



NOT VALID PERFORMANCE EVALUATION FORM SUPERVISOR OR MANAGER

Effective 1/1/09

RECEIVED
JUL 12 2011

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Employee Name: Julia Gill		People First ID: 187089						
Position Title: Director of Disease Control		Division/CHD or CMS Office: Division of Disease Control						
Rating Period: From: To:		Location: Tallahassee						
Evaluation Type (check one):		<input type="checkbox"/> Probationary to Permanent <input type="checkbox"/> Interim or Close-out <input checked="" type="checkbox"/> Annual <input type="checkbox"/> Special						
Department of Health Mission Promote, protect and improve the health of all people in Florida.								
INDIVIDUAL PERFORMANCE EVALUATION								
5 Exceptional	4 Above Expectation	3 Meets Expectation	2 Below Expectation					
1 Unacceptable			N None Given					
Core Performance Expectations		Appraisal Ratings			Comments required for ratings 5, 4, 2 or 1			
Work Products – Produces reports, correspondence, and other work products which meet the intended objectives, demonstrates professional competency, and reflect acceptable quality.		5 <input type="checkbox"/>	4 <input checked="" type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>	N <input type="checkbox"/>	Produced major work products (2009 Florida Morbidity Statistics, BRFSS Annual Report, Annual Cancer Reports, Epi Updates, PHP documents) in a high quality and timely manner.
Teamwork and Cooperation – Works cooperatively with others, keeps others informed of necessary and factual information; and works together as opposed to working separately. Facilitates the operation of a team of which he/she is part and fosters teamwork across work units.		5 <input type="checkbox"/>	4 <input checked="" type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>	N <input type="checkbox"/>	Works in cooperative and supportive manner to assure agency initiatives are met as demonstrated by very active involvement during the 5311 Reorganization Meetings and work products.
Initiative – Thinks ahead of the present to act on future needs and opportunities. Identifies problems, obstacles, or opportunities and takes action to address issues.		5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input checked="" type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>	N <input type="checkbox"/>	Further organized work units within the division for optimal work efficiencies and products as demonstrated by the Epidemiology and Laboratory Capacity Grant funded projects with Environmental Health and Bureau of Laboratories, IT initiatives, training programs and regional position adjustments without waiting for results of 5311 Reorganization mandates.
Commitment to Agency – Strives to meet high standards through reducing the burden on those served, continually improving the business practices, producing results, and working to improve processes.		5 <input checked="" type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>	N <input type="checkbox"/>	Participated in multiple bureau, division and agency work groups to improve business practices and customer service. Attendance award granted for IRB work and promotion to chair of committee. Years of service to the agency at multiple levels and roles demonstrated commitment to agency and understanding of needs.
Relationships – Develops and maintains effective working relationships with others. Treats customers, the public, and staff with courtesy, respect, dignity, fairness, honesty, and presents a positive public image. Handles emotions of self and others well, maintains self-confidence, and controls emotional reactions.		5 <input type="checkbox"/>	4 <input checked="" type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>	N <input type="checkbox"/>	Skilled in developing and maintaining relationships as demonstrated by outstanding results in Division Image Survey, ESS and role as chair in IRB. Manages emotional reactions of self and staff well in very challenging environments as demonstrated by conduct during Data Use Agreement and research meetings. Full participation and support of Minority (including Native American) groups and initiatives.
Communication – Communicates clearly, listens effectively; keeps others informed of necessary and factual information; deals effectively with conflict, and avoids negative gossip.		5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input checked="" type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>	N <input type="checkbox"/>	Manages and mediates conflicts well within staff and agency. Outstanding results achieved in communication skills as demonstrated by evaluations in presentations and trainings, such as the Leadership Enrichment sessions for CHD Directors.

<p>Technical Skills – Demonstrates knowledge of methods, techniques, and skills required in own and/or related functions; applies specific methods, procedures, and techniques in functional area.</p>	5 <input checked="" type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>	N <input type="checkbox"/>	<p>High level of technical skill demonstrated by ability to understand and guide acute and chronic disease control projects, multiple peer reviewed scientific abstracts and articles and reports. Produced high quality technical trainings as demonstrated by results of evaluations.</p>
<p>Dependability – Reliable, completes assignments in a timely manner, follows through on assignments, and pulls his/her own weight.</p>	5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input checked="" type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>	N <input type="checkbox"/>	<p>Managed a heavy workload which included participation in multiple workgroups. Completed assignments in a timely manner as demonstrated by Assignment Tracking log. Submits grants, reports, timesheets, travel, P-card, MFMP approvals and contracts by deadline. Instances of unexpected absences with limited advanced notice. Works over time to complete tasks in a timely manner. Received attendance award by IRB.</p>
<p>Planning – Bases plans on department mission and goals and a thorough analysis of relevant facts; justifies costs and benefits; sets realistic goals and schedules; effectively delegates and coordinates; and promotes innovation in achieving goals.</p>	5 <input type="checkbox"/>	4 <input checked="" type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>	N <input type="checkbox"/>	<p>Plans division activities to conform to agency mission and goals. Encourages staff to continually improve the process by creativity and teamwork, as demonstrated by new data dissemination tools for BRFSS survey, cancer data and especially for work on the plan to close AGH.</p>
<p>Leadership – Articulates and encourages enthusiasm for a shared vision, mission, and/or change initiative along with guiding the performance of others, holding them accountable for their actions and sets good example for subordinates.</p>	5 <input type="checkbox"/>	4 <input checked="" type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>	N <input type="checkbox"/>	<p>Transition from Bureau Chief to Division Director required another level and caliber of leadership skills. Continues to work to develop these skills in unique scenario of now supervising past peers. Remains optimistic and encouraging despite challenging budget circumstances. Reacts quickly and appropriately when disciplinary action is warranted.</p>
<p>Budget Management – Maintains appropriate budgetary controls; monitors activities, initiates timely and effective correcting actions, stays within budget, and makes appropriate budgetary recommendations.</p>	5 <input type="checkbox"/>	4 <input checked="" type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>	N <input type="checkbox"/>	<p>Regularly meets with business office and program staff for assurance of understanding needs and goals from the business and operational aspects of programs. Meets purchasing and budget guidelines as demonstrated by excellent fiscal report results.</p>
<p>Organizational Awareness – Sensitive to the realities of organizational politics and structure, identifies the decision-makers and predicts how new events will affect individuals or groups within the organization.</p>	5 <input type="checkbox"/>	4 <input checked="" type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>	N <input type="checkbox"/>	<p>Increased organizational awareness developed by consistent participation in meetings, task forces and committees. Sensitivity to organizational politics demonstrated by reliably communicating with other divisions and bureaus as relevant issues are recognized. Successfully worked with other divisions and bureaus for 64D-3 revisions and subsequent publications to healthcare partners.</p>
<p>Staffing – Selects high performers; matches employee skills and abilities with job requirements; and assigns staff appropriately for workload.</p>	5 <input checked="" type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>	N <input type="checkbox"/>	<p>Successfully recruited, promoted and hired high quality staff members throughout the year and balanced workload and recognition issues to retain valued staff with decreasing budget and increased work demands as demonstrated by ESS results and employee feedback.</p>

Core Performance Expectations	Appraisal Rating						Comments required for ratings 5, 4, 2 or 1
Developing Others – Effectively and timely evaluates subordinates; encourages and initiates regular discussion of performance with subordinates; fosters the learning and development of others through coaching, managing performance, and mentoring.	5 <input type="checkbox"/>	4 <input checked="" type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>	N <input type="checkbox"/>	Continually promotes training and mentoring to build technical, managerial and leadership skills; promotes public health leadership training and mentoring within the agency and bureau and by accepting students for internships. Promotes PHAP initiative and FL EIS program as well and FAMU internships.
One Florida Initiative – Ensures that the purchasing principles of the Governor's One Florida Initiative are championed within the offices under your authority. 1) the degree in which you establish a One Florida "corporate culture" of awareness of vendor diversity in the procurement process within your office; and 2) an increase in minority purchasing over the previous year.	5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input checked="" type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>	N <input type="checkbox"/>	Program reports show that initiative has been met.
One Florida Initiative - Ensure that the recruitment principles established in the Governor's One Florida Initiative are championed within the offices under your authority and every effort is made to ensure that minorities are given equal opportunity to compete for vacant positions.	5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input checked="" type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>	N <input type="checkbox"/>	Program reports show that initiative has been met.
Problem Analysis/Solving – Analyzes problems comprehensively, makes timely, practical decisions, and understands cause-and-effect chains and relationships.	5 <input type="checkbox"/>	4 <input checked="" type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>	N <input type="checkbox"/>	Recognizes challenges and responds quickly and appropriately in challenging situations, such as critical employee situations and natural disasters, as demonstrated by being selected as initial IC for Pandemic Flu. Is fully accountable for problems and works cooperatively and optimistically to solve them. Proactively works through the FACHO disease control committee to assure that impact of decisions to CHD are vetted and taken into full consideration.
Conceptual Skills - Conceptualizes the organization's relationship with other entities; understands organizational sub-unit relationships and dependencies; and acts accordingly.	5 <input type="checkbox"/>	4 <input checked="" type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>	N <input type="checkbox"/>	Continually striving to learn more to assure organizational relationships are understood and utilized optimally as demonstrated by assurance that PHP funded activities gain support from OEO and DEMO and by working with other divisions and bureaus for the completion of the Annual Morbidity Report and 643-D revisions. Successfully worked with healthcare partners to increase ESSENCE coverage and maintain the Yellow Fever Stamp program.
Impact and Influence – uses deliberate influence strategies or tactics to persuade or convince others to support department agendas, and promotes the mission and values of the department. Arranges work for the most efficient handling and eliminates unnecessary activities; uses time effectively; and acts independently.	5 <input type="checkbox"/>	4 <input checked="" type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>	N <input type="checkbox"/>	Works diligently to uphold the mission of the agency and leads by positive example and attitude; limits meeting times for greater work efficiency; acts independently and works with agency initiatives to promote participation in agency initiatives such as FSECC leadership and full participation and promotion.
Managing Change - Initiates change effectively and adapts to necessary changes in operations; and has a positive attitude towards operational changes.	5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input checked="" type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>	N <input type="checkbox"/>	Continues to work diligently to manage significant work and life changes in transitioning from Bureau Chief to Division Director. Keeps a positive attitude and elicits optimistic participation in changing agency initiatives despite political and budgetary challenges.
Presentations - Develops clear well-organized and logical presentations; reduces complex issues to simple terms; and is sensitive to audience levels.	5 <input type="checkbox"/>	4 <input checked="" type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>	N <input type="checkbox"/>	Very positive feedback reported in emails, surveys and evaluations on presentation skills in meetings, conference calls and committees, such as IRB and bi-weekly epidemiology conference calls.

Use this section for Job Specific Expectations

	5	4	3	2	1	N	
Succession Planning - Works to plan for anticipated retirement from key positions to assure leave issues are managed and that overlap or other arrangements are planned for in advance of the vacancy.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Actively working on this important issue as demonstrated by selection of Acting Bureau Chiefs (3) in the past year and keeping vacancies unfilled until further direction from 5311 Reorganization efforts.
Risk Management - Responsible for assuring a systematic risk management monitoring process to record, track, and report preparedness precautions, information security/HIPAA requirement, incident reports.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Excellent attention to risk management issues as demonstrated by initiating an electronic system for incident reports that creating efficiencies to the division for security and safety concerns.
Quality Oversight - Ensures Director of Disease Control's office work products are held to high standards, and communicate expectations consistently to subordinate staff.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	All work products that are routed through the director's office are highly scrutinized for content and quality prior to signature. All edits are then rechecked prior to release to programs and EMT. Very skilled at proof-reading and interaction with subordinate staff on ways to continually improve reports and other work products, such as the Annual Morbidity Statistics Report, in collaboration with other bureaus and divisions.
Task Responsiveness - Effectively facilitates division and Departmental assignments and articulates responses within prescribed deadlines.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Implemented very efficient processes in coordination with bureau chiefs and division director's office staff for assignment completion and tracking responsibilities as demonstrated by internal division reports.
Program Collaboration and Service Integration - Promotes and supports cross-program collaboration and service integration initiatives that improve program efficiency and effectiveness (outcomes) at the department, division, bureau, and local levels. This includes effective lateral and hierarchical communications with staff and stakeholders.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Excellent efforts in program collaboration and service integration as demonstrated by response to the ADAP crisis working with the Bureau of HIV/AIDS, Bureau of Pharmacy, CHD staff, as well as participation in public hearings with many important stakeholders in attendance with critical input from audience.
Employee Satisfaction - Demonstrates leadership in maintaining an effective mechanism of determining staff satisfaction.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Demonstrated by daily face-to-face and phone communications with close attention to attitudes and situational awareness. Very connected with staff at CO and AGH with 10 visits to AGH to date for Governing Body and Staff Meetings. Division suggestion box closely monitored and open door policy communicated and utilized by staff at all levels.
Training Opportunities - Demonstrates leadership in maintaining a system to develop and monitor mandatory and job enhancing staff development activities.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Excellent leadership shown in promoting training opportunities and facilitating technology upgrades for webinars, video conferencing to keep staff well informed and trained while keeping travel to a minimum, as demonstrated by increasing participation in Biweekly Epidemiology Conference Calls and Grand Rounds and evaluation results.

<p>Customer Satisfaction – Demonstrates leadership in maintaining an effective, systematic method to collect, track, report, and improve customer satisfaction survey results (vendors, community partners, public). Addresses concerns from internal and external customers quickly, handles complaints locally, and addresses all inquires and other matters appropriately.</p>	5 <input type="checkbox"/>	4 <input checked="" type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>	N <input type="checkbox"/>	<p>Prompt, appropriate responses provided through zzzfeedback and close collaboration with Communications Office. Improves customer satisfaction with CHD and community partners by face-to-face interactions and phone calls rather than emails. Very proficient at recognizing dissatisfaction and doing damage control as demonstrated by recent interaction with Jefferson CHD regarding STD rates. Just as important, quickly recognizes (in person, email and phone call) great performance of DOH staff and community partners statewide.</p>
<p>Performance Improvement Process – Demonstrates participation and engagement in a performance improvement process annually to systematically assess, plan, manage, and evaluate Bureau Chief's performance improvement.</p>	5 <input type="checkbox"/>	4 <input checked="" type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>	N <input type="checkbox"/>	<p>Actively participates in all initiatives by the Office of Performance Improvement, including Public Health Accreditation efforts, CHD Assessment pilots and CHD Snapshot improvements.</p>
<p>Strategic Planning – Supports and contributes to long-range division planning, supplying evaluations and benchmarks to assess progress.</p>	5 <input type="checkbox"/>	4 <input checked="" type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>	N <input type="checkbox"/>	<p>Looking forward to updating the 2007-2010 Division Strategic Plan to support the new administration in meeting objectives and public health priorities.</p>
<p>Subject Matter Expertise – Provides comprehensive expertise in programmatic field at need, maintains current knowledge of relevant policy, and proactively shares updates with peers and Department leadership.</p>	5 <input type="checkbox"/>	4 <input checked="" type="checkbox"/>	3 <input type="checkbox"/> *	2 <input type="checkbox"/>	1 <input type="checkbox"/>	N <input type="checkbox"/>	<p>Making progress in learning additional programs and processes in the new role of Division Director. Learns quickly, but recognizes training needs in budget and legislation. Learning curve is steep at present.</p>
<p>Total for ALL Performance Expectations</p>	30	80	18	0	0		<p>= 128 (Total of Individual Ratings)</p>

Employee Development Plan:

Performance Expectations, Individual and Overall rating scales (see attached) have been discussed on this date:

Employee's Signature	Date	Rater's Signature	Date
NOT VALID			

Final Evaluation Comments and Signatures

This rating reflects the employee's overall level of performance for the evaluation period covered by this form. The overall rating is determined by adding the score from each individual performance expectation and dividing the sum by the number of expectations assessed. Note: **Expectations assessed as "N" should not be calculated as an expectation scored.** The final rating shall only extend out two digits to the right of the decimal point. There shall be no rounding in this calculation. Calculate as follows:

Total of all individual ratings 128 ÷ Number of expectations scored 32 = Employee's Overall Rating Score

EMPLOYEE'S OVERALL PERFORMANCE RATING BY THE RATER: 128/32 = 4.0

This is to acknowledge that my supervisor and I have reviewed and discussed the evaluation and rating for the evaluation period covered by this form.

Rater's Name (please print): Shairi R. Turner MD, MPH, Deputy Secretary for Health

Rater's Signature:  Date: 6.28.11

Rater's Comments (optional): In this performance period, Dr. Gill willingly took on the role of Acting Division Director with minimal notice, then successfully applied for and interviewed to obtain the permanent position. The learning curve has been steep. She demonstrates strong managerial abilities but will need to enhance her leadership skills in the upcoming year in order to be on par with her peers. An enhanced sense of confidence and self-reliance is starting to develop and should engender increased independence. Enhanced communication will engender trust in her capabilities. Opportunities to learn from more experienced Division Directors should be capitalized upon.

Reviewer's Name (please print): _____

Reviewer's Signature: _____ Date: _____

Reviewer's Comments (optional): _____

Employee's Signature:  Date: 6-28-11

Employee's Comments (optional): Thank you for your leadership, knowledge + patience shown over the past year + 9 months as we both took on our new roles + responsibilities in the agency. I will take my lessons learned from you throughout my career in public health. I appreciate your support & will miss you as we continue to meet the challenges of next year!

Individual Performance Expectations

Each individual performance expectation shall be assessed to determine at what level the employee is performing the essential duty or responsibility of the position or demonstrating the attributes or values of the agency. A duty or responsibility is considered to be essential if successful performance of the duty is necessary to fulfill the requirements of the position or unacceptable performance of the task/duty/responsibility could be detrimental to the work unit.

The following scale shall be used to rate each individual performance expectation.

Individual Performance Expectation Rating Scale:

RATING	NUMERIC SCALE	DEFINITIONS AND EXAMPLES
Exceptional	5	Employee consistently exceeds the performance expectation of the position. Examples include, but are not limited to: The employee requires little or no supervision from management in accomplishing his/her tasks and seeks opportunities to enhance the organization. The employee possesses highly advanced job knowledge. The employee is relied upon to solve complex problems and applies creativity and innovative approaches in formulating solutions.
Above Expectation	4	Employee consistently meets and often exceeds the performance expectation of the position. Examples include, but are not limited to: The employee requires minimal supervision from management in accomplishing his/her tasks. The employee possesses a thorough knowledge of the job, and often solves or assists in solving complex problems.
Meets Expectation	3	Employee consistently meets and may occasionally exceed the performance expectation of the position. Examples include, but are not limited to: The employee requires moderate supervision from management in accomplishing his/her tasks. The employee possesses sufficient knowledge and/or initiative to execute his/her duties and responsibilities.
Below Expectation	2	Employee exhibits inconsistent job performance, but has the capacity to improve to meet the performance expectation of the position. Examples include, but are not limited to: At times the employee requires close supervision where he/she should be operating on his/her own. The employee sometimes lacks the initiative, and/or job knowledge to execute his/her duties and responsibilities.
Unacceptable	1	Employee consistently fails to meet the designated performance expectation. Examples include, but are not limited to: The employee requires close supervision and his/her work requires continual correction. The employee's job knowledge is insufficient to meet daily requirements.
N	None given	No longer applicable or unable to determine.

Overall Performance Rating

Once each expectation has been assessed and rated, it is necessary to calculate the average of all of the individually-rated performance expectations, to attain the employee's **Overall Rating**. In calculating this average, all digits three or more places to the right of the decimal point shall be dropped. No rounding shall be used.

The following scale shall be used to rate employee's overall performance.

Overall Performance Rating Scale:

NUMERIC RANGE	OVERALL RATING
4.50 – 5.00	Outstanding
3.50 – 4.49	Commendable
3.00 – 3.49	Satisfactory
2.50 – 2.99	Needs Improvement
2.49 and below	Unsatisfactory

NOT VALID

NO OPENING
PERF. PLAN

DEFINING TO "3"
DUE TO LATE
RECEIPT

[Signature]
7/13/11