



Public Health
Services



Competency Based Performance Management in Ontario Public Health Units

Pilot Training



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Agenda

- Project Background
- Competencies and Profiles
- Competency Based Performance Management
- Overview of Tools
- Pilot Purpose and Overview
- Pilot Process and Roles
- Questions and Answers

Project Background

- Project overview
 - OPHA provincial project to support PHUs in incorporating Public Health Core Competencies into their performance management practices
 - Working group: Steering Committee and external consulting firm - HRSG
 - Developed “behavioural” competencies for performance management based on the Public Health Agency of Canada (PHAC) Core Competencies
 - Identified competency profiles for the 3 roles identified by PHAC: Front Line Provider, Consultant/Specialist, Manager/Supervisor
 - Created a Performance Management Framework to outline key steps in process
 - Developed Performance Tools to implement competency based management
 - Consensus Meetings: Review of all materials by meeting participants

Project Background

- Public Health Agency of Canada has published Core Competencies for Public Health in Canada, Release 1.0 with 36 core competency found within the 7 competency categories found below:
 1. Public Health Sciences
 2. Assessment and Analysis
 3. Policy and Program Planning, Implementation and Evaluation
 4. Partnerships, Collaboration and Advocacy
 5. Diversity and Inclusiveness
 6. Communication
 7. Leadership

Project Background

- The following list of Ontario Public Health Performance Management Competencies represents those that were adapted for use in performance management:
 1. Public Health Sciences
 2. Assessment and Analysis
 3. Policy and Program Planning, Implementation and Evaluation
 4. Partnerships, Collaboration and Advocacy
 5. Diversity and Inclusiveness
 6. Communication
 7. Leadership
 8. Ethics and Professionalism

Competencies and Profiles

Competencies

- What are competencies?

Observable abilities, skills, knowledge, motivations or traits defined in terms of the **behaviours** needed for **successful** job performance.

A competency describes a pattern or cluster of actions taken to achieve a result.

Ontario Public Health Performance Management Competencies

Competency Name

Definition

Policy and Program Planning, Implementation and Evaluation This category describes the core competencies needed to effectively choose options, and to plan, implement and evaluate policies and/or programs in public health. This includes the management of incidents such as outbreaks and emergencies.				
Level 1: Demonstrates introductory understanding of public health policies and programs		Level 2: Conducts basic program planning and evaluation with assistance		Level 3: Independently designs programs and policies, identifying necessary actions and resources required for implementation
INDICATORS	<ul style="list-style-type: none"> Demonstrates awareness of key public health policies and programs in legislation, regulations, and risk management frameworks, Demonstrates general understanding of how policies and programs are developed, implemented and evaluated Monitors the quality and timeliness of ones own work in line with program goals 	<ul style="list-style-type: none"> Applies knowledge and evidence in public health sciences to assist with program design and development Follows the action steps and 	<ul style="list-style-type: none"> Plans and designs programs and develops policies to address specific public health issues Develops implementation plans to account relevant legislation, risk management frameworks, and policies 	<ul style="list-style-type: none"> Oversees multiple program or policy implementation initiatives in the public health domain Conducts comprehensive risk assessments for program or policy implementation and develops a contingency plan to mitigate the risk identified Supervises other involved in planning, implementing and evaluating policies or programs
		<ul style="list-style-type: none"> Secures and allocates program resources and ensures coordination of resources during program implementation Establishes procedures and standards for evaluating the effectiveness of programs and policies 		

Proficiency Scale

Behavioural Statement

Competency Profiles

- PHAC roles (job categories)
 - Frontline Providers
 - Work directly with clients, including individuals, families, groups and communities
 - e.g. Public Health Nurses, Public Health Dietitians, Dental Hygienists
 - Consultants/Specialists
 - Have advanced preparation in a special content area, provide expert advice and support to front line providers and managers, although may also work directly with clients
 - e.g. Epidemiologists, Community Medicine Specialists, Advanced Practice Nurses
 - Managers/Supervisors
 - Responsible for major programs or functions, have staff who support them.
 - e.g. Content Consultant, someone responsible for managing a team

Competency Profiles

Competencies	Front Line Provider	Consultant / Specialist	Manager / Supervisor
Public Health Sciences	3	3	3-4
Assessment and Analysis	2-3	3-4	3-4
Policy and Program Planning, Implementation and Evaluation	2	2-3	4
Partnerships, Collaboration and Advocacy	2-3	4	3-4
Diversity and Inclusiveness	3	3	3-4
Communication	3-4	3-4	3-4
Leadership	2	3	3-4
Ethics and Professionalism	3	3	3-4



Competency Based Performance Management

What is performance management?

Performance management is a cycle of managing employee performance for success where goals are created, competencies are incorporated and constructive feedback is provided for continuous improvement.

Performance Objectives

Key objectives/outcomes, and standards for determining whether they are successfully accomplished

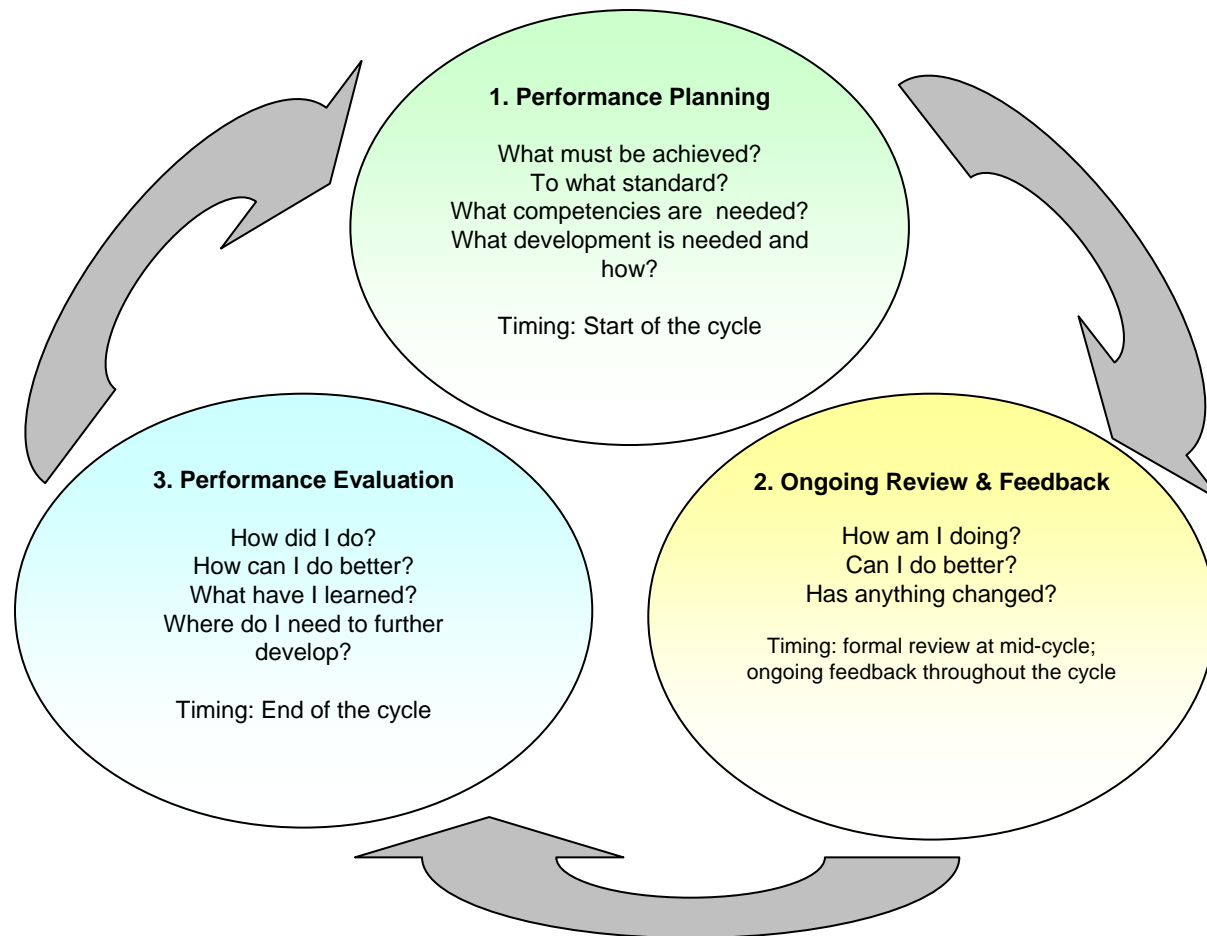
WHAT
must be accomplished

Competencies

Behaviours to be displayed in successful accomplishment of work objectives

HOW
it must be accomplished

Performance Management Cycle



Performance Management Toolkit

- Tools:

- Competency Based Performance Management for Public Health: A Guidebook for Managers and Employees
- Ontario Public Health Performance Management Competencies
- Ontario Public Health Performance Management Competency Profiles
- Competency Based Performance Management Checklist for Public Health
- Performance Management Planning and Evaluation Tool for Public Health
- Competency Based Self Assessment Tool for Public Health

Performance Management Toolkit

- Other Useful Documents to consider:
 - Strategic and business plans
 - Organization/Program objectives
 - Employee job description
 - Previous year's performance evaluation results
 - Organizational guidelines/policies for learning and development

Performance Management Process

Stage 1: Performance Planning

- The manager and employee each review the performance management process and their roles and responsibilities
 - Competency Based Performance Management for Public Health: A Guidebook for Managers & Employees
 - Competency Based Performance Management Checklist for Public Health
- The manager reviews the employee's job description, competency profile, organization/program objectives and the employee's performance evaluation from the previous year
 - Ontario Public Health Performance Management Competency Profiles
 - Ontario Public Health Performance Management Competencies
 - Performance Management Planning and Evaluation Tool for Public Health (previous year's)

Performance Management Process

Stage 1: Performance Planning – continued

- The manager and employee meet to identify and agree upon the performance objectives and competency proficiency levels for the current performance cycle
 - Ontario Public Health Performance Management Competency Profiles
 - Ontario Public Health Performance Management Competencies
 - Performance Management Planning and Evaluation Tool for Public Health

Performance Management Process

Stage 2: Ongoing Review and Feedback

- The manager and employee meet periodically as scheduled to review progress on objectives and competencies. Revisions are made as necessary to the performance and learning plan
- This stage is not required for the pilot

Performance Management Process

Stage 3: Performance Evaluation

- The employee conducts a self-assessment on their established competencies and the manager reviews the results.
 - Competency Based Self Assessment Tool for Public Health
- The manager and employee meet to discuss the past year's performance and evaluate the employee against the performance objectives and competencies
 - Competency Based Self Assessment Tool for Public Health
 - Ontario Public Health Performance Management Competencies
 - Performance Management Planning and Evaluation Tool for Public Health
- The manager and the employee agree on the ratings given and discuss any impacting issues

Performance Management Process

Stage 3: Performance Evaluation – continued

- The manager and the employee develop a learning plan for areas in which the employee should improve to meet the expected performance level and/or areas for career development beyond the current job requirements
 - Performance Management Planning and Evaluation Tool for Public Health
 - Ontario Public Health Performance Management Competencies

Pilot Purpose and Overview

- Pilot stage in the project
 - Tools to be piloted with professionals in Public Health
 - Employees in 3 roles identified by PHAC
 - Managers of employees
 - Pilot to be implemented over the next 5-6 weeks
 - Feedback to be gathered and tools modified accordingly
 - Focus groups will be held following the process

Pilot Process

- Week 1 - Participant Training & Background Reading
- Week 2 - Manager & Employee Planning Meeting
- Week 3 - Employee Competency Based Self Assessment (beginning of week)
- Week 3 - Manager Review of Self Assessment (end of week)
- Week 4 – Manager & Employee Evaluation meeting
- Week 6 – Pilot Feedback Sessions

Providing Feedback for Pilot

- At the end of the pilot you will participate in a focus group or a survey to provide feedback on the competency based performance management tools
- Please take brief notes over the next several weeks to be able provide your feedback

Feedback Checklist

As you use the tools and work throughout the process consider the following to provide feedback:

- Easy to read and follow
- Usefulness and appropriateness of the competencies
- Clear language and appropriate language
- Clear instructions provided in the tools
- Clear steps in how to work through the various tools and processes
- Challenges using the tools and processes

Feedback Checklist Continued

- Identify which tools would be worth considering adapting in public health units
- Suggestions for improvement in the tools and processes
- Clarity of the information session for the pilot and use of the tools
- Appropriate and sufficient ranking scales for the different tools
- Interest in using the competency-based performance management framework in your public health unit and program area

Questions and Answers?

