

Performance Evaluation

Supervisory/Management Staff

Employee		Position		
Supervisor		Current Salary		
Start date		Date of Last Increase		
Reason for Review:	Probation	Mid-Year	Annual	Other

PURPOSE STATEMENT

This performance evaluation provides a foundation for assessing results relative to the key strategic responsibilities for your position. It is also a tool for establishing personal and career development plans.

Performance management must be consistent with our vision and our operating principles.

The purpose of performance management is to:

- Achieve corporate goals and strategies.
- Ensure employee involvement and effort toward achievement of corporate goals.
- Ensure scheduled follow up of employee development.
- Reward performance.

PERFORMANCE RATINGS

Outstanding	Attains the highest level of performance across all key areas of the role; demonstrates exceptional capability in the role and displays a high standard of performance in both quality and quantity of work.
Above Expected	Demonstrates an above expected level of performance in most key areas of the role; achieves results well in excess of role expectations.
Fully Effective	Demonstrates fully effective performance in all areas of the role; consistently achieves all of the standards and objectives expected in the role.
Satisfactory	Meets most but not all of the requirements of the role; is under-achieving in some of the role requirements.
Improvement Required	Has significant performance shortfalls in a number of areas; requires dedicated improvement actions.

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Performance Evaluation Cont'd

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TECHNICAL SKILLS	OUTSTANDING	ABOVE EXPECTED	FULLY EFFECTIVE	SATISFACTORY	IMPROVEMENT REQUIRED
Job knowledge Demonstrates ability to implement key corporate strategies, answer questions and resolve problems.					
Quality of work Demonstrates strong work ethic in getting things done on time with high quality results.					
Productivity Exhibits a high energy level and can handle the volume of work; completes tasks on a timely basis.					
Planning Understands and embraces corporate objectives and translates these into projects to be completed within their area of responsibility.					
Organization Handles many projects simultaneously and prioritizes tasks effectively.					
Technology Has fully developed skills in the use of technology and embraces technological changes.					
Continuous Improvement Consistently seeks ways to enhance efficiency and productivity.					
Problem Solving Reacts to problems in a timely manner; gathers necessary data to make sound decisions and recognizes trends. Persists in resolving difficult issues.					

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Performance Evaluation Cont'd

Supervisory/Management Staff

LEADERSHIP/MANAGEMENT SKILLS	OUTSTANDING	ABOVE EXPECTED	FULLY EFFECTIVE	SATISFACTORY	IMPROVEMENT REQUIRED
Planning Establishes and uses appropriate timelines and schedules with subordinates.					
Participates in the budgeting process and works within budget guidelines.					
Policy Implementation Understands and respects policies; performs within established boundaries.					
Leadership Visibly and consistently reflects the mission, values and goals established for the organization and ensures all members of the team have a clear understanding of these.					
Promotes teamwork, enthusiasm and professionalism.					
Ensures regular staff meetings are held to share information and address operational problems and concerns.					
Provides regular feedback and coaching to subordinates; listens to their concerns and responds promptly to their requests.					
Is effective in facilitating problem solving and troubleshooting with team members.					
Recognizes superior performance and deals with performance issues promptly and effectively.					

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Performance Evaluation Cont'd

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LEADERSHIP/MANAGEMENT SKILLS	OUTSTANDING	ABOVE EXPECTED	FULLY EFFECTIVE	SATISFACTORY	IMPROVEMENT REQUIRED
Identifies training needs and ensures appropriate training and tools are available.					
Explains projects clearly to subordinates; empowers others and delegates authority within defined parameters.					

INTERPERSONAL QUALITIES	OUTSTANDING	ABOVE EXPECTED	FULLY EFFECTIVE	SATISFACTORY	IMPROVEMENT REQUIRED
Teamwork Works well with co-workers and the executive; contributes toward creating a positive work environment. Is polite, courteous and friendly to team members.					
Customer relations Understands the customer's importance to us, and demonstrates concern for them. Is responsive to client needs and builds good rapport.					
Attitude Demonstrates a consistent positive and professional attitude; demonstrates integrity and honest and ethical behaviour.					
Initiative Actively seeks ways to improve service delivery and efficiency.					

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INTERPERSONAL QUALITIES	OUTSTANDING	ABOVE EXPECTED	FULLY EFFECTIVE	SATISFACTORY	IMPROVEMENT REQUIRED
Flexibility/Adaptability Accepts and adapts well to changing priorities, responsibilities and work styles.					
Communication Openly communicates in all directions; shares information willingly. Prepares written material that is clear, succinct and well organized.					

PERSONAL QUALITIES	OUTSTANDING	ABOVE EXPECTED	FULLY EFFECTIVE	SATISFACTORY	IMPROVEMENT REQUIRED
Attendance					
Handles stress and/or busy situations well					
Presents a professional image					

List specific goals that were mutually established during last review period and rate the progress of achievement.

Establish new goals and objectives for the coming review period.

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Performance Evaluation Cont'd

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Training Needs and Development Plan

Prepare a development plan that will assist the employee to expand their technical skills, supervisory ability or other skills that will improve performance in a key strategic area.

Area for Development	Action Plan Development	Target for Development	Completed	Date

Manager's Comments (include any concerns or comments raised by the employee during the review and any solutions or suggestions made to resolve them.)

Employee's Comments:

Overall Performance Rating

- Outstanding
 Above Expected
 Fully Effective
 Satisfactory
 Improvement Required

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Performance Evaluation Cont'd

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This appraisal was discussed with the employee on _____

Reviewer's signature _____ Date _____

I have read this appraisal and made my comments above.
My signature does not necessarily indicate that I agree with this appraisal.

Employee's signature _____ Date _____