



**Micmacs of Gesgapegiag Band**

# **Performance Appraisal Policy**

**As approved by Council December 15, 2003**

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## **1.0 INTRODUCTION**

### **1.1 Preamble**

***Band Council Administration Mission Statement:***

***Our raison d'etre is to deliver high quality services to the members of the Gesgapegiag Band, and the general population, and to maximize efficiency through the effective management of the financial and material resources of the Band, to maintain a high quality of human resources, and to be accountable to the community, the Chief and Council, and the funding agencies. The Band Council Administration also wants to develop the attitude of respect for others throughout the administrative structure, towards community members, towards personnel, and towards Chief and Council.***

Given this mission statement, the Micmacs of Gesgapegiag Band has gradually made changes over the past few years to clarify employees' roles, communicate management's expectations, and put in place processes and procedures to ensure accountability at every level of the Band administration. The long-term objective remains the same: to provide the best services possible to the Band membership at the most efficient cost.

Employees have often raised the issue of inadequate feedback on their work, and it is for those reasons that the Band Council adopts this performance appraisal policy, so that employees will have a clear idea of what is expected of them, and managers will give employees formal feedback on a regular basis. The hope is that this process will help employees feel better about their work, understand exactly what they are expected to do, be able to gauge their own performance, *and raise issues which need to be addressed with their managers.*

### **1.2 Rationale**

A Performance Appraisal Policy is designed to provide a clear process and understanding of the purpose of conducting Performance Appraisals. All employees will have a better understanding of the needs of the organization, and of their own personal development. The purpose of the Performance Appraisal is to increase morale, the credibility of management, and the overall effectiveness of the organization.

## **Micmacs of Gesgapegiag Band**

### **1.3 Objective**

This Performance Appraisal Policy is to ensure that the performance evaluation process is conducted in a fair and equitable manner according to the approved policies of the Micmacs of Gesgapegiag Band.

### **1.4 Definitions**

The following terms have been defined for the purposes of this policy as follows:

<b>All employees</b>	This term refers to all employees paid under the Band Council, and includes part-time, full-time, temporary, contractual and seasonal employees;
<b>Performance Appraisal</b>	Term used to denote a formal evaluation of the work performance of an employee;
<b>Performance Objective</b>	An agreed upon work expectation, or a standard of work performance, which the employee will endeavour to achieve in his/her job for that year.
<b>Performance Criteria</b>	A defined standard of behaviour or approach that is required for an employee to function well in his job.

## **2.0 EVALUATIONS**

### **2.1 General**

All employees of the Micmacs of the Gesgapegiag Band must be evaluated on their work performance annually by their supervisor. Special circumstances may require more than one evaluation per year at the discretion of the immediate supervisor, and as detailed in the following subsection of the policy.

### **2.2 Frequency of Evaluations**

All employees will be formally evaluated for their annual performance review at a time pre-established by the directorate. This will be preferably in April of each year so that any adjustments to salaries can be made early in the fiscal year.

Meanwhile, managers will be expected to provide regular feedback to staff members in more informal meetings throughout the evaluation period.

**Performance Appraisal**

In addition, employees may also be evaluated on the basis of the following circumstances:

- Probation — All new employees will be evaluated at the end of their probation;
- Discipline — Those employees that are placed on probation as a result of a disciplinary measure or annual performance appraisal will be evaluated at the end of the probationary period;
- Dismissal — A termination of employment based on an inability of an employee to function adequately in their position must be supported with a final performance evaluation;
- End of Contract — Seasonal, temporary, and contractual employees will be evaluated at the end of their term of employment;
- Change of Position - Those employees who change position within the Micmacs of Gesgapegiag Band will be subject to an evaluation at the end of the probationary period;
- Special Circumstances — Any other special circumstance not detailed above that would require an evaluation will be considered an exception to this policy, and would require an authorization from the Director of Operations.

### **2.3 Conducting Performance Appraisals**

Performance Appraisals will be conducted in a neutral setting outside the respective offices to avoid interruptions.

The scheduling of the appointment will be done at least two weeks in advance so that both parties involved will have sufficient preparation time.

It is possible that, under problematical circumstances, either the employee or the supervisor may wish to request that a third party be present as an observer during the final evaluation interview. The third party would be the Director of Operations or designate.

### **2.4 Process of the Evaluation**

The Performance Appraisals will involve an on-going process to evaluate pre-established performance objectives for each employee based on their strengths, satisfactory elements of performance, and things that need to be worked on.

The Job Description will be reviewed with the employee during the initial meeting in order to provide an opportunity to update the duties and responsibilities, and to establish the performance objectives related to the job description.

The pre-established performance objectives will be determined at the beginning of the appraisal process in an initial meeting between the employee and

supervisor. The objectives will be written on the evaluation form, and both parties will sign the form to indicate agreement on these performance objectives. These will form the subject of the formal evaluation held at the end of the process.

The employee works towards these performance objectives during the year, and receives regular feedback from the supervisor on his or her progress. An evaluation meeting will be scheduled at the end of the process, usually near the end of the work year of the employee, during which time the evaluation objectives and performance criteria will be formally evaluated using the standardized form.

## **2.5 Methodology**

All employees have the right to be evaluated in the language of their choice, whether Micmac, English or French. If necessary, an interpreter can be used for the interview.

The Performance Appraisal system is to be considered as a two-way process of communication, and an open and sincere discussion between the employee and the supervisor is strongly encouraged. All discussions should be carried out in a respectful manner.

A self-evaluative approach to the Performance Appraisal is the preferred method. However, it is understood that under extenuating circumstances, where there may be difficulties with the written language, this may not be possible.

The purpose of the process of evaluation must be clearly understood, and the procedures to be followed must be clearly outlined to the employee through the establishment of clear performance objectives.

The immediate supervisor is responsible to provide positive and negative reinforcement of the performance objectives by way of constant feedback throughout the course of the year. The supervisor must be able to substantiate the final evaluation by keeping records of these events.

The evaluation must be conducted using the approved standardized form, and following established administrative procedures. All applications of the performance appraisal system must be consistent with the terms of this policy.

## **3.0 FORMALITIES**

### **3.1 Signing of the Performance Appraisal**

Both parties will sign the Performance Appraisal; nevertheless, the form must clearly indicate that the employee's signature serves only as an acknowledgement of the process undertaken, and does not necessarily indicate an agreement with the results of the evaluation.

The evaluation form will also provide space for the employee to add comments in addition to the signature.

### **3.2 Review**

As a standard procedure to ensure that a proper process has been followed, the evaluator's supervisor will review all Performance Appraisal Reports. The reviewer will sign the Performance Appraisal to indicate that evaluation has been conducted according to Policy, and the results have been properly documented.

### **3.3 Filing of Reports**

**All** Performance Appraisal Reports, once signed and completed, are considered confidential. A copy is given to the employee, and the report is to be kept in the locked employee files.

### **3.4 Access to Evaluation Records**

Unless stipulated by a signed release form, access to the Performance Appraisal is limited to the employee and supervisor, and according to the terms of the Policy Regarding Release of Information to Band Members.

A summary report form indicating that the evaluation has been completed for the purposes of a salary adjustment, will be kept in the employee records at the finance office, and will remain privileged information according to the Policy Regarding Release of Information to Band Members.

## **4.0 REDRESS**

### **4.1 Grievances and Petitions**

**All employees have** the opportunity to discuss their disagreement with various aspects of the results of the performance appraisal with their supervisor prior to signing the form. If there is not a resolution at this time, the employee is still provided the opportunity to write comments in the space provided before signing the form. All evaluations are reviewed to ensure that proper procedures have been followed.

## ***Micmacs of Gesgapegiag Band***

If the employee still wishes to make a petition regarding the evaluation, the employee is free to file a grievance according to the process outlined in the Personnel Policy.

### **4.2 Amendments to the Policy**

Any amendments to the Performance Appraisal Policy must be accepted following the same process under which the Band Council of the Micmacs of Gesgapegiag First Nation approved ***this*** Policy.

### **4.3 Policy Review**

This policy, standardized form and accompanying procedural documents should be reviewed every three years, and amended as necessary. Such a review will also reflect any changes in the administrative structures or the functioning of the Council operations.

*MICIIJCS of Gesgapagiaq First Nation*



**Performance Review  
Evaluation Form  
For Management**

**Name:**

**Year of Evaluation:**

**Evaluator:**

\_\_\_\_\_

## Part One: Job-Related Performance Objectives

Please write in the performance objectives that were selected during the initial meeting with the manager, and sign and date in the space provided on page 4. These objectives will be evaluated as part of the formal evaluation completed at the end of the year.

Objective 1: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Date

\_\_\_\_\_ 5 | 4 1 \_\_\_\_\_

Comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Objective 2: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Date

5	1	4	3	2	1	1
<b>Always</b>	<b>I</b>	<b>Often</b>	<b>Usually</b>	<b>Sometimes</b>	<b>I</b>	<b>Seldom</b>

Comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Objective 3:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Rating  
5

4	3	2	1
<b><i>Often</i></b>	<b><i>Usually</i></b>	<b><i>Sometimes</i></b>	<b><i>Seldom</i></b>

Comments:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Objective 4:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Rating

5	4	3	2	1
<b><i>Often</i></b>	<b><i>Usually</i></b>	<b><i>Sometimes</i></b>	<b><i>Seldom</i></b>	

Comments:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Objective 5: \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

Rating

5	4	3	2	1	1
<i>Always</i>	<b><i>Often</i></b>	<i>Usually</i>	<i>Sometimes</i>	<i>i</i>	<b><i>Seldom</i></b>

Comments: \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

### Certification of Initial Evaluation Meeting

**We have met for the initial evaluation meeting, reviewed the job description and have agreed upon the above selected performance objectives as the basis for the Performance Appraisal for \_\_\_\_\_ year.**

Superior: \_\_\_\_\_ Date: \_\_\_\_\_

Manager: \_\_\_\_\_ Date: \_\_\_\_\_



Please provide a rating for the employee's performance over the year according to **the 3 standard** provided for each )f the following performance criteria. The rating  
 -Mould he supported by comments an the space provided.

2.1. A Organizational Skills:

The employee- undertakes effective daily planning, and executes tasks efficiently.

Rating			
5	4	3	2
<i>Always</i>	<i>Often</i>	<i>Usually</i>	<i>Sometimes</i>

Comments:  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

2.1. 13 Organizational Skills:

The employee adapts to changes, prioritizes, *and* also adjusts work priorities as needed.

Rating				
3	4	3	2	1
<i>Always</i>	<i>Often</i>	<i>Usually</i>	<i>Sometimes</i>	<i>Seldom</i>

Comments:  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

## 2.2 Communication

The employee communicates appropriately for the job function. The employee is a good listener, and is able to follow directions.

### Rating

<b>5</b>	<b>i</b>	<b>4</b>	<b>l</b>	<b>3</b>	<b>2</b>	<b>f</b>	<b>1</b>
<i>Always</i>	<i>j</i>	<i>Often</i>		<i>Usually</i>		<i>Sometimes</i>	<i>Seldom</i>

Comments:

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## 2.3

The employee is open-minded and is willing to adapt to different assignments. The employee works continually and maintains a positive attitude under time constraints, multiple assignments, opposition, changing priorities, and different directives. The employee is open to new ways of doing things.

### Ratin

<b>3</b>	<b>4</b>	<b>1</b>	<b>3</b>	<b>2</b>	<b>1</b>
<i>Always</i>	<i>j</i>	<i>Often</i>	<i>Usually</i>	<i>Sometimes</i>	<i>Seldom</i>

Comments:

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2.4

The employee works continually, is a self-starter, and faces challenges with minimal supervision. The employee continues to work at improving the quality of work, and shares ideas on how the system can improve.

Rating

5	4	3	2	1
<i>Always</i>	<i>Often</i>	<i>Usually</i>	<i>Sometimes</i>	<i>Seldom</i>

Comments:

f. \_\_\_\_\_  
 \_\_\_\_\_

~~2.5~~ interpersonal Skills:

~~standard~~ The employee is able to interact with clients and staff members in a friendly, professional and courteous manner.

R a t i n g

5	4	3	2	1
<i>Always</i>	<i>Often</i>	<i>Usually</i>	<i>Sometimes</i>	<i>Seldom</i>

Comments:

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\_\_\_\_\_

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lificrnacs of Ge,sqapegiaq

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### 2.3. Quality of Work:

Work is performed accurately a ii neatly The outcome of the work is thorough and complete.

Ratin

5	4	T	3	2	1
<i>Always</i>	<i>Often</i>	,	<i>Usually</i>	<i>Sometimes</i>	<i>Seldom</i> J

Comments:

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### 2.6. B Quality of Work:

3 ta 110 rd

The employee follows directions, and conducts any needed follow-up to the completed task.

Ratin

5	1	4	1	3	1	2	1	1
<i>Always</i>		<i>Often</i>		<i>Usually</i>		<i>Sometimes</i>		<i>Seldom</i>

Comments:

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2.7. A Cependabiiti/Reliability;

The employee can be counted on to be at work daily and on task.

Rating	4	3	Comments:
<hr/>			

2.7. 3 Dependability/Reliability:

The employee meets his/her responsibilities without fail The deadlines established for tasks are consistently met.

Rating	5	4	3	2	
	<i>Always</i>	<i>Often</i>	<i>Usually</i>	<i>Sometimes</i>	<i>Seldom</i>
Comments:	<hr/>				
<hr/>					

### 2.3 Job Knowledge:

The employee understands and performs job requirements. The specific content knowledge for the job is applied appropriately. The employee shares ideas about the job with others.

<i>Rati</i>	_____		Comments:
	_____	_____	
_____			
_____			
_____			
_____			
_____			
_____			

### 2.9 Creativity:

3standard The employee demonstrates creative problem solving with the various tasks of the job. The employee is able to balance creative thinking with practical application.

s a t i n g  
5 f 4 3 2 1  
Always I Often Usually Sometimes Seldom

Comments:

_____
_____
_____
_____
_____
_____
_____
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*Wicrnacs Gesqapegiag*

2.10 Quantity of Work:

The amount of work performed by this employee on a daily basis is appropriate for the job function.

**Rating**  
\_\_\_\_\_ 5 \_\_\_\_\_ 4 \_\_\_\_\_ 3 \_\_\_\_\_ 2 *Sometimes i*  
Always *Often* *Usually* *Seldom*

**Comments:**

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2.11. A Leadership:

3tatidar: **The employee has a strong working relationship with the staff, and effectively influences others.**

**R a t i n g**  
\_\_\_\_\_ 4 \_\_\_\_\_ 3 \_\_\_\_\_ 2 \_\_\_\_\_ 1  
*Always* *Often* *Usually* *Sometimes* *Seldom*

**Comments:**

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### 2.11.3 Leadership:

The employee projects a positive attitude in the work place and leads by example.

#### Rating

5	4	3	2	1
<i>Always</i>	<i>Frequently</i>	<i>Usually</i>	<i>Sometimes</i>	<i>Seldom</i>

Comments:

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### 2.12.4 Personal

3<sup>rd</sup> standard **The employee willingly**

5	4	3	2	1
<i>Always</i>	<i>Frequently</i>	<i>Usually</i>	<i>Sometimes</i>	<i>Seldom</i>

Comments:

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:2.12. 3 Personal Development:

The employee demonstrates a willingness to take part in in-service training, and to take advantage of opportunities for personal development.

Rating						
5	4	3	2	1		
<i>Always</i>	<i>Often</i>	<i>Usually</i>	<i>Sometimes</i>	<i>Seldom</i>		

Comments:

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# Part ihree: Proficiency Requirements

The purpose of this section is to evaluate the requirements for job proficiency that are specific to management positions. For each of the six proficiencies listed below, the immediate supervisor and the manager must circle the level of proficiency demonstrated by the manager for the period of this evaluation.

3.1 FINANCLSL PLANNING & 8ti DGETLNG: flee manager is able to effectively plan and budget the finances of the program.

Best Practice:

- *Successfully undertakes long term financial planning for program.*
- *Effectively commits resources of staff, funds and time.*
- *Undertakes annual budgetary planning based on community priorities, previous expenditure cycles, and requirements of the funding agencies.*
- *Is able to formulate a balanced or surplus budget, with realistic budget projections.*
- *Meets deadlines for budget planning, approval, and amendments.*

Manager's Level of Proficiency:      — |  
5                      4                      1                      3                      2      —  
Always / Often                      Usually Sometimes Seldom

Comments:  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

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12 HUMAN RESOURCE MANAGEMENT: The manager is able to effectively administer the human resources under his/her supervision.

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**Best Practice:**

- o *Promotes cooperative behavior and team efforts, and strives for maximum team performance.*
- a *Provides employees with the resources needed to attain results.*
  - *Gives clear direction to staff, and maintains high ethical standards.*
  - *Follows human resource policies, and ensures the fair and consistent application of all policies and procedures.*
  - *Effectively deals with resistance to change, and demonstrates credibility.*
- 4 *Undertakes planning with staff, and ensures the accountability of each staff member.*
  - *Effectively resolves conflicts between the individual needs of employees and requirements of the organization.*
  - *Ensures the personal development and individual growth of each staff member through a mutual process of planning and evaluation (performance evaluation system).*
  - *Ensures effective short- and long-term Human Resources planning.*

**Manager's Level of Proficiency:**

<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
<i>Always</i>	<i>Often</i>	<i>Usually</i>	<i>Sometimes</i>	<i>Seldom</i>

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Comments:

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3 PROC, IAM DELIVERY: Ube Inanager is able to provide effective delivery of the program for which be/she is responsible.

est Practice:

- *Maintains a high degree of involvement, and develops success oriented approaches.  
Communicates the program vision to all the stakeholders.*
- *Develops realistic expectations for the program, and ensures that the program meets the needs of the community*
- *Is an important contributor to the success of the program, and remains updated on newest developments in program field.*
- *Optimizes the use of all available resources, and seeks new ideas and approaches.*
- *;dentifies staff development needs to ameliorate program delivery. Develops innovative strategies for implementing program goals and objectives.*
- *Ensures appropriate reporting, and open lines of communication Nith clients, and the community.*

Manager's Level of Proficiency:  
 | 5                      4                      3                      1                      2  
 | Always /              Often ; Usually / Sometimes                      Seldom

Comments:

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5.5 Does the manager have a career plan, or is the manager interested in monitoring *his/her* development in a job-related field?

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**5.6 What specific steps should be taken to meet the manager's career plan or assist in further development in a job-related field?**

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# Part Five: Development

This section is to provide insight for the manager and supervisor to be able to develop a plan of action for the further development of the manager.

5.1 What are the manager's strengths?

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5.2 *In what areas would the manager benefit from further training or orientation?*

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5.3 What upgrading activities were implemented during the evaluation period?

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5.4 What new knowledge should *be* acquired or skills developed to improve the manager's performance in his/her present position or to increase his/her chances of promotion should an opportunity arise?

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## Part Four: Overall Rating

The purpose of this section is to evaluate the manager's overall performance during the period for which the evaluation is made. The immediate supervisor must take into account the performance objectives and criteria already evaluated in the previous sections without averaging them. One or two points that are highly significant to the job may affect the overall evaluation.

**EXCEEDED OBJECTIVES**  
This manager's overall accomplishment exceeds the stated performance objectives in all respects, and demonstrates remarkable potential.

**FULLY SATISFACTORY**  
This manager has fully satisfied all expectations for overall work performance, and has demonstrated propensity for the position held.

**SATISFACTORY**  
This manager has satisfactorily met the overall performance expectations that were required of him/her.

**NEEDS TO IMPROVE**  
Generally this manager has the potential to perform better than has been demonstrated.

**VERY UNSATISFACTORY**  
This manager has not performed to any level of satisfaction, and there may be an impending demotion or dismissal.

**UNABLE TO ASSESS**  
The evaluator is not able to assess this component at this time; reasons will be listed under comments.

COMMENTS:

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**REVIEWER:**

I acknowledge that I have read and reviewed this manager's evaluation prepared by \_\_\_\_\_ in his/her administrative capacity as \_\_\_\_\_

**COMMENTS:**

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
**REVIEWER** \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**DATE:** \_\_\_\_\_

# Part Six: Signatures

## SUPERIOR:

• The manager has been under my supervision for \_\_\_\_\_ months since the last evaluation. I have followed the policy and required procedures *in* performing this evaluation. I have reviewed this evaluation with the manager in a meeting for this purpose on \_\_\_\_\_

**SIGNATURE OF SUPERIOR:** \_\_\_\_\_

**POSITION:** \_\_\_\_\_ **DATE:** \_\_\_\_\_

## MANAGER:

I acknowledge that I have read and discussed this evaluation with my supervisor on \_\_\_\_\_

## COMMENTS:

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**MANAGER:** \_\_\_\_\_

**DATE:** \_\_\_\_\_

3.6 **TIME MANAGEMENT/EFFICIENCY:** the Manager can demonstrate that he/she operates strategically in an efficient and effective manner.

**Best Practice:**

- *Pans daily, weekly and annually.*
- *Establishes strategic plans for future success.*
- *Meets deadlines on a regular basis.*
- *Develops sound contingency plans.*
- *Is able to effectively determine priorities.*
- *Sets realistic time goals, and uses systematic methods to accomplish more in less time.*
- *Uses agenda effectively.*
- *Is punctual, and arrives prepared for meetings.*
- *Delegates for maximum time effectiveness.*

**Manager's Level of Proficiency:**

**Comments:**

5	4
<i>Abu</i>	<i>Of</i>

*Usually So*

*Sold*

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3.5 044(1'0 IL% 1'ION/IDNIINISI Id.A [ION: rhe :Manager is able to demonstrate effective organization skills, and sound administration of the program for which he/she is responsible.

**Best Practice:**

- *Formulates plans and envisions goals for the program.*
- *Communicates effectively in the workplace, and demonstrates strong interpersonal competence.*
- *Gives subordinates the authority needed to effectively carry out delegated responsibilities.*
- *Assembles all available facts before making decisions.*
- *Concentrates on developing solutions to problems.*
- *Ensures that policies and procedures are followed, and initiates new procedures when required.*
- *Networks with other programs and services to ensure efficiency.*
- *Provides punctual and effectual reports on program activities.*
- *Effectively capitalizes on strengths of employees, and utilizes improved technology for administrative support.*
- *Keeps informed of the latest trends and developments, and is committed to his/her professional development.*

**Niana er's Level of Proficienc**

<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
<b><i>Always</i></b>	<b><i>Often</i></b>	<b><i>Usually</i></b>	<b><i>Sometimes</i></b>	<b><i>Seldom</i></b>

Comments:

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# ***Micmacs of Gesgapegiag Band***

P.O. Box 1280, Maria (Quebec) GOC 1Y0

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*Telephone*  
(418) 759-3441

*Fax number*  
(418) 759-5856



# Micmacs of Gesgapegiag First Nation

## Performance Review Evaluation Form Wigatign Ugjit L'gowaganie Gitm'magan

**Identification**  
*Ewitusimg*



### Part One: Job R



Please write in the performance objectives that were selected during the initial meeting with the employee, and sign and date in the space provided on the following page.

*Tali ul metu'n wigen negetl wet gisatmgl tan megnas'gp'pnn amgweseweieg weltesgutjeg l'gowinu. Igtig nipi egt wisun'nm wigen maw tan tesugunig tan tammi telteg wi'gmmn.*

Objective 1: \_\_\_\_\_  
*Wet Gisatmg* \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

Ratin : *Tel itas'*

<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
<b><i>Always</i></b>	<b><i>Often</i></b>	<b><i>Usually</i></b>	<b><i>Sometimes</i></b>	<b><i>Seldom</i></b>
<i>Negow</i>	<i>Gagisg</i>	<i>Apjiw</i>	<i>Egel</i>	<i>Awis</i>

Comments: *Me Gogwei*  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

Objec \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Rating - *Tel itas'*

<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
<b><i>Always</i></b>	<b><i>Often</i></b>	<b><i>Usually</i></b>	<b><i>Sometimes</i></b>	<b><i>Seldom</i></b>
<i>Negow</i>	<i>Gagisg</i>	<i>Apjiw</i>	<i>Egel</i>	<i>Awis</i>

Comments: - *Me Gogwei*  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Objective 3: \_\_\_\_\_  
*Wet Gisatmg* \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Rating - *Tel aitas'*

<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
<b><i>Always</i></b>	<b><i>Often</i></b>	<b><i>Usually</i></b>	<b><i>Sometimes</i></b>	<b><i>Seldom</i></b>
<i>Negow</i>	<i>Gagisg</i>	<i>Apjiw</i>	<i>Egel</i>	<i>Awis</i>

Comments: - *Me Gogwei*  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Objec \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Ratin - *Tel aitas'*

<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
<b><i>Always</i></b>	<b><i>Often</i></b>	<b><i>Usually</i></b>	<b><i>Sometimes</i></b>	<b><i>Seldom</i></b>
<i>Negow</i>	<i>Gagisg</i>	<i>Apjiw</i>	<i>Egel</i>	<i>Awis</i>

Comments: *Me Gogwei*  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Objective 5: \_\_\_\_\_  
*Wet Gisatmg* \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Ratin - *Tel itas'*

<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
<b><i>Always</i></b>	<b><i>Often</i></b>	<b><i>Usually</i></b>	<b><i>Sometimes</i></b>	<b><i>Seldom</i></b>
<i>Negow</i>	<i>Gagisg</i>	<i>Apjiw</i>	<i>Egel</i>	<i>Awis</i>

Comments: *Me Gogwei*  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Objec \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

Rating - *Tel aitas'*

<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
<b><i>Always</i></b>	<b><i>Often</i></b>	<b><i>Usually</i></b>	<b><i>Sometimes</i></b>	<b><i>Seldom</i></b>
<i>Negow</i>	<i>Gagisg</i>	<i>Apjiw</i>	<i>Egel</i>	<i>Awis</i>

Comments: *Me Gogwei*  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

We have met for the initial evaluation meeting, reviewed the job description and have agreed upon the above selected performance objectives as the basis for the Performance Appraisal for \_\_\_\_\_ year.

*Gisi ultesgatieg ugjit amgwesewei mawgitm'magan ugjit tan tel ul lugwei.  
 Gisagnutmeieg ugjit gept'tag ewigasigl l'gowaganel wet gisatmgl angaptas'gtn  
 ugjit..... telipungeg.*

Supervisor: \_\_\_\_\_ Date: \_\_\_\_\_  
*Assusit*

Employee: \_\_\_\_\_ Date: \_\_\_\_\_

**Part Two: Performance Criteria**

Please provide a rating for the employee's performance over the year according to the standard provided for each of the following performance criteria. The rating should be supported by comments in the space provided.

**2.1. A Organizational Skills:**

The employee undertakes effective daily planning, and executes tasks efficiently.

Ratin

<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
<i>Always</i>	<i>Often</i>	<i>Usually</i>	<i>Sometimes</i>	<i>Seldom</i>

Comments:

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**2.1. B Organizational Skills:**

The employee adapts to changes, prioritizes, and also adjusts work priorities as needed.

Ratin

<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
<i>Always</i>	<i>Often</i>	<i>Usually</i>	<i>Sometimes</i>	<i>Seldom</i>

Comments:

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## 2.2 Communication Skills:

The employee communicates appropriately for the job function. The employee is a good listener, and is able to follow directions.

Rating

5	4	3	2	1
<i>Always</i>	<i>Often</i>	<i>Usually</i>	<i>Sometimes</i>	<i>Seldom</i>

Comments:

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## 2.3 Flexibility:

The employee is open-minded and is willing to adapt to different assignments. The employee works continually and maintains a positive attitude under time constