

Public Health Competency Based Employee Performance Management

Glossary of Terms

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



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Public Health Competency Based Employee Performance Management – Glossary of Terms

Glossary of Terms

Term

Abbreviation

Definition

A – B – C – D – E – F – G – H – I – J – K – L – M – N – O – P – Q – R – S – T – U – V – W – X – Y – Z

A

B

Behavioural Statement

Expresses the conditions under which a behaviour or overt act will be expected to occur, describe the level of expertise of performance and indicate the precise manner by which results will be measured.

C

Competencies

Observable abilities, skills, knowledge, motivations or traits defined in terms of the behaviours needed for successful job performance.

Competency Based Management (CBM)

A way of managing human resources functions that focuses on the “competencies”-observable abilities, skills, knowledge, motivations or traits defined in terms of the behaviours needed for successful job performance.

Consultant/specialist

Public health staff who are likely to have advanced preparation in a special content area or a specific set of skills. Provide expert advice and support to front line providers and managers. May work directly with clients.

Core Competencies for Public Health in Canada Release 1.0

The essential knowledge, skills and attitudes necessary for the practice of public health. They transcend the boundaries of specific disciplines and are independent of program and topic. They provide the building blocks for effective public health practice, and the use of an overall public health approach

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D

Discipline Specific Competencies

Competencies for disciplines or professions related to public health. Also referred to as “function-specific public health competencies”.

E

Employee Log

Tool used by manager to document observations of good or poor performance, for use during On-going Review and Feedback as well as Performance Evaluation stages.

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Evaluation

Where the individual is assessed on how well they have done relative to the objectives and competencies, and they plan for development

F

Feedback

Where the performance is reviewed to ensure the individual is on track, and plans are adjusted as required. The process of presenting to individuals observations and understanding of what they have done, how they did it and what they achieved, in order to improve their performance.

Front line provider

Public health staff who have post-secondary education and/or experience in the field of public health. Have sufficient relevant experience to work independently, with minimal supervision. Carry out the bulk of day-to-day tasks in public health sector. Work with clients, individuals, families, groups and communities.

G

H

I

J

Job Description

A statement of the tasks, duties, and responsibilities of a job.

Job Requirements

Knowledge, skills and abilities required of the person who is to perform the job.

K

Key Indicators

Measures of performance, used to define and evaluate successful achievement of objectives, demonstrating core competencies.

L

Leader (for purposes of the Leaders' Guide to CBPM)

Senior management, HR professionals, and administrators of CBPM.

Leadership

Relates to the ability of an individual to influence, motivate, and enable others to contribute toward the effectiveness and success of their community and/or the organization in which they work. It involves inspiring people to craft and achieve a vision and goals. Leaders provide mentoring, coaching, and recognition. They encourage empowerment, allowing other leaders to emerge.

Learning and Development

Identifying employees' strengths and areas for further improvement.

Learning Cycle

The steps to produce an effective learning plan and a blueprint for achieving learning goals. Steps are to do a needs assessment, prioritize needs, determine learning objectives, identify learning solutions, and evaluate learning effectiveness.

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Learning plan

An agreement between a manager and an employee that enables the employee to acquire or develop the skills and competencies needed for the job. It is a commitment to carry out specific actions in support of employee learning and is a key component of the performance process.

Learning Objective

Specific, measurable objectives that must be achieved as the result of learning. State exactly what skill or action the employee will be able to perform as a result of the learning session

M

Main Roles in Public Health

The Public Health Agency of Canada identified three main roles in public health to which the Core Competencies would apply: Front line provider, Consultant/specialist and Manager/supervisor.

Manager/supervisor

Public health staff who are responsible for major programs or functions. Typically have staff who report to them. May be expected to bring more content knowledge.

N

O

Ontario Public Health Association (OPHA)

Provides leadership on issues affecting the public's health and strengthens the impact of people who are active in public and community health throughout Ontario.

Objectives (Organizational/Program)

Objectives define strategies or implementation steps to attain the identified goals of the organization or program. Unlike goals, objectives are specific, measurable, and have a defined completion date. They are more specific and outline the “who, what, when, where, and how” of reaching the goals. Objectives are developed to help achieve goals by dividing them into manageable components.

P

Performance Evaluation

Where the employee and the manager meet to discuss the results achieved by the employee during the performance cycle, and to highlight key accomplishments and challenges.

Performance Management

Is a cycle of managing employee performance for success where goals are created, competencies are incorporated and constructive feedback is provided for continuous improvement.

Performance Objective

Is an indicator of effective work performance (what is expected to be achieved on the job). It identifies the specific task, knowledge, skill, or attitude the employee should develop and demonstrate over the course of the performance cycle.

Performance Management Process

Includes the three stages:

- Performance Planning
- Ongoing Review & Feedback
- Performance Evaluation

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Proficiency

The level of a particular capability a person must have to be successful in his/her work. It is the degree of mastery of a skill or area of knowledge.

Proficiency Level (specific)

The stage of development of a particular competency.

Proficiency Scale (range)

A proficiency scale is a set of descriptions of what can be done at each stage of development of competence, including a range of behaviours that illustrate an increase in complexity and scope.

Program Specific Competencies

Observable abilities, skills, knowledge, motivations or traits defined in terms of the behaviours needed for successful job performance within a particular program area.

Public Health Agency of Canada (PHAC)

A federal agency mandated to strengthen Canada's capacity to protect and improve the health and safety of Canadians and to help reduce pressures on the health-care system.

Q

R

Rating Scale

A numeric and letter rating scale with corresponding descriptors.

Resource Strategy

Resources used to achieve learning objectives. Examples include literature, courses, policies, manager, colleagues, mentor, etc.

S

Self Assessment

Process by which the employee assess their competency level against the profile for their specific role. Uses the appropriate self assessment tools. This is a self assessment of behaviours namely, what behaviours are being demonstrated and at what frequency and under what kinds of situations. This represents "how" the employee believes his/her tasks were performed.

SMART Objectives

A way of writing objectives that are **S**pecific, **M**easurable, **A**chievable, **R**ealistic and **T**ime bound. Also should be relevant and acceptable.

Strategic Plan

A document used by an organization to align its organization and budget structure with organizational priorities, missions, and objectives.

Succession Management

Creation of a pool of qualified candidates with the right skills, behaviours, abilities and knowledge for more advanced opportunities within the organization.

T - U - V - W - X - Y - Z