



Workforce Development Plan

Developed by the Christian County Health Department

October 2013

Purpose & Introduction

Introduction

Training and development of the workforce is one part of a comprehensive strategy toward agency quality improvement. It is important to identify gaps in knowledge, skills and abilities through an assessment of organizational and individual needs and address those gaps through training and development opportunities. The purpose of this plan is to outline the training and development of the Christian County Health Department (CCHD) staff to ensure a competent public health care workforce. It is critical to the success of public health to create a culture that encourages, supports, and invests in the short and long term organizational development of public health professionals. Employee professional development should be an ongoing process to ensure employees are staying current in core competencies. Planning for continuous development must be tied to an agency's vision, mission, purpose, and administrative goals and objectives as well as to the employee's work and career goals.

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Mission & Vision

The CCHD provides and promotes affordable medical services, community health education and environmentally safe surroundings to improve the quality of life of present and future citizens of Christian County. We believe in a commitment to excellence through striving to meet national accreditation standards and providing quality customer service one person at a time.

Core Competencies

Workforce development will focus on the "Core Competencies for Public Health Professionals" from the Council on Linkages Between Academia and Public Health Practice (2009), "Bioterrorism and Emergency Readiness Competencies for All Public Health Workers" from Columbia University (2002) and Project Public Health Ready Criteria from the National Association of County and City Health Officials (2011).

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The core competencies for Public Health Professionals are as follows:

- Domain #1: Analytic Assessment Skills
- Domain #2: Policy Development/Program Planning Skills
- Domain #3: Communication Skills
- Domain #4: Cultural Competency Skills
- Domain #5: Community Dimensions of Practice Skills
- Domain #6: Basic Public Health Sciences Skills
- Domain #7: Financial Planning and Management Skills
- Domain #8: Leadership and Systems Thinking Skills

The bioterrorism and emergency readiness competencies for all public health workers are as follows:

- Core Competency #1: Describe the public health role in emergency response in a range of emergencies that might arise.
- Core Competency #2: Describe the chain of command in emergency response.
- Core Competency #3: Identify and locate the agency emergency response plan or the pertinent portion of the plan.
- Core Competency #4: Describe his/her functional role(s) in emergency response and demonstrate his/her role(s) in regular drills.
- Core Competency #5: Demonstrate correct use of all communication equipment used for emergency communication (phone, fax, radio, etc.)
- Core Competency #6: Describe communication role(s) in emergency response within the agency, with the media and the general public.
- Core Competency #7: Identify limits to own knowledge/skill/authority and identify key system resources for referring matters that exceed these limits.
- Core Competency #8: Recognize unusual events that might indicate an emergency and describe appropriate action such as communicating clearly within the chain of command.
- Core Competency #9: Apply creative problem solving and flexible thinking to unusual challenges with his/her functional responsibilities and evaluate effectiveness of all actions taken.

This plan will also ensure compliance with cultural competency, HIPAA, LEP, OSHA, and Kentucky Department for Public Health (KDPH) training guidelines. In addition, this plan will address Continuing Education Units (CEUs) for licenses and certifications.

Procedure

Based on these domains and competencies the Public Health Director, Public Health Assistant Director, managers and supervisors of each department developed a training program to address the needs of new and existing employees of CCHD staff. This program will be evaluated annually and updated as needed.

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New Employee Orientation

The New Employee Orientation consists of a series of online modules that address the core competencies and domains for all public health workers. These modules are outlined in a table on page 9. Position specific training will be made available in a variety of formats including state and national conferences, training provided by other organizations, monthly staff meetings, online modules, video conferences and webinars. Attendance at trainings or completion of online modules will be documented on TRAIN or a paper copy of certificates will be maintained in the personnel file. The Administrative Secretary will keep an updated checklist of training attendance for any training that is required of all staff.

Leadership Development Program

The CCHD believes in identifying and developing leadership potential in employees. It is an honor to be chosen as a candidate for the Leadership Development Program. Employees chosen will be in a coordinator, supervisory or leadership position, be recommended by a management team member or supervisor and be appointed by the Public Health Director. Employees newly entering into a coordinator or supervisory position must complete the Leadership Development Program in its entirety. Selected employees may be added to an existing group or may be asked to wait to begin the program with a new group.

Participants will attend one session per month for approximately six (6) months. Topics included in those sessions:

- Introduction to Leadership Development Program
- Importance of Mission, Vision, Purpose and Core Values
- Strengths Finder: Applying strengths to leadership
- CCHD Financial 101/ Internal Controls
- How to review time and travel sheets
- CCHD Interview Process
- Use of the DISC Profile
- Developing Job Descriptions (P-65)
- CCHD Personal Performance Planning and Goal Setting
- Completing Evaluations
- CCHD disciplinary system
- 10 Essential Services of Public Health
- Core Public Health Services

In addition to the six core sessions, participants will be responsible for completing the following within nine (9) months of Session One above:

- One (1) Star 12 off-site seminar approved by the employee's supervisor and the Public Health Director.
- Six (6) Star 12 online trainings or webinars.

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- Four (4) Hopkinsville Community College (HCC) Lifelong Leadership Program seminars.

Professional Development

The professional development program consists of four (4) tiers that address the professional development of management staff, supervisors, professional staff, and general staff.

1. The Management Team is defined as employees serving on the management team of the CCHD. CCHD will pay for the following opportunities for professional development:

- a. Membership dues for one (1) professional organization (up to \$200).
- b. Up to two (2) annual conferences or seminars, including travel, sponsored by a professional organization (up to \$1500 each).
- c. Required annual professional licensure up to \$100.
- d. Continuing Education Units (CEU) needed to maintain licensure or certification.
- e. All access training pass into Star 12 through National Seminars to include unlimited webinars and up to two (2) off site trainings, including travel.
- f. Up to four (4) Life Long Leadership Development Program seminars sponsored by the Hopkinsville Community College.
- g. Certifications required for employment and position.
- h. Membership dues to Kentucky Public Health Association (KPHA), registration fees, and attendance to KPHA annual conference.

2. Supervisors are defined as employees serving in a supervisory capacity who supervise at least one (1) CCHD paid employee. CCHD will pay for the following opportunities for professional development:

- a. CCHD Leadership Development Program.
- b. Membership dues for one (1) professional organization (up to \$200).
- c. Up to two (2) annual conferences or seminars, including travel, sponsored by a professional organization (up to \$1000 each).
- d. Required annual professional licensure up to \$100.
- e. CEUs needed to maintain licensure or certification.
- f. All access training pass into Star 12 through National Seminars to include unlimited webinars and one (1) off site training, including travel.
- g. Up to four (4) Life Long Leadership Development Program seminars sponsored by the Hopkinsville Community College.
- h. Certifications required for employment and position.
- i. KPHA membership dues, registration fees, and attendance to KPHA's annual conference (optional).

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3. Professional Staff is defined as employees required to hold a degree, licensure, or certification as a requirement of employment. CCHD will pay for the following opportunities for professional development:
 - a. Membership dues for one (1) professional organization (up to \$200).
 - b. Up to two (2) annual conferences or seminars, including travel, sponsored by a professional organization (up to \$1000 each).
 - c. Required annual professional licensure up to \$100.
 - d. CEUs needed to maintain licensure or certification.
 - e. Certifications required for employment and position.
 - f. KPHA membership dues, registration fees, and attendance to KPHA's annual conference (must have supervisor and director approval).
 - g. All access training pass into Star 12 through National Seminars (must have supervisor and director approval and is based on availability).

4. General Staff – Employees in positions that do not typically require a degree, licensure, or certification. CCHD will pay for the following opportunities for professional development:
 - a. Lunch and Learn seminars and training events.
 - b. CCHD sponsored seminars.
 - c. New certifications being obtained to provide an additional benefit to CCHD (must have supervisor and director approval).

CCHD will provide the following at the discretion of the director:

1. Elective Certifications – Certifications that are not a requirement of employment may be approved by the director if deemed beneficial to the operation of the CCHD.

2. Tuition Assistance - CCHD may consider providing tuition assistance to an employee in accordance with regulation 902 KAR 8:160, section 4. The director may approve payment of tuition for a regular full-time or designated part-time 100-hour employee to attend a course of study provided by a college or university, correspondence school, vocational school, or other training institution, if the coursework is related to:
 - (a) The work of the agency; and
 - (b) The employee's current position; or
 - (c) An agency position to which the employee can reasonably aspire.

Personal Performance Planning

Upon successful completion of the probationary period, all CCHD employees will complete an individualized Personal Performance Plan (PPP). The PPP assists with discussions and joint decisions by

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the employee and the supervisor on the specific developmental experiences necessary to fulfill the mutual goals of the employee, CCHD and the public health system. Each PPP is uniquely tailored to the needs of CCHD and the individual. The PPP is a personal action plan, jointly agreed to by the employee and the supervisor, which identifies short-term goals.

The PPP will be developed at the end of the employee's six (6) month probationary period. Thereafter it will be developed at the time of the employee's annual evaluation and may be updated during the employee's semi-annual evaluation. Quarterly evaluations may be done at the discretion of the supervisor. The purpose of the PPP is to:

- Encourage the employee to take ownership of his/her own professional development;
- Provide an administrative mechanism for identifying and tracking developmental needs and plans to help CCHD achieve critical goals, and;
- Plan for required annual training and CEUs.

Benefits of Personal Performance Planning

- Identifies training and other developmental experiences needed to achieve goals within a specified time frame.
- Aligns employee training and developmental efforts with the agency's mission, vision, purpose and administrative goals and objectives.
- Enables supervisors to develop a better understanding of their employee's professional goals, strengths, and developmental needs, which can result in more realistic staff development planning.
- Encourages employees to take personal responsibility and be accountable for their own professional development.

Annual Performance Evaluation

Each employee will have an annual employee evaluation. The evaluation will include measurement of the employee's professional development, SMART goals and objectives for continued professional development going forward.

CCHD's annual performance evaluation system rewards employees for above-the-line performance and utilizes a reward system to provide lump sum payments for employees that perform above-the line. Employees are encouraged to see it, own it, solve it, and do it.

