



Public Health
Prevent, Promote, Protect.
Canton City Public Health

Canton City Public Health
FINAL

POLICY AND PROCEDURE

SUBJECT/TITLE:	Employee Performance Evaluation
APPLICABILITY:	All supervisors and management
CONTACT PERSON & DIVISION:	Christi Allen, Executive Assistant, Vital Statistics
ORIGINAL DATE ADOPTED:	10/07/2015
LATEST EFFECTIVE DATE:	9/19/2018
REVIEW FREQUENCY:	Every 5 years
BOARD APPROVAL DATE:	N/A
REFERENCE NUMBER:	800-002-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 so the evaluations are completed consistently for all staff, regardless of their division or supervisor.

B. POLICY

All Canton City Public Health (CCPH) employee performance evaluations will be completed in accordance with this document. Sections noted as optional are not required but are encouraged. The intention of the employee performance evaluation is to identify strengths and ways to improve. The evaluation process should be a positive experience for both the employee and the supervisor.

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. The Performance Management process is a continuous cycle that begins during the initial hiring process and continues throughout a yearly cycle of planning, task assignment and review, mid-year review, performance evaluation, recognition and assessment of potential. It is task-oriented, participative and developmental. 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. The performance evaluation is the formal opportunity during the performance cycle for the manager and employee to review overall progress made during the year and to plan for success for the upcoming year. The performance evaluation serves as the official record supporting personnel decisions such as salary increases, promotion, performance probation or dismissal.

Public Health Accreditation Board (PHAB) standard 11.1.5 states a policy for performance evaluations shall be documented, which is fulfilled by this document. PHAB standards 8.2.2.5 and 8.2.2.6 require a process for verification of staff qualifications, which is addressed on form section five discussed in E.7. of this document.

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



- e) Laboratory Director
- f) Ohio Public Health Information (OPHI) Director (currently vacant and fulfilled by the Health Commissioner)
- g) Fiscal Officer (for Vital Statistics division)

E. STANDARD OPERATING GUIDELINES

1. OVERVIEW

- a) Each employee's immediate supervisor (who they directly report to) is responsible to complete the employee performance evaluation for the employee as the evaluator. On the rare occasion the immediate supervisor is not available, then the next management level up, up to and including the division leader, shall complete the evaluation as the evaluator. 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 for all employees. The form is intended to be used electronically so all comments and data are typed. Optional: Even the employee comments section of the form can be typed (which can be accomplished during the discussion meeting). Note: There should be no attachments to this form. All data and explanations necessary should be included within the form's many available sections.
- c) Once the evaluator has completed the evaluation, then 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 four on the form, only one rating/measure box shall be checked as indicated. Do not check more than one box under any circumstance.
- f) Frequency:
 - 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. All non-probationary employees receive an annual evaluation based on the previous calendar year (January-December). This type of evaluation is named "annual".
 - iii. Employees that need an evaluation at a different frequency than above shall receive either a "performance probation" or "other" type of evaluation, depending on the situation.

2. INITIATING PROCESS

- a) The Health Commissioner will notify the division leaders of the submission deadline for completed Employee Performance Evaluation forms for each of their division staff. The division leaders are responsible to pass this information to their division supervisors.
- b) The Fiscal Officer is responsible to provide each division leader, via email, with a list of division employees that should be receiving the evaluation, the evaluation period and type, the employee position title and the employee start date of employment.
- c) Division leaders are responsible to create an electronic Word version of the 800-02-01-F Employee Performance Evaluation form for each of their division employees receiving the evaluation. The information received from the Fiscal Officer shall be entered onto the top section of the first page of the form.

3. COMPLETING FORM SECTION 1



- a) Section one of the form focuses on the abilities, attributes, behaviors, technical proficiencies, traits, etc., identified as important for all employees.
 - b) The evaluator shall use the categories/statements provided to comment on and rate the employees' performance on each of the core competencies. Details of the information used to determine the performance shall be entered in the comment area.
 - c) The weight percent value for each competency is standard for all employees and should not be altered.
4. COMPLETING FORM SECTION TWO
- a) Section two of the form focuses on what the employee is expected to do. 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.
 - i. Note: 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 would need to be listed in section two of the form.
 - 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 (see example E.4.c.i.2. below). There shall be between three and six in number, and rarely, if ever, exceed seven responsibilities (see example E.4.c.ii below). The evaluator shall add or remove the boxes in this section so only the used boxes remain.
 - c) If the position description does not already have a weight percentage of each responsibility, then the evaluator shall establish the weight percentage for each responsibility listed in section two of the form. The evaluator shall ensure the total weight percentages for this section equal 100%.
 - i. The weight percentage shall reflect the expected amount of effort the employee shall be spending on that responsibility. Considerations for this value are based on the priority of the responsibility, contract or grant required amount for responsibility and expected time consumption of the responsibility. Sometimes this is exactly the same as the amount of time spent, if the employee spends the expected amount of time/effort on each of their responsibilities.
1. Example of using grant application full time equivalent (FTE) data to calculate weight percentages. If this data is available for the individual responsibilities assigned under the grant, that level of data should be used (as shown below for the HIV grant rows). It is important to relate the data to each specific position title. The weight percentages for each employee shall be adjusted per their assigned responsibilities as shown in example E.4.d below.

