

**FINANCE OFFICER
Training Needs Assessment Evaluation Form**

Personal/Position Information

Name: _____

Period Covered: _____

Position: _____

Reviewed by: _____

Title: _____

Position Start Date: _____

Community: _____

Region: _____

FINANCE OFFICER

Training Needs Assessment Evaluation Form

Instructions:

The information contained in this evaluation is strictly confidential. The supervisor will meet with the employee to review the employee's performance and complete the Community Government Performance Evaluation Form. Input from the employee is critical. The employee will have an opportunity to make comments concerning the review in the employee comments section of this form. The information will be used to develop an individual training plan for the employee as well as a training plan for the community.

The employee will be rated as follows for each competency:

Each competency is to be rated as follows:

- 1 – Needs significant improvement – employee is unable to complete task or perform function in a satisfactory manner even though assistance is routinely provided
- 2 – Needs improvement - employee can complete task or perform function with considerable assistance
- 3 – Satisfactory – employee can complete task or perform function in a satisfactory manner with little or no assistance
- 4 – Very good – employee consistently completes task or performs functions in an above average manner with little or no assistance
- 5 – Outstanding – employee consistently completed task or performs function at a very high level with little or no assistance

- 1 – Competency has little significant to the position
- 2 – Competency has minor significance to the position
- 3 – Competency is important to the position
- 4 – Competency has major significance to the position
- 5 – Competency is critical to the effective performance of the position

For more information on how to complete this review please contact the Regional Office of the Department of Municipal and Community Affairs or the MACA School of Community Government.