Roles and Responsibilities

1. CCHD Administrative Responsibilities

CCHD believes that developing employee potential through coaching, education and training, mobility opportunities, and on-the-job training is critical to organizational effectiveness. CCHD has the responsibility to create and maintain a climate which encourages training and development as an ongoing part of the performance management process and

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supports the agency's vision, mission, purpose, goals and objectives, including but not limited to:

- a) Developing a plan and budget for training, promoting access to training for all employees.
- b) Ensuring that training and development plans are prepared, updated, and discussed by the supervisor and the employee and reviewed and approved by management as part of the employee's performance evaluation process; and
- c) Ensuring that the individual employee development plan is developed jointly by the employee and the supervisor, is based upon training needs assessment, and is consistent with the needs of the agency.

2. Managers and Supervisor's Responsibilities

Managers and supervisors have the primary responsibility for initiating communication about training and individual development including but not limited to:

- a) The supervisor and the employee, working in partnership, will determine the work goals and training needs for each employee;
- b) Management, with input from staff, will be primarily responsible for the development and implementation of training activities;
- c) All levels of supervisors and managers will ensure that adequate, responsive, and quality training is provided to their employees;
- d) Assess employee's strengths and development needs;
- e) Periodically assess the employee's progress toward reaching their goals
- f) Provide regular (annual, at a minimum) opportunities to discuss and plan for the employee's development;
- g) Ensure alignment of employee's goals and development needs to the position;
- h) Evaluate outcomes of employee's training and development efforts; and
- i) Seeking to develop his/her own supervisory, management, and leadership skills related to employee development.

3. Employee Responsibilities

- a) Working with his/her supervisor to assess their own level of mastery of the competencies, skills, and knowledge required in their jobs;
- b) Identifying their professional goals and development needs;
- c) Working in partnership with supervisors and managers to meet CCHD's and his/her own training and development needs to acquire and maintaining the knowledge, skills, and abilities needed for high quality performance and optimum contributions to the vision, mission, purpose and administrative goals and objectives of CCHD;
- d) Actively participating in the development of the PPP;
- e) Actively searching for training opportunities;
- f) Periodically assessing their progress toward reaching their goals; and
- g) Ensuring that training certificates are placed in their personnel file.

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Who	Roles and Responsibilities
Board of Health	Ultimately responsible for ensuring resources are available to implement the Workforce Development Plan.
Public Health Director	Responsible to the Board of Health for workforce strategy, priority setting, establishment of goals and objectives, and establishing an environment that is conducive to and supportive of learning. Identifies high potential employees as part of agency succession plan and leadership development plan.
Human Resources	Provides guidance to the Public Health Director regarding workforce development and assists in creating a culture that is conducive to and supportive of learning. Works with managers to find appropriate training/development opportunities for staff. Provides guidance to the managers with coaching, mentoring and succession planning. Responsible for informing managers of workforce development needs, plans and issues.
Managers	Responsible to the Public Health Director for all employees within their departments. Supports, coaches, and mentors supervisors and/or employees to assure that appropriate training resources and support structures are available within the department. Identifies high potential employees as part of the agency succession plan.
Supervisors	Responsible to the manager of their department and employees under their supervision to ensure that individual and agency based training initiatives are implemented. Works with employees to develop a PPP and supports the implementation of the plan. Identifies high potential employees.
All Employees	Ultimately responsible for their own learning and development. Works with their supervisor to identify and engage in training and development opportunities that meet their individual as well as agency based needs. Identifies opportunities to apply new learning on the job.

Types of Training

Training will be made available in a variety of formats, including but not limited to:

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- Formal classroom training (college courses, seminars and workshops)
- Self-study (self-paced learning, independent reading)
- Technology-based training (on-line modules, webinars)
- Workplace programs (task forces, mentoring, long-term development, on-the-job training rotational assignments)
- Retreats
- State and national conferences

New Employee Orientation (All New Employees) Within 30 Days of Appointment	Course Availability	Core Competencies Addressed by Training	Bioterrorism and Emergency Preparedness Competencies Addressed by Training
KY DPH Occupational Safety Health Administration (OSHA) Blood borne Pathogen Part 1	TRAIN online module	1,6	
KY DPH Occupational Safety Health Administration (OSHA) Blood borne Pathogen Part 2	TRAIN online module	1,6	
KY DPH Occupational Safety Health Administration (OSHA) TB Module Part 1	TRAIN online module	1,2,3,4,5,6,7,8	
KY DPH Occupational Safety Health Administration (OSHA) TB Module Part 2	TRAIN online module	1,2,3,4,5,6	
KY DPH HIPPA Employee Orientation Module	TRAIN online module	1,2,3,6,8	
KY DPH Limited English Proficient Persons Module	TRAIN online module	1,3,4	6
KY DPH How We Know Our Clients Understanding the Impact of Poverty on Public Health Services Delivery	TRAIN online module	3,4	
KY DPH Public Health Orientation Module	TRAIN online module	6	
KY DPH Civil Rights Training Module	TRAIN online module	3,4	
SNS 100 KY DPH Strategic National Stockpile Terms and Concepts	TRAIN online module	1,2,3	1,2,9
SNS 120 KY DPH Strategic National Stockpile Distribution Node (DN)	TRAIN online module	1,2,3	1,2,9
Quarterly New Employee Orientation – Agency Overview	Classroom		1,2,3,4,6,7,8,9
KDPH Cultural Competency	TRAIN online module	3,4	
Defensive Driving	Classroom	1	

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Web EOC Awareness	TRAIN online module		
New Employee Orientation (All New Employees) Within 60 days of Appointment			
NIMS IS 100	TRAIN online module	1,2,3,5,7,8	2,4,7,8,9
NIMS IS 200 - Single Resources and Initial Action Incidents	TRAIN online module	1,2,3,5,7,8	2,4,7,8,9
NIMS IS 700	TRAIN online module	1,2,3,5,7,8	2,4,7,8,9
New Employee Orientation (Supervisors, Managers, Preparedness and Selected Employees) Within 60 days of Appointment			
NIMS ICS 300 – Intermediate ICS for Expanding Incidents	Classroom – 2 day course	8	2,4,7,9
NIMS ICS 400 – Advanced ICS	Classroom – 2 day course	8	2,4,7,9
NIMS ICS 800 – National Response Framework, An Introduction	TRAIN online module	8	2,6
Annual Trainings (All Employees)			
KY DPH Occupational Safety Health Administration (OSHA) Blood borne Pathogen Part 1	TRAIN online module	1,6	
KY DPH Occupational Safety Health Administration (OSHA) Blood borne Pathogen Part 2	TRAIN online module	1,6	
KY DPH Occupational Safety Health Administration (OSHA) TB Module Part 1	TRAIN online module	1,2,3,4,5,6,7,8	
KY DPH Occupational Safety Health Administration (OSHA) TB Module Part 2	TRAIN online module	1,2,3,4,5,6	
KY DPH HIPPA Employee Orientation Module	TRAIN online module	1,2,3,6,8	
KY DPH Limited English Proficient Persons Module	TRAIN online module	1,3,4	6

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Health Environmentalist (All Environmentalists) Due within one year of appointment			
Food Core	Classroom	3,6,8	1,7,8
General Sanitation Core II (pool school)	Classroom	3,6,8	7
Soils Phase I	Classroom	3,6,8	7
Soils Phases I, II	Classroom	3,6,8	7
Registered Sanitation Exam and Certification	Classroom	3,6,8	
10 Annual CEU	Classroom or online	3,6,8	
Preparedness Staff Training Some employees assigned preparedness training may not work directly in the preparedness department			
PIO Training (2 staff)	Classroom	3,4	1,6,7,8,9
Lab Specimen Training (1 employee)	Classroom	2	
ERRT Training (1 employee)	Classroom	1,2,3,6	8
Training on preparedness plans (all staff)	Classroom	3	1,2,3,4,5,6,7,8,9
Nuts and Bolts of Preparedness (managers, supervisors and lead staff)	TRAIN online module	3,5	1
FAN Awareness	TRAIN online module	1,2,3,4,5	1
Capability Training	Classroom		
IS808 ESF8 Public Health	TRAIN online module		1
Web EOC Tutorial	TRAIN online module		
HSEEP	Classroom		
HAN Administrator			
L548 COOP Training	TRAIN online module	1	
NEDSS/DSM (Epi Nurse)			
HANDS Family Support Worker			
Core Training – within 3 months	Classroom – 4 day course	1,3,4,5	
Tier I – within 3 months	Classroom – 5 day course	1,3,4,5	

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Family Goals – within 3 months	Classroom	1,3,4,5	
Ages/Stages Developmental Screening Tool – within 12 months	Classroom	1,3,4,5	
Program Orientation and Community Resources – within 12 months	Online, classroom, community	1,3,4,5	
Child Abuse and Neglect/CPS Referral and Reporting	Online, classroom, webcast	1,3,4,5	
Problem Solving/Crisis Referral – within 12 months	Online, classroom	1,3,4,5	
Confidentiality/Ethics – within 12 months	Online, classroom	1,3,4,5	
Personal Health – within 12 months	Online, classroom	1,3,4,5	
Domestic Violence – within 12 months	Online, classroom	1,3,4,5	
Substance Abuse – within 12 months	Online, classroom, webcast	1,3,4,5	
Mental Health Issues – within 12 months	Online, classroom	1,3,4,5	
Advanced FSW – within 24 months	Classroom	1,3,4,5	
Boundaries – within 24 months	Classroom	1,3,4,5	
Tier II – Growing Great Kids – within 24 months	Classroom (over 6 mo. period)	1,3,4,5	
Values Clarification – within 24 months	Online, classroom	1,3,4,5	
Prenatal Care – within 24 months	Online, classroom	1,3,4,5	
Postpartum Care – within 24 months	Online, classroom	1,3,4,5	
Communication Skills – within 24 months	Online, classroom	1,3,4,5	
Language Development – within 24 months	Online, classroom	1,3,4,5	
Working with Fathers – within 24 months	Online, classroom	1,3,4,5	
Temperament/Discipline – within 24 months	Online, classroom	1,3,4,5	

