsibilities assigned to the employee, and the significant abilities required for the

CORPORATE POLICY

job. For each item on the appraisal, employees will be rated based on the following performance levels:

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

- B. 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 HR file. In addition, employees receive 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 for all part-time and full-time employees, whether they are regular or contractual. 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 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 days, but no later than 60 days, of the appraisal cycle.
 3. The performance appraisal 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

CORPORATE POLICY

shall be reflected in the supervisory documentation. Supervisors and employees will work together to identify and acknowledge competency gaps and develop plans for how those gaps will be improved upon.

5. HR will prepare a schedule to conduct performance evaluations of all employees as follows:
 - a. Introductory employees must receive performance goals/objectives from their immediate supervisor after the start of employment and to be completed before the end of the introductory period (twelve working months).
 - b. Regular full-time and part-time employees' performance must be reviewed annually.
 - c. Promoted, demoted, or transferred employees' performance must be reviewed within the six-month probationary period.
6. Completed evaluations are included in the employee's record within the HR information system and are accessible by the employee, individuals within their reporting structure, and HR.
7. Performance evaluations may be requested for use in promotions, transfers, and other reassignments by hiring manager.
8. Performance evaluations will be accomplished in a format approved by the Director of HR.
9. Formal Coaching: If an employee's overall total rating is below the standard set by HR, the employee must participate in formal coaching with their immediate supervisor. Prior to coaching the employee, the coaching document shall be reviewed by the appropriate Director and HR Director.
10. If the employee's rating does not fall below the standard set by HR, 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: _____