Grant application data		Calculation	Weight percent
FTE	Grant/responsibility		
1.7	HIV grant responsibility #1 for Nurse position title	$(1.7/7.0)*100 =$	24.3%
0.5	HIV grant responsibility #2 for Nurse position title	$(0.5/7.0)*100 =$	7.1%
1.3	PREP grant for Nurse position title	$(1.3/7.0)*100 =$	18.6%
0.8	Dental grant for Nurse position title	$(0.8/7.0)*100 =$	11.4%
2.7	Other non-grant responsibilities for	$(2.7/7.0)*100 =$	38.6%



	Nurse position title		
7.0	TOTAL for Nurse position titles in Nursing division.		Sum = 100%

2. Example of using time spent data to calculate weight percentages. A time period of data should be selected that is representative of expected effort of the responsibilities for the employee. The weight percentages should be adjusted to only reflect the majority of the assigned responsibilities as shown in the table below and explained in E.4.d below.

Hours spent	Responsibility	Raw data (all responsibilities)		Section 2 responsibilities	
		Calculation	Wt %	Calculation	Wt %
87	Permitting	$(87/184)*100 =$	47.3%	$(47.3/89.1)*100 =$	53.1%
16	Inspections	$(16/184)*100 =$	8.7%	$(8.7/89.1)*100 =$	9.8%
25	Stack Tests	$(25/184)*100 =$	13.6%	$(13.6/89.1)*100 =$	15.2%
36	Reports Review	$(36/184)*100 =$	19.5%	$(19.5/89.1)*100 =$	21.9%
20	Other minor tasks	$(20/184)*100 =$	10.9%	n/a	n/a
184	TOTAL		100%		100%

- ii. If the position description lists more than one “Essential Duties and Responsibilities” or “Examples of Work” that are related to the same task/program, the evaluator shall combine them into one responsibility listed in section two of the form to ensure the number of responsibilities listed doesn’t exceed seven. Example shown below:

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

- d) There are times the employees position description contains responsibilities that are not assigned to the employee. In those cases, only the assigned responsibilities shall be included in section two of the form and their weight percentages (Wt %) shall be adjusted accordingly (i.e. normalized). Below is an example of the weight percentage adjustment.

Position Description Responsibility	Position Description Wt %	Assigned responsibility listed in section 2	Assigned wt% from position description	Wt % listed in section 2
Task #1	10%	Task #1	10%	$(10/55)*100 = 18.2\%$
Task #2	25%	n/a	n/a	n/a
Task #3	20%	n/a	n/a	n/a
Task #4	15%	Task #4	15%	$(15/55)*100 = 27.3\%$



