

Competency Based Performance Management Checklist for Public Health



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



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Acknowledgements

The partners of the Competency Based Performance Management Project for Public Health, consisting of the individuals listed below, would like to acknowledge the time, expertise and experience of the contributors of this project; the project funder, partners, participants and consulting firms. Without their commitment, hard work and dedication this framework and accompanying tools would not be possible.

The project steering committee:

Aimee Linkewich – Education Officer, Thunder Bay District Health Unit
Angella Kalloo – Project Administrative Coordinator, Ontario Public Health Association
Caroline Ball – Project Manager, Core Competencies, City of Hamilton Public Health Services
Colleen McBride – Manager, Human Resources, Haliburton, Kawartha, Pine Ridge District Health Unit
Connie Uetrecht – Executive Director, Ontario Public Health Association
Jacqueline Aldred – People Services Consultant, Toronto Public Health
Jennifer Lodge – Project Administrative Coordinator, Ontario Public Health Association
Leslie Orpana – Director, Chronic Disease and Injury Prevention, Haliburton, Kawartha, Pine Ridge District Health Unit
Maureen Cava – Professional Practice Manager, Toronto Public Health
Nancy Day - Representative, former Ontario Public Health Core Competencies Task Group
Shelly White – Manager, Family Health, Haliburton, Kawartha, Pine Ridge District Health Unit
Sue Bickle - Director of Administration & Human Resources, Haliburton, Kawartha, Pine Ridge District Health Unit
Tina Wadham – Project Coordinator, Ontario Public Health Association

The project funder:

Health Force Ontario

The project partners:

City of Hamilton Public Health Services
Haliburton, Kawartha, Pine Ridge District Health Unit
Ontario Public Health Association
Thunder Bay District Health Unit
Toronto Public Health

Project participants:

OPHA's Constituent Societies
Ontario Public Health Units
The Project Reference Group

Consulting firms:

2WA Consulting - Professional Facilitators that conducted and prepared report for focus group meetings
Health Promotion Consulting Group Inc. - Professional Evaluator that conducted evaluation for project.
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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Performance Management Process

The performance management process is designed to assist management and employees alike in communicating performance goals, sharing performance information on a regular basis, fostering learning and development, and exploring career opportunities.

This checklist summarizes the key steps for managers and guidelines for employees when conducting the three stages of the performance management cycle: performance planning, ongoing review and feedback, and evaluation. For more information, please review Competency Based Performance Management for Public Health: A Guidebook for Managers & Employees.

Objectives of the Performance Management Process

- highlight and recognize employee achievements
- identify areas for employee development (competencies)
- establish mutually agreed upon employee performance objectives and determine a plan of action for the coming year in order for the employee to achieve the identified objectives

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Stage One: Performance Planning

Before meeting with the employee, the Manager will:

- Review job description and identify key tasks. Ensure job description is current.
- Review competencies and job profiles
- Ensure the competencies and profiles used are approved by the organization
- Review organizational objectives for the year and overall results expected from the section/team

During the planning meeting the Manager will:

- Review and confirm performance objectives (5 or 6) for the next performance cycle while linking them to the organizational goals
- Discuss approaches and action plans to achieve the performance objectives and expected competency proficiency levels
- Document the performance objectives on Section A and expected competency level on Section B, and the learning and development plan on Section C of the Performance Management Planning and Evaluation Tool for Public Health

During the planning meeting the Employee will:

- Provide input into their work objectives and ensure they understand how their performance will be measured
- Identify potential challenges and road blocks and work with their manager to identify an action plan to mitigate these challenges, including their manager's role

During the planning meeting the Manager & Employee will:

- Draft 5 or 6 SMART performance objectives
- Work together to identify the Ontario Public Health Performance Management Competencies and any other specific competencies (e.g. for the organization, program or discipline) that are required to meet these objectives and confirm the appropriate proficiency level for the role.
- Develop a learning and development plan

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Stage Two: Ongoing Review and Feedback

Throughout the performance cycle, the Manager will:

- On an ongoing basis with the employee, review progress on objectives and competencies and record any modifications to objectives
- Provide ongoing feedback, coaching and recognition
- Review employee strengths and areas for development, and provide feedback and coaching on ways to improve performance.
- Encourage the employee to recognize and appreciate their accomplishments
- Document performance feedback in a employee log

Throughout the performance cycle, the Employee will:

- Track and document their progress on their performance objectives
- Keep their manager current on any road blocks or issues and work with their manager to resolve them
- Review their competency profile to ensure they understand the behaviours that are expected of them and take time to reflect on them
- Work to complete the actions depicted in their learning plan
- Solicit feedback from their manager

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Stage Three: Performance Evaluation

Before meeting with the manager, the Employee will:

- Complete the competency based self assessment and forward it to their manager by the agreed-upon timeline
- Review their performance objectives and draft their performance objective outcomes/results as well as behavioural examples of their competency achievement
- Be prepared to provide specific examples of their performance
- Reflect on and be prepared to discuss their career aspirations

Before meeting with the employee, the Manager will:

- Give the employee adequate notice about the meeting date, time and place
- Ensure that the employee completes and forwards the competency based self assessment form (using the competencies identified in the planning stage)
- Review the competency based self assessment results and results from previous evaluations
- Review employee performance observations made over the year or since the last evaluation
- If necessary, gather additional performance feedback from the employee, other employees, managers and clients who have worked with the employee over the year
- Reflect on their own role in the employees performance:
 - Have performance expectations been clarified?
 - Are there situational constraints, resource or time constraints?
- Assess employee competencies and refer to the results of their self assessment tool
- Prepare initial draft of the evaluation on Section B and D of the Performance Management Planning and Evaluation Tool for Public Health

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During the performance evaluation meeting the Manager will:

- Acknowledge employee accomplishments
- Discuss the competency based self assessment form completed by the employee and their overall ratings for each competency
- Discuss major accomplishments and areas of improvement from their own perspective
- Review the employee's drafted performance objective outcomes/results and competency behavioural examples
- Identify ways in which they can assist in enhancing the quality or level of the employee's work
- Discuss learning needs required to meet performance objectives and competencies
- Discuss learning needs required for career development
- Allow for time at the end to discuss other topics the employee may want to cover
- Begin the process of identifying performance and competency developmental objectives for the next performance cycle.

During the performance evaluation meeting the Employee will:

- Discuss their competency assessment, providing specific examples as required
- Acknowledge their accomplishments
- Ask for specific examples when they do not understand a performance issue
- Identify ways in which their manager can assist in enhancing the quality or level of their work output
- Discuss their career aspirations and work with their manager to identify development and learning needs
- Acknowledge the role their manager has played in their performance and development

During the performance evaluation meeting the Manager & Employee will:

- Diagnose together potential causes of any discrepancy between the employee's objectives and their actual performance
- Come to a common understanding about the quality and level of employee performance and competencies over the review period.
- Develop a learning plan together to enhance your performance