BEFORE THE BOARD OF NORTHEAST TRI COUNTY HEALTH DISTRICT

IN THE MATTER OF ADOPTING PERSONNEL POLICY CHANGE) RESOLUTION 04-2011
) ADOPTING PERSONNEL POLICY CHANGE

WHEREAS, the Board of Health of the Northeast Tri County Health District has previously adopted personnel policies; AND

WHEREAS, amendments to those policies are necessary;

NOW, THEREFORE:

IT IS HEREBY RESOLVED by the Board of Health of the Northeast Tri County Health District that the attached Personnel Policy change is adopted and shall be in full force and effect within the jurisdiction of the Northeast Tri County Health District from this date.

Done this 19th day of January, 2011 in Colville, Washington and effective immediately upon signatures as of this date.

Board Member, City of Republic

Board Member, City of Colville

Board Member, City of Newport

Health Officer

Board Member, Stevens County

Board Member, Ferry County

Board Member, Ferry County

Board Member, Pend Oreille County

Board Member, Pend Oreille County

Board Member, Stevens County
6.1 PERFORMANCE APPRAISAL

To achieve the Health District's goal to train, promote and retain the best qualified employee for every job, the Health District conducts an annual staff performance appraisal for all positions. The Administrator is responsible for developing and maintaining the Health District's staff performance appraisal program. Employees are to be formally evaluated by their supervisor two (2) times during their trial service period, before the end of three (3) months and before the end of six (6) months, and usually annually thereafter. The employee is also evaluated at the end of three (3) years for consideration for advancement to Level II of their classification. (Form 6.2)

The trial service evaluations are part of the employee's personnel record and may be a factor in determining the employee's conversion to regular status, whether the employee receives a salary increase, or is to be promoted, transferred, demoted, laid off, or discharged.

6.2 TRAINING POLICY

The Health District seeks, within the limits of available resources, to offer, or require, training to increase an employee's skill, knowledge and abilities directly related to Health District employment to obtain or maintain required licenses and certifications, and to develop staff resources. Opportunities may include, but are not limited to: on-the-job training, in-house workshops, and seminars sponsored by other agencies or organizations.
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Criteria and/or Comments:

Performance Score:
Comments of Rater:

________________________________________  Date ___________

Rater Signature

Comments of Employee:

________________________________________  Date ___________

Employee Signature  I wish to meet with Reviewer Yes / No

________________________________________  Date ___________

Reviewer Signature
Performance Appraisal Goal Document
Northeast Tri County Health District

Staff Person:

Date:

Short Term Goals:

Long Term Goals:

What I need from supervisor/director/organization
Employee Performance Appraisal Guidelines
Northeast Tri County Health District

Introduction
Performance appraisals (PAs) are an important piece to a successful organization. At the Northeast Tri County Health District, the expectation is PAs will be given annually. The goals of the PA process are:

1. Encourage employees to contribute to the organization by improving their own performance.
2. Encourage teamwork.
3. Help to improve the quality of supervision.
5. Impart a feeling of pride and satisfaction in working at NETCHD.
6. Promote employee development.
7. Increase communication between supervisors, division directors, and employees.
10. Be easily implemented, resulting in minimal operational disruption.
11. Recognize employee contributions to the organization.

Process
1. Director and/or supervisor alerts staff person of upcoming PA and sets date for PA meeting. Staff person is asked to prepare NETCHD Goal Document to bring to the meeting.
2. Director drafts PA (in cooperation with supervisor and/or Administrator as appropriate).
3. At least one (1) week prior to PA meeting, Administrator receives draft of PA for review and comment. Draft PA is completed.
4. Two (2) working days prior to the PA meeting, director and/or supervisor presents hard copy of PA to staff person for review.
5. At PA meeting, director and/or supervisor reviews PA with staff person. Staff person is invited to comment and offer information missing in PA. Staff person is also welcome to provide evidence why a score or comment should be modified. Staff person shares NETCHD Goal Document and discusses with director and/or supervisor.
6. After meeting, director and/or supervisor makes any changes to PA based on meeting outcome. Director and/or supervisor notes on PA support for staff person’s goals if appropriate. Final PA hardcopy given to staff person for signature. Staff person can opt to meet with reviewer (typically Administrator) to discuss PA.
7. PA with signatures and NETCHD Goal Document given to Administrator for final review and approval.
Performance Appraisal

