

## Tacoma Pierce County Health Department Employee Development and Performance Review

The purpose of the performance and development system at Tacoma-Pierce County Health Department is to continuously develop the quality and capacity of the Health Department work force by:

- Modeling a consistent philosophy of performance management throughout the organization;
- Aligning the work of the individual to the goals, values and objectives of the business unit and the Department;
- Clarifying performance needs and expectations;
- Providing an ongoing process for comprehensive reflection of an individual's or team's accomplishments, work performance; and
- Continuously developing the knowledge, skills and abilities of the work force.

### **Section I: Employee Notification and Preparation**

**Manager or Supervisor** Sends the Notification and Preparation form to the Employee for completion.

**Employee** Completes and returns the information as directed.  
**Note:** This form will be attached to your final Performance Review.

### **Section II: Position Linkage with Organizational Mission, Strategic Plan, Goals, Objectives and Core Values**

**Manager or Supervisor** With input from the employee, identify the organization's mission and how the duties and responsibilities of this position link or contribute to the achievement of the mission, goals, and objectives of the organization.

### **Section III: Performance Review**

**Manager or Supervisor** Completes the Performance Evaluation of the past review period for Employee's Performance and Competency Assessment. The Performance Evaluation will be finalized based on feedback and input from the employee.

### **Section IV: Future Performance Goals and Expectations**

**Employee and Manager or Supervisor** Based upon the position's major responsibilities, identify key results, goals and competencies expected of the employee during the next performance period.

### **Section V: Individual Development Plan (IDP)**

**Employee and Manager or Supervisor** The Individual Development Plan (IDP) is a tool to support effective performance management. It is formatted to facilitate performance planning. Complete this form collaboratively; identify training and development opportunities for the present job and for career advancement.

### **Section VI: Signatures-Acknowledgement of Final Evaluation and Individual Performance Plan (IDP)**

**Manager or Supervisor** Prepares the final form and shares it with the employee. Both sign the final Evaluation and IDP. The forms are then referred to the reviewer whose signature indicates that the process has been appropriately followed. The reviewer may also add relevant comments concerning the employee's performance.

Provide the employee a copy and the original is submitted to Human Resources and placed in the employee's personnel file. A new performance cycle begins at this point.

### **Section VII: Interim Reviews (Optional)**

This section may be utilized during the course of the performance period to adjust performance goals/expectations if circumstances change, and/or to document interim feedback sessions.

**Section I: Employee Notification and Preparation**

**Tacoma Pierce County Health Department  
Interoffice Memorandum**

**DATE:** \_\_\_\_\_

**TO:** \_\_\_\_\_

**FROM:** \_\_\_\_\_

**SUBJECT: Performance Evaluation Preparation Form**

As you may be aware, your performance evaluation is due \_\_\_\_\_. In preparation for the review, please respond to the following questions and return them to me by \_\_\_\_\_. This information will be attached to the final performance evaluation.

1. Accomplishments that you are proud of or are of significance to you.
2. What training opportunities and/or areas for development would you like to concentrate on during the next reporting period?
3. What is it about your job or position that you find rewarding/valuing?
4. Are you sufficiently challenged by your present responsibilities? Please explain.
5. Is there anything about your job you would like to see changed?
6. Is there anything that I can do as your supervisor to:
  - a) Improve your working environment;
  - b) Be a better leader/manager; and
  - c) Ensure you have the tools, supplies and materials to be successful in your job.
  - d) Help you prepare for additional responsibilities.
7. What can you do to
  - a) Improve your working environment;
  - b) Be successful in your position; and
  - c) Ensure you have the tools, supplies and materials to be successful in your job.

The following optional questions are designed and intended to help you summarize your interests and needs for growth and development in your current position and for future positions. You are encouraged to provide this feedback and answer them openly and completely so as to foster better understanding between you and the department.

**CURRENT JOB**

8. Contingent upon funding and availability, what additional experience or training would be helpful to you in improving your performance in your current position?

**FUTURE PROFESSIONAL GOALS**

9. What do you see as your next job and how well prepared do you feel you are to handle the responsibilities?
10. What are your long term career aspirations?
11. Other comments relevant to your Individual Development Plan (IDP).

**\* Evaluator: Please attach and return this form to the final Performance Evaluation**

**Section II: Position Linkage with Organizational Mission, Strategic Plan, Goals, Objectives and Core Values**

What is the organization’s mission and how do the duties and responsibilities of this position link or contribute to the achievement of the mission, strategic plan, goals, objectives and core values? Provide a brief summary.

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**Section III: Performance Review**

<b>Employee Last Name</b>	<b>First Name</b>	<b>Middle Name (Initial)</b>
<b>Job Title</b>	<b>Business Unit</b>	<b>Evaluator’s Name</b>
<b>Date of Last Review</b>	<b>Performance Period</b> From:                      To:	<b>Date of This Review</b>
<b>Purpose of Review</b>	<b>Annual      Probationary      Other (specify)</b>	<b>Position Description Reviewed</b>

The following competencies are considered to be essential for the successful performance of Tacoma-Pierce County Health Department employees. **Goals and expectations identified during the previous evaluation period should be reviewed and utilized for the completion of performance assessment.**

<b>KEY COMPETENCIES</b>	N/A	Does Not Meet Expectations	Meets Expectations	Exceeds Expectation
<b>I.      <u>JOB KNOWLEDGE</u></b> - Demonstrates knowledge and skills needed to perform essential job functions as assigned; knowledge of statutory and procedural job requirements.				
<b>COMMENTS:</b>				
<b>II.     <u>QUALITY AND QUANTITY</u></b> – Accuracy, thoroughness and clarity are evident in work assignments; Volume of satisfactory work output meets established standards.				
<b>COMMENTS:</b>				
<b>III.    <u>INITIATIVE</u></b> – Self motivated to seek, anticipate and carry out work tasks; works to expand job knowledge and skills; suggests new ideas to improve quality and performance; applies or proposes new findings, developments, technologies and/or skills to job duties.				
<b>COMMENTS:</b>				
<b>IV.    <u>DEPENDABILITY</u></b> – Can be relied upon to carry out job assignments and keep commitments; is on time and prepared; is consistent and conscientious; follows expectations regarding attendance.				

<b>COMMENTS:</b>				
<b>V. <u>INTERPERSONAL AND CULTURAL RELATIONSHIPS</u></b> – Supports and maintains focus on the goals, values, objectives and strategies to achieve the Agency’s mission; Works effectively with others; understands and uses communication channels properly; accepts constructive criticism; treats all people with courtesy, dignity and respect; promotes a work environment free of discrimination, harassment and hostility.				
<b>COMMENTS:</b>				
<b>VI. <u>CUSTOMER SERVICE, EXTERNAL AND INTERNAL</u></b> – Responds in a helpful, tactful and sensitive manner to internal and external customer needs. Handles inquiries promptly with courtesy, confidentiality and impartiality; provides complete and accurate information as available and follows through as necessary; considers the cultural and diverse needs of customers/clients.				
<b>COMMENTS:</b>				
<b>VII. <u>COMMUNICATION SKILLS</u></b> – Meets the communication needs of the position; displays ability to listen, ask questions, read with understanding and respond appropriately.				
<b>COMMENTS:</b>				
<b>VIII. <u>PROFESSIONALISM</u></b> – Appearance and conduct present a positive image; maintains positive demeanor when confronted with difficult situations; conduct and judgment consistently support policies, work standards and ethics.				
<b>COMMENTS:</b>				
<b>IX. <u>SAFETY</u></b> – Practices safe working habits; complies with safety procedures, requirements and apparel as required by the job; analyzes hazards; reports unsafe working conditions and faulty equipment immediately; warns co-workers of unsafe conditions; attends and participates in scheduled safety meetings and trainings				
<b>COMMENTS:</b>				
<b>X. <u>JUDGEMENT, PROBLEM SOLVING AND CRITICAL DECISION MAKING</u></b> – Makes consistent, timely and appropriate decisions; considers impact of decisions; involves others in the decision-making and problem-solving process.				
<b>COMMENTS:</b>				

<b>XI. <u>DEMONSTRATES ABILITY TO WORK AS A MEMBER OF A TEAM</u></b> – Takes proportionate responsibility for assuring team success; shares credit with all team participants.				
<b>COMMENTS:</b>				
<ul style="list-style-type: none"> <li>• <b><u>DEMONSTRATES ABILITY TO USE QUALITY PRINCIPLES AND TOOLS</u></b> - Uses quality principles, methods and tools to analyze and improve work processes. Actively participates in quality improvement / planning teams, when applicable to their work. Participates in training opportunities to learn more about quality principles, methods and tools. Uses data to better understand the effectiveness and efficiency of work.</li> </ul>				
<b>COMMENTS:</b>				
<b>XII. <u>MANAGING AND DEVELOPING SUBORDINATES</u></b> – Directs subordinates in their assigned functions and follows up to ensure desired results. Keeps subordinates informed of, and enforces department policies and procedures. Is sensitive to and maintains appropriate confidentiality of employee problems and attempts to find solutions. Keeps subordinates apprised of their performance; provides ongoing informal and formal recognition. Identifies areas in which training is needed and arranges work assignments in order to facilitate learning. Coaches, mentors, involves, inspires and motivates high performance in individuals and teams.				
<b>COMMENTS:</b>				
<b>XIII. <u>OTHER KEY COMPETENCIES</u></b>				
<b>COMMENTS:</b>				

<b><u>Section IV: Future Performance Goals and Expectations</u></b>	From:	To:
Based on the position's major responsibilities, outline the key results, goals, and competencies expected of the employee during the next performance period.		

**Key Competencies**

What are the most important competencies that the employee should demonstrate in order to be successful?

**Key Goals/Expectations**

What are the most important goals, expectations and/or special assignments to accomplish in order to be successful during the next evaluation period? Goals and expectations should be set for each major area of job responsibility and be as measurable as possible.

GOAL/EXPECTATION TO ACCOMPLISH	ACCEPTABLE OUTCOME THAT WILL MEASURE ATTAINMENT OF GOAL/EXPECTATION	DUE DATE FOR GOALS/EXPECTATION

**Section V: Individual Development Plan (IDP)**

**Individual Development Plan (IDP)**

Name: \_\_\_\_\_ Business Unit: \_\_\_\_\_

Complete this form collaboratively; identifying training and development opportunities for the present job and for career growth. Time and resources will be considered by the supervisor throughout the duration of the plan.

**Required Training:** \_\_\_\_\_

**Development Types:**

Classroom Training    On-the-Job Training    Mentoring    Conference    College Course    Association  
 Self-Study    Other

Desired Performance and or Competency	Development Type	Type of training or experience, name or course, conference, etc. if known	*Priority	Approximate schedule/date

\*If funding is available Priority #1 is required or needed for the current position and Priority #2 would be helpful or beneficial to have, but not required for the current position and/or for future employment opportunities.

