



<b>POLICY AND PROCEDURE</b>	
SUBJECT/TITLE:	Probationary Period Performance Evaluations
APPLICABILITY:	New hires, employees transferring to new position, employees on disciplinary probation
CONTACT PERSON & DIVISION:	Workforce Development Specialist
ORIGINAL DATE ADOPTED:	01/13/2022
LATEST EFFECTIVE DATE:	01/13/2022
REVIEW FREQUENCY:	Every 5 years
BOARD APPROVAL DATE:	N/A
REFERENCE NUMBER:	800-024-P

**A. PURPOSE**

The purpose of this policy is to provide guidelines to supervisors and management staff for how to complete an employee performance evaluation to ensure evaluations are completed consistently for all staff, regardless of division or supervisor.

**B. POLICY**

All Canton City Public Health (CCPH) employee probationary period performance evaluations will be completed in accordance with this document. Sections noted as optional are not required but are encouraged. The main purpose of a probationary period evaluation is to formalize/document a supervisor’s expectations of a new hire and determine if those expectations are being met or not. The evaluation process should be a positive experience for both the employee and the supervisor. This policy shall be utilized for all new hires, for any current employee transferring to a new role and may be used as part of the Disciplinary Policy 800-006-P if applicable.

**C. BACKGROUND**

Performance Management is an important component of the manager/employee relationship. Effective Performance Management is an ongoing process that engenders an open, honest, and productive work environment at CCPH. It provides managers and employees the opportunity to clearly communicate around the issue of performance expectations and to develop a formalized plan for meeting those expectations. A probationary period performance evaluation is a formal opportunity for the manager and employee to review overall progress made during the employee’s initial 90 days in a position and feeds into the Employee Career Development Policy 900-002-P beyond the initial 90 days. The performance evaluation serves as the official record supporting probationary period decisions including: recommendation of continued employment, performance probation or dismissal. This form can be used in conjunction with the Employee Career Development Policy 900-002-P and the Discipline Policy 800-006-P.

**D. GLOSSARY OF TERMS**

**Division Leaders:** The division leaders are the head/leader of the division or unit. The following is a list of positions that are considered division leaders for the purpose of this document:

- a) Air Pollution Control (APC) Administrator
- b) Environmental Health (EH) Director
- c) Nursing Director
- d) Women, Infants & Children (WIC) Director



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- e) Laboratory Director
- f) Office of Public Health Information & Innovation (OPHII) Director
- g) Fiscal Manager (for Vital Statistics division)

**Immediate Supervisor:** Also referred to as supervisors throughout the document. May be the division leader or another position below the division leader who is responsible for supervising others within their department/division.

**Evaluator:** Person completing the form.

**Entrance Probation:** New employees and employees that have been promoted/transferred to a new position shall receive an evaluation every 30 days until the end of the three-month probationary period.

**Performance Probation:** When an employee is not meeting their position requirements, this evaluation form is able to be utilized as part of the disciplinary policy.

**Exceeds Requirements:** A rating of 3 on the form. This rating should be chosen only if an employee is performing beyond the requirements of the position, i.e.: going above and beyond.

**Meets Requirements:** A rating of 2 on the form. This rating should be chosen if an employee is meeting expectations for the category required for the position, i.e. completing duties as assigned.

**Needs Improvement:** A rating of 1 on the form. This rating should be chosen if an employee is not meeting minimal expectations for the category required for the position, i.e. tasks not completed on time.

## **E. PROCEDURES & STANDARD OPERATING GUIDELINES**

### **1. OVERVIEW**

- a. The immediate supervisor is responsible to complete an employee performance evaluation for all new hires, current employees who have transferred to a new position and current employees who are on disciplinary probation. The immediate supervisor assumes the role as the evaluator during all performance evaluations; on the rare occasion the immediate supervisor is not available, an alternative supervisor will be assigned the task. For division leaders, the Health Commissioner will complete the evaluation. For the Health Commissioner, the Board of Health will complete the evaluation.
- b. The 800-02-01-F\_Employee Performance Evaluation form shall be used when evaluating an employee within their probationary period. The form is intended to be used electronically so all comments and data are typed. All data and explanations necessary should be included within the form's many available sections. If supporting documentation is needed, it may be attached to the form.
- c. Once the evaluator has completed an evaluation, the completed forms shall be printed and signed prior to submission.
- d. Employees shall receive a copy of the signed forms.
- e. For sections one, two and three on the form, only one rating/measure box shall be checked as indicated.
- f. After completion, forms should be submitted to Fiscal Manager to be maintained in the employee's personnel folder.
- g. Frequency



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- i. New employees and employees that have been promoted/transferred to a new position shall receive an evaluation every 30 days until the end of the three-month probationary period. This type of evaluation is named “entrance probation”.
- ii. As part of the disciplinary policy, a supervisor is able to utilize this form as they deem necessary; in this case, the box for performance probation should be checked.

