

Public Health Competency Based Employee Performance Management Checklist

Public Health Competency Based Employee Performance Management Toolkit
OPHA & Partners, Version 2 (2010)



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Performance management process

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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 performance evaluation. For more information, please review **Public Health Competency Based Employee Performance Management: A Guidebook for Managers and Employees** (Guidebook).

Objectives of the performance management process

- 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,
- Identify areas for employee development (competencies),
- Highlight and recognize employee achievements,

The following resources and tools will be referred to throughout the Checklist to be used at different times in the performance management cycle. In the Checklist the resources and tools will be referred to as the following:

Name of Tools	Abbreviated Name of Tools
Public Health Competency Based Employee Performance Management Leaders' Guide	Leaders' Guide
Public Health Competency Based Employee Performance Management: A Guidebook for Managers & Employees	Guidebook
Public Health Employee Performance Management Competencies	Competencies
Public Health Employee Performance Management Competency Profiles	Competency Profiles
Public Health Employee Performance Management Competency Summary Chart	Competency Summary Chart
Public Health Competency Based Employee Performance Management Checklist	Checklist
Public Health Competency Based Employee Performance Management Planning and Evaluation Tool	Planning and Evaluation Tool
Public Health Competency Based Employee Performance Management Planning and Evaluation Tool - Sample	Planning and Evaluation Tool-Sample
Public Health Competency Based Employee Performance Management Self Assessment Tool - Front Line Provider	Self Assessment Tool - Front Line Provider
Public Health Competency Based Employee Performance Management Self Assessment Tool - Consultant/Specialist	Self Assessment Tool - Consultant/Specialist
Public Health Competency Based Employee Performance Management Self Assessment Tool - Manager/Supervisor	Self Assessment Tool - Manager/Supervisor
Public Health Competency Based Employee Performance Management Self Assessment Tool – Master Templates	Self Assessment Tool – Master Templates

Public Health Competency Based Employee Performance Management Checklist

Stage One: Performance Planning

Before the meeting, the manager will:

- Give the employee adequate notice about the meeting date, time and place
- Review the Guidebook
- Review the Checklist
- Review the Competencies and Competency Summary Chart
- Review the Competency Profiles and reflect on the competency profile role for the employee and, consider the appropriate level of the competencies
- Review the employees Planning and Evaluation Tool from the previous year
- Review a current job description for the position
- Review organizational/program objectives
- Review strategic and business plans
- Review organizational guidelines/policies for learning and development and succession planning
- Prepare to discuss potential performance objectives
- Reflect on employee career development

Before the meeting, the employee will:

- Review the Guidebook
- Review the Checklist
- Review the Competencies and Competency Summary Chart
- Review the Competency Profiles and reflect on the competency profile for their position
- Review their own Planning and Evaluation Tool from the previous year
- Prepare to discuss potential performance objectives
- Reflect on and be prepared to discuss career aspirations

During the planning meeting, the manager and employee will:

- Identify and agree upon the performance objectives for the upcoming year, key indicators, target dates and expected level of proficiency for each of the eight Competencies
- Document the agreed upon performance objectives, key indicators and target dates on Section A as well the expected proficiency level for each competency on Section B of the employees Planning and Evaluation Tool. It may be helpful to indicate in brackets which competency(ies) is/are being demonstrated in the Key Indicator column of Section A.
- Discuss and agree upon a learning and development plan that identifies the objectives, activities, resources, barriers and target dates
- Document the agreed upon learning plan in Section C of the Planning and Evaluation Tool. A separate Section C form will be needed for each learning objective.

Public Health Competency Based Employee Performance Management Checklist

After the meeting, the manager and employee will:

- Keep a printed and an electronic copy of the partially filled out planning and evaluation tool to be completed in the evaluation stage at the end of the performance management cycle.

Stage Two-Ongoing Review and Feedback

Throughout the performance cycle, the manager will:

- Review progress on objectives and competencies and record any modifications to objectives on the original Planning and Evaluation Tool.
- Provide on-going, feedback and recognition
- Review employees strengths and areas for development
- Encourage the employee to recognize and appreciate their accomplishments
- Document performance feedback in an employee log including date, situation, behaviour and consequence/result of behaviour

Throughout the performance cycle, the employee will:

- Track and document their progress on their performance objectives on the Planning and Evaluation Tool
- Keep their manager current on any barriers or issues and work with their manager to resolve them
- Complete activities identified in their learning plan
- Solicit feedback from their manager

Mid-way through the performance cycle, the manager and employee will meet to formally review and document:

- Progress in achieving performance objectives. Complete Interim Review Columns of Planning and Evaluation Tool noting what needs to be revised/maintained/improved
- Progress on the learning and development plan

Stage Three-Performance Evaluation

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 submits the Self Assessment Tool using the competency level identified in the planning stage
- Ensure the employee completes and submits a draft of the outcomes columns of Section A and C and the behavioural examples in Section B, as well as draft ratings

Public Health Competency Based Employee Performance Management Checklist

- Review the completed Self Assessment Tool and draft Planning and Evaluation Tool submitted by the employee
- Review employee log of observations made over the year. If necessary or appropriate and with the employee's knowledge, gather additional performance feedback from the employee, other employees, managers and clients who have worked with the employee over the year (optional)
- Reflect on their own role in the employee's performance, asking whether performance expectations have been clarified or whether there are situation, resource or time constraints
- Draft the outcomes/results in Sections A and C of the Planning and Evaluation Tool
- Draft behavioural examples in Section B of the Planning and Evaluation Tool
- Draft ratings for the outcomes/results of performance objectives on Section A
- Draft ratings for competency proficiency levels on Section B
- Prepare to discuss the ratings and any additions to the outcomes columns on Section A, behavioural examples on Section B and results on Section C of the Planning and Evaluation Tool
- Reflect on succession management and career development

Before meeting with the manager, the employee will:

- Complete and submit to their manager the Self Assessment Tool
- Draft and submit the outcomes/results and ratings columns of Section A
- Draft and submit behavioural examples and ratings on Section B
- Draft and submit the outcomes/results column of Section C
- Reflect on their career aspirations

During the performance evaluation meeting, the manager will:

- Acknowledge the employee accomplishments and strengths
- Allow for time at the end to discuss other topics the employee may want to cover related to performance
- Discuss and identify ways in which they can assist in enhancing the quality or level of the employee's work

During the performance evaluation meeting, the employee will:

- Discuss and identify ways in which their manager can assist in enhancing the quality or level of their work
- Discuss their self assessment providing additional examples as required
- Discuss their major accomplishments and areas of improvement from their own perspective
- At the end, if necessary, discuss other topics related to performance

Public Health Competency Based Employee Performance Management Checklist

During the performance evaluation meeting, the manager and employee will:

- Discuss the Self Assessment Tool completed by the employee and their ratings for each competency
- Review and discuss the employee's drafted performance outcomes/results, competency behavioural examples and learning and development objective outcomes/results
- Discuss and rate the achievement of each performance objective and competency
- Attempt to come to a common understanding about the quality and level of employee performance and competencies over the review period
- Begin the process of identifying performance and competency development objectives for the next performance cycle
- Discuss any potential causes of any discrepancy between:
 - the employee's objectives and their actual performance
 - the employee's self ratings and the manager's ratings

After the performance evaluation meeting, the manager will:

- Finalize the Planning and Evaluation Tool, Sections A, B, C and complete manager portions of Section D (Overall Evaluation, Manager Comments/Summary)
- Forward the Planning and Evaluation Tool to the employee for completion of employee portion of Section D (Employee Comments and Signature).
- Provide a completed signed copy of the Planning and Evaluation Tool to employee and forward the original to the human resources department to be put in the employee's personnel file.

After the performance evaluation meeting, the employee will:

- Sign and forward the Planning and Evaluation Tool back to the manager for signature.