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Dealing with Loss – within 24 months	Online, classroom	1,3,4,5	
Stress and Time Management – within 24 months	Online, classroom	1,3,4,5	
10 hours of wrap-around, including 5 hours of red alert training – annually	Online, classroom	1,3,4,5	
Tier III – Growing Great Kids – within 36 months (over 6 months)	Classroom	1,3,4,5	
HANDS Supervisor			
Parent Visitor Core Training – within 3 months	Classroom	1,2,3,4,5,7,8	
FSW Core Training – within 3 months	Classroom – 5 days	1,2,3,4,5,7,8	
Tier I – within 3 months	Classroom – 5 days	1,2,3,4,5,7,8	
Advanced FSW Supervisor – within 12 months	Classroom	1,2,3,4,5,7,8	
Advanced Goal Training – within 12 months	Classroom	1,2,3,4,5,7,8	
Ages/Stages Developmental Screening – within 12 months	Classroom	1,2,3,4,5,7,8	
Program Orientation – within 12 months	Online, classroom, community	1,2,3,4,5,7,8	
Child Abuse/Neglect, CPS – within 12 months	Webcast, online, classroom	1,2,3,4,5,7,8	
Referral/Reporting – within 12 months	Online, classroom	1,2,3,4,5,7,8	
Problem Solving – within 12 months	Online, classroom	1,2,3,4,5,7,8	
Confidentiality and Ethics – within 12 months	Online, classroom	1,2,3,4,5,7,8	
Personal Health – within 12 months	Online, classroom	1,2,3,4,5,7,8	
Home Visiting Safety – within 12 months	Online, classroom	1,2,3,4,5,7,8	
Domestic Violence – within 12 months	Online, classroom	1,2,3,4,5,7,8	
Substance Abuse – within 12 months	Online, classroom	1,2,3,4,5,7,8	
Mental Health Issues – within 12 months	Online, classroom	1,2,3,4,5,7,8	

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Communication Skills – within 24 months	Online, classroom	1,2,3,4,5,7,8	
Language Development – within 24 months	Online, classroom	1,2,3,4,5,7,8	
Working with Fathers – within 24 months	Online, classroom	1,2,3,4,5,7,8	
Temperament and Discipline – within 24 months	Online, classroom	1,2,3,4,5,7,8	
Dealing with Loss – within 24 months	Online, DVD, classroom	1,2,3,4,5,7,8	
Stress and Time Management – within 24 months	Online, classroom	1,2,3,4,5,7,8	
10 Hours of wrap around trainings – including 5 hours of red alert training	Online, classroom	1,2,3,4,5,7,8	
Tier III – Growing Great Kids – within 36 months (over six months)	Classroom	1,2,3,4,5,7,8	
HANDS Registered Nurse HANDS Social Worker			
FSW Core – 3 months	Classroom – 4 days	1,2,3,4,5	
Ages/Stages Developmental Screening Tool – 12 months	Classroom	1,2,3,4,5	
Program Orientation and Community Resources – 12 months	Online, classroom, community	1,2,3,4,5	
Child Abuse and Neglect/CPS referral reporting – 12 month	Online, classroom	1,2,3,4,5	
Problem Solving/Crisis Referral and Reporting – 12 months	Online, classroom	1,2,3,4,5	
Confidentiality/Ethics – 12 months	Online, classroom	1,2,3,4,5	
Personal Health – 12 months	Online, classroom	1,2,3,4,5	
Domestic Violence – 12 months	Online, classroom	1,2,3,4,5	
Substance Abuse – 12 months	Online, classroom	1,2,3,4,5	
Mental Health Issues – 12 months	Online, classroom	1,2,3,4,5	
Advanced FSW Training – 24 months	Classroom	1,2,3,4,5	
Values Clarification – 24 months	Online, classroom	1,2,3,4,5	

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Prenatal Care – 24 months	Online, classroom	1,2,3,4,5	
Post-Partum Care – 24 months	Online, classroom	1,2,3,4,5	
Communication Skills – 24 months	Online, classroom	1,2,3,4,5	
Language Development – 24 months	Online, classroom	1,2,3,4,5	
Working with Fathers – 24 months	Online, classroom	1,2,3,4,5	
Temperament/Discipline – 24 months	Online, classroom	1,2,3,4,5	
Dealing with Loss – 24 months	DVD, online	1,2,3,4,5	
Stress and Time Management – 24 months	Online, classroom	1,2,3,4,5	
10 Hours of Wrap Around Training – 24 months		1,2,3,4,5	
5 hours of Red Alert Training – Annually		1,2,3,4,5	
HANDS Parent Visitor			
Parent Visitor Training – 3 months	Classroom – 4days	1,2,3,4,5	
Ages/Stages Developmental Screening Tool – 12 months	Classroom – 1 day	1,2,3,4,5	
Program Orientation and Community Resources – 12 mos.	Online, class, community	1,2,3,4,5	
Child Abuse and Neglect/CPS Referral and Reporting – 12 months	Online, classroom, webcast	1,2,3,4,5	
Problem Solving/Crisis Referral and Reporting – 12 months	Online, classroom	1,2,3,4,5	
Confidentiality/Ethics – 12 months	Online, classroom	1,2,3,4,5	
Personal Health – 12 months	Online, classroom	1,2,3,4,5	
Domestic Violence – 12 months	Online, classroom	1,2,3,4,5	
Substance Abuse – 12 months	Online, classroom	1,2,3,4,5	
Mental Health Issues – 12 months	Online, classroom	1,2,3,4,5	

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Advanced Parent Visitor Training – 24 months	Classroom – 1 day	1,2,3,4,5	
Values Clarification – 24 months	Online, classroom	1,2,3,4,5	
Prenatal Care – 24 months	Online, classroom	1,2,3,4,5	
Post-Partum Care – 24 months	Online, classroom	1,2,3,4,5	
Communication Skills – 24 months	Online, classroom	1,2,3,4,5	
Language Development – 24 months	Online, classroom	1,2,3,4,5	
Working with Fathers – 24 months	Online, classroom	1,2,3,4,5	
Temperament/Discipline – 24 months	Online, classroom	1,2,3,4,5	
Dealing with Loss	DVD, online, classroom	1,2,3,4,5	
Stress and Time Management – 24 months	Online, classroom	1,2,3,4,5	
10 Hours of Wrap Around Trainings after 24 months		1,2,3,4,5	
5 Hours of Red Alert Training – Annually		1,2,3,4,5	
WIC Registered Nurse at the Oak Grove Clinic			
WIC Breastfeeding Basics	TRAIN online module		
WIC 101	TRAIN online module	1,2,3	
WIC Formula Training	TRAIN online module	1,3,5,6	9
Recognition and Prevention of Pediatric Abusive Head Trauma	TRAIN online module	1,5,6	7,8,9
Initial Training- Mandatory Reporting Abuse/Human Trafficking	TRAIN online module	1,2,3,5	4,7,8,9
Mandatory Reporting Update – Annual	TRAIN online module	1,2,3,4,5	4,7,8,9
Maximo Pronto for Hemoglobin	Video and check off	1,3,5,6	

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Registered Nurse at the Canton Street Clinic			
WIC Breastfeeding Basics	TRAIN online module		
WIC 101	TRAIN online module	1,2,3	
WIC Formula Training	TRAIN online module	1,3,5,6	9
Recognition and Prevention of Pediatric Abusive Head Trauma	TRAIN online module	1,5,6	7,8,9
Initial Training – Mandatory Reporting Abuse/Human Trafficking	TRAIN online module	1,2,3,5	4,7,8,9
Mandatory Reporting Update – Annual	TRAIN online module	1,2,3,5,6	4,7,8,9
STD Training	6 TRAIN online modules	1,2,3,5,6	
Pediatric Assessment Training	TRAIN online module	1,5,6	4,6,7,8,9
Pediatric History Taking	TRAIN online module	1,5,6	4,6,7,8,9
Newborn and Infant Examination	TRAIN online module	1,5,6	4,6,7,8,9
Pediatric Language Development	TRAIN online module	1,5,6	4,6,7,8,9
Pediatric Head and Neck Examination	TRAIN online module	1,5,6	4,6,7,8,9
Childhood Immunization	TRAIN online module	1,5,6	4,6,7,8,9
Infant and Child Nutrition	TRAIN online module	1,5,6	4,6,7,8,9
Breastfeeding	TRAIN online module	1,5,6	4,6,7,8,9
Pediatric Heart and Lung Examination	TRAIN online module	1,5,6	4,6,7,8,9
Early Literacy in Well Child Checkups	TRAIN online module	1,5,6	4,6,7,8,9
Pediatric Examination of the Musculoskeletal System	TRAIN online module	1,5,6	4,6,7,8,9
History Taking, Assessment of the Toddler	TRAIN online module	1,5,6	4,6,7,8,9
History Taking, Guidance of the Preschool Child	TRAIN online module	1,5,6	4,6,7,8,9

Christian County Health Department
Workforce Development Plan

Recognition of Physical Abuse	TRAIN online module	1,5,6	4,6,7,8,9
Pediatric Dental Health	TRAIN online module	1,5,6	4,6,7,8,9
Smoking Cessation	TRAIN online module	1,5,6	4,6,7,8,9
Identification of Common Dermatologic Problems	TRAIN online module	1,5,6	4,6,7,8,9
Practicum	Classroom	1,5,6	4,6,7,8,9
History Taking Guidance of School Aged Child	TRAIN online module	1,5,6	4,6,7,8,9
Interviewing the Adolescent	TRAIN online module	1,5,6	4,6,7,8,9
Physical Developmental Assessment of the Adolescent	TRAIN online module	1,5,6	4,6,7,8,9
Commission for Children	TRAIN online module	1,5,6	4,6,7,8,9
Common Medical Conditions	TRAIN online module	1,5,6	4,6,7,8,9
Fundamentals of HIV Prevention Counseling	Classroom	1,2,3,4,5,6	
Coding update - Annual	Video conference	1,3,5,6	
Immunization Orientation 101	CDC online module	1,5,6	7,8,9
Family Planning Modules - annual	3 hours online, classroom	1,5,6	
Inspiring Staff About Family Planning	TRAIN online module	1,5,6	
Folic Acid	TRAIN online module	1,5,6	
OPA's Title X Orientation	Online	1,5,6	
Cholestech LDX for Cholesterol	In-house video and check off	1,5,6	
Maximo Pronto for Hemoglobin	In-house video and check off	1,5,6	
Esa LeadCare II for Lead Testing	Video and check off	1,5,6	