FINANCE OFFICER

Training Needs Assessment Evaluation Form

Major Category	Skill	Subskill												
Financial Accounting/ Management	Budget	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 16.6%;">Identify priorities of Council/ Band/ Housing Association</td> <td style="width: 16.6%;">Assist with Capital Plan</td> <td style="width: 16.6%;">Consult with Department Heads</td> <td style="width: 16.6%;">Identify and estimate areas of revenue</td> <td style="width: 16.6%;">Estimate expenditures including wages</td> <td style="width: 16.6%;">Conduct financial analysis</td> </tr> <tr> <td>P S 5</td> <td>P S 4</td> <td>P S 5</td> <td>P S 5</td> <td>P S 5</td> <td>P S 5</td> </tr> </table>	Identify priorities of Council/ Band/ Housing Association	Assist with Capital Plan	Consult with Department Heads	Identify and estimate areas of revenue	Estimate expenditures including wages	Conduct financial analysis	P S 5	P S 4	P S 5	P S 5	P S 5	P S 5
		Identify priorities of Council/ Band/ Housing Association	Assist with Capital Plan	Consult with Department Heads	Identify and estimate areas of revenue	Estimate expenditures including wages	Conduct financial analysis							
		P S 5	P S 4	P S 5	P S 5	P S 5	P S 5							
<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 16.6%;">Project Costs</td> <td style="width: 16.6%;">Review historical costs</td> <td style="width: 16.6%;">Review year to date expenditures</td> <td style="width: 16.6%;">Identify changes</td> <td style="width: 16.6%;"></td> <td style="width: 16.6%;"></td> </tr> <tr> <td>P S 5</td> <td>P S 5</td> <td>P S 5</td> <td>P S 5</td> <td>P S </td> <td>P S </td> </tr> </table>	Project Costs	Review historical costs	Review year to date expenditures	Identify changes			P S 5	P S 5	P S 5	P S 5	P S	P S		
Project Costs	Review historical costs	Review year to date expenditures	Identify changes											
P S 5	P S 5	P S 5	P S 5	P S	P S									
<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 16.6%;">Prepare draft budgets</td> <td style="width: 16.6%;">Submit draft budgets to appropriate authority</td> <td style="width: 16.6%;">Recommend budget to council</td> <td style="width: 16.6%;">Implement budget</td> <td style="width: 16.6%;">Prepare and review Variance Reports (monthly statements)</td> <td style="width: 16.6%;">Amend budgets as necessary</td> </tr> <tr> <td>P S 5</td> <td>P S 5</td> <td>P S 5</td> <td>P S 5</td> <td>P S 5</td> <td>P S 5</td> </tr> </table>	Prepare draft budgets	Submit draft budgets to appropriate authority	Recommend budget to council	Implement budget	Prepare and review Variance Reports (monthly statements)	Amend budgets as necessary	P S 5	P S 5	P S 5	P S 5	P S 5	P S 5		
Prepare draft budgets	Submit draft budgets to appropriate authority	Recommend budget to council	Implement budget	Prepare and review Variance Reports (monthly statements)	Amend budgets as necessary									
P S 5	P S 5	P S 5	P S 5	P S 5	P S 5									
Cash management		<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 16.6%;">Establish cash controls</td> <td style="width: 16.6%;">Manage cash flow</td> <td style="width: 16.6%;">Negotiate financing</td> <td style="width: 16.6%;">Manage investments</td> <td style="width: 16.6%;">Monitor department spending</td> <td style="width: 16.6%;">Implement corrective action</td> </tr> <tr> <td>P S 5</td> <td>P S 5</td> <td>P S 0</td> <td>P S 0</td> <td>P S 5</td> <td>P S 5</td> </tr> </table>	Establish cash controls	Manage cash flow	Negotiate financing	Manage investments	Monitor department spending	Implement corrective action	P S 5	P S 5	P S 0	P S 0	P S 5	P S 5
		Establish cash controls	Manage cash flow	Negotiate financing	Manage investments	Monitor department spending	Implement corrective action							
P S 5	P S 5	P S 0	P S 0	P S 5	P S 5									
Financial Accounting/ Management	General Ledger	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 16.6%;">Set up chart of accounts</td> <td style="width: 16.6%;">Enter budget</td> <td style="width: 16.6%;">Cross reference documents</td> <td style="width: 16.6%;">Retrieve sub-ledger accounts</td> <td style="width: 16.6%;">Verify data</td> <td style="width: 16.6%;">Adjust entries</td> </tr> <tr> <td>P S 5</td> <td>P S 5</td> <td>P S 5</td> <td>P S 5</td> <td>P S 5</td> <td>P S 5</td> </tr> </table>	Set up chart of accounts	Enter budget	Cross reference documents	Retrieve sub-ledger accounts	Verify data	Adjust entries	P S 5	P S 5	P S 5	P S 5	P S 5	P S 5
		Set up chart of accounts	Enter budget	Cross reference documents	Retrieve sub-ledger accounts	Verify data	Adjust entries							
		P S 5	P S 5	P S 5	P S 5	P S 5	P S 5							
<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 16.6%;">Manage reserves</td> <td style="width: 16.6%;">Reconcile General Ledger Accounts</td> <td style="width: 16.6%;">Prepare General Ledger listings</td> <td style="width: 16.6%;">Prepare trial balance</td> <td style="width: 16.6%;">Reconcile bank statements</td> <td style="width: 16.6%;">Prepare monthly financial statements</td> </tr> <tr> <td>P S 4</td> <td>P S 5</td> <td>P S 5</td> <td>P S 5</td> <td>P S 5</td> <td>P S 5</td> </tr> </table>	Manage reserves	Reconcile General Ledger Accounts	Prepare General Ledger listings	Prepare trial balance	Reconcile bank statements	Prepare monthly financial statements	P S 4	P S 5	P S 5	P S 5	P S 5	P S 5		
Manage reserves	Reconcile General Ledger Accounts	Prepare General Ledger listings	Prepare trial balance	Reconcile bank statements	Prepare monthly financial statements									
P S 4	P S 5	P S 5	P S 5	P S 5	P S 5									

FINANCE OFFICER

Training Needs Assessment Evaluation Form

Major Category	Skill	Subskill
----------------	-------	----------

Close out year end process	Oversee accounts payable functions	Oversee accounts receivable functions			
P S 5	P S 5	P S 5	P S	P S	P S

Financial Accounting/ Management

Payroll

Process TDIs	Set up employee files	Verify and code timesheets	Calculate salary and employee benefits	Calculate Pension Plan contributions (CEBA))	Calculate group insurance plan contributions
P S 4	P S 4	P S 4	P S 4	P S 4	P S 4

Calculate GNWT Payroll tax	Calculate source and miscellaneous deductions	Verify data entries	Prepare payroll summary	Process pay cheques	Update leave credits
P S 4	P S 4	P S 4	P S 4	P S 4	P S 4

Update lieu time	Compile monthly attendance summary	Prepare and remit source deductions	Prepare GNWT payroll tax remittance	Prepare and issue T4s and T4As	Prepare WCB premium reports
P S 4	P S 4	P S 4	P S 4	P S 4	P S 4

Issue year-end attendance summary	Issue Records of Employment	Prepare journal summaries			
P S 4	P S 4	P S 4	P S	P S	P S

