

CORPORATE POLICY

SUBJECT: Performance Evaluations

CATEGORY: Human Resources

ORIGINAL DATE: December 1, 1980

REVIEWED DATE: July 7, 2017

REVISION DATE: ~~July 26,~~
2017 October 28, 2020

I. POLICY:

- A. ~~It is the policy of the All~~ Lake County Health Department and Community Health Center (LCHD/CHC) ~~for the immediate supervisors to perform an conduct~~ annual performance evaluations on all full and part-time direct report employees. ~~Theis~~ evaluation is used to determine and compare the quality of an employee's skills and job work achievements ~~in comparison with~~ against the requirements ~~indicated specified~~ in their job position description. ~~The results will be discussed with the individual employee as an to aid to in necessary performance improvement and potential job advancement on the job.~~
- B. The ~~Director of~~ Human Resources (HR) Director will be responsible for establishing and maintaining a standardized performance evaluation system, and ~~the~~ procedures for its ~~conduct and 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 ~~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. The Board of Health Executive Committee in conjunction with the Governing Council Executive Committee will be responsible for evaluating the performance of the Executive Director annually. The Governing Council is required to evaluate the Executive Director in accordance with the Cooperative Operational Agreement with the Lake County Board of Health as well as the Health Resources and Services Administration (HRSA). Both executive committees will provide the opportunity for each of their respective Board/Council members to provide feedback based on the established calendar by the Board of Health President and Governing Council Chair. Upon completion of the evaluation, the Executive Committee of the Board of Health and the Executive Committee of the Governing Council will approve the final evaluation and will present the findings to the Board and Council members at their next regularly scheduled meeting for approval.
- ~~D-E.~~ E. Employees are encouraged to clarify confirm their understanding of their expected job goals and share their accomplishments, trainings attended, or the individual development opportunities they would like to pursue.
- ~~E-F.~~ F. 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 conveying to ~~each employee them~~ that their supervisor is interested in ~~each employee's their~~ job progress and professional development.

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2. Serve as a systematic guide for Directors/supervisors in planning each employee's further training 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 personnel moves and placements 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/her supervisors.
7. Assemble substantiating data for use as a guide for purposes such as in salary adjustments, promotions, transfers, and disciplinary actions.

II. SCOPE:

All Lake County Health Department and Community Health Center LCHD/CHC employees.

III. PROCEDURE:

- A. Human Resources will prepare a schedule to conduct performance evaluations of all employees. Employees should be evaluated as follows: LCHD/CHC utilizes a performance appraisal system that allows for assessment of organizational core competencies with behavioral indicators tailored to the category of employees (STAR, Knowledge Worker, Management), the unique job responsibilities assigned to the employee, and the significant abilities required for the job. For each item on the appraisal, employees will be rated based on the following performance levels:

| <u>Rating</u> | <u>Description</u> | <u>Definition</u> |
|---------------|-------------------------|---|
| <u>1</u> | <u>Extremely Poor</u> | <u>Employee fails to demonstrate minimal ability or knowledge of expectations.</u> |
| <u>2</u> | <u>Competency Gap</u> | <u>Employee demonstrates awareness and understanding of what is expected but lacks proficiency.</u> |
| <u>3</u> | <u>Developing</u> | <u>Employee demonstrates proficiency sporadically or in certain circumstances, but overall needs to continue developing.</u> |
| <u>4</u> | <u>Effective</u> | <u>Employee consistently demonstrates proficiency in most components of the job.</u> |
| <u>5</u> | <u>Highly Effective</u> | <u>Employee demonstrates mastery of the job and is often used by their manager to help foster learning amongst their peers.</u> |
| <u>6</u> | <u>Expert</u> | <u>Employee demonstrates the highest degree of job mastery and consistency, and actively seeks to find</u> |

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|------------|-------------------------------------|--|
| | | <u>new ways to use their abilities for the good of their team through training, development, and/or mentoring.</u> |
| <u>N/A</u> | <u>Not applicable (rarely used)</u> | <u>Organizational core competency does not apply and will not impact overall rating.</u> |

- ~~1. Introductory employees should receive performance goals 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 annually.~~
- ~~3. Promoted, demoted, or transferred employees evaluated at six months.~~

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 preferably within the first 30 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 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.

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c. Promoted, demoted, or transferred employees' performance must be reviewed within the six-month probationary period.

~~B-6.~~ Completed evaluations are included in the employee's record within the ~~HRIS~~ information system and are accessible by the employee, individuals within their reporting structure, and ~~Human Resources~~.

~~C-7.~~ Performance evaluations ~~will~~ may be requested for use in promotions, transfers, and other reassignments by hiring manager.

~~D-8.~~ Performance evaluations will be accomplished in a format approved by the ~~HR~~ Director of Human Resources.

~~E-9.~~ Formal Coaching: If ~~the an employee's~~ overall total rating is below the standard set by ~~Human Resources~~, the employee ~~should~~ must participate in ~~F~~ formal ~~C~~ coaching with their immediate supervisor. Prior to coaching the employee, the ~~C~~ coaching document ~~should~~ shall be reviewed by the ~~involved appropriate~~ involved appropriate Director and ~~Human Resource~~ Director.

~~F-10.~~ If the employee's rating does not fall below the standard set by ~~Human Resources~~, then the immediate supervisor ~~should~~ shall specifically address areas of improvement needed in any of the sections and document the discussion.

~~IV.~~ IV. **REFERENCES:**

~~None~~ Staff Competency and Skills Assessments Policy

~~V.~~ V. **AUTHORS/REVIEWERS:**

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

~~VI.~~ VI. **APPROVALS:**

Lake County Board of Health President

Signature: _____ Date: _____