

## Guide for Performance Evaluation of Health Department Director/ Administrator

### Levels of Performance

Excellent	Performance is clearly outstanding Performance is superior-it far exceeds standards or expectations Performance is exceptional on a continuous basis.
Good	Performance generally meets or exceeds standards or expectations Attains all or nearly all of position expectations.
Satisfactory	Performance is adequate-it meets standards or expectations, and is developing with the position.
Needs improvement	Fails to meet one or a few job expectations.
Unacceptable	Performance is below accepted levels. Fails to meet most job expectations.

Please reference the Local Board of Health Manual

### Performance Evaluation Health Department Director

Specific Competencies	Rating(1-5): 1- Unacceptable, 2- Needs Improvement, 3 - Satisfactory, 4 - Good, 5 - Excellent	
<b>1. Analytic Assessment Skills</b>		
	<b>Rating</b>	<b>Comments</b>
Defines a problem		
Determines appropriate uses and limitations of both quantitative and qualitative data		
Selects and defines variables relevant to defined public health problems		
Identifies relevant and appropriate data and information sources		
Evaluates the integrity and comparability of data and identifies gaps in data sources		
Applies ethical principles to the collection, maintenance, use, and dissemination of data and information		
Partners with communities to attach meaning to collected quantitative and qualitative data		

Makes relevant inferences from quantitative and qualitative data		
Obtains and interprets information regarding risks and benefits to the community		
Applies data collection processes, information technology applications, and computer systems storage/retrieval strategies		
Recognizes how the data illuminates ethical, political, scientific, economic, and overall public health issues		
<b>Total rating score</b>		

Specific Competencies	Rating(1-5): 1- Unacceptable, 2 - Needs Improvement, 3 - Satisfactory, 4 - Good, 5 - Excellent	
	<b>Rating</b>	<b>Comments</b>
<b>2. Policy Development/Program Planning</b>		
Collects, summarizes, and interprets information relevant to an issue		
States policy options and writes clear and concise policy statements		
Identifies, interprets, and implements public health laws, regulations, and policies related to specific programs		
Articulates the health, fiscal, administrative, legal, social, and political implications of each policy option		
States the feasibility and expected outcomes of each policy option		
Utilizes current techniques in decision analysis and health planning		
Decides on the appropriate course of action		
Develops a plan to implement policy, including goals, outcome and process objectives, and implementation steps		
Translates policy into organizational plans, structures, and programs		
Prepares and implements emergency response plans		
Develops mechanisms to monitor and evaluate programs for their effectiveness and quality		
<b>Total rating score</b>		

Specific Competencies	Rating(1-5): 1- Unacceptable, 2 - Needs Improvement, 3 - Satisfactory, 4 - Good, 5 - Excellent	
	Rating	Comments
<b>3. Communication</b>		
Communicates effectively both in writing and orally, or in other ways		
Solicits input from individuals and organizations		
Advocates for public health programs and resources		
Leads and participates in groups to address specific issues		
Uses the media, advanced technologies, and community networks to communicate information		
Effectively presents accurate demographic, statistical, programmatic, and scientific information for professional and lay audiences		
<b>Attitudes</b>		
Listens to others in an unbiased manner, respects points of view of others, and promotes the expression of diverse opinions and perspectives		
<b>Total rating score</b>		

Specific Competencies	Rating(1-5): 1- Unacceptable, 2 - Needs Improvement, 3 - Satisfactory, 4 - Good, 5 - Excellent	
	Rating	Comments
<b>4. Cultural Competency</b>		
Utilizes appropriate methods for interacting sensitively, effectively, and professionally with persons from diverse cultural, socioeconomic, educational, racial, ethnic and professional backgrounds, and persons of all ages and lifestyle preferences		
Identifies the role of cultural, social, and behavioral factors in determining the delivery of public health services		

Develops and adapts approaches to problems that take into account cultural differences		
<b>Attitudes</b>		
Understands the dynamic forces contributing to cultural diversity		
Understands the importance of a diverse public health workforce		
<b>Total rating score</b>		

Specific Competencies	Rating(1-5): 1- Unacceptable, 2 - Needs Improvement, 3 - Satisfactory, 4 - Good, 5 - Excellent	
	<b>Rating</b>	<b>Comments</b>
<b>5. Community Dimensions of Practice Skills</b>		
Establishes and maintains linkages with key stakeholders		
Utilizes leadership, team building, negotiation, and conflict resolution skills to build community partnerships		
Collaborates with community partners to promote the health of the population		
Identifies how public and private organizations operate within a community		
Accomplishes effective community engagements		
Identifies community assets and available resources		
Develops, implements, and evaluates a community public health assessment		
Describes the role of government in the delivery of community health services		
<b>Total rating score</b>		

Specific Competencies	Rating(1-5): 1- Unacceptable, 2- Needs Improvement, 3- Satisfactory, 4 - Good, 5 - Excellent	
	<b>Rating</b>	<b>Comments</b>
<b>6. Basic Public Health Sciences</b>		
Identifies the individual's and organization's responsibilities within the context of the Essential Public Health Services and core functions		

Defines, assesses, and understands the health status of populations, determinants of health and illness, factors contributing to health promotion and disease prevention, and factors influencing the use of health services		
Understands the historical development, structure, and interaction of public health and health care systems		
Identifies and applies basic research methods used in public health		
Applies the basic public health sciences including behavioral and social sciences, biostatistics, epidemiology, environmental public health, and prevention of chronic and infectious diseases and injuries		
Identifies and retrieves current relevant scientific evidence		
Identifies the limitations of research and the importance of observations and interrelationships		
<b>Attitudes</b>		
Develops a lifelong commitment to rigorous critical thinking		
<b>Total rating score</b>		

Specific Competencies	Rating(1-5): 1- Unacceptable, 2- Needs Improvement, 3- Satisfactory, 4 - Good, 5 - Excellent	
<b>7. Financial Planning and Management</b>		
Develops and presents a budget		
Manages programs within budget constraints		
Applies budget processes		
Develops strategies for determining budget priorities		
Monitors program performance		
Prepares proposals for funding from external sources		
Applies basic human relations skills to the management of organizations, motivation of personnel, and resolution of conflicts		

Manages information systems for collection, retrieval, and use of data for decision-making		
Negotiates and develops contracts and other documents for the provision of population-based services		
Conducts cost-effectiveness, cost-benefit, and cost-utility analyses		
<b>Total rating score</b>		

Specific Competencies	Rating(1-5): 1- Unacceptable, 2- Needs Improvement, 3- Satisfactory, 4 - Good, 5 - Excellent	
<b>8. Leadership and System Thinking</b>		
Creates a culture of ethical standards within organizations and communities		
Helps create key values and shared vision and uses these principles to guide action		
Identifies internal and external issues that may impact delivery of essential public health services (i.e., strategic planning)		
Facilitates collaboration with internal and external groups to ensure participation of key stakeholders		
Promotes team and organizational learning		
Contributes to development, implementation, and monitoring of organizational performance standards		
Uses the legal and political system to effect change		
Applies theory of organizational structures to professional practice		
<b>Total rating score</b>		

**Comments/Final Score** (Score is obtained by adding the ratings and dividing the total ratings by total areas ranked.)

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**Name of Board of Health Member and Date**