**2. INITIATING PROCESS**

- a. Initiation of this process will occur when new employees are hired or when employees have been promoted/transferred. The first day an employee is formally in their new position will count as the beginning of the evaluation period.
- b. Division leaders are responsible to create an electronic Word version of the 800-024-01-F\_Employee Performance Evaluation Form for each of their division employees receiving the evaluation.
- c. All sections may not be required to be completed depending on if the evaluation is for the 30, 60 or 90-day probation period.

Section	30-day Evaluation	60-day Evaluation	90-day Evaluation
1	Recommended	Recommended	Required
2	Optional	Optional	Required
3	Recommended	Recommended	Required
4	Recommended	Recommended	Recommended
5	Optional	Optional	Recommended

**3. COMPLETING FORM: OVERALL PERFORMANCE RATING**

- a. Please reference E.11 below.

**4. COMPLETING FORM: PROBATIONARY EMPLOYEES**

- a. This section shall be utilized at the 90-day evaluation. Only one of the boxes shall be checked and is based on the overall performance rating score.
  - i. If an employee receives an overall performance rating of 1.6 or higher, they are considered to have successfully completed their probationary period.
  - ii. If an employee receives an overall performance rating below 1.6, the probationary period may be extended for an additional 90 days. If probation is extended, the evaluation process should be continued in 30-day increments as outlined in this policy; utilization of an individual development plan is strongly recommended.
  - iii. If an employee does not successfully complete their probationary period (either initial or extended), a discussion should occur between the evaluator, employee, division leader (if not the evaluator), and the Health Commissioner. The intent of this discussion will be to determine if the goals of the employee align with the goals of the division and CCPH as a whole.
    - (1) If it is determined that employee and employer goals align, it is recommended that the probationary period should be extended as directed in section E.4.a.ii. above.
    - (2) If it is determined that these goals do not align, termination is recommended in the best interest of all parties. Employment may be separated at any time during the probationary period without cause in accordance with Canton City Health Code section 207.06(b).

**5. COMPLETING FORM SECTION 1: ORGANIZATIONAL CORE COMPETENCIES PERFORMANCE**

- a. Section one of the form focuses on the abilities, attributes, behaviors, technical proficiencies, traits, etc., identified as important for all employees. Definitions included are not all encompassing and expectations may vary by position. Additional comments to emphasize supervisor’s expectations in each area is recommended if it varies from the definition included.



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- b. This section is recommended to be completed for the 30-day and 60-day evaluations and required to be completed for the 90-day evaluation.
  - c. The evaluator shall use the categories/statements provided to comment on and rate an employee’s performance on each of the core competencies. Details of the information used to determine the performance shall be entered in the comment area.
  - d. The weight percent value for each competency is standard for all employees and should not be altered.
6. COMPLETING FORM SECTION TWO: ESSENTIAL JOB DUTIES AND RESPONSIBILITIES PERFORMANCE
- a. Section two of the form focuses on what the employee is expected to do as part of their position description. The evaluator shall carefully review a copy of the employee’s position description “Essential Duties and Responsibilities” or “Examples of Work” section. The evaluator shall determine which responsibilities listed in the position description have been assigned to that employee during the evaluation period.
  - b. Only the assigned essential responsibilities shall be listed in section two of the form. These should reflect the majority of the assigned essential responsibilities. There shall be between three and six in number, and rarely, if ever, an exceedance of seven responsibilities. The evaluator shall add or remove the boxes in this section so only the used boxes remain.
  - c. The employee may be assigned other responsibilities that are not to be listed in section two of the form since they are non-essential or temporary assignments. Additionally, if “other duties as assigned” is included as an essential duty on the position description, more specification as to what those duties are should be listed in section two of the form.
  - d. Some responsibilities may be combined into one box in section two. For example:

Responsibility on position description	Responsibility listed in section 2
Writes permits listing all applicable requirements	Writes permits listing all applicable requirements, using proper formatting, and following established policies
Writes permits using the proper formatting and templates	
Writes permits following established policies	
Inspects facilities	Inspects facilities

- e. While weights utilized may be reflective of what is in the position description, evaluators should determine evaluation weights based on the following factors:
  - i. Amount of time spent on each responsibility during the evaluation period.
  - ii. Goals established in previous evaluation cycles.
  - iii. Importance of responsibility to employee attaining a successful probationary period.
  - iv. Weights should add up to 100% during each evaluation period.
  - v. Note: While responsibilities being evaluated should not change each evaluation period, weights may change to best prepare employee to successfully complete their probationary period. For example, while a responsibility may be high on an employee’s position description, they may not be able to reach that responsibility until other tasks are completed.
- f. There are times the employee’s position description is not specific and contains only broad, non-specific responsibilities. The evaluator can elaborate on this to better reflect the division or program goals by breaking the responsibility out into several more specific responsibilities to list in section two of the form. If this is done, the evaluator shall have documentation (e.g. emails, meeting minutes, previous evaluations, etc.) showing this is how the responsibilities and/or expectations have been communicated to the employee.





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- a. Section five of the form is intended to identify the performance accomplishments and/or highlights of the employee during the evaluation period. This is where to note any major achievements or acknowledge positive performance.

**10. CALCULATING SECTION WEIGHT PERCENTAGES**

- a. The sections of the form that have a total section rating have a box stating such at the beginning of the section on the form and are listed in the “overall performance rating” section on the first page of the form.
- b. The total section rating value is a weighted average value between zero and three point zero. This is calculated by multiplying the rating by the weight percentage for the item (expressed as a decimal fraction by taking the % and dividing by 100), then adding (sum) each of those values together for this section. Below shows an example section two of the form and how the total section rating is calculated.

Section 2 Responsibility	Section 2 Wt %	Section 2 Responsibility Rating	Calculation
Responsibility #1	60%	Meets Requirements (2)	$(60/100)*2 = 1.2$
Responsibility #2	30%	Meets Requirements (2)	$(30/100)*2 = 0.6$
Responsibility #3	10%	Exceeds Requirements (3)	$(10/100)*3 = 0.3$
Total	100%		Sum of the above: 2.1

**11. OVERALL PERFORMANCE RATING**

- a. Calculation of weight percentages should only be performed if Sections 1, 2 and 3 are all completed during the same evaluation period.
- b. The “overall performance rating” section of the form uses a weighted average value to produce the overall performance rating value between zero and three point zero.
- c. The table in this section on the first page of the form lists the sections that should be included in the weighted average and the weight percentage values for each section. The weight percentage in the “weight” column is standard for all employees and should not be altered.
- d. The evaluator shall enter the total section rating value from the listed section on the form into the appropriate cell of the “section rating” column of the table.
- e. In the numeric score column on the form, the evaluator shall calculate the weighted value score by multiplying the rating by the weight percentage for the item (expressed as a decimal fraction by taking the % and dividing by 100).
- f. In the total rating row on the form, the evaluator shall add together (sum) the values in the numeric score column and enter the value in the cell provided (in the numeric score column and total rating row). This value is the overall performance rating for the employee. This value shall be compared to the value range listed in the “rating scale” box on the first page of the evaluation form so the employee knows how they performed.
- g. An example of a completed “Overall Performance Rating” table is shown below, with an added “Calculation” column to detail the calculation used. In this example, the overall performance rating is equal to 2.0, which compares to the rating scale “overall performance rating range” of 1.6-2.3 for “meeting requirements”.
- h. Evaluator has the option to provide a summary of the evaluation to include any additional details that they deem relevant.



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Section	Weight	Section Rating	Calculation	Numeric Score
SECTION 1	45%	1.8	$(45/100)*1.8 =$	0.8
SECTION 2	50%	2.1	$(50/100)*2.1 =$	1.1
SECTION 3	5%	2.5	$(5/100)*2.5 =$	0.1
Total Rating	100%			2.0

**12. EMPLOYEE INVOLVEMENT IN PROCESS**

- a. Though optional, it is encouraged to request the employee to complete a self-evaluation using the form. This should be completed and submitted to the evaluator prior to the one-on-one meeting to discuss the evaluation. This is a valuable discussion tool to align the evaluator’s and employee’s perceptions of performance.
- b. Employee should be involved in determining goals in section 4; this can help build their autonomy in the position which may improve job satisfaction.

**13. FINISHING PROCESS**

- a. The evaluator shall schedule a time to meet with the employee to discuss the evaluation. This shall be a one-on-one meeting. It is recommended that this meeting is held within 10 business days after the evaluation is completed.
- b. At this time, the evaluator and employee shall agree on the new goals to list in section four.
- c. The evaluator should type up the final version of the form and sign. The original form should then be provided to the employee who completes the “employee comments” section if desired and signs. Once signed, the employee may make a copy for themselves if they desire and the original should be returned to the evaluator.
- d. The original completed forms shall be submitted to the Fiscal Manager once the full probationary period is completed.

**F. CITATIONS & REFERENCES**

900-002-P Employee Career Development Policy  
800-006-P Discipline Policy

**G. CONTRIBUTORS**

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**H. APPENDICIES & ATTACHMENTS**

N/A

**I. REFERENCE FORMS**

800-024-01-F\_Employee Probationary Period Performance Evaluation Form  
800-024-02-F\_Employee Individual Development Plan Form



**J. REVISION & REVIEW HISTORY**

Revision Date	Review Date	Author	Notes

**K. APPROVAL**

This document has been approved in accordance with the “800-001-P Standards for Writing and Approving PPSOGFs” procedure as of the effective date listed above.