FINANCE OFFICER

Training Needs Assessment Evaluation Form

Major Category	Skill	Subskill																	
Financial Accounting/ Management	Projects and Programs	Review and make recommendation s on Contribution and Block Funding Agreements	Write proposals	Prepare Requests for Proposals	Administer Contribution Agreements and Block Funding	Negotiate contracts	Award contracts												
		P	S	4	P	S	4	P	S	4	P	S	4	P	S	4	P	S	4
Tax Based	Tax Based	Maintain assessment roles	Set mill rates	Collect and distribute municipal and school tax	Monitor debentures														
		P	S	4	P	S	4	P	S	5	P	S	4	P	S		P	S	
Reporting	Reporting	Prepare income statements	Prepare balance sheets	Report variances	Prepare quarterly reports	Prepare GST reports	Report to the financial committee												
		P	S	4	P	S	4	P	S	4	P	S	4	P	S	4	P	S	4
Reporting	Reporting	Report to the Board/ Council	Provide financial advice to Council and Department Heads	Report to funding agencies															
		P	S	4	P	S	4	P	S	5	P	S		P	S		P	S	
Financial Accounting/ Management	Audit	Follow General Accounting Principles	Follow audit preparation instructions	Respond to audit queries	Review draft audit statements	Submit audit for approval	Act on audit recommendations												
		P	S	5	P	S	5	P	S	5	P	S	5	P	S	5	P	S	5
Financial Accounting/ Management	Audit	Submit audit to funding agencies																	
		P	S	5	P	S		P	S		P	S		P	S		P	S	

FINANCE OFFICER

Training Needs Assessment Evaluation Form

Major Category	Skill	Subskill											
Human Resource Management	Human Resource Administration	Assist with job creation	Assist with the development of performance standards	Assist with the development of job descriptions	Administer personnel directives	Administer collective agreements/employment by-laws	Recruit staff						
		P <input type="checkbox"/> S <input type="checkbox"/> 3	P <input type="checkbox"/> S <input type="checkbox"/> 3	P <input type="checkbox"/> S <input type="checkbox"/> 3	P <input type="checkbox"/> S <input type="checkbox"/> 4	P <input type="checkbox"/> S <input type="checkbox"/> 4	P <input type="checkbox"/> S <input type="checkbox"/> 3						
		Administer employment agreements	Allocate staff housing	Administer retention programs									
		P <input type="checkbox"/> S <input type="checkbox"/> 4	P <input type="checkbox"/> S <input type="checkbox"/> 4	P <input type="checkbox"/> S <input type="checkbox"/> 3	P <input type="checkbox"/> S <input type="checkbox"/>	P <input type="checkbox"/> S <input type="checkbox"/>	P <input type="checkbox"/> S <input type="checkbox"/>	P <input type="checkbox"/> S <input type="checkbox"/>					
	Supervision	Conduct orientation	Develop work schedules	Delegate work	Give directions	Coach employees	Conduct staff meetings						
		P <input type="checkbox"/> S <input type="checkbox"/> 3	P <input type="checkbox"/> S <input type="checkbox"/> 4	P <input type="checkbox"/> S <input type="checkbox"/> 4	P <input type="checkbox"/> S <input type="checkbox"/> 4	P <input type="checkbox"/> S <input type="checkbox"/> 4	P <input type="checkbox"/> S <input type="checkbox"/> 4	P <input type="checkbox"/> S <input type="checkbox"/> 4					
		Monitor employees	Conduct performance appraisals	Develop training plans	Facilitate professional development	Provide on-the-job training	Discipline employees						
		P <input type="checkbox"/> S <input type="checkbox"/> 4	P <input type="checkbox"/> S <input type="checkbox"/> 4	P <input type="checkbox"/> S <input type="checkbox"/> 4	P <input type="checkbox"/> S <input type="checkbox"/> 3	P <input type="checkbox"/> S <input type="checkbox"/> 4	P <input type="checkbox"/> S <input type="checkbox"/> 4						
Computer skills	Computer skills	Set up computers and peripherals	Set up local area networks	Possess keyboarding skills	Maintain password security	Create back up data	Secure back up data						
		P <input type="checkbox"/> S <input type="checkbox"/> 3	P <input type="checkbox"/> S <input type="checkbox"/> 3	P <input type="checkbox"/> S <input type="checkbox"/> 4	P <input type="checkbox"/> S <input type="checkbox"/> 4	P <input type="checkbox"/> S <input type="checkbox"/> 4	P <input type="checkbox"/> S <input type="checkbox"/> 4	P <input type="checkbox"/> S <input type="checkbox"/> 4					
		Upgrade software	Use e-mail and internet	Use computerized accounting programs	Create spreadsheets	Use word-processing programs	Implement MMOS						
		P <input type="checkbox"/> S <input type="checkbox"/> 3	P <input type="checkbox"/> S <input type="checkbox"/> 4	P <input type="checkbox"/> S <input type="checkbox"/> 5	P <input type="checkbox"/> S <input type="checkbox"/> 5	P <input type="checkbox"/> S <input type="checkbox"/> 4	P <input type="checkbox"/> S <input type="checkbox"/> 4						

FINANCE OFFICER

Training Needs Assessment Evaluation Form

Major Category	Skill	Subskill																	
----------------	-------	----------	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--

Maintain database files																							
P		S	4	P		S		P		S		P		S		P		S		P		S	

General duties

General duties

Conduct research	Assist with strategic plans	Assist with development of policies and procedures	Implement internal controls	Adhere to spending controls	Monitor conflict of interest guidelines																		
P		S	3	P		S	3	P		S	3	P		S	4	P		S	4	P		S	4

Update manuals	Attend meetings	Provide advice to Council Boards Committees Bands Associations	Respond to inquiries	Take minutes	Act on Council Directives																		
P		S	3	P		S	3	P		S	4	P		S	4	P		S	4	P		S	4

Provide translation services	Set up and maintain filing systems	Accept appointment as acting SAO/ Manager	Verify employment	Address complaints	Repair office equipment																		
P		S	4	P		S	4	P		S	4	P		S	3	P		S	4	P		S	3

Process equipment rentals (i.e. heavy equipment)	Rent or lease equipment	Operate office equipment	Acquire/ dispose of assets	Maintain asset register	Purchase insurance																		
P		S	3	P		S	3	P		S	3	P		S	3	P		S	3	P		S	3

General duties

General duties

Issues permits and licenses	Set fees for hall rentals	Maintain booking registers																					
P		S	3	P		S	3	P		S	3	P		S		P		S		P		S	

FINANCE OFFICER

Training Needs Assessment Evaluation Form

Major Category	Skill	Subskill											
Communications	Communications Skills	Write effectively	Speak effectively	Practice active listening	Read financial and legal documents	Practice customer service	Make presentations						
		P S 4	P S 4	P S 4	P S 4	P S 4	P S 3						
		Facilitate meetings	Liaise with outside organizations/ Agencies	Possess basic literacy skills	Possess basic numeracy skills								
		P S 3	P S 3	P S 4	P S 4	P S	P S						
Display Personal and Professional Attributes	The incumbent must be:	Patient	Organized	On standby	Accountable	Reliable	Bondable						
		P S 4	P S 5	P S 3	P S 5	P S 5	P S 5						
		Approachable	Self-motivated	Supportive	Punctual	Tactful	Fair						
		P S 3	P S 4	P S 4	P S 4	P S 4	P S 4						
		Courteous	Honest	Ethical									
		P S 4	P S 5	P S 5	P S	P S	P S						
Display Personal and Professional Attributes	The incumbent must:	Show initiative	Work with minimal supervision	Follow instructions	Deal with political issues	Maintain confidentiality	Make decisions						
		P S 4	P S 4	P S 4	P S 3	P S 5	P S 5						

FINANCE OFFICER

Training Needs Assessment Evaluation Form

Major Category	Skill	Subskill
----------------	-------	----------

Practice cross cultural skills	Manage time	Manage stress	Meet deadlines	Participate in professional development	Possess a sense of humour
P S 4	P S 5	P S 5	P S 5	P S 4	P S 4

Employ negotiation skills	Employ conflict resolution skills	Employ analytical skills			
P S 4	P S 4	P S 4	P S	P S	P S

Legislation

Legislation

Identify applicable legislation	Comply with legislation	Draft by-laws	Comply with labour standards	Follow the Business Incentive Policy	Comply with Occupational Health and Safety
P S 4	P S 4	P S 4	P S 4	P S 4	P S 2

Comply with Hamlet's Act	Comply with Workers Compensation Act	Comply with Charter Communities Legislation			
P S 4	P S 3	P S 4	P S	P S	P S

FINANCE OFFICER
Training Needs Assessment Evaluation Form

Comments:

1. Supervisor's comments

2. Expectations for the coming year/work plan

FINANCE OFFICER
Training Needs Assessment Evaluation Form

3. Employee goals and objectives

4. Career Goals

FINANCE OFFICER Training Needs Assessment Evaluation Form

5. Recommended training

6. Employee Comments

Employee:	Supervisor:
Title:	Title:
Signature:	Signature:
Date:	Date: