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| **Annual**  **Performance**  **Appraisal**  ***Senior Management*** |
| Employee’s Name:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_  Job Title: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_  Date in Position: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_  Date of Review: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_  Completed By: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |

## Section One: Evaluating Competencies

**Only include comments and/or examples to support your ratings if ranked as EE or RI.**

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| **Exceeds Expectations**  **(EE)** | **Achieves Expectations**  **(AE)** | **Requires Improvement**  **(RI)** | | | |
| Performance and results are consistently beyond expectations set for the individual as well as the objectives and requirements of the position in most areas. Seeks additional responsibility. | Performance and results consistently meet expectations set for the individual as well as the objectives and requirements of the position and at times exceeds them. Takes initiative. | Performance and results do not consistently meet expectations set for the individual as well as the objectives and requirements of the position. May require a moderate degree of additional training or guidance to achieve objectives and requirements. | | | |
| **Core Competency** | | | **EE** | **AE** | **RI** |
| **Customer Focus:** dedicated to meeting the expectations and requirements of internal and external customers; gets first-hand customer information and uses it for improvements in products and services; acts with customers in mind; establishes and maintains effective relationships with customers and gains their trust and respect. | | |  |  |  |
| **Communication:** **Ensures information is effectively exchanged with others; s**hares ideas and information with appropriate customers/stakeholders, practices attentive and active listening, ensures that regular, consistent communications take place, expresses ideas clearly and concisely in writing, expresses oneself clearly in conversation and interaction with others. | | |  |  |  |
| **Teamwork:** Collaborating and cooperating to get the job done; Values the input and know-how of other team members, asks for help, when needed, offers help to other team members, when needed, builds trust and respect among fellow team members, takes actions that demonstrate considerations for the feelings and needs of others, works with other team members toward a common goal. | | |  |  |  |
| **Personal Credibility: Demonstrates concern that one be perceived as responsible, reliable, and trustworthy; d**emonstrates honesty, keeps commitments, behaves in a consistent and ethical manner, takes ownership of work and one’s own actions, acts reputably in relationships with others, models CSMLS values, builds trust and credibility by demonstrating consistency between words and actions. | | |  |  |  |

**Comments/Supporting Examples:**

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| **Exceeds Expectations**  **(EE)** | **Achieves Expectations**  **(AE)** | **Requires Improvement**  **(RI)** | | | |
| Performance and results are consistently beyond expectations set for the individual as well as the objectives and requirements of the position in most areas. Seeks additional responsibility. | Performance and results consistently meet expectations set for the individual as well as the objectives and requirements of the position and at times exceeds them. Takes initiative. | Performance and results do not consistently meet expectations set for the individual as well as the objectives and requirements of the position. May require a moderate degree of additional training or guidance to achieve objectives and requirements. | | | |
| **Job Specific Competency** | | | **EE** | **AE** | **RI** |
| **Resource Management:** Accesses and reviews standard budget reports as appropriate for the organization; creates yearly spending plan for all budget accounts; keeps appropriate records of organizational spending and tracks it against spending plan; reallocates resources as organizational change occurs. Regularly analyzes budget data to identify trends and improve the cost effectiveness of unit processes and practices; gathers and organizes credible data to make a business case for changes and additional resources. | | |  |  |  |
| **Leadership:** Motivating, influencing, and supporting others to accomplish team and organizational goals; influences others in a positive way, shares knowledge freely with others, assesses impact of decisions on others, sets goals and develops plans to reach goals, acts with integrity, tells the truth, acts ethically, builds trust by keeping word, commitments and promises, admits mistakes. | | |  |  |  |
| **Managing Vision and Purpose:** Communicates a compelling and inspired vision or sense of core purpose; talks beyond today; talks about possibilities; is optimistic; creates mileposts and symbols to rally support behind the vision; makes the vision sharable by everyone; can inspire and motivate entire units or organizations. | | |  |  |  |
| **Discernment/Judgement:** Makes decisions authoritatively and wisely, after adequately contemplating various available courses of action; considers alternative available actions, resources, and constraints before selecting a method for accomplishing a task or project; refrains from "jumping to conclusions" based on no, or minimal, evidence; takes time to collect facts before decision-making; considers cost and efficiency when making decisions establishing or changing work procedures; considers the long-term as well as immediate short-term outcomes and actions; appropriately balances needs and desires with available resources and constraints; recognizes when to escalate appropriate or specific situations to the next higher level of expertise. | | |  |  |  |

### Comments/Supporting Examples:

## Section Two: Culture Discussion

The CSMLS has distinct aspects to its culture. We hire & promote diverse people, with the skills to fit our varied roles, but we all share a common set of ideals and principles. These principles help us build a great organization. They help us create a great member experience and they help us create a great place to work.

We have been working on focusing our attention on the follow culture principles over the past year. To continue to emphasize our commitment to these principles we now would like you to think about what you do to foster these principles.

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| **Corporate Culture Competency** |
| **Respect Everyone:**  A healthy work environment is the only work environment we want here. That isn’t possible without respect, where different people and different perspectives are valued. Good ideas come from anyone and anywhere. Be open and always assume good intent. Tolerate nothing less from yourself and each other. |
| **Aim for Awesome:**  We are passionate about achieving great results. This passion should be infectious and we should feed off of each other’s enthusiasm. WE will never apologize for having high expectations of ourselves and each other. |
| **Always Adapt:**  Without change, we can’t grow and we can’t get better. So we embrace change, which means we need to adapt to what’s going on in the profession we serve, the association and regulatory industries we operate in, and changes within our membership. We keep an eye to the future to make changes proactively |
| **Be Dependable:**  Our success is never the result of a single individual. Everyone is counted on to do their part. Do your part and do it well. Leverage the strengths of others and support one another. Be accountable for your mistakes as this is how we learn. Ask for help and give help. |
| **Keep Learning:**  **We believe that when you grow, we grow. Everyone has greatness in them and it is our collective responsibility to nurture that. We want enquiring minds that are willing to learn and are open to what may be. For some this may mean formal education. For others it may be reading and sharing articles. However it manifests, we want learning, growth and development to be omnipresent in the organization and everyone’s responsibility.** |
| **Our Members are Everything:**  **Without members we don’t exist. It’s that simple. Seek to understand our members so that we can stay relevant and deliver value. Look to create positive interactions and forge relationships with our members that will last.** |

**Culture Discussion:**

1. Reflecting on your own performance, what culture principle is your strongest or which do you foster/demonstrate the most? What behaviours do you demonstrate that support this principle?

1. On the flip side, which principle is your weakest? What changes to your own behaviour could you make to increase your commitment to this principle?
2. What have you done to foster these principles in your team?

**Section Three: Achievements**

1. Attach employee’s key objectives from the previous year and or six month check.
2. Indicate any key achievement(s) the employee has accomplished during this review period.

## Section Four: Challenges & Opportunities

## Indicate any difficult or challenging work or work related situation the employee encountered during this review period.

## List any areas of work performance, skills/abilities or professional behaviour the employee needs improvement in.

## Section Five: Goals and Development Plan for Upcoming Year\*

1. Review Goals previously set
2. Indicate which goals have been achieved & which have not
3. Indicate why goals have not been achieved & what resources are needed (if applicable)

These objectives can be the development of existing/new skills as well as appointment on new projects/assignments within or outside of their existing position.

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| **Culture (Behaviour) Goals (based on our 6 elements of culture)** | **Completion Date** | **Achieved** | **Not Achieved** |
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| **Performance Goals** | **Completion Date** | **Achieved** | **Not Achieved** |
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| **Job Tasks/Milestones** | **Completion Date** | **Achieved** | **Not Achieved** |
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\*This section should be copied and used for the:

* Six month check in conversation & goal check
* Following year’s annual performance appraisal

**Section Six: Overall Summary & Sign Off**

**Employee’s Comments:**

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*Employee’s Signature Date*

**Manager’s Comments:**

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*Manager’s Signature* *Date*

**Next Level Review:**

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*Next Level Signature*