Christian County Health Department
Workforce Development Plan

APRN			
WIC Breastfeeding Basics	TRAIN online module		
WIC 101	TRAIN online module	1,2,3	
Fundamentals of HIV Prevention Counseling	Classroom	1,2,3,4,5,6	
Coding Update – annual	Video conference	1,3,5,6	
Immunization Orientation 101	CDC online module	1,5,6	7,8,9
Family Planning Modules - annual	3 hours	1,5,6	
Inspiring Staff About Family Planning	TRAIN online module	1,5,6	
Folic Acid	TRAIN online module	1,5,6	
OPA's Title X Orientation	Online	1,5,6	
WIC Formula Training	TRAIN online module	1,3,5,6	
Recognition and Prevention of Pediatric Abuse Head Trauma	TRAIN online module	1,5,6	7,8,9
Initial Training Mandatory Reporting Abuse/Human Trafficking	TRAIN online module	1,2,3,5	4,7,8,9
Mandatory Reporting Update – annual	TRAIN online module	1,2,3,5,6	4,7,8,9
STD Trainings	6 TRAIN modules	1,5,6	
Cholestech LDX for Cholesterol	In-house video and check off	1,5,6	
Maximo Pronto for Hemoglobin	In-house video and check off	1,5,6	
Esa LeadCare II for Lead Testing	In-house video and check off	1,5,6	
Comprehensive Reproductive Exam Training (CRET)			
Sexually Transmitted Infections	TRAIN online module	1	

Christian County Health Department
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Comprehensive Reproductive Exam Training – Male and Female	TRAIN online module	1,6	
Pathophysiology of Cancer (CERT)	TRAIN online module	1	
Risk Factors for Women’s Cancer	TRAIN online module	1	
Annual CLIA Update	In-house	1,2,6	

The CCHD utilizes the TRAIN system for training. TRAIN is an on-line system maintained by the Department for Public Health and partners for utilization by local health departments and other agencies. A username and password is required, and employees can access a variety of trainings at their convenience as their schedule permits. The CCHD maintains a listing of required trainings and the TRAIN system is used to track due dates and completion. The system maintains a history of training an employee has taken and archives the certificate of completion for each training. Many of the on-line modules as well as classroom trainings of CCHD staff can be tracked through TRAIN.

The Workforce Development Plan was approved on this 27th day of JANUARY, 2014.



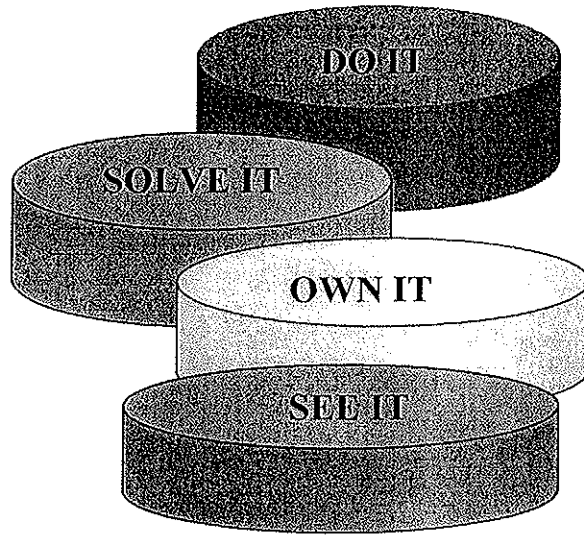
Public Health Director, Christian County Health Department

Christian County Health Department
Workforce Development Plan

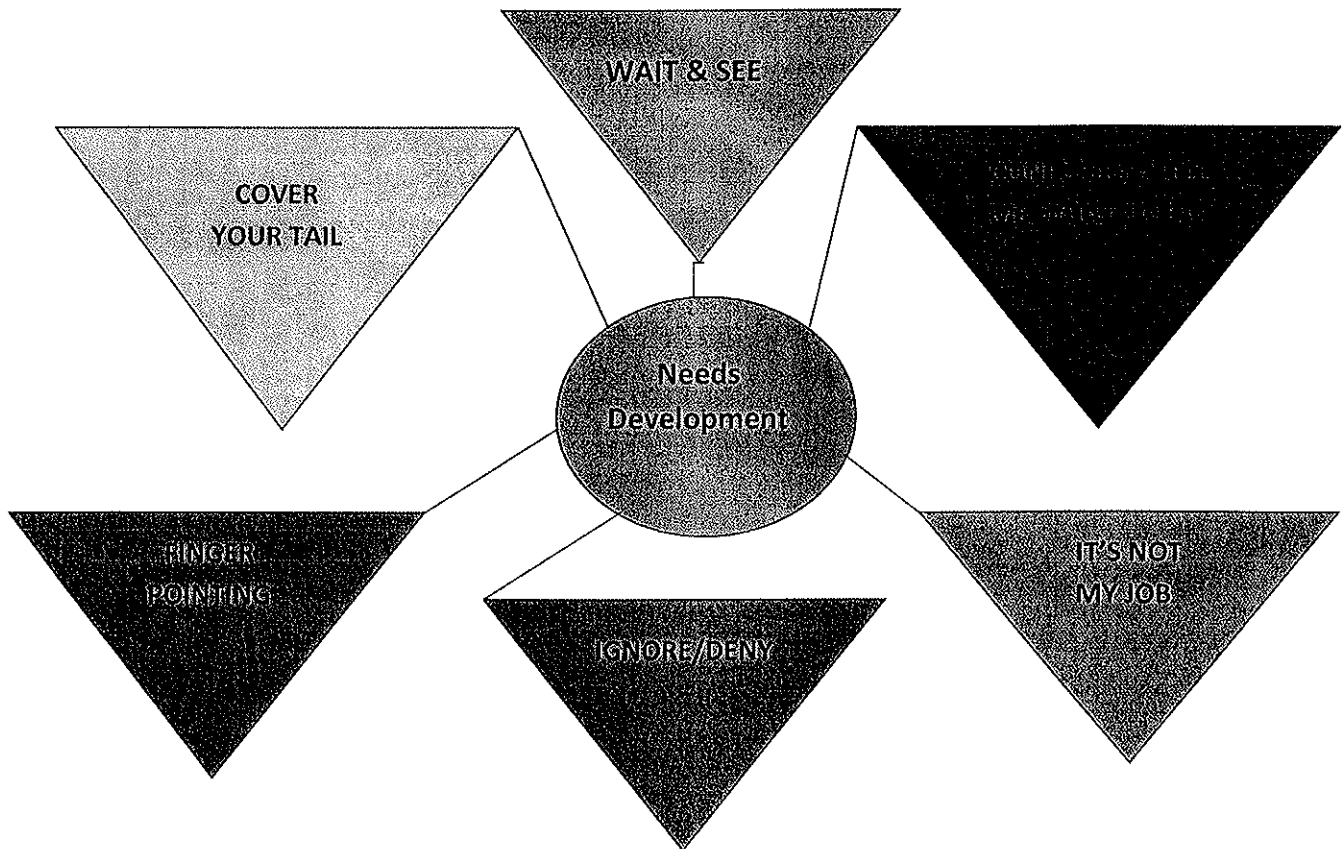
APPENDICES

Performance Matrix

ABOVE THE LINE - Proficient and Commendable [PC]/Highly Commendable [HC]



THE LINE-Effective and Competent [EC] – My Job (P65)



BELOW THE LINE - Needs Development (ND)

Per 902 KAR 8:096

The following is based on the Board of Health approving a 0% annual increment, a lump sum payment of 2.0% for a ranking of Highly Commendable and a lump sum payment of 1.0% for a ranking of Proficient and Commendable for FY 2013 – 2014.

Highly Commendable

Receives 0% annual increment + 2% lump sum one time payment

Proficient and Commendable

Receives 0% annual increment + 1% lump sum one time payment

Effective and Competent

Receives 0% annual increment

Needs Development

Receives 0% annual increment

A performance improvement plan must be initiated within 2 weeks of evaluation.

A re-evaluation of performance in no later than 120 days is required.

If the employee improves to Effective and Competent – Receives 0% annual increment

If the employee does not improve to Effective and Competent- Initiate disciplinary action.

Unsatisfactory

Receives no annual increment

Appointing authority should begin dismissal action if supporting documentation is in place.

If supporting documentation is in place, the appointing authority shall initiate appropriate action and a re-evaluation of performance in no later than 120 days is required.



Create a personal account on TRAIN

1. Go to internet explorer
2. Type <https://ky.train.org> in the address box
3. Single click on “Join”
4. You will go through several screens where you will input your information and then taken to your home page.
5. Write down and keep your information!
(You will use this information for future trainings on TRAIN)

Login name: _____

Password: _____

Courses Required on TRAIN

1. Public Health Training Modules

- Must be Completed within 30 days of hire
- Print certificates and turn in to Michelle Weeks
- These course must be completed annually
- Please submit your State Driver's License annually
- To find these courses, go to the TRAIN home page and scroll down about midway down the page. Click on the course you would like to take.

Course Name
Public Health Orientation
Ergonomics
Blood borne Pathogens Part 1
Blood borne Pathogens Part 2
TB Part 1
TB Part 2
HIPAA
Civil Rights
Limited English Proficient
Understanding the Impact of Poverty on Public Health Services
Cultural Competency

2. NIMS Training Modules

- Must be completed within 60 days of hire
- Print certificates and turn in to Michelle Weeks
- These courses are one time only requirements

Course Name	Course Number
FEMA IS-100.b Introduction to the Incident Command System	1024627
FEMA IS-200.b Single Resources and Initial Action Incidents	1024638
FEMA IS-700.a National Incident Management System (NIMS), An Introduction	1016070
SNS 100: KY DPH Strategic National Stockpile Terms and Concepts	1009421
SNS 120: KY DPH Strategic National Stockpile Distribution Node (DN)	1009416
FEMA IS-800.b National Response Framework Introduction*	1011882*

*Only Supervisors are required to take this course

New Employee Orientation Checklist – Non-Clinical

Successful orientation is the joint responsibility of the supervisor and the employee. Upon hire or transfer in from another health department, the Employee will receive a copy of the orientation checklist to be completed during the probation period. This checklist is to be reviewed at the designated intervals. Upon completion of the probation period, the completed Checklist should be turned in to the Administrative Secretary for inclusion in the personnel file.

Employee Name: _____ Position: _____

Supervisor: _____ Location: _____

Appointed: _____ Probation Ends: _____

Annual Date: _____

I, _____ (employee name), state that my initials indicate, that I have been trained on that element and have had the opportunity to discuss questions or concerns with my supervisor.

Personnel Information: General	Read/ Discussed Material (✓)	Additional Training/ Follow up Required (Yes/No)	Employee Initials	Date	Staff/ Preceptor Initials	Date	Department
Employee application	N/A	N/A	N/A	N/A			Human Resources
References checked	N/A	N/A	N/A	N/A			Human Resources
Transcript on file (if applicable)	N/A	N/A	N/A	N/A			Human Resources
Background check on file	N/A	N/A	N/A	N/A			Human Resources
Social security card	N/A	N/A	N/A	N/A			Human Resources
Driver's License	N/A	N/A	N/A	N/A			Human Resources
Eligibility I-9		N/A					Human Resources
Probation/Annual Review dates		N/A					Human Resources
KRS regulations		N/A					Human Resources
Public health administrative reference (if applicable)							Human Resources
Time sheet Sample and Policy		N/A					Accounting
Leave form		N/A					Accounting
Out of town meeting form							Accounting

New Employee Orientation Checklist – Non-Clinical

Personnel Information: General Continued	Read/ Discussed Material (✓)	Additional Training/ Follow up Required (Yes/No)	Employee Initials	Date	Staff/ Preceptor Initials	Date	Department
Travel Request & Expense form							Accounting
Holiday Schedule		N/A					Human Resources
Gift rule		N/A					Human Resources
Purchase Requisition Form		N/A					Accounting
Contact Form		N/A					Administrative Secretary
Occupational incident reporting		N/A					Human Resources
HIPAA Form		N/A					Human Resources
HIPAA Video		N/A					Administrative Secretary
Lunch hours		N/A					Human Resources/ Supervisor
Dress code		N/A					Human Resources
Drug screening							
Appt. Date: _____		N/A					Administrative Secretary
Appt. Time: _____							
Clear Drug Report Date:		N/A					Human Resources
Email/computer policy		N/A					Human Resources
Username/ Email account		N/A					Information Manager
Employee parking		N/A					Human Resources or Supervisor
Keys issued		N/A					Director/ Administration
Reference manuals		N/A					Website Human Resources
Agency mission							Human Resources & Supervisor

New Employee Orientation Checklist – Non-Clinical

Personnel Information: General Continued	Read/ Discussed Material (✓)	Additional Training/ Follow up Required (Yes/No)	Employee Initials	Date	Staff/ Preceptor Initials	Date	Department
Employee classification #	N/A	N/A	N/A	N/A			Human Resources
KY# for PEF System	N/A	N/A	N/A	N/A			Information Manager
Long Distance Code	N/A	N/A	N/A	N/A			Information Manager
Telephone Policy	N/A	N/A	N/A	N/A			Supervisor
P-65 (to personnel within 30 days of hire)		N/A					Supervisor
Distribution method pay for pay travel checks		N/A					Accounting
Office supply storage/request		N/A					Human Resources Supervisor
CPR certification Copy on file: Expiration Date: Date scheduled:		N/A					Administrative Secretary
TB Skin Test Copy in file: 1 st step: 2 nd step:		N/A					Administrative Secretary & Clinic
HepB Series 1 st dose 2 nd dose 3 rd dose							Administrative Secretary & Clinic
HepB Declination form							Administrative Secretary
10 Essential Services							Human Resources/ Supervisor
TRAIN Account							Human Resources
Handbook Signature Page		N/A					Human Resources

New Employee Orientation Checklist – Non-Clinical

Personnel Information: General Continued	Read/ Discussed Material (✓)	Additional Training/ Follow up Required (Yes/No)	Employee Initials	Date	Preceptor Initials	Date	Dept
New employee shirts (after probation ends)							Administrative Secretary
Grievance Committee		N/A					Human Resources
Sign-in/Sign-out		N/A					Human Resources
Annual trainings: 1. Bloodborne Pathogens part 1 2. Bloodborne pathogens part 2 3. TB part 1 4. TB part 2 5. Ergonomics 6. Civil rights 7. LEP 8. HIPAA 9. Understanding Clients/Poverty (1x) 10. Public Health Orientation (1x) 11. Cultural Competency (1x) 12. SNS:100,120 (1x)							*Due within 30 days of hire to Administrative Secretary*
State Drivers License NIMS training All staff (1x): ICS:100, 200,700 Supervisors: ICS 100,ICS 200 ICS 700,ICS 800 Supervisors/IC Leaders: ICS 300, 400							

New Employee Orientation Checklist – Non-Clinical

Personnel Information Benefits:	Read/ Discussed Material (✓)	Additional Training/ Follow up Required (Yes/No)	Employee Initials	Date	Preceptor Initials	Date	Department
Performance criteria/standards							Supervisor
Employee ID badge		N/A					Administrative Secretary
Commonwealth Credit Union		N/A					Human Resources
Deferred Comp		N/A					Human Resources
Dental-Health Resources Inc.		N/A					Human Resources
Retirement Forms 2001, 2020, 2035		N/A					Human Resources
Coffee Tree App/Waiver		N/A					Human Resources
W-4		N/A					Human Resources
State Tax		N/A					Human Resources
KY New Hire Reporting Form		N/A					Human Resources
BHN Workers Comp Signature		N/A					Human Resources
Payroll Schedule		N/A					Accounting
Direct Deposit Form		N/A					Human Resources
Annual/Sick Leave		N/A					Human Resources
Group Life Insurance/Waiver		N/A					Human Resources
Humana Application		N/A					Human Resources
Conseco Insurance		N/A					Human Resources
AFLAC		N/A					Human Resources
Ceredian Information	N/A	N/A	N/A	N/A			Accounting
Payroll Data Input	N/A	N/A	N/A	N/A			Accounting

New Employee Orientation Checklist – Non-Clinical

Personnel Information: Preparedness Coordinator	Read/ Discussed Material (✓)	Additional Training/ Follow up Required (Yes/No)	New Employee Initials	Date	Preceptor Initials	Date	Department
Newsletter Form		N/A					Public Information Officer
Wellness Program							Wellness
Information Technology Overview							Information Manager
Defensive Driving		N/A					Safety Coordinator
Emergency code booklet							Preparedness Coordinator
Call tree drills		N/A					Preparedness Coordinator
Emergency exits		N/A					Preparedness Coordinator
Evacuation procedures/routes		N/A					Preparedness Coordinator
Emergency procedures		N/A					Preparedness Coordinator
Fire Extinguishers		N/A					Preparedness Coordinator
Flashlight		N/A					Preparedness Coordinator
Suspicious package		N/A					Preparedness Coordinator

New Employee Orientation Checklist – Clinical

Successful orientation is the joint responsibility of the supervisor and the employee. Upon hire or transfer in from another health department, the employee will receive a copy of the Orientation Checklist to be completed during the probation period. This checklist is to be reviewed at the designated intervals. Upon completion of the probation period, the completed Checklist should be turned in to the Administrative Secretary for inclusion in the personnel file.

Employee Name: _____ Position: _____

Supervisor: Amy Maternowski Location: _____

Appointed: _____ Probation ends: _____

I, _____ (employee name), state that my initials indicate, that I have been trained on that element and have had the opportunity to discuss questions or concerns with my supervisor.

Personnel Information: General	Read/ Discussed Material (✓)	Observed/ Performed Satisfactorily (✓)	Additional Training/ Follow up Required (Yes/No)	New Employee Initials	Date	Staff/ Preceptor Initials	Date	Department
Employee application	N/A	N/A	N/A	N/A	N/A			Human Resources
References checked	N/A	N/A	N/A	N/A	N/A			Human Resources
Transcript on file (if applicable)	N/A	N/A	N/A	N/A	N/A			Human Resources
Background check on file	N/A	N/A	N/A	N/A	N/A			Human Resources
KBN register check	N/A	N/A	N/A	N/A	N/A			Human Resources
Social security card	N/A	N/A	N/A	N/A	N/A			Human Resources
Driver's License	N/A	N/A	N/A	N/A	N/A			Human Resources
Eligibility I-9		N/A	N/A					Human Resources
Professional license/ Certification	N/A	N/A	N/A	N/A	N/A			Human Resources
Provider liability insurance		N/A	N/A					Human Resources
Probation/annual review dates		N/A	N/A					Human Resources
KRS regulations		N/A	N/A					Human Resources

New Employee Orientation Checklist – Clinical

Personnel Information: General Continued	Read/ Discussed Material (✓)	Observed/ Performed Satisfactorily (✓)	Additional Training/ Follow up Required (Yes/No)	New Employee Initials	Date	Staff/ Preceptor Initials	Date	Department
Public health administrative reference (if applicable)								Human Resources
Time sheet Sample and Policy		N/A	N/A					Accounting
Leave form		N/A	N/A					Accounting
Out of town meeting form		N/A	N/A					Accounting
Holiday Schedule		N/A	N/A					Human Resources
Gift rule		N/A	N/A					Human Resources
Travel Request & Expense form		N/A	N/A					Accounting
Contact Form		N/A	N/A					Administrative Secretary
Occupational incident reporting		N/A	N/A					Human Resources
HIPAA Form		N/A	N/A					Human Resources
HIPAA Video		N/A	N/A					Administrative Secretary
Lunch hours		N/A	N/A					Human Resources/ Supervisor
Dress code		N/A	N/A					Human Resources
Drug screening Appt. Date: Appt. Time:								Administrative Secretary
Clear Drug Report Date:		N/A						Human Resources
Email/computer policy		N/A	N/A					Human Resources
Username/ Email account		N/A	N/A					Human Resources
Employee parking		N/A	N/A					Supervisor
Keys issued		N/A						Director/ Administrator

