

Local Health Director Job Description and Evaluation Suggestions

The Board of Directors of the Association of North Carolina Boards of Health recognizes the value of public health and through advocacy for, and support of, local boards of health is committed to excellence of these organizations. As a way of support, the Board of the ANCBH has established a website to provide both communication and education to our member entities. With the inclusion of consolidated Boards of Health and Human Services Boards, the need for such a resource is vital for success of local health departments. Among the resources provided is this job description sample which meets the requirements of North Carolina General Statutes for the duties of local health directors. This also includes a tool for evaluation of these duties. This job description is intended to be helpful tool and is not required. There may be additional duties specific to various locations that are not listed here.

Background:

A local health director shall be the administrative head of the local health department, shall perform public health duties prescribed by and under the supervision of the local board of health and the Department and shall be employed full time in the field of public health. In the traditional model, the health director will report to the Board of Health, and also work with the County Commissioners to achieve health goals for the citizens of the county.

In a consolidated leadership plan, a local health director may report to the Consolidated Human Services Director, along with the Social Services Director, with the Consolidated Human Services Director reporting to the County Manager and Board of County Commissioners (BOCC). In counties where both the Health director and Social Services director report to the (Consolidated) Human Services Director, the responsibilities and duties of the local health director should be the same as defined in the GS 130A-41.

Duties of the Local Health Director:

1. To administer programs as directed by the local board of health or Human Services Director/County Manager/BOCC.
2. To enforce the rules of the local board of health or Human Services Director/County Manager.
3. To investigate the causes of infectious, communicable and other diseases.
4. To exercise quarantine authority and isolation authority pursuant to GS 130A-145.
5. To disseminate public health information and to promote the benefits of good health.
6. To advise local officials concerning public health matters.
7. To enforce the immunization requirement of the General Statutes.
8. To examine and investigate cases of venereal disease pursuant to the General Statutes.
9. To examine and investigate cases of tuberculosis pursuant to the General Statutes.
10. To examine, investigate and control rabies pursuant to the General Statutes.
11. To abate public health nuisances and imminent hazards pursuant to the General Statutes.
12. To employ and dismiss employees of the local health department in accordance with the General Statutes.

13. To enter contracts, in accordance with The Local Government Finance Act, GS Chapter 159, on behalf of the local health department.

Each leadership team should define the metrics for each rubric to score the evaluation. See below.

Performance Standards:

1. To administer programs as directed by the local board or health or Human Services Director/County Manager.

Outstanding Performance	Expected Performance	Performance Improvement needed

2. To enforce the rules of the local board of health or Human Services Director/County Manager.

Outstanding Performance	Expected Performance	Performance Improvement needed

3. To investigate the causes of infectious, communicable and other diseases.

Outstanding Performance	Expected Performance	Performance Improvement needed

4. To exercise quarantine authority and isolation authority pursuant to the GS.

Outstanding Performance	Expected Performance	Performance Improvement needed

5. To disseminate public health information and to promote the benefits of good health.

Outstanding Performance	Expected Performance	Performance Improvement needed

6. To advise local officials concerning public health matters.

Outstanding Performance	Expected Performance	Performance Improvement needed

7. To enforce the immunization requirements of the GS.

Outstanding Performance	Expected Performance	Performance Improvement needed

8. To examine and investigate cases of venereal disease pursuant to GS.

Outstanding Performance	Expected Performance	Performance Improvement needed

9. To examine and investigate cases of tuberculosis pursuant to the GS.

Outstanding Performance	Expected Performance	Performance Improvement needed

10. To examine, investigate and control rabies pursuant to GS.

Outstanding Performance	Expected Performance	Performance Improvement needed

11. To abate public health nuisances and imminent hazards pursuant to GS.

Outstanding Performance	Expected Performance	Performance Improvement needed

12. To employ and dismiss employees of the local health department in accordance with Chapter 16 of the GS.

Outstanding Performance	Expected Performance	Performance Improvement needed

13. To enter contracts, in accordance with The Local Government Finance Act, on behalf of the local health department.

Outstanding Performance	Expected Performance	Performance Improvement needed

Key Behavioral competencies will document significant employee contributions and identify opportunities for growth and development.

Customer Service (Views provision of excellent customer service as highest priority. Builds and maintains customer satisfaction with the services provided by the organization. Shows interest in, anticipates and responds timely to customer needs. Goes beyond basic service expectations to help customer. Explores options when unable to deliver a requested service, and pursues alternative solutions. Provides customers status reports and progress updates. Seeks customer feedback. Seeks ways to improve service delivery).

Outstanding Performance	Expected Performance	Needs Improvement
Consistently considers customers to be a priority and works closely with them to identify and anticipate their needs. Maintains frequent communication with the customer to set realistic expectations. Reliably exceeds customer expectations.	Generally makes customers a priority and identifies their needs. Attempts to set realistic expectations. Works toward meeting customers' needs and expectations.	Typically unable to anticipate and identify customer needs. Does not work closely with customers to ensure their needs are met.

Job Skills (Possesses and applies the skills and knowledge that are necessary to perform the job well. Knows resources, culture, systems and strategies to find solutions that best serve the organization and its customers. Knows the reasoning behind key policies, practices and procedures, and seeks exceptions when needed to achieve goals).

Outstanding Performance	Expected Performance	Needs Improvement
Uses strong skills and knowledge to do excellent work.	Uses sufficient skills and knowledge to perform the job effectively.	Does not use the skills and knowledge needed to perform the job effectively.

Teamwork (Has a team-first attitude and puts group success before individual success. Is respectful, responsive and fair to all. Promotes collaboration and commitment within team, department, organization and community to achieve goals. Helps others who need support or assistance. Acknowledges and celebrates others' achievements. Encourages unity through sharing information and expertise, and ensures joint ownership of goal setting, commitments and accomplishments. Embraces and appreciates diversity).

Outstanding Performance	Expected Performance	Needs Improvement

<p>Outstanding Team Player. Collaborates extraordinarily well with others and consistently conveys excellent ideas and opinions to the team. Has an extremely positive impact on group dynamics. Brings many complementary skills to the team.</p>	<p>Good Team Player. Collaborates well with others and conveys ideas and opinions to the team. Brings complementary skill(s) to the team.</p>	<p>Poor Team Player. Does not work well in a team environment and has a negative impact on the exchange of ideas and opinions. Makes few, if any, positive contributions to the team.</p>
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Communication (Listens purposefully to understand and learn from what others say. Convey information using language the audience will best comprehend. Works to improve communication, avoid misunderstanding, resolve problems and preserve relationships. Uses correct vocabulary, spelling, grammar and punctuation. Writes clearly and concisely. Organizes information logically).

Outstanding Performance	Expected Performance	Needs Improvement
Consistently expresses facts and ideas clearly. Uses an appropriate tone. Reliably displays excellent judgment as to what information should be communicated. Listens to others and elicits feedback.	Expresses facts and ideas clearly. Usually uses an appropriate tone. Displays adequate judgment as to what information should be communicated. Listens to others but sometimes does not elicit feedback.	Does not express facts and ideas clearly. Often uses an inappropriate tone. Exercises poor judgment in determining information to share with others. Generally unwilling to listen to others or accept feedback.

Dependability (Arrives to workstation on time and is ready to begin work at the start of the day. Abides by approved attendance and punctuality standards and makes the best use of resources. Works dependably to plan and organize work and to meet or surpass all job requirements. Accepts accountability for the quality, quantity and timeliness of work. Achieves results with minimal oversight. Acknowledges and corrects mistakes).

Outstanding Performance	Expected Performance	Needs Improvement
Frequently surpasses attendance and punctuality standards. Consistently exceeds expectations regarding workload, meeting deadlines and accepting responsibility for actions and able to work independently.	Maintains required attendance and punctuality standards. Meets expectations regarding workload, meeting deadlines and accepting responsibility for actions and able to work independently.	Frequently does not arrive to workstation on time and/or begin work at the start of the day/shift. Unexcused absences and/or tardiness, are excessive. Workload, meeting deadlines and accepting responsibility for actions is below expectations. Unable to work independently.

Self-Development (Commits to finding and maximizing opportunities for ongoing growth and self-improvement. Sees failure as an opportunity to learn from mistakes).

Outstanding Performance	Expected Performance	Needs Improvement
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Consistently works toward self-development and takes advantage of available opportunities for ongoing growth and self-improvement. Reliably identifies areas and proposes plans for improvement and development.	Often takes time to work toward self-development and take advantage of available opportunities for growth. With assistance, has identified areas for improvement. Participates in planning development activities.	Shows little interest in self-development or educational opportunities. Has not identified areas for improvement or considered development opportunities.
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Professional Conduct (Behaves with integrity, transparency and stewardship. Leads by example. Displays a positive attitude about work, coworker, customers, and management and employer policies. Avoids gossip. Addresses differences in an open, constructive, focusing on issues, not people. Models a high-performance work ethic).

Outstanding Performance	Expected Performance	Needs Improvement
Consistently demonstrates exemplary integrity, transparency and work ethic. Reliably displays a positive attitude and professionalism at work.	Good sense of integrity, transparency and work ethic. Largely demonstrates a positive attitude and professionalism at work.	Integrity, transparency and work ethic are in doubt.

Leadership (Articulates a vision that staff choose to follow, models competencies expected of all employees and delegates/empowers others to perform successfully. Sees the big picture and thinks strategically. Influences others to be excited and committed to furthering the organization's mission and goals).

Outstanding Performance	Expected Performance	Needs Improvement
Extremely effective at articulating a vision that staff choose to follow. Consistently models behaviors expected of others and inspires others to undertake challenging tasks and projects. He/she is the kind of leader who attracts and empowers employees.	Generally effective at articulating a vision that staff choose to follow. Frequently models behaviors expected of others and inspires others to undertake challenging tasks and projects. By and large, attracts and empowers employees.	Rarely (not consistently) articulates a clear or compelling vision. Often expects specific behavior from others but fails to model it. Has failed to convince followers to voluntarily take on challenging assignments; this has contributed to disappointing results from the team.

Fiscal, Resource and Asset Management (Follows applicable guidelines, regulations, principles and standards when using county resources and assets. Safeguards resources and adheres to all internal control procedures designed to prevent and detect theft or misuse of assets. Remains alert to security breaches and reports problems. Seeks ways to improve internal controls. Is both realistic and entrepreneurial in order to achieve the organization's objectives. Develops fresh ideas that make the

most of limited resources. Balances analysis, wisdom and experience when making financial decisions and deploying resources. Seeks ways to reduce costs.

Outstanding Performance	Expected Performance	Needs Improvement
Consistently uses resources to meet organizational objectives. Adjusts use of resources as needed based upon changing priorities and conditions. Reliably communicates relevant information to those effected.	Able to use resources to meet organizational objectives. Able to adjust use of resources as needed based upon changing priorities and conditions. Communicates relevant information to those effected.	Does not consistently use resources to meet organizational objectives. Does not adjust use of resources as needed based upon changing priorities and conditions. Does not consistently communicate relevant information to those effected.

Staff Management (Recruits/ selects the right people for the right jobs, promotes high employee satisfaction and commitment, and uses corrective and/or disciplinary action effectively. Effectively delegates responsibility and authority. Highlights performance strengths and weaknesses by giving factual, specific, non-judgmental feedback. Builds relationships with subordinates so that coaching efforts are received in a positive, constructive manner. Displays passion for the cause and sparks that same passion in others).

Outstanding Performance	Expected Performance	Needs Improvement
Excels at managing staff in ways that improve their ability to succeed. Very enthusiastic and uses excellent motivational techniques. Always takes appropriate steps to improve morale with needed.	Good at managing staff in ways that improve their ability to succeed. Occasionally enthusiastic and uses good motivational techniques. Able to take appropriate steps to improve morale when needed.	Does not consistently manage staff in ways that improve their ability to succeed. Rarely enthusiastic and seldom uses motivational techniques. Does not take appropriate steps to improve morale when needed.

Results-Oriented (Ensures the organization's goals, purpose and criteria for success are clearly defined. Clarifies the related roles and responsibilities, deliverables, milestones, limits for independent decision-making and needs and desires of the primary customers. Focuses on results and desired outcomes and how best to achieve them. Gets the job done despite obstacles. Develops reasonable performance standards and ways of evaluating outcome quality. Ensures deadlines are met and keeps stakeholders informed of project/program status).

Outstanding Performance	Expected Performance	Needs Improvement
Achieves desired outcomes that align with statutes and county yearly plan and budget. Keeps stakeholders updated of project/program status. Identifies strategic issues on the horizon to support Public Health.	Achieves some of the desired outcomes that align with statutes and county yearly plan and budget. Does not consistently keep stakeholders informed of project/program status. Does not 'look into' the	Achieves the basic outcomes that align with statutes and county yearly plan and budget. Does not inform stakeholders of project/program status. Not interested in planning for public health concerns.

	future to see upcoming issues upon which to advocate for.	
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