

**SENIOR ADMINISTRATIVE OFFICER
Training Needs Assessment Evaluation Form**

Personal/Position Information

Name: _____

Period Covered: _____

Position: _____

Reviewed by: _____

Title: _____

Position Start Date: _____

Community: _____

Region: _____

SENIOR ADMINISTRATIVE 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:

- 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

Each competency is to be rated as follows:

- 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.

SENIOR ADMINISTRATION OFFICER Training Needs Assessment Evaluation Form

Major Category	Skill	Subskill																							
FINANCIAL MANAGEMENT	Prepare budget	Estimate areas of revenue	Develop deficit recovery plan	Conduct analysis and cash flow forecasting	Develop budgets for approval	Review budgets	Calculate municipal services rates																		
		P		S	5	P		S	4	P		S	5	P		S	5	P		S	5	P		S	5
		Establish policies and guidelines for unit costing and replacement																							
		P		S	4																				
	Review Finances	Comply with Generally Accepted Accounting Principles	Comply with financial guidelines and policies	Implement accounting systems	Maintain accounting systems	Oversee payroll function	Follow up on management letters																		
		P		S	5	P		S	5	P		S	4	P		S	4	P		S	4	P		S	4
		Establish internal controls	Oversee fiscal year-end audit	Ensure collection of accounts receivable	Deposit funds in general operation account	Manage surplus funds	Manage debenture registers																		
		P		S	4	P		S	4	P		S	4	P		S	4	P		S	4	P		S	4
	Perform Financial Analysis	Analyze financial reports monthly, quarterly and annually	Analyze aged accounts	Ensure maximum return on investment	Recommend budget changes																				
		P		S	4	P		S	4	P		S	4	P		S	4								

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Major Category	Skill	Subskill											
CONTRACT MANAGEMENT	Perform Contract Services	Prepare tender documents	Invoke contribution funding and special service agreements	Negotiate and monitor service contracts	Comply with terms, conditions and reporting requirements	Monitor and evaluate contracts	Prepare legal documents						
		P S 4	P S 5	P S 4	P S 4	P S 4	P S 4	P S 4					
PROTECTIVE SERVICES	Maintain Fire Protection	Develop fire prevention by-laws	Oversee fire brigades	Perform inspection services									
		P S 4	P S 4	P S 4									
PROTECTIVE SERVICES	Maintain Police Protection	Develop enforcement by-laws	Implement enforcement by-laws	Promote safety awareness									
		P S 5	P S 4	P S 3									
	Implement Civil Emergency Measures	Establish emergency measures committee	Coordinate emergency preparedness	Prepare plan for council approval	Review and practice plan	Ensure training for staff, council and volunteers	Act as coordinator during plan implementation						
		P S 4	P S 4	P S 4	P S 3	P S 3	P S 4						
		Debrief situations											
		P S 3											
LAND	Implement Land Management Program	Facilitate development of community plan	Develop zoning and land use regulations	Coordinate planning and construction of subdivisions	Maintain land and inventory files	Oversee implementation of land development and services	Administer leases						
		P S 4	P S 4	P S 4	P S 4	P S 4	P S 4						

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OPERATIONS MANAGEMENT	Manage operations	Manage road construction and maintenance	Manage water, sewage and solid waste systems	Manage airport construction and maintenance	Manage other works and services	Negotiate franchise agreements							
		P S 4	P S 4	P S 4	P S 4	P S 4	P S 4	P S 4	P S 4				
	Provide Municipal Services	Provide services through community agreements	Prioritize programs and services	Implement community programs	Monitor community programs	Evaluate community programs							
		P S 4	P S 4	P S 4	P S 4	P S 4	P S 4	P S 4	P S 4				
COMMUNITCATIONS	Use Communications Skills	Practice listening skills	Write business documents	Resolve conflicts	Demonstrate negotiation skills	Make presentations	Facilitate workshops						
		P S 4	P S 4	P S 4	P S 4	P S 4	P S 4	P S 3					
		Facilitate meetings											
		P S 4											

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PUBLIC AND COMMUNITY RELATIONS	Display Public Relations Skills	Develop information services programs	Facilitate public meetings	Liaise with community groups	Develop working relationships with other agencies	Promote municipality and council	Address public complaints	P	S	3	P	S	4	P	S	4	P	S	5	P	S	4	P	S	5
		Practice customer service skills	Implement quality service levels	Communicate goals and objectives	Respond to public enquiries			P	S	5	P	S	4	P	S	4	P	S		P	S				
PUBLIC AND COMMUNITY RELATIONS	Demonstrate Awareness of Political Environment	Practice cross cultural awareness and sensitivity	Observe traditional values	Demonstrate awareness of political initiatives	Develop working relationships with other agencies	Promote municipality and council	Address public complaints	P	S	3	P	S	5	P	S	5	P	S	5	P	S	4	P	S	5
		Write job descriptions and skills profiles	Recruit staff	Analyze training requirements	Provide on-the- job training	Provide professional development opportunities	Conduct performance evaluations	P	S	4	P	S	4	P	S	4	P	S	4	P	S	4			
Human Resource Management	Manage Human Resources	Negotiate union agreements	Administer union agreements and employment by-laws	Administer employee benefit plan	Maintain personnel records			P	S	4	P	S	4	P	S	3	P	S	5						

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	Supervise staff	Provide direct supervisions	Schedule staff	Delegate work assignments	Promote workplace performance	Initiate conflict resolution	Conduct staff meetings					P	S	5	P	S	4	P	S	4	P	S	4	P	S	4	P	S	4
LEGISLATION	Comply with Legislation	Comply with governing legislation	Seek legal interpretation and advice	Demonstrate familiarity with land claim negotiations and settlements	Demonstrate familiarity with self-government issues	Perform legislated duties					P	S	5	P	S	4	P	S	4	P	S	4	P	S	4				
LEGISLATION	Legislation	Determine issues	Research legislation to determine policy or bylaw development	Draft policies, procedures and by-laws	Seek council approval of policies, procedures and by-laws	Implement policies, procedures and bylaws					P	S	4	P	S	4	P	S	5	P	S	4	P	S	4				
		Maintain policies and procedures manual	Maintain bylaw registry								P	S	3	P	S	4													

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Major Category	Skill	Subskill					
ADMINISTRATION	Manage Administrative Services	Manage the office	Prioritize issues	Manage resources	Maintain records and files	Inventory capital assets and supplies	Conduct research
		P S 4	P S 4	P S 4	P S 4	P S 4	P S 4
		Formulate legal, legislative and financial questions for opinion	Write proposals	Maintain computer systems	Determine computer hardware and software requirements	Help residents access government services	Fulfill essential services and functions
		P S 3	P S 5	P S 4	P S 4	P S 5	P S 5
	Manage Insurance Programs	Review insurance coverages	Implement loss-control systems	Obtain appraisals	Submit claims for adjustor		
		P S 4	P S 3	P S 3	P S 3		
	Develop Comprehensive Plan	Facilitate development of strategic plan	Assist with capital planning process	Develop human resource strategy	Schedule resources	Prepare contingency plans	Implement plans
		P S 5	P S 5	P S 4	P S 4	P S 4	P S 4
COUNCIL	Provide Support to Council	Conduct council orientation	Provide advice and guidance on conflict of interest	Communicate legislative requirements to council	Provide advice on policy, procedures and bylaw development	Assist in defining goals and objectives	Organize meetings and prepare agendas
		P S 4	P S 5	P S 5	P S 5	P S 5	P S 5
		Prepare briefing notes	Review minutes	Prepare decision summaries	Maintain minutes registry	Report general operations to council	Assign resource staff to committees
		P S 4	P S 4	P S 4	P S 4	P S 4	P S 3

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LEADERSHIP ATTRIBUTES

Demonstrate Professional Behavior

Communicate election requirements to council	Coordinate elections																		
P		S	5	P		S	5												

Adapt to situations	Compromise	Demonstrate ethical behaviour	Manage stress	Take direction	Motivate staff																		
P		S	4	P		S	4	P		S	5	P		S	4	P		S	4	P		S	5

Demonstrate objectivity	Demonstrate dependability	Exercise judgment	Separate personal and professional life	Demonstrate fair, equitable and consistent behaviour	Pursue personal and professional development																		
P		S	5	P		S	5	P		S	5	P		S	4	P		S	5	P		S	4

Demonstrate accessibility	Delegate	Maintain confidentiality	Demonstrate proactive behaviour	Demonstrate creativity	Demonstrate patience																		
P		S	5	P		S	4	P		S	5	P		S	4	P		S	4	P		S	4

Demonstrate willingness to perform alternate duties as required	Maintain positive attitude	Demonstrate awareness of relevant trends and decisions	Make decisions	Manage time	Display tact														
P		S	4	P		S	4	P		S	4	P		S	4	P		S	5

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Comments:

1. Supervisor's comments

2. Expectations for the coming year/workplan

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3. Employee goals and objectives

4. Career Goals

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5. Recommended training

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6. Employee Comments

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