There are twenty (20) areas of job performance on the performance appraisal form. The categories of performance are:

A. Accomplishment of job requirements.
B. Work relationships with coworkers.
C. Recognizes and considers different ideas and methods to accomplish goals.
D. Dependability and reliability.
E. Gathers and uses information.
F. Works to increase knowledge of diverse cultures to more effectively assist clients.
G. Job knowledge and technical competence.
H. Work relationships with other agencies, clients and the public.
I. Imagination and initiative in performance of job duties.
J. Communicates in a manner that shows respect for clients and co-worker’s values and cultural norms.
K. Interacts with patience and respect towards people who communicate differently.
L. Makes decisions and/or recommendations within the scope of the position.
M. Meets work deadlines.
N. Cost consciousness.
O. Written communication.
P. Oral communication.
Q. Quantity of work.
R. Safety.
S. Supervision (if applicable).
T. Punctuality

Each area will be evaluated with every PA. Director and/or supervisor will utilize the NETCHD Roles and Expectations documents as standards.

There are two (2) numerical scores for each area. The two (2) areas are weight and score.

Weight

Weight will be a number of 1-3 and will be reflective of how important this job area is in compared with other job areas. For example, a weight of 2 will be twice as important as a weight of 1. If every job area is equally important, the weights should all be the same.
Score

Score will be a number of 1-5. The scores mean:

5: Greatly exceeds the expectation and is among the best, if not the best, in the organization in this job area.
4: Routinely exceeds the expectation of this criterion.
3: Fully meets the expectation of this criterion.
2: Has, on occasion, failed to meet the expectation of this criterion. Continued performance at this level will lead to disciplinary action.
1: Routinely fails to meet the expectation of this criterion. Disciplinary action with the staff person is to start immediately if not already in progress.

It is allowable to go to half points (such as 3.5), but not lower.

Generating Performance Score

1. Multiply weight and rating to get each job area’s score.
2. Add up all weights and scores and place at bottom of PA form.
3. Divide score by weight (score/weight) to get performance score.

Comments

Comments are important components of the PA. Comments should include:

1. Examples of how the staff person did or did not meet the expectation (this is required if the score is anything except a 3).
2. How the staff person can improve their score next time.
3. Use full sentences and avoid phrases and single words.
Roles and Expectations
Northeast Tri County Health District
Non-Exempt Staff

General Information

This document provides a summary of the roles and responsibilities for all non-exempt staff (this includes community health worker, WIC certifier, licensed practical nurse, public health nurse and environmental health specialist).

This document identifies important competencies that are critical to successfully meeting the District's mission and goals. They are intended to provide all employees with:

- Written competencies that are core to the organization’s overall success;
- Documentation that describes success in different performance categories to be used in self-monitoring and ongoing communication and feedback with coworkers; and
- A set of thorough workplace expectations that can be used consistently throughout the District during informal discussions and performance feedback discussions.

This document is a working document that may be amended as appropriate in the future.

Accomplishment of Job Requirements

- Uses effective communication skills with management and/or supervisory staff by providing timely notice of sensitive issues and responding to questions in a timely manner
- Reorganizes work and priorities to accept new responsibilities as directed
- Seeks clarification from director and/or supervisor when position or performance expectations are unclear
- Understands and accurately executes code requirements as reflected in District policy
- Promotes and contributes to a professional work environment
- Provides consistently professional customer service to internal and external clients
- Communicates with director and/or supervisor about resources required to accomplish daily work and inform them of current barriers and potential solutions when possible

January 2011
**Working Relationships with Co-workers**

- Listens with full attention and an open mind
- Works collaboratively with co-workers and covers job responsibilities for others during absences
- Seeks to build consensus with colleagues when troubleshooting program issues or developing solutions
- Attempts to resolve conflicts, problems and issues with co-workers before elevating it to the appropriate level of management
- Skillfully and respectfully handles conflict in an appropriate manner
- Collaborates effectively with co-workers using skills that include, but are not limited to:
  - open, frequent, and respectful communication with all co-workers
  - understanding, respecting and demonstrating how each co-worker's style differences benefits the whole
  - having a positive attitude
  - being a problem solver
  - providing and being receptive to constructive feedback
  - respects others time by being on time to meetings and with assigned meeting responsibilities completed
- Shares relevant information with co-workers

**Recognizes and Considers Different Ideas and Methods to Accomplish Goals**

- Engages co-workers and regularly seeks their advice
- Encourages creative ideas and seeks a diversity of options from a wide range of sources as appropriate
- Promotes the development of diverse ideas, cultures, methods and/or styles in all aspects of work
Dependability and Reliability

- In collaboration with director and/or supervisor (if appropriate), works to assure job responsibilities are covered during an absence and clearly communicates coverage arrangements to coworkers. In unexpected absences, informs director and/or supervisor of high priority work that might need immediate attention.
- Is available for emergencies and urgent consultations during work hours and, when assigned, after work hours, with effective use of communication equipment.
- Arrives at work and meetings on time and communicates with appropriate parties when this is not possible (punctuality).
- Uses existing procedures and checklists to ensure program consistency.
- Accepts responsibility for researching, understanding and following applicable policies and rules.
- Learns as much as possible about their job.
- Completes work in an acceptable and timely manner.

Gathers and Uses Information

- When appropriate, gathers input, anticipates problems, evaluates alternatives and integrates ideas from appropriate co-workers and outside sources before recommending policy or problem solutions.
- Uses information gathered from coworkers, outside resources or other means to bring emerging issues to the director's and/or supervisor's attention for consideration.
- Identifies the behavioral and technical skills required for the job and takes initiative for pursuing learning and using those skills.
- Responds to inquiries, public disclosure requests and complaints in a timely manner.
- Manages public records and protected health information in accordance with established policies and laws.
- Collects and retains up to date, accurate and necessary information regarding work assignments.
- Checks with director and/or supervisor before initiating research projects.
Works to Increase Knowledge of Diverse Cultures to More Effectively Assist Clients

- Works to remove barriers to provide equitable service to clients from diverse cultures

Job Knowledge and Technical Competence

- Understands, communicates and follows relevant District policies and guidelines
- Makes recommendations for new or revised policies and guidelines as appropriate
- Assumes responsibility for own professional development by requesting attendance at relevant seminars and trainings
- With permission of director and/or supervisor, seeks out learning opportunities by participating in work assignments outside of current job
- Looks for opportunities to share job knowledge with co-workers

Work Relationships with Other Agencies, Clients and the Public

- Develops professional relationships and effectively communicates on a regular basis with partner agencies
- Works collaboratively with management to solve difficult or sensitive problems
- Models professional behavior and strong customer service skills
- Responds to all complaints in a timely manner or notifies complainants when a reply can be expected
- Develops and maintains productive, collegial relationships with internal and external partners
Imagination and Initiative in Performance of Job Duties

- Addresses problems with a fresh and creative approach
- Seeks to understand problems affecting assigned program area and proposes solutions that demonstrate objectivity and resourcefulness
- Identifies opportunities and presents ideas for improving workplace and public health services within assigned program area
- Works to create a positive and creative atmosphere through open communication, humor, recognition, and other actions as appropriate
- Promotes advancement of the public health profession or other technical fields whenever possible through a variety of means that could include, but are not limited to active participation in professional organizations

Communicates in a Manner That Shows Respect for Clients and Co-worker’s Values and Cultural Norms

- Takes time to learn, and not assume, what a client or co-worker’s values and cultural norms are in regard to the situation at hand
- Interacts with respect towards people who communicate differently
- Provides alternative format program material when needed or requested by clients and makes recommendations for additional alternative format materials as needed
- Uses interpreters or language line when necessary or appropriate
- Fosters a safe, non-discriminatory work environment
- Fosters courtesy for diversity of District co-workers and clients

Interacts with Patience and Respect Towards People Who Communicate Differently

- Respects different ideas and methods to accomplish goals
- Recognizes differences in communication methods and viewpoints and applies skills to more effectively communicate in these situations
- Invites discussion of alternate viewpoints, listens with an open mind and seeks to reach a common ground when appropriate
**Make Decisions and/or Recommendations Within the Scope of Position**

- Works closely with director and/or supervisor to understand when it would be appropriate to make difficult decisions or takes the initiative in an urgent situation in absence of explicit permission or support
- Uses prudent and well-reasoned judgment in decision-making

**Meet Work Deadlines**

- Assumes responsibility to manage assigned workload and meet deadlines
- Notifies director and/or supervisor and others who may be impacted when work deadlines cannot be met and take responsibility to assure the earliest possible completion date

**Cost Consciousness**

- Seeks new ways to deliver cost effective public health services through a variety of means that include, but are not limited to cost savings or more effective use of District resources
- Exercises best professional fiscal judgment, where applicable, by ensuring program purchases and expenses are consistent with business needs and only commits available program funds
- Acts as an effective steward of public resources and trust by:
  - applying good work scheduling practices
  - using best professional judgment to complete work within expectations in the least amount of time
  - appropriately using vehicles, equipment and supplies
  - appropriately using the time of other staff
- Works with director and/or supervisor to take advantage of no-cost or low-cost opportunities for training and professional development
Written and Oral Communications

- Anticipates potential impact of communication
- Communicates with co-workers in a courteous and respectful manner
- Communicates message to the audience’s level of understanding (example-language, level of detail)
- Takes responsibility to obtain accurate information from director and/or supervisor on hearsay, gossip or rumors before communicating this information to others
- Assures that written and oral communications are clear, accurate and represent the District in a positive and professional manner
- Informs management when additional formats, e.g. web-site, hotline, print materials, etc. and languages are needed in order to provide current public health information to the public
- Provides accurate, responsive, friendly and concise information to the public in both verbal and written correspondence
- Actively listens and does not make assumptions about what someone wants or needs
- Shows willingness to cooperate with the Public Information Officer regarding the media and functions as a spokesperson in specific areas of expertise

Quantity of Work

- Values new ideas that will proactively increase service efficiency
- Takes responsibility to complete assigned work
- Regularly monitors progress as needed to meet work plan goals
- Assures all steps of assignments and work responsibilities are completed on time and within expectations
Safety

- Takes initiative and follows instructions in emergency situations to protect self, coworkers and the public’s health
- Uses appropriate safety equipment and follows safety procedures
- Takes responsibility for working safely at all times and exercises caution when operating alone and/or in the field
- Communicates safety equipment and apparel needs to director and/or supervisor
Roles and Expectations
Northeast Tri County Health District
Exempt/Non-Management Staff

General Information

This document provides a summary of the roles and responsibilities for all exempt/non-management staff (this includes the Fiscal Manager).

This document identifies important competencies that are critical to successfully meeting the District’s mission and goals. They are intended to provide all employees with:

- Written competencies that are core to the organization’s overall success;
- Documentation that describes success in different performance categories to be used in self-monitoring and ongoing communication and feedback with co-workers; and
- A set of thorough workplace expectations that can be used consistently throughout the District during informal discussions and performance feedback discussions.

This document is a working document that may be amended as appropriate in the future.

Accomplishment of Job Requirements

- Uses effective communication skills with management staff by providing timely notice of sensitive issues and responding to questions in a timely manner
- Reorganizes work and priorities to accept new responsibilities as directed
- Seeks clarification from director and/or supervisor when position or performance expectations are unclear
- Understands and accurately executes code requirements as reflected in District policy
- Promotes and contributes to a professional work environment
- Provides consistently professional customer service to internal and external clients
- Communicates with director and/or supervisor about resources required to accomplish daily work and inform them of current barriers and potential solutions when possible
**Working Relationships with Co-workers**

- Listens with full attention and an open mind
- Works collaboratively with co-worker and covers job responsibilities for others during absences
- Seeks to build consensus with colleagues when troubleshooting program issues or developing solutions
- Attempts to resolve conflicts, problems and issues with coworkers before elevating it to the appropriate level of management
- Skillfully and respectfully handles conflict in an appropriate manner
- Collaborates effectively with coworkers using skills that include, but are not limited to:
  - open, frequent, and respectful communication with all co-workers
  - understanding, respecting and demonstrating how each co-worker’s style differences benefits the whole
  - having a positive attitude
  - being a problem solver
  - providing and being receptive to constructive feedback
  - respects others time by being on time to meetings and with assigned meeting responsibilities completed
- Shares relevant information with co-workers

**Recognizes and Considers Different Ideas and Methods to Accomplish Goals**

- Engages coworkers and regularly seeks their advice
- Encourages creative ideas and seeks a diversity of options from a wide range of sources as appropriate
- Promotes the development of diverse ideas, cultures, methods and/or styles in all aspects of work
Dependability and Reliability

- In collaboration with director and/or supervisor (if appropriate), works to assure job responsibilities are covered during an absence and clearly communicates coverage arrangements to co-workers. In unexpected absences, informs director and/or supervisor of high priority work that might need immediate attention.
- Is available for emergencies and urgent consultations during work hours and after work hours, with effective use of communication equipment
- Arrives at work and meetings on time and communicates with appropriate parties when this is not possible (punctuality)
- Uses existing procedures and checklists to ensure program consistency
- Accepts responsibility for researching, understanding and following applicable policies and rules
- Learns as much as possible about their job
- Completes work in an acceptable and timely manner

Gathers and Uses Information

- When appropriate, gathers input, anticipates problems, evaluates alternatives and integrates ideas from appropriate coworkers and outside sources before recommending policy or problem solutions
- Uses information gathered from co-workers, outside resources or other means to bring emerging issues to the director’s and/or supervisor’s attention for consideration
- Identifies the behavioral and technical skills required for the job and takes initiative for pursuing learning and using those skills
- Responds to inquiries, public disclosure requests and complaints in a timely manner
- Manages public records and protected health information in accordance with established policies and laws
- Collects and retains accurate and necessary information regarding work assignments

Works to Increase Knowledge of Diverse Cultures to More Effectively Assist Clients

- Works to remove barriers to provide equitable service to clients from diverse cultures

January 2011
Job Knowledge and Technical Competence

- Understands, communicates and follows relevant District policies and guidelines
- Makes recommendations for new or revised policies and guidelines as appropriate
- Assumes responsibility for own professional development by requesting attendance at relevant seminars and trainings
- With permission of director and/or supervisor, seeks out learning opportunities by participating in work assignments outside of current job
- Looks for opportunities to share job knowledge with co-workers

Work Relationships with Other Agencies, Clients and the Public

- Develops professional relationships and effectively communicates on a regular basis with partner agencies
- Works collaboratively with management to solve difficult or sensitive problems
- Models professional behavior and strong customer service skills
- Responds to all complaints in a timely manner or notifies complainants when a reply can be expected.
- Develops and maintains productive, collegial relationships with internal and external partners

Imagination and Initiative in Performance of Job Duties

- Addresses problems with a fresh and creative approach
- Seeks to understand problems affecting assigned program area and proposes solutions that demonstrate objectivity and resourcefulness
- Identifies opportunities and presents ideas for improving workplace and public health services within assigned program area
- Works to create a positive and creative atmosphere through open communication, humor, recognition, and other actions as appropriate
- Promotes advancement of the public health profession or other technical fields whenever possible through a variety of means that could include, but are not limited to active participation in professional organizations
Communicates in a Manner That Shows Respect for Clients and Co-worker's Values and Cultural Norms

- Takes time to learn, and not assume, what a client or co-worker's values and cultural norms are in regard to the situation at hand
- Interacts with respect towards people who communicate differently
- Provides alternative format program material when needed or requested by clients and makes recommendations for additional alternative format materials as needed
- Uses interpreters when necessary or appropriate
- Fosters a safe, non-discriminatory work environment
- Fosters respect for diversity of District co-workers and clients

Interacts with Patience and Respect Towards People who Communicate Differently

- Respects different ideas and methods to accomplish goals
- Recognizes differences in communication methods and viewpoints and applies skills to more effectively communicate in these situations
- Invites discussion of alternate viewpoints, listens with an open mind and seeks to reach a common ground when appropriate

Make Decisions and/or Recommendations Within the Scope of Position

- Works closely with Director and/or supervisor to understand when it would be appropriate to make difficult decisions or takes the initiative in an urgent situation in absence of explicit permission or support
- Uses prudent and well-reasoned judgment in decision-making

Meet Work Deadlines

- Assumes responsibility to manage assigned workload and meet deadlines
- Notifies director and/or supervisor and others who may be impacted when work deadlines cannot be met and take responsibility to assure the earliest possible completion date
Cost Consciousness

- Seeks new ways to deliver cost effective public health services through a variety of means that include, but are not limited to cost savings or more effective use of District resources
- Exercises best professional fiscal judgment, where applicable, by ensuring program purchases and expenses are consistent with business needs and only commits available program funds
- Acts as an effective steward of public resources and trust by:
  - applying good work scheduling practices
  - using best professional judgment to complete work within expectations in the least amount of time
  - appropriately using vehicles, equipment and supplies
  - appropriately using the time of other staff
- Takes advantage of no-cost or low-cost opportunities for training and professional development

Written and Oral Communications

- Anticipates potential impact of communication
- Communicates with co-workers in a courteous and respectful manner
- Communicates message to the audience’s level of understanding (example-language, level of detail)
- Takes responsibility to obtain accurate information from director and/or supervisor on hear-say, gossip or rumors before communicating this information to others
- Assures that written and oral communications are clear, accurate and represent the District in a positive and professional manner
- Informs management when additional formats, e.g. web-site, hotline, print materials, etc. and languages are needed in order to provide current public health information to the public
- Provides accurate, responsive, friendly and concise information to the public in both verbal and written correspondence
- Actively listens and does not make assumptions about what someone wants or needs
- Shows willingness to cooperate with the Public Information Officer regarding the media and functions as a spokesperson in specific areas of expertise
Quantity of Work

- Values new ideas that will proactively increase service efficiency
- Takes responsibility to complete assigned work
- Regularly monitors progress as needed to meet work plan goals
- Assures all steps of assignments and work responsibilities are completed on time and within expectations

Safety

- Takes initiative and follows instructions in emergency situations to protect self, coworkers and the public’s health
- Uses appropriate safety equipment and follows safety procedures
- Takes responsibility for working safely at all times and exercises caution when operating alone and/or in the field
- Communicates safety equipment and apparel needs to director and/or supervisor
Supervision

This section applies to the Executive Secretary position only.

- Understands and applies mentoring and coaching skills to motivate co-workers and promote staff success in work assignments
- Assists the Administrator, director and/or supervisor in assigning, monitoring and reporting on tasks assigned to staff. Assists the Administrator, director and/or supervisor in making adjustments as necessary to ensure tasks are completed on time and within expectations. Notifies the Administrator, director and/or supervisor and other appropriate staff when this is not possible.
- Seeks positive ways to motivate staff
- Fairly and consistently applies appropriate policies with all co-workers; serves as a resource for staff on policy questions and directs staff to appropriate policy resources
- Consults with the Administrator, director and/or supervisor on policy violations
- Takes responsibility to address and correct inappropriate behavior of staff when witnessed or informed by others
- Treats staff errors as opportunities for learning and professional growth; provides feedback in a constructive manner with clear guidance on improvement
- Applies leadership skills that promote staff cohesion and exceptional performance among staff
- Encourages open communication, provides regular performance feedback and communicates about any performance short-falls in a timely manner
- Meets with staff to discuss and support progress on work assignments
- Models strong leadership skills and promotes leadership skills in others
- Supports staff information and guidance needs by responding to questions in a timely manner
- As appropriate, seeks guidance and assistance from the Administrator, director and/or supervisor on problems, questions or issues related to staff
Leadership Roles and Expectations
Northeast Tri County Health District
Management Staff

General Information

Management staff provide management and leadership for the Health District. Management Staff includes the Administrator, Director of Community Health Services and Director of Environmental Health Services.

In addition to the technical and management essential duties as outlined in the applicable position description, leadership skills are a critical element for management staff. The purpose of this document is to summarize these agreed upon leadership skills and expectations.

Accomplishment of Job Requirements

- Anticipate and plan for change and its effects on staff including but not limited to: policy changes, budget changes, new initiatives, permit problems, staff changes, public events and legislative changes
- Use effective communication skills with other management staff by providing timely notice of sensitive issues and responding to questions in a timely manner
- When directed by the Administrator, reorganize work and priorities to accept new responsibilities
- Clearly define and communicate position and performance expectations to subordinate staff. Provide regular feedback and update expectations as necessary to reflect changing work priorities. Seek clarification from the Administrator when position or performance expectations are unclear.
- Apply principles of effective human resource management by understanding appropriate policies and procedures and seeking the advice of the Administrator on personnel issues when necessary
- Understand and accurately execute labor union contract requirements
- Promote and encourage a professional work environment
- Provide excellent customer service to all internal and external customers
**Working Relationships with Co-workers**

- The Administrator and director work collaboratively and cover job responsibilities for one another during absences
- Seek to build consensus among staff and colleagues when developing new policies and programs
- Skillfully handle conflict in discussions or negotiations in an appropriate manner and without becoming emotionally involved

**Recognizes and Considers Different Ideas and Methods to Accomplish Goals**

- Use all the talents of staff members and regularly seek their advice
- Encourage creative ideas and seek a diversity of options from a wide range of sources as appropriate
- Maximize the development of diverse ideas, methods and/or styles when designing and implementing teams

**Dependability and Reliability**

- Assure job responsibilities are covered during an absence and clearly communicate coverage arrangements to co-workers
- Be available for emergencies and urgent consultations during work and after work hours, and effectively use communication equipment during these times
- Arrive at work and meetings on time and communicate with appropriate parties when this is not possible (punctuality)

**Gathers and Uses Information**

- When possible and appropriate, gather input, anticipate problems, evaluate alternatives and integrate ideas from all necessary staff and outside sources before recommending policy or problem resolution to the Administrator
- Use information gathered from staff, outside resources or other means to bring emerging issues to the Administrator’s attention for consideration
- Follow up on inaccurate and/or misleading information that may be circulating in the workplace by taking responsibility to provide accurate information appropriately
Works to Increase Knowledge of Diverse Cultures to More Effectively Assist Clients

- Develop knowledge of diverse cultures to more effectively assist clients and promote this development among staff

Job Knowledge and Technical Competence

- Understand, communicate and follow relevant District policies and guidelines
- Make recommendations for new or revised policies and guidelines as appropriate
- Actively seek professional growth by selectively attending seminars and other internal or external training activities to keep apprised of management, professional and technical innovations or changes

Affirmative Action

- Actively support and implement all affirmative action policies in all activities

Work Relationships With Other Agencies, Clients and the Public

- Develop professional relationships and effectively communicate on a regular basis with partner agencies
- Work collaboratively with the Administrator and Health Officer (as appropriate) to solve difficult or sensitive problems
- Model professional behavior and strong customer service skills for staff members
- Strive to investigate and follow through on complaints directed towards staff in a professional, fair and sensitive manner
- Respond to all complaints in a timely manner
- Develop and maintain productive, collegial relationships with internal and external partners

January 2011
Imagination and Initiative in Performance of Job Duties

- Address problems with a fresh and creative approach
- Look for creative ways to provide recognition to direct reports
- As appropriate, present new ideas to staff in a collaborative manner and invite input and participation
- Work to create a positive and creative atmosphere through open communication, humor, recognition and other actions as appropriate
- Encourage students interested in public health careers by mentoring, developing internship opportunities and doing outreach to college, university and technical school programs
- Promote advancement of the public health profession through a variety of means that could include active participation in professional organizations

Communicates in a Manner That Shows Respect for Clients and Co-worker’s Values and Cultural Norms

- Interact with respect towards people who communicate differently
- Assure that program materials are available in alternative formats when needed or requested by clients
- Ensure a safe, non-discriminatory work environment for all staff
- Ensure respect for diversity of District staff and clients

Interacts With Patience and Respect Towards People who Communicate Differently

- Respect different ideas and methods to accomplish goals
- Recognize differences in communication methods and viewpoints and apply skills to more effectively communicate in these situations
- Invite discussion of alternate viewpoints and seek to reach a common ground when appropriate
Make Decisions and/or Recommendations Within the Scope of Position

- Work closely with the Administrator to understand when it would be appropriate to make difficult decisions or take a risk in absence of explicit permission or support
- Use prudent and well-reasoned judgment in decision-making
- Be prepared to support the District during emergency activation. This includes, but may not be limited to understanding the Incident Command Structure and being prepared to take a leadership role in a capacity that may be outside of normal day-to-day responsibilities

Meet Work Deadlines

- Organize work schedules, prioritize tasks and use support staff effectively to consistently meet work deadlines
- Notify the Administrator and others who may be impacted when work deadlines cannot be met and take responsibility to assure the earliest possible completion date

Cost Consciousness

- Seek new ways to deliver cost effective public health services through a variety of means that include, but are not limited to cost savings or more effective use of District resources
- Review budget and financial reports on a regular basis to ensure expenditures are within budget
- Exercise strong fiscal judgment by ensuring section purchases and expenses are consistent with business needs and committed only available program funds
- Exercise good labor budget planning and management skills by monitoring unplanned labor expenses and seeking ways to reduce needs for overtime
- Actively seek no-cost or low-cost opportunities for staff training and professional development
Written and Oral Communications

- Communicate in a manner that keeps staff fully informed of workplace requirements and changes necessary for them to accomplish their daily work tasks
- Anticipate information needs of staff to create a productive work experience and openly share information to promote good understanding
- Follow up on gossip and take responsibility to provide accurate information appropriately
- Assure that written and oral communications are clear, accurate and represent the District in a positive and professional manner
- Assure that programs provide up-to-date public health information to the public in a variety of formats (web-site, hotline, print materials, etc) and languages as appropriate to the program and public need
- Provide accurate, responsive, friendly and concise information to the public in both verbal and written correspondence
- Show willingness to work with the Public Information Officer to work with media and function as a spokesperson in specific areas of expertise
- Actively listen and do not make assumptions about what someone wants or needs

Quantity of Work

- Participate in developing a realistic budget proposal and regularly monitor expenditures
- Oversee the development and implementation of section work plans with time-phased and measurable objectives designed to assure 100% completion of section work
- Regularly monitor performance measures and work within the section to problem-solve and make mid-course corrections as needed to meet work plan goals
- Assure the development and implementation of District standard reports that monitor quantity and timeliness of work
- Assure all steps of assignments and work responsibilities are completed

Safety

- Take initiative in emergency situations to protect public health
- Take responsibility for assuring staff are always working safely
- Provide staff with appropriate safety equipment and apparel
Supervision

- Understand and apply mentoring and coaching skills to motivate staff and promote staff success in work assignments and professional growth
- Encourage open communication and provide regular performance feedback and communicate about any performance short-falls in a timely manner. This includes, but is not limited to regular communication with staff and completing probationary and regular annual written performance appraisals. Performance appraisals should include detailed information on specific performance and future expectations for all direct reports and include a level of detail necessary for staff to understand what behaviors or actions that are either exceptional or require improvement and for deficiencies, describe expectations and necessary corrective measures
- Meet personally with direct-report staff to discuss their annual performance review and goals for the upcoming performance period
- Seek positive ways to motivate staff members through special assignments, recognition, etc.
- Model strong leadership skills and promote leadership skills in others
- Support staff information and guidance needs by responding to questions in a timely manner
- Actively work to help resolve job-related problems by mentoring, coaching or taking the necessary corrective action
- Promote staff development and assure that staff have continuing education opportunities necessary to maintain required registrations, credentials or licenses
- Take responsibility to address and correct inappropriate behavior of subordinate staff when witnessed or informed by others
- As appropriate, seek guidance and assistance from the Administrator on problems, questions or issues related to subordinate staff performance appraisals prior to completion
- Fairly and consistently apply the appropriate policies with all staff members
- Give staff the benefit of good intent with errors not equating errors with blame, but with learning events