Task #5	30%	Task #5	30%	$(30/55) * 100 = 54.5\%$
Total	100%		55%	100%

- e) 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, etc.) showing this is how the responsibilities and/or expectations have been communicated to the employee.
 - f) The evaluator shall consider the performance rating for each responsibility listed in section two of the form by considering the quality, quantity, resource management and timeliness of work.
 - g) For each responsibility listed in section two of the form, one or more of the "validation method" options shall be selected to indicate the source of the information used by the evaluator to determine the performance rating. Details of the information used shall be entered in the comment box.
5. COMPLETING FORM SECTION THREE
- a) Section three 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.
6. COMPLETING FORM SECTION FOUR
- a) Section four of the form is intended to identify and review progress toward completion of assigned established goals for the evaluation period. Refer to the employee's previous evaluation for which goals were established. List each goal established per row. Add or delete rows as needed so only the used rows remain.
 - b) The status column in section four of the form provides a place to specify if the goal has been completed or if it is still in progress.
 - c) The measure ratings in section four of the form specify above target, on target or below target. "Target" means the goal completion. "On target" typically means the goal has been completed in the originally expected timeframe or the adjusted timeframe. On target can also mean the intermediate steps have been completed so the goal completion is still anticipated to be on time.
 - i. The goals established may have originally expected the goals to be completed by the end of the evaluation period. If circumstances arose during the evaluation period in which the supervisor agreed to a different timeline or target date for completion, then that new information shall be used by the evaluator in determining the measure rating.
 - d) The weight percent or "Wt" column in section four of the form should be the value established in the previous evaluation. If they were not established, the evaluator shall determine the appropriate value using the principals listed in E.4.c. above.
7. COMPLETING FORM SECTION FIVE
- a) Section five of the form identifies job-specific training completed during the performance period on the top half. *Note: This section should not include self-trainings that do not provide a certificate of completion.*
 - b) This section identifies and verifies position required credentials are being maintained on the bottom half of section five of the form. Make sure to include all licensures, registrations, certifications, respirator requirements, etc., that the employee is required to maintain in this section.

c) Rows should be added or deleted as needed so only the rows with data entered remain.

8. COMPLETING FORM SECTION SIX

- a) Section six of the form identifies the establishment and setting of new job-related goals for the next evaluation period. Section six of the form should be explicit in explaining how these goals can be achieved and the measures used for determining achievement. The evaluator and employee shall complete this section together with both providing recommendations.
 - i. There should be about one to four goals established per employee.
 - ii. The goals established should reflect how the employee will contribute to the performance of the division and/or the health district.
 - iii. The goals may be specifically related to a PHAB standard and measure accomplishment.
 - iv. The goals established should not be confused with development goals, which should instead be listed in section seven of the form.
- b) Each goal shall be assigned weight percentage value (Wt. column of section six of the form) using the principals listed in E.4.c. above. The sum of the weight percentages in section six of the form shall total 100%.

9. COMPLETING FORM SECTION SEVEN

- a) Section seven of the form is required for all staff. *Note: The information from this section can be used for grant applications, expense planning and employee/clinic scheduling.*
- b) Section seven of the form should identify developmental needs for the employee that include plans to improve performance of current job or for career development/growth. The employee shall be provided an opportunity to recommend options for this section.
- c) Section seven of the form must address areas where an employee receives a total section rating of improvement needed. In this case, this section shall address the plan to improve that section rating score.

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) 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.



- b) 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.
- c) 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.
- d) 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).
- e) 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.
- f) An example of a completed “overall performance rating” table is shown below, with added calculation column to detail the calculation used. In this example, the overall performance rating is equal to 1.95, which compares to the rating scale “overall performance rating range” of 1.6-2.3 for “meeting requirements”.

Section	Weight	Section Rating	Calculation	Numeric Score
SECTION 1	50%	1.8	$(50/100)*1.8 =$	0.9
SECTION 2	50%	2.1	$(50/100)*2.1 =$	1.05
SECTION 4	0%	2.5	$(0/100)*2.5 =$	0
Total Rating	100%			1.95

12. EVALUATOR’S SUMMARY COMMENTS

- a) Optional: The Evaluator’s Summary Comments box on the first page of the form provides an opportunity to make additional comments that were not able to be placed in other comment areas. It is assumed this section will be rarely used since there are several comment areas and most comments can be related to a specific item in other sections of the form.

13. EMPLOYEE INVOLVEMENT IN PROCESS

- a) 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 and employee perceptions of performance. The employee can also provide a list of trainings completed for section five at that time.
- b) Optional: It is encouraged to request the employee to propose new goals for the new evaluation period.

14. 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.
- b) At this time, the evaluator and employee shall agree on the new goals to list in section six and development plan to list in section seven.
- c) The employee shall be provided an opportunity to complete the “employee comments” section. This can be completed during the meeting or afterward within five business days.
- d) The form should be printed and both the employee and evaluator shall sign the form. The employee shall be provided a copy of the completed form upon leaving the meeting.
- e) The original completed forms shall be submitted to the Fiscal Officer by the deadline established.



F. CITATIONS & REFERENCES

N/A

G. CONTRIBUTORS

The following staff contributed to the authorship of this document:

1. Terri Dzienis, APC Administrator

H. APPENDICIES & ATTACHMENTS

N/A

I. REFERENCE FORMS

800-002-01-F Employee Performance Evaluation Form

J. REVISION & REVIEW HISTORY

Revision Date	Review Date	Author	Notes
09/19/2018		Rob Knight	Updated E.9.a and E.9.c to be required instead of optional.

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.