

**HIGHWAYS FOREMAN  
Training Needs Assessment Evaluation Form**

**Personal/Position Information**

Name: \_\_\_\_\_

Period Covered: \_\_\_\_\_

Position: \_\_\_\_\_

Reviewed by: \_\_\_\_\_

Title: \_\_\_\_\_

Position Start Date: \_\_\_\_\_

Community: \_\_\_\_\_

Region: \_\_\_\_\_

# HIGHWAYS FOREMAN

## 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 (P):

Each competency is to be rated as follows (S):

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

# HIGHWAYS FOREMAN

## Training Needs Assessment Evaluation Form

Major Category	Skill	Subskill
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**Highways Programs**

**Manage mobile equipment**

Inspect mobile and stationary equipment	Possess working knowledge of mobile and stationary equipment	Maintain mobile and stationary equipment	Coordinate repairs to mobile and stationary equipment	Operate mobile and stationary equipment	Monitor equipment standards and specifications
P     S   5	P     S   4	P     S   4	P     S   4	P     S   5	P     S   5

**Maintain mobile and stationary vehicles and equipment**

Maintain an inventory control system	Establish preventative maintenance schedules	Maintain preventative maintenance programs	Maintain records of maintenance and repairs		
P     S   4	P     S   5	P     S   5	P     S   5		

**Perform administrative functions**

Assist in preparation of capital equipment budgets	Assist in preparation of operation and maintenance budgets	Replace inventory	Maintain sufficient inventory and supplies	Forecast short and long term repairs (PMs etc.)	Review records, requisitions and other statistical records
P     S   4	P     S   4	P     S   4	P     S   4	P     S   4	P     S   4

Remain current on vehicles, heavy equipment and stationary equipment	Rent equipment	Find best prices for renting equipment			
P     S   4	P     S   4	P     S   4			

# HIGHWAYS FOREMAN

## Training Needs Assessment Evaluation Form

Major Category	Skill	Subskill	Subskill	Subskill	Subskill	Subskill	
<b>Highways Programs</b>	<b>Manage highways</b>	Possess working knowledge of highway construction and maintenance	Inspect roads, bridges and drainage systems	Coordinate maintenance of road signs	Monitor quarries	Maintain easements	Coordinate dust suppression programs
		P     S   5	P     S   5	P     S   5	P     S   3	P     S   5	P     S   5
<b>Maintain Workplace Safety</b>	<b>Practice workplace health and safety</b>	Ensure highways are maintained	Ensure pre-winter, winter, spring and summer maintenance on highways	Coordinate construction and maintenance of snow/ice roads and bridges			
		P     S   4	P     S   4	P     S   4			
<b>Maintain Workplace Safety</b>	<b>Practice workplace health and safety</b>	Adhere to occupational health and safety regulations	Possess knowledge of spill response guidelines and procedures	Assess workplace hazards	Meet Transportation of Dangerous Goods and guidelines	Maintain CPR and First Aid certification	Meet WHMIS guidelines
		P     S   4	P     S   3	P     S   4	P     S   4	P     S   5	P     S   4
<b>Maintain Workplace Safety</b>	<b>Practice workplace health and safety</b>	Maintain minimum housekeeping standards	Safely store chemicals				
		P     S   4	P     S   4				

# HIGHWAYS FOREMAN

## Training Needs Assessment Evaluation Form

Major Category	Skill	Subskill																							
<b>Maintain Workplace Safety</b>	<b>Maintain operational safety</b>	Knowledge of safety standards for operation of heavy equipment	Knowledge of safety check required for safe operation of heavy equipment	Possess Class 1 Driver's License with Notification for Training																					
		P		S	5	P		S	5	P		S	5												
<b>Perform Administrative Functions</b>	<b>Conduct planning</b>	Provide assistance and advice with planning	Provide assistance and advice with strategic planning	Provide advice and assistance with preparation of the capital plan	Assist with implementation of the capital plan	Prepare plans for short term projects	Set objectives																		
		P		S	5	P		S	5	P		S	5	P		S	5	P		S	5	P		S	5
		Develop forecasts	Track and analyze historical data																						
		P		S	5	P		S	5																
	<b>Participate in risk management planning</b>	Assist with risk assessment	Assist with risk management	Assist with review of insurance coverage	Assist with implementing loss control system	Assist with liability issues																			
		P		S	4	P		S	4	P		S	3	P		S	4	P		S	4				
	<b>Manage budgets</b>	Draft operational and maintenance budgets	Assist with grant applications and proposals	Draft submissions for applicable capital expenditures	Monitor and control costs	Perform cost benefit analysis	Recommend budget revisions																		
		P		S	4	P		S	4	P		S	4	P		S	4	P		S	3	P		S	3

# HIGHWAYS FOREMAN

## Training Needs Assessment Evaluation Form

Major Category	Skill	Subskill												
<b>Perform Administrative Functions</b>	<b>Provide information management</b>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 16.6%;">Keep daily reports</td> <td style="width: 16.6%;">Track data using computer software applications</td> <td style="width: 16.6%;">Generate daily report data</td> <td style="width: 16.6%;">Analyze daily report data</td> <td style="width: 16.6%;">Generate activity reports for clients and council</td> <td style="width: 16.6%;"></td> </tr> <tr> <td>P <input type="checkbox"/> S <input type="checkbox"/> 4 <input type="checkbox"/></td> <td>P <input type="checkbox"/> S <input type="checkbox"/> 4 <input type="checkbox"/></td> <td>P <input type="checkbox"/> S <input type="checkbox"/> 4 <input type="checkbox"/></td> <td>P <input type="checkbox"/> S <input type="checkbox"/> 4 <input type="checkbox"/></td> <td>P <input type="checkbox"/> S <input type="checkbox"/> 4 <input type="checkbox"/></td> <td><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></td> </tr> </table>	Keep daily reports	Track data using computer software applications	Generate daily report data	Analyze daily report data	Generate activity reports for clients and council		P <input type="checkbox"/> S <input type="checkbox"/> 4 <input type="checkbox"/>	P <input type="checkbox"/> S <input type="checkbox"/> 4 <input type="checkbox"/>	P <input type="checkbox"/> S <input type="checkbox"/> 4 <input type="checkbox"/>	P <input type="checkbox"/> S <input type="checkbox"/> 4 <input type="checkbox"/>	P <input type="checkbox"/> S <input type="checkbox"/> 4 <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
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	<b>Maintain inventory</b>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 16.6%;">Maintain purchase order system</td> <td style="width: 16.6%;">Maintain capital asset inventory</td> <td style="width: 16.6%;">Maintain stock inventory</td> <td style="width: 16.6%;">Take inventory</td> <td style="width: 16.6%;"></td> <td style="width: 16.6%;"></td> </tr> <tr> <td>P <input type="checkbox"/> S <input type="checkbox"/> 4 <input type="checkbox"/></td> <td>P <input type="checkbox"/> S <input type="checkbox"/> 4 <input type="checkbox"/></td> <td>P <input type="checkbox"/> S <input type="checkbox"/> 4 <input type="checkbox"/></td> <td>P <input type="checkbox"/> S <input type="checkbox"/> 4 <input type="checkbox"/></td> <td><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></td> <td><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></td> </tr> </table>	Maintain purchase order system	Maintain capital asset inventory	Maintain stock inventory	Take inventory			P <input type="checkbox"/> S <input type="checkbox"/> 4 <input type="checkbox"/>	P <input type="checkbox"/> S <input type="checkbox"/> 4 <input type="checkbox"/>	P <input type="checkbox"/> S <input type="checkbox"/> 4 <input type="checkbox"/>	P <input type="checkbox"/> S <input type="checkbox"/> 4 <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
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<b>Schedule work</b>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 16.6%;">Develop work plans, strategies and contingencies</td> <td style="width: 16.6%;">Establish preventive maintenance schedules</td> <td style="width: 16.6%;">Follow work plans</td> <td style="width: 16.6%;">Organize tasks</td> <td style="width: 16.6%;">Coordinate staff and contractor</td> <td style="width: 16.6%;">Monitor results</td> </tr> <tr> <td>P <input type="checkbox"/> S <input type="checkbox"/> 4 <input type="checkbox"/></td> <td>P <input type="checkbox"/> S <input type="checkbox"/> 4 <input type="checkbox"/></td> <td>P <input type="checkbox"/> S <input type="checkbox"/> 4 <input type="checkbox"/></td> <td>P <input type="checkbox"/> S <input type="checkbox"/> 4 <input type="checkbox"/></td> <td>P <input type="checkbox"/> S <input type="checkbox"/> 4 <input type="checkbox"/></td> <td>P <input type="checkbox"/> S <input type="checkbox"/> 4 <input type="checkbox"/></td> </tr> </table>	Develop work plans, strategies and contingencies	Establish preventive maintenance schedules	Follow work plans	Organize tasks	Coordinate staff and contractor	Monitor results	P <input type="checkbox"/> S <input type="checkbox"/> 4 <input type="checkbox"/>	P <input type="checkbox"/> S <input type="checkbox"/> 4 <input type="checkbox"/>	P <input type="checkbox"/> S <input type="checkbox"/> 4 <input type="checkbox"/>	P <input type="checkbox"/> S <input type="checkbox"/> 4 <input type="checkbox"/>	P <input type="checkbox"/> S <input type="checkbox"/> 4 <input type="checkbox"/>	P <input type="checkbox"/> S <input type="checkbox"/> 4 <input type="checkbox"/>	
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# HIGHWAYS FOREMAN

## Training Needs Assessment Evaluation Form

Major Category	Skill	Subskill																							
<b>Technical Skills/Qualifications</b>	<b>Possess technical skills</b>	Use survey equipment	Read building specifications, blueprints and as-builds	Read technical documents	Draft technical documents	Possess working knowledge of operation and maintenance of heavy equipment																			
		P		S	5	P		S	4	P		S	4	P		S	3	P		S	5				
	<b>Supervise staff</b>	Provide staff leadership and motivation to highways staff	Conduct tailgate and staff meetings	Provide staff orientations	Delegate tasks	Ensure task completions	Monitor staff performance																		
		P		S	4	P		S	4	P		S	3	P		S	5	P		S	4	P		S	4
		Be aware of drug and alcohol issues	Recommend disciplinary actions	Recommend staff promotions and terminations																					
		P		S	4	P		S	4	P		S	5												
	<b>Develop staff</b>	Develop skills and competencies	Identify training needs	Provide training and development opportunities	Conduct training sessions and workshops																				
		P		S	4	P		S	4	P		S	4	P		S	4								
	<b>Work in a Team Environment</b>	Work cooperatively with other	Oversee casual employees																						
		P		S	5	P		S	4																

# HIGHWAYS FOREMAN

## Training Needs Assessment Evaluation Form

Major Category	Skill	Subskill																					
<b>Communication</b>	<b>Use effective communication</b>	Read and comprehend business documents	Write clearly and concisely	Practice listening skills	Speak effectively																		
		P		S	4	P		S	3	P		S	4	P		S	4						
<b>Legislation</b>	<b>Comply with policies and regulations</b>	Comply with territorial acts and regulations	Comply with federal acts and regulations	Comply with municipal acts and regulations	Comply with council resolutions and policies																		
		P		S	5	P		S	5	P		S	5	P		S	5						
<b>Professionalism</b>	<b>Demonstrate good work habits</b>	Manage stress	Take direction	Be self-motivated	Be dependable	Maintain confidentiality	Make effective decisions																
		P		S	4	P		S	5	P		S	5	P		S	5	P		S	5	P	
<b>Professionalism</b>	<b>Demonstrate good work habits</b>	Manage time	Perform related duties	Be punctual	Be flexible	Be organized	Work with minimal supervision																
		P		S	5	P		S	4	P		S	5	P		S	4	P		S	5	P	
<b>Professionalism</b>	<b>Demonstrate good work habits</b>	Meet deadlines	Use analytical skills	Be responsible	Be a team player																		
		P		S	5	P		S	5	P		S	5	P		S	5						
<b>Professionalism</b>	<b>Demonstrate positive personal attributes and ethical behaviour</b>	Accept change	Adapt to situations	Compromise	Separate personal and professional life	Take training	Be patient																
		P		S	5	P		S	4	P		S	5	P		S	5	P		S	5	P	

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Major Category	Skill	Subskill																			
<b>Professionalism</b>	<b>Demonstrate positive personal attributes and ethical behaviour</b>	Maintain a positive attitude	Be honest	Possess a sense of humour																	
			P	S	5	P	S	5	P	4	S	4									
	<b>Respect self and others</b>	Display tact	Cooperate with others	Respond positively to others	Be courteous																
						P	S	5	P	S	5	P	S	5	P	S	4				
	<b>Possess cultural and political knowledge</b>	Practice cross cultural skills	Be familiar with political situation	Demonstrate awareness of traditional knowledge	Possess knowledge of community																
						P	S	5	P	S	4	P	S	4	P	S	4				
	<b>Demonstrate leadership skills</b>	Demonstrate fair, equitable and consistent behaviour	Be accessible	Seek professional and technical advice																	
						P	S	5	P	S	5	P	S	5							

**HIGHWAYS FOREMAN  
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**Comments:**

1. Supervisor's comments

2. Expectations for the coming year/workplan

**HIGHWAYS FOREMAN**  
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3. Employee goals and objectives

4. Career Goals

# HIGHWAYS FOREMAN Training Needs Assessment Evaluation Form

5. Recommended training

Transportation of Dangerous Goods
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6. Employee Comments

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