New Employee Orientation Checklist – Clinical

Personnel Information: General Continued	Read/ Discussed Material (✓)	Observed/ Performed Satisfactorily (✓)	Additional Training/ Follow up Required (Yes/No)	New Employee Initials	Date	Staff/ Preceptor Initials	Date	Department
Building tour /introductions	N/A		N/A					Human Resources
Reference manuals		N/A	N/A					Website & Supervisor
Agency mission		N/A	N/A					Human Resources & Supervisor
Employee classification #	N/A	N/A	N/A	N/A	N/A			Human Resources
Ky# for PEF System	N/A	N/A	N/A	N/A	N/A			Information Manager
Outreach Lab Account	N/A	N/A	N/A					Information Manager
Long Distance Code		N/A	N/A	N/A				Information Manager
Telephone Policy		N/A	N/A					Supervisor
P-65 (to personnel within 30 days of hire)		N/A	N/A					Supervisor
Distribution method pay for pay travel checks		N/A	N/A					Accounting
Office supply storage/request		N/A	N/A					Human Resources & Supervisor
CPR certification Copy on file: Expiration Date: Or Date scheduled:								Administrative Secretary
TB Skin Test Copy in file: 1 st step: 2 nd step:								Administrative Secretary & Clinic
10 Essential Services		N/A	N/A					Human Resources

New Employee Orientation Checklist – Clinical

Personnel Information: General Continued	Read/ Discussed Material (✓)	Observed/ Performed Satisfactorily (✓)	Additional Training/ Follow up Required (Yes/No)	New Employee Initials	Date	Preceptor Initials	Date	Dept
New employee shirts (after probation ends)		N/A						Administrative Secretary
Health department annual trainings								
1. Bloodborne pathogens part 1								*Due within 30 days of hire to Administrative Secretary*
2. Bloodborne pathogens part 2								
3. TB part 1								
4. TB part 2								
5. Ergonomics								
6. Civil rights								
7. LEP								
8. HIPAA								
9. Understanding Clients/ Poverty (1x)								
10. Public Health Orientation (1x)								
11. Cultural Competency (1x)								
12. SNS:100, 120 (1x)								
State Driver's License must be submitted along with annual trainings								

New Employee Orientation Checklist – Clinical

Personnel Information Benefits:	Read/ Discussed Material (✓)	Observed/ Performed Satisfactorily (✓)	Additional Training/ Follow up Required (Yes/No)	New Employee Initials	Date	Preceptor Initials	Date	Department
Employee Manual Signature Page		N/A	N/A					Human Resources
Grievance Committee		N/A	N/A					Human Resources
Sign-in/Sign-out Procedures		N/A	N/A					Human Resources
Sick call-in procedures		N/A	N/A					Supervisor
Performance criteria/standards		N/A						Supervisor
Employee ID badge		N/A	N/A					Administrative Secretary
Commonwealth Credit Union		N/A	N/A					Human Resources
Deferred Comp		N/A	N/A					Human Resources
Dental-Health Resources Inc.		N/A	N/A					Human Resources
Retirement Forms 2001, 2020, 2035		N/A	N/A					Human Resources
Coffee Tree App/Waiver		N/A	N/A					Human Resources
W-4		N/A	N/A					Human Resources
State Tax		N/A	N/A					Human Resources
Ky New Hire Reporting Form		N/A	N/A					Human Resources
BHN Workers Comp Signature		N/A	N/A					Human Resources
Payroll Schedule		N/A	N/A					Accounting
Direct Deposit Form		N/A	N/A					Human Resources
Annual/Sick Leave		N/A	N/A					Human Resources
Group Life Insurance/Waiver		N/A	N/A					Human Resources

New Employee Orientation Checklist – Clinical

Personnel Information: Preparedness	Read/ Discussed Material (✓)	Observed/ Performed Satisfactorily (✓)	Additional Training/ Follow up Required (Yes/No)	New Employee Initials	Date	Preceptor Initials	Date	Department
Humana Application		N/A	N/A					Human Resources
Conseco Insurance		N/A	N/A					Human Resources
AFLAC		N/A	N/A					Human Resources
Ceredian Information	N/A	N/A	N/A	N/A	N/A			Administrative Secretary
Payroll Data Input	N/A	N/A	N/A	N/A	N/A			Accounting
Emergency code booklet		N/A						Preparedness Coordinator
Emergency contact form		N/A	N/A					Preparedness Coordinator
Call tree drills		N/A	N/A					Preparedness Coordinator
Emergency exits			N/A					Preparedness Coordinator
Evacuation procedures/routes		N/A	N/A					Preparedness Coordinator
Fire and emergency procedures		N/A	N/A					Preparedness Coordinator
Fire Extinguishers		N/A	N/A					Preparedness Coordinator
Medical emergency procedures		N/A	N/A					Preparedness Coordinator
Fire Tornado/Shelter Room Earthquake Flood Other								Preparedness Coordinator
Newsletter form		N/A	N/A					Public Information Officer
Wellness Program								Wellness
Information Technology Overview								Information Manager
TRAIN account								Human Resources

New Employee Orientation Checklist – Clinical

Personnel Information: Clinical	Read/ Discussed Material (✓)	Observed/ Performed Satisfactorily (✓)	Additional Training/ Follow up Required (Yes/No)	New Employee Initials	Date	Preceptor Initials	Date	Department
NIMS training All staff: ICS: 100,200,700 Supervisors: ICS: 100,200,700, and 800 Supervisors/IC Leaders: ICS: 300, 400								*Due within 60 days of hire to Administrative Secretary*
Emergency/All Hazards Plan		N/A	N/A					Preparedness Coordinator
Defensive Driving		N/A	N/A					Safety Coordinator
Flashlight		N/A	N/A					Preparedness Coordinator
Suspicious package		N/A	N/A					Preparedness Coordinator
Immunization history: See below	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
Tdap								Administrative Secretary & Nursing
MMR (2 vaccines or proof of immunity)								Administrative Secretary & Nursing
Flu vaccine (not required)								Administration Secretary & Nursing
HepB Series								
1 st dose								
2 nd dose								
3 rd dose								Administrative Secretary & Nursing
HepB Declination form								Administrative Secretary
WEB EOC Training								Administrative Secretary

New Employee Orientation Checklist – Clinical

Personnel Information: Clinical Continued	Read/ Discussed Material (✓)	Observed/ Performed Satisfactorily (✓)	Additional Training/ Follow up Required (Yes/No)	New Employee Initials	Date	Preceptor Initials	Date	Department
Titer								Administrative Secretary & Nursing
Review location of Anaphylactic kit and oxygen								Nursing
Masks								Nursing
Protective eyewear								Nursing
LHD OSHA exposure plan								Nursing
OSHA 300 log								Nursing
Provider legend								Nursing
Service note documenting								Nursing
KY Epi Reports								Infection Control Nurse
MSDS manual								Nursing
CLIA								Nursing
Packaging & shipping requirements								Nursing
Ethics								Nursing
Agency medical PHPR								Nursing
Public health practice reference								Nursing
Communicable disease desk reference								Epidemiology or Nursing
MMWR								Nursing
Morbidity & Mortality weekly reports								Nursing

CHRISTIAN COUNTY HEALTH DEPARTMENT
EMPLOYEE LEADERSHIP DEVELOPMENT PROGRAM

Leadership Development Program

The Christian County Health Department believes in identifying and developing leadership potential in its employees. It is an honor to be chosen as a candidate for the Leadership Development Program. Employees chosen will be in a current coordinator, supervisor or leadership position, be recommended by a management team member or supervisor and be appointed by the Public Health Director. Employees newly entering into a coordinator or supervisory position must complete the Leadership Development Program in its entirety.

Participants will meet once per month for approximately six months (6) months. The program will consist of six core training sessions:

Session One:	Introduction to Leadership Development Program Importance of Mission, Vision, Purpose and Core Values Strengths Finder: Applying strengths to leadership	Mark Pyle
Session Two:	CCHD Financial 101/ Internal Controls How to review time and travel sheets	Mark Pyle Jo Ellen Stephens
Session Three:	CCHD Interview Process Use of the DISC Profile	Laura Hammons Mark Pyle
Session Four:	Developing Job Descriptions (P-65) CCHD Personal Performance Planning and Goal Setting	Laura Hammons Mark Pyle
Session Five:	Completing Evaluations CCHD disciplinary system	Laura Hammons
Session Six:	10 Essential Services of Public Health Core Public Health Services	Mark Pyle

In addition to the six core sessions, participants will be responsible for completing the following within nine (9) months of Session One above:

1. One (1) Star 12 off-site seminars approved by the employee's supervisor and the Public Health Director.
2. Six (6) Star 12 online trainings or webinars.
3. Four (4) Hopkinsville Community College (HCC) Lifelong Leadership Program (2012-2013 series).

Christian County Health Department
Standard Operating Procedure (SOP)
Professional Development Policy

Policy: Professional Development Policy

Purpose: To provide structure to the professional development of Christian County Health Department (CCHD) staff. This policy outlines a four (4) tier program encompassing management staff, supervisors, professional staff, and general staff and the professional development for each.

- Procedure:**
1. The Management Team is defined as those serving on the management team of the CCHD. CCHD will pay for the following opportunities for professional development:
 - a. Membership dues for one (1) professional organization (up to \$200).
 - b. Up to two (2) annual conferences or seminars, including travel, sponsored by a professional organization (up to \$1500 each).
 - c. Required annual professional licensure up to \$100.
 - d. Continuing Education Units (CEU) needed to maintain licensure or certification.
 - e. All access training pass into Star 12 through National Seminars. Unlimited webinars and up to two (2) off site training including travel.
 - f. Up to four (4) Life Long Leadership Development Program seminars sponsored by the Hopkinsville Community College.
 - g. Required certifications.
 - h. Membership dues to Kentucky Public Health Association (KPHA), registration fees, and attendance to KPHA annual conference.

 2. Supervisors are defined as those serving in a supervisory capacity and supervising at least one (1) CCHD paid employee. CCHD will pay for the following opportunities for professional development:
 - a. CCHD Leadership Development Program.
 - b. Membership dues for one (1) professional organization (up to \$200).
 - c. Up to Two (2) annual conferences or seminars, including travel, sponsored by a professional organization (up to \$1000 each).
 - d. Required annual professional licensure up to \$100.
 - e. Continuing Education Units (CEU) needed to maintain licensure or certification.
 - f. All access training pass into Star 12 through National Seminars. Unlimited webinars and up to one (1) off site training including travel.
 - g. Up to four (4) Life Long Leadership Development Program seminars sponsored by the Hopkinsville Community College.

Christian County Health Department
Standard Operating Procedure (SOP)
Professional Development Policy

- h. Required certifications.
 - i. Membership dues to Kentucky Public Health Association (KPHA), registration fees, and attendance to KPHA annual conference (optional).
3. Professional Staff is defined as those that are required to hold a degree, licensure, or certification as a requirement of employment. CCHD will pay for the following opportunities for professional development:
- a. Membership dues for one (1) professional organization (up to \$200).
 - b. Up to two (2) annual conferences or seminars, including travel, sponsored by a professional organization (up to \$1000 each).
 - c. Required annual professional licensure up to \$100.
 - d. Continuing Education Units (CEU) needed to maintain licensure or certification.
 - e. Required certifications.
 - f. Membership dues to Kentucky Public Health Association (KPHA), registration fees, and attendance to KPHA annual conference (must have supervisor and director approval).
 - g. All access training pass into Star 12 through National Seminars (must have supervisor and director approval and is based on availability).
4. General Staff – Those that do not require a degree, licensure, or certification as a requirement of employment. CCHD will pay for the following opportunities for professional development:
- a. Lunch and Learn seminars and training events.
 - b. CCHD sponsored seminars.
 - c. New certifications being obtained to provide an additional benefit to CCHD (must have supervisor and director approval).

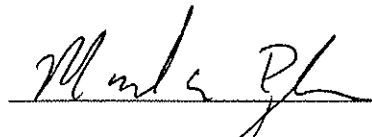
CCHD will provide the following at the discretion of the director:

- 1. Elective Certifications – Certifications that are not a requirement of employment may be approved by the director if deemed beneficial to the operation of the CCHD.

Christian County Health Department
Standard Operating Procedure (SOP)
Professional Development Policy

2. Tuition Assistance - CCHD may consider providing tuition assistance to an employee in accordance with regulation 902 KAR 8:160, section 4. The director may approve payment of tuition for a regular full-time or designated part-time 100-hour employee to attend a course of study provided by a college or university, correspondence school, vocational school, or other training institution, if the coursework is related to:
 - (a) The work of the agency; and
 - (b) The employee's current position; or
 - (c) An agency position to which the employee can reasonably aspire.

This Standard Operating Procedure was approved by the Public Health Director of the Christian County Health Department on July 31, 2013.



Public Health Director, Christian County Health Department

Christian County Health Department Standard Operating Procedures (SOP) Personal Performance Planning

- SOP:** Personal Performance Planning
- Purpose:** The purpose of this SOP is to provide guidance on the development of personal performance plans for Christian County Health Department (CCHD) employees.
- Procedure:** All CCHD employees must submit a personal performance plan, approved by the immediate supervisor, after six months of employment or with their annual evaluation. This plan can replace the goals and objectives portion of the 096 evaluation tool if referenced as an attachment to the evaluation. Both the original annual evaluation and personal performance plan attachment will be kept in the employee's personnel file.

Supervisors and employees will spend time developing personal performance plans. The final plan will be approved by the supervisor as the goals and objectives of the employee for the coming year. The goals and objectives included in the personal performance plan will serve as discussion points for the supervisor and employee at one-on-one meetings or semi-annual evaluations as an update/status review. Completion or failure to complete goals and objectives outlined on personal performance plans will be reflected on the employee's annual evaluation.

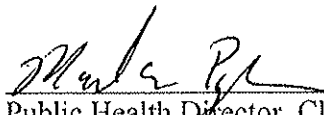
Steps for completing a successful personal performance plan:

1. Employee will complete an analysis of their strengths, weaknesses, opportunities, and threats (SWOT analysis) as it pertains to their specific job functions.
2. Employee will talk to immediate supervisor about SWOT analysis and goals for the upcoming year.
3. Open Personal Performance Plan template found on CCHD intranet under administration/human resources/personal performance plan template. **Note: Be sure to save the personal performance plan document to personal computer and not to CCHD intranet.**
4. Enter employee name, position, and time period.
5. List 5-10 goals under step one (cells B13 to B22). Be specific and realistic when setting goals. Goals will be quantitative and/or measurable. Goals listed in cells B13 to B22 will populate to goals and objectives in step two.

**Christian County Health Department
Standard Operating Procedures (SOP)
Personal Performance Planning**

6. Set a target completion date for each goal.
7. List 3-5 main objectives that must happen for each goal. These are the specific tasks or projects that must be completed for the goal to be achieved. Be specific and realistic.
8. Submit first draft of personal performance plan to your immediate supervisor for review.
9. Discuss personal performance plan with supervisor and make revisions if necessary.
10. The final copy of the performance plan should be signed by the employee and supervisor agreeing to the goals and objectives listed in the plan.
11. Go Public! Employees should share their personal performance plan with peers at departmental staff meetings.
12. Final approved copy of the personal performance plan will be submitted to human resources with 096 evaluation.

This Standard Operating Procedure was approved by the Public Health Director of the Christian County Health Department on 7/22, 2013.



Public Health Director, Christian County Health Department

**LOCAL HEALTH DEPARTMENT EMPLOYEE
ANNUAL PERFORMANCE EVALUATION**



Christian County Health Department																			
Name:		Social Security #:																	
Classification/Title:			Title Code:																
Work Station:		Evaluator:																	
Review Period:		Evaluator's Title:																	
<p>All CCHD employees will be evaluated on the following Performance Competencies:</p> <table style="width: 100%; border: none;"> <tr> <td style="width: 33%;">1. Communication</td> <td style="width: 33%;">5. Position Knowledge</td> <td style="width: 33%;">9. Productivity</td> </tr> <tr> <td>2. Concern for Accuracy</td> <td>6. Service Orientation</td> <td>10. Quality</td> </tr> <tr> <td>3. Organizational Awareness</td> <td>7. Collaboration</td> <td>11. Teamwork</td> </tr> <tr> <td>4. Performance Orientation</td> <td>8. Flexibility/Adaptability</td> <td></td> </tr> </table> <p>All CCDH supervisors will be evaluated on the following additional Performance Competency:</p> <table style="width: 100%; border: none;"> <tr> <td style="width: 50%;">12. Leadership</td> <td style="width: 50%;">14. Functional/Departmental Planning</td> </tr> <tr> <td>13. Staff Development</td> <td>15. Decision Making</td> </tr> </table>				1. Communication	5. Position Knowledge	9. Productivity	2. Concern for Accuracy	6. Service Orientation	10. Quality	3. Organizational Awareness	7. Collaboration	11. Teamwork	4. Performance Orientation	8. Flexibility/Adaptability		12. Leadership	14. Functional/Departmental Planning	13. Staff Development	15. Decision Making
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13. Staff Development	15. Decision Making																		

CCHD Employee Performance Competencies

Communication: The extent, to which the employee effectively listens, conveys and receives ideas, information and direction.	Observations/Comments
Communicates effectively in oral & written form including documentation, record keeping and correspondence.	
Communicates in timely and appropriate manner to peers and supervisor and follows chain of command.	
Reports incidences according to proper procedures.	
Communicates clear and accurate information to client and client's family in manner appropriate to language, culture, readiness level and in a professional manner.	
Ensures confidentiality in all areas of communication, following agency policies and HIPAA guidelines.	

**LOCAL HEALTH DEPARTMENT EMPLOYEE
ANNUAL PERFORMANCE EVALUATION**

Listens to others in an unbiased manner, respects the views of clients and peers.	
COMMUNICATION PERFORMANCE FACTOR RATING	HC - Highly Commendable
	PC - Proficient and Commendable
	EC - Effective and Competent
	ND - Needs Development
	U - Unsatisfactory

Concern for Accuracy: Reflects an underlying need to reduce confusion and variation in work processes. It is expressed as monitoring and checking the accuracy of work or information and insisting on clarity of roles and functions.	Observations/Comments
Checks work for accuracy.	
Demonstrates fiscal responsibility through correct coding of employee time sheet and other documentation related to position.	
Uses a system of checks and balances to identify and minimize errors.	
CONCERN FOR ACCURACY PERFORMANCE FACTOR RATING	HC - Highly Commendable
	PC - Proficient and Commendable
	EC - Effective and Competent
	ND - Needs Development
	U - Unsatisfactory

Organizational Awareness - The ability to be aware of specific responsibilities of persons who are united as a group for the accomplishment of common mission and goals.	Observations/Comments
Attends and actively participates in staff or committee meetings, as required, to discuss needs, goals, and objectives.	
Demonstrates knowledge of local health department programs, services, policies and procedures and works accordingly.	
Clearly conveys accurate information to achieve organizational goals.	

**LOCAL HEALTH DEPARTMENT EMPLOYEE
ANNUAL PERFORMANCE EVALUATION**

Is aware of the organization's mission and practices accordingly.	
ORGANIZATIONAL AWARENES PERFORMANCE FACTOR RATING	HC - Highly Commendable
	PC - Proficient and Commendable
	EC - Effective and Competent
	ND - Needs Development
	U - Unsatisfactory

Performance Orientation: - The concern for producing results while working toward a standard of excellence.	Observations/Comments
Meets or exceeds quality/quantity of work demanded by goals/objectives.	
Performs duties with professionalism and accountability.	
Exhibits professional behavior under stress.	
Adheres to agency policies & procedures as outlined in employee handbook.	
PERFORMANCE ORIENTATION PERFORMANCE FACTOR RATING	HC - Highly Commendable
	PC - Proficient and Commendable
	EC - Effective and Competent
	ND - Needs Development
	U - Unsatisfactory

Position Knowledge: - The extent to which the employee knows the details of the position and performs accordingly.	Observations/Comments
Demonstrates an understanding of job duties through performance of job standards.	
Applies knowledge of stated objectives to resolve problems.	

**LOCAL HEALTH DEPARTMENT EMPLOYEE
ANNUAL PERFORMANCE EVALUATION**

Appropriately applies technical skills, methods and processes required.	
Suggest develop, and/or implements new methods and processes to become more efficient and effective.	
Stays current with developments and trends by attending applicable training (staff meetings, workshops, conferences, on line trainings, etc).	
POSITION KNOWLEDGE PERFORMANCE FACTOR RATING	HC - Highly Commendable
	PC - Proficient and Commendable
	EC - Effective and Competent
	ND - Needs Development
	U - Unsatisfactory

Service Orientation: The desire and demonstration to help or serve others, to be aware of the needs of others and meet their needs. This involves the ability to develop trust in all relationships to increase the level of trust in the organization.	Observations/Comments
Demonstrates responsiveness to client needs in terms of timeliness and ability to provide services.	
Builds relationships with clients, treats all clients with dignity and respect, and responds in a manner that conveys a willingness to assist.	
Provides relevant information and asks questions to check for understanding.	
Listens carefully and empathizes with other's concerns.	
SERVICE ORIENTATION PERFORMANCE FACTOR RATING	HC - Highly Commendable
	PC - Proficient and Commendable
	EC - Effective Competent
	ND - Needs Development
	U - Unsatisfactory

**LOCAL HEALTH DEPARTMENT EMPLOYEE
ANNUAL PERFORMANCE EVALUATION**

Collaboration: The ability to work together or to cooperate together.	Observations/Comments
Gives credit and recognition to others.	
Aware of & sensitive to co-worker's overload & offers assistance when necessary.	
Willingly helps and works well with others.	
Avoids the 3 C's – criticizing, condemning and complaining.	
Shares knowledge and experience readily without being asked.	
Constructively resolves disagreements by negotiating mutually acceptable solutions.	
COLLABORATION	HC - Highly Commendable
PERFORMANCE FACTOR RATING	PC - Proficient and Commendable
	EC - Effective and Competent
	ND - Needs Development
	U - Unsatisfactory

Flexibility/Adaptability - The ability and willingness to alter opinions, behavior and/or attitudes in the light of new information, changing situations and/or different environments and cultures. It also refers to the ability to adapt to and work effectively and efficiently within a variety of situations, and with various individuals or groups.	Observations/Comments
Remains effective despite changes in job, such as new supervisor, new procedures/systems, conflicting priorities, new organizational structure, etc.	
Maintains stable performance and emotions when faced with opposition, pressure and/or other stressful conditions.	

**LOCAL HEALTH DEPARTMENT EMPLOYEE
ANNUAL PERFORMANCE EVALUATION**

Adapts well and maintains positive approach, optimism & motivation when facing large scale changes.	
FLEXIBILITY/ADAPTABILITY PERFORMANCE FACTOR RATING	HC - Highly Commendable
	PC - Proficient and Commendable
	EC - Effective and Competent
	ND - Needs Development
	U - Unsatisfactory

Productivity: Ability to produce useful and/or favorable results.	Observations/Comments
Organizes, prioritizes and performs duties in a timely and cost-effective manner.	
Meets or exceeds deadlines when they exist.	
PRODUCTIVITY PERFORMANCE FACTOR RATING	HC - Highly Commendable
	PC - Proficient and Commendable
	EC - Effective and Competent
	ND - Needs Development
	U - Unsatisfactory

Quality: The extent to which the employee neatly, thoroughly, and accurately completes job assignments according to established standards of quality.	Observations/Comments
Documents in a responsible, accountable and ethical manner.	
Demonstrates professional job-specific skills necessary to provide the appropriate quality of work.	
Work is thorough and complete.	

**LOCAL HEALTH DEPARTMENT EMPLOYEE
ANNUAL PERFORMANCE EVALUATION**

Work is done according to established standards of quality.	
QUALITY PERFORMANCE FACTOR RATING	HC - Highly Commendable
	PC - Proficient and Commendable
	EC - Effective and Competent
	ND - Needs Development
	U - Unsatisfactory

Teamwork: The ability to work together with others, to be part of a team, as opposed to working separately or competitively.	Observations/Comments
Supports team by assisting all members to contribute to results and doesn't dominate discussions and /or projects	
Develops trusting relationships for the purpose of professional development.	
Supports team decisions and outcomes (even in the absence of consensus) through actions and communications.	
Demonstrates a basic understanding of team process & applies problem-solving strategies to accomplish job tasks.	
TEAMWORK PERFORMANCE FACTOR RATING	HC - Highly Commendable
	PC - Proficient and Commendable
	EC - Effective and Competent
	ND - Needs Development
	U - Unsatisfactory

Supervisory Evaluation Factors

Leadership: - The extent to which the employee influences others to strive toward objectives; inspires staff to productive achievement; provides environment for self-motivation and teamwork.	Observations/Comments
Provides direction and acts as a resource to others.	
Reacts positively to problems or challenges as they arise.	

**LOCAL HEALTH DEPARTMENT EMPLOYEE
ANNUAL PERFORMANCE EVALUATION**

Encourages self confidence and capability in others.	
Earns trust & respect of others by coaching, inspiring and empowering teams to achieve goals.	
Sees information sharing as an opportunity and communicates work related knowledge to others.	
Provides vision/direction by managing change, developing, coordinating & influencing the activity of others.	
Demonstrates a willingness to step up & take a leadership role without being asked.	
Identifies/pursues solutions in which all parties can benefit.	
Uses a variety of approaches to assist others in performing at consistently higher levels.	
LEADERSHIP PERFORMANCE FACTOR RATING	HC - Highly Commendable
	PC - Proficient and Commendable
	EC - Effective and Competent
	ND - Needs Development
	U - Unsatisfactory

This performance factor does not apply

Staff Development: Recognizes and develops skills of subordinates. Provides ongoing coaching and performance feedback.	Observation/Comments
Learns the goals of staff and provides opportunities for staff development.	
Provides constructive feedback and assists staff with goal setting.	
Conducts staff meetings at least monthly.	

**LOCAL HEALTH DEPARTMENT EMPLOYEE
ANNUAL PERFORMANCE EVALUATION**

Objectively evaluates staff according to set goals and performance objectives, clearly defines expectations and uses evaluation as an opportunity to promote staff development.	
Acts as a coach and understands the role of a supervisor.	
Clearly defines & aligns responsibilities, priorities, accountability & levels of authority.	
STAFF DEVELOPMENT PERFORMANCE FACTOR RATING	HC - Highly Commendable
	PC - Proficient and Commendable
	EC - Effective and Competent
	ND - Needs Development
	U - Unsatisfactory

This performance factor does not apply

Functional/Departmental Planning: Anticipates needs, determines priorities and establishes appropriate course of action.	Observation/Comments
Organizes work flow to make efficient use of resources and staff.	
Identifies and obtains all resources required for staff to successfully complete work goals.	
Reviews work plans/needs & establishes updates or modifies priorities based on priority, deadlines, need, new information/directives, etc.	
Creates and maintains a high performance environment characterized by positive leadership and a strong team orientation.	
FUNCTIONAL/DEPARTMENTAL PLANNING PERFORMANCE FACTOR RATING	HC - Highly Commendable
	PC - Proficient and Commendable
	EC - Effective and Competent
	ND - Needs Development
	U - Unsatisfactory

This performance factor does not apply

**LOCAL HEALTH DEPARTMENT EMPLOYEE
ANNUAL PERFORMANCE EVALUATION**

Decision Making: Arrives at sound decisions with positive results, takes action and commits to the decision and its results.	Observation/Comments
Commits to a course of action or recommendation within the given time frame.	
Takes responsibility for decisions made.	
Remains open to changing decisions when new information becomes available.	
Seeks input from others.	
Handles day to day work challenges confidently and confidentially.	
Recognizes problems and solves them with little assistance.	
Makes clear decisions using good judgment and common sense and takes a logical approach based on available information.	
Re-organizes resources when necessary.	
Appropriately balances needs/desires with available resources and constraints.	
Encourages and models use of facts, data & objectives for decision & policy making.	
DECISION MAKING	HC - Highly Commendable
ENTER PERFORMANCE FACTOR RATING	PC - Proficient and Commendable
	EC - Effective and Competent
	ND - Needs Development
	U - Unsatisfactory

This performance factor does not apply

**LOCAL HEALTH DEPARTMENT EMPLOYEE
ANNUAL PERFORMANCE EVALUATION**

List Performance Strengths: (General Statements, ex: Excellent written communication skills)	
1.	
2.	
3.	
4.	
5.	
6.	
List Areas for Growth: (General Statements, ex: Time and attendance, verbal communication)	
1.	
2.	
3.	
4.	
5.	
6.	

Objectives and Goals for Next Performance Period (Specific and measurable):

LOCAL HEALTH DEPARTMENT EMPLOYEE ANNUAL PERFORMANCE EVALUATION

Supervisor's Comments About Performance Discussion:

Employee's Comments About Performance Discussion:

Evaluation Criteria:

HC – consistently demonstrates **HIGHLY COMMENDABLE** skills surpassing expectations in the execution of the majority of critical job responsibilities and objectives; makes exceptional contributions to the overall functioning of a department by demonstrating initiative, flexibility, and creativity in addressing issues and/or developing systems, procedures, or enhancements for greater efficiencies and effectiveness; possesses superb skills and knowledge; constantly anticipates and/or responds quickly to changing situations and departmental needs; constantly contributes workable solutions to projects or problems; demonstrates work of a superior quality; and is a solution-oriented team player that maintains and promotes excellent working relationships.

PC – consistently demonstrates **PROFICIENT and COMMENDABLE** skill in the execution of the majority of critical job responsibilities and objectives; makes important contributions to the overall functioning of a unit/dept by demonstrating solid performance with respect to productivity and quality of work and possesses strong skills and knowledge; is a strong team player who maintains and promotes good working relationships.

EC – competently demonstrates **EFFECTIVE and COMPETENT** performance in the execution of the majority of critical job responsibilities and objectives; makes positive contributions to the overall functioning of a unit/dept by demonstrating sufficient performance with respect to productivity and quality of work; possesses appropriate level of skills and knowledge, seeking opportunities to develop; is a team player who maintains and promotes positive working relationships; work behaviors positively influences the work group; and readily adjusts to changing situations and work assignments.

ND – overall performance **NEEDS DEVELOPMENT** to ensure consistent execution of all job responsibilities and objectives; demonstrates success in some areas but guidance/direction/monitoring in other areas has been needed; performance factors/competencies as addressed above need further development and/or consistent application.

U – overall performance **UNACCEPTABLE**; job responsibilities and objectives have not been consistently met; performance requires close monitoring and has not kept pace with requirements; successes have been only occasional or of minimal impact; performance has failed to improve to demonstrate sufficient level of competencies required.

**LOCAL HEALTH DEPARTMENT EMPLOYEE
ANNUAL PERFORMANCE EVALUATION**

Overall Rating for this Evaluation Period:	
Beginning Date of Rating Period:	Ending Date of Rating Period:

Appraiser's Signature: _____ Date: _____

Second Level Management Signature: _____ Date: _____

Employee's Signature: _____ Date: _____