

Performance Management Planning and Evaluation Tool for Public Health



Competency Based Performance Management Project for Public Health,
OPHA and Partners, 2009



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Performance Management Planning and Evaluation Tool

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2WA Consulting - Professional Facilitators that conducted and prepared report for focus group meetings
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Human Resources Systems Group Inc. - Professional Consultants in competency based management that developed performance management tools for use in Public Health.

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Ontario Public Health Association

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Performance Management Planning and Evaluation Tool

Before you use this tool

The following planning and evaluation tool is used for conducting competency based employee performance reviews.

It is important to understand that the suggested competency profile for a given role is useful as a starting point but may not accurately represent the competencies required for the position you are evaluating. In some cases, the competencies in the proposed profiles have a range of proficiency levels per competency. The manager and employee are encouraged to review the competency profile during the planning stage to determine which of the competencies and proficiency levels are relevant. In addition, other competencies may be added to the profile. These may include competencies specific to the organization, program or discipline.

Keep in mind that a competency profile would only include the critical competencies required to perform the job successfully.

Additional tools to reference:

- 🌐 Competency Based Performance Management for Public Health: A Guidebook for Managers & Employees
- 🌐 Ontario Public Health Performance Management Competencies
- 🌐 Ontario Public Health Performance Management Competency Profiles

Differentiating the Performance Evaluation and the Self Assessment

Employees are asked to complete a competency based self assessment. This is a self evaluation of behaviours, namely, what behaviours are being demonstrated and at what frequency and under what types of situations. This represents HOW an employee believes his or her tasks were performed. A performance evaluation is a common understanding of the quality and level of employee performance objectives and competencies over the review period – representing both WHAT tasks were performed and HOW. The performance evaluation involves a discussion between the manager and employee.

Expected Level of Performance

The profiled proficiency levels of the competencies and the 'Meets Expectations' rating represent the performance expected of a fully-functional individual who is experienced in his or her role. An individual who is new to his or her role, who is performing at an acceptable level may receive an evaluation that reflects their development towards an expected proficiency level. They may receive a competency rating or an overall rating of 'Progressing' as a reflection of their continued growth and development in the role – this is normal and expected.

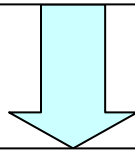
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How to use this tool

STAGE 1 PLANNING: At the beginning of the performance cycle:

The manager and employee meet to discuss and agree on the key performance objectives and related competencies for the review period.

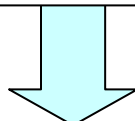
- The manager and employee define the performance objectives together using SMART criteria (Section A - Performance Planning and Review).
- The suggested competency profile for this role should be reviewed for relevance and modified accordingly (selecting different competencies or proficiency levels and adding other organization/program or discipline specific competencies) (Section B - Competency Review)
- If this is the first year a performance review has been conducted, the manager and the employee may not yet be able to identify any learning and development needs at this stage but may have an initial discussion about what these might be based on and/or the employee's own developmental concerns.
- If this is not the first year a performance review has been conducted, the manager and the employee will confirm the learning and development needs identified at the end of the previous cycle.



STAGE 2 ONGOING REVIEW: During the cycle (e.g. 6 month review):

The manager and employee meet informally to review progress in achieving performance objectives and begin to identify areas for development. Formal reviews **may** also be conducted as required throughout the period, for example when the manager or employee changes jobs or at the end of a key milestone.

- At this stage, performance objectives may need adjusting if work or priorities have changed since the beginning of the cycle. (Section A - Performance Planning and Review)
- If this is the first year a performance review has been conducted, the manager and the employee can begin to identify learning and development needs (Section C – Learning and Development).
- If this is not the first year a performance review has been conducted, the manager and employee review the employee's accomplishment of the action plan so far and adjust as necessary (Section C – Learning and Development).

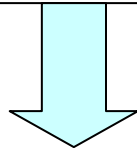


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STAGE 3 PERFORMANCE EVALUATION: At the end of the cycle:

The manager and employee meet to discuss the final review of the performance objectives.

- For each objective, the manager and employee discuss the extent to which objectives were achieved. This is recorded in the “Outcome/Results” sections (Section A - Performance Planning and Review).
- Record the employee’s performance for each of the required competencies (Section B - Competency Review).
- In the “Rating” section, employee and manager use the rating scale provided on the following page to evaluate results
- If this is the first year a performance review has been conducted, the manager and the employee work together to identify the learning and development needs and the required action plan for the following review cycle (Section C – Learning and Development). Focus should be on the most pressing learning needs (e.g. up to 5 areas for development).
- If this is not the first year a performance review has been conducted, the manager and employee review the employee’s accomplishment of the action plan through the previous year (Section C – Learning and Development).



SIGN OFF: At the end of the cycle:

- The manager prepares the final comments/summary and the overall evaluation and reviews the results with the employee (Section D – Summary Review and Overall Evaluation).
- The manager and employee jointly determine and agree to a mutual action plan to enhance performance and results. This includes action to be taken by both the manager and the employee (Section D – Summary Review and Overall Evaluation).
- The employee comments on their own performance over the review cycle and the results of the performance/competency review (Section D – Summary Review and Overall Evaluation).
- The original of the completed form is placed in the employee’s Human Resource file and a copy is given to the employee.

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CONFIDENTIAL WHEN COMPLETED

PERFORMANCE EVALUATION
Employee Name:
Position Title:
Manager's Name: and Title:
Review Period From (<i>Month/Year</i>) to (<i>Month/Year</i>):

Preparation Checklist

- Review job description to identify the target position requirements
- Review Ontario Public Health Performance Management Competencies, Profiles and any other specific competencies for the organization, program or discipline
- Review previous performance evaluation form if available
- Review strategic and business plans with organization/program objectives
- Review organizational guidelines/policies for learning and development

Rating Scale

A numeric and letter rating scale with corresponding descriptors have been provided below. The manager and employee should use the rating scale that best represents the culture of the organization or the one that they decide upon and use it consistently throughout the document.

EE / 4	Exceeds Expectations Exceeded requirements on most or all of the objectives and competencies.
ME / 3	Meets Expectations Fulfilled requirements and met performance objectives and competencies for the position assessed.
P / 2	Progressing Fulfilled some of the requirements of the objectives/competencies. Progress is being observed for the majority of requirements.
NI / 1	Needs Improvement Fulfillment of objectives and competencies was less than adequate in all or most respects. Performance is below satisfactory level and must improve.

The profiled proficiency levels of the competencies and the 'Meets Expectations' rating represent the performance expected of a fully-functional individual who is experienced in his or her role. An individual who is new to his or her role, who is performing at an acceptable level may receive an evaluation that reflects their development towards an expected proficiency level. They may receive a competency rating or an overall rating of 'Progressing' as a reflection of their continued growth and development in the role – this is normal and expected.

Performance Management Planning and Evaluation Tool

Section A – Performance Planning and Review

During the planning stage the manager and employee identify the performance objectives, key indicators and target completion dates. This represents WHAT the employee is to accomplish during the year. See: Sample – Performance Management Planning and Evaluation Tool for Public Health for an example.

During the performance evaluation, the manager and employee discuss the extent to which each objective was demonstrated and record the outcome/results. The manager rates the achievement of each performance objective using the rating scale provided on page 9 of this tool.

<u>Performance Objectives</u>	<u>Key Indicators</u>	<u>Target Completion Date</u>	<u>Outcome/Results/Examples</u>	<u>Rating</u>
1.				
2.				
3.				
4.				
5.				
6.				

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Section B – Competency Review (Use the rating scale on pg.9)

During the planning stage the manager and employee discuss the competency profile and record the agreed upon proficiency level for each competency in the expected proficiency level column below.

During the performance evaluation the manager and employee review the employee's competency based self assessment results for each competency in the employee's profile and discuss the extent to which the competency was demonstrated, giving a concrete behavioural example (i.e. what the employee actually did). The manager and employee then determine a rating jointly.

<u>Competency</u>	<u>Expected Proficiency Level</u>	<u>Behavioural Example</u>	<u>Rating</u>
Public Health Sciences			
Assessment and Analysis			
Policy and Program Planning, Implementation and Evaluation			
Partnerships, Collaboration and Advocacy			
Diversity and Inclusiveness			
Communication			
Leadership			
Ethics and Professionalism			

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Section C – Learning and Development

During the planning stage the manager and employee complete the learning and development objectives, how this objective relates to my current job or career aspirations, the action plan/development activities, the why, resource strategies, barriers and target completion date.

During the performance evaluation stage the manager and employee discuss the extent to which the action plan was achieved for each area for development. This is recorded in the outcome/results section.

Using the Competency Based Performance Management for Public Health: A Guidebook for Managers & Employees as a reference is especially helpful when completing this section.

Learning and Development Objectives					
What do I need or want to learn? What competencies do I need to develop?					
How does this objective relate to my current job, my competency development or my career aspirations?					
Action Plan/Development Activities	Why	Resource Strategies	Barriers	Target Completion Date	Outcome/Results/Reflection
	Why do this activity? How will this activity support my objective and competency development?	Remember your learning style when deciding on resources. Resources could be literature, courses, policies, manager, colleagues, mentor etc	What could potentially prevent me from achieving my goals? How will I address them?		What did I learn? How did I apply the learning? How did I demonstrate what I have learned? How did I develop my competencies?

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Learning and Development Objectives					
What do I need or want to learn? What competencies do I need to develop?					
How does this objective relate to my current job, my competency development or my career aspirations?					
Action Plan/Development Activities	Why	Resource Strategies	Barriers	Target Completion Date	Outcome/Results/Reflection
	Why do this activity? How will this activity support my objective and competency development?	Remember your learning style when deciding on resources. Resources could be literature, courses, policies, manager, colleagues, mentor etc	What could potentially prevent me from achieving my goals? How will I address them?		What did I learn? How did I apply the learning? How did I demonstrate what I have learned? How did I develop my competencies?

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	Why do this activity? How will this activity support my objective and competency development?	Remember your learning style when deciding on resources. Resources could be literature, courses, policies, manager, colleagues, mentor etc	What could potentially prevent me from achieving my goals? How will I address them?		What did I learn? How did I apply the learning? How did I demonstrate what I have learned? How did I develop my competencies?

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Section D – Summary Review and Overall Evaluation

- Before the Performance Evaluation meeting, the manager prepares summary comments on the employee’s overall performance during the review period and rates the employee’s performance.
- The employee and manager meet and agree on a mutual action plan recording the actions to be taken by the manager and employee to achieve desired results (e.g. employee must commit to goals on learning and development plan and manager must make resources available where necessary to support development)
- The employee records summary comments on their own performance and/or the review process, as desired. This can be done at the meeting or the employee may take the evaluation away to complete his or her section and then return the evaluation to the manger.
- Both the manager and employee sign the evaluation.

In the event of a disagreement of any of the ratings, the manager shall record his or her perceived rating and the employee can address the rating in the comment section below.

Overall Evaluation	<input type="checkbox"/> Needs Improvement <input type="checkbox"/> Progressing <input type="checkbox"/> Meets Expectations <input type="checkbox"/> Exceeds Expectations		
Manager Comments/ Summary			
Mutual Action Plan			
Employee Comments			
Signatures Signatures	Employee Signature	Manager Signature	Date (dd/mm/yr)
	Director Signature (if applicable)		Date (dd/mm/yr)

Note: By signing the results section the employee acknowledges having read the results and having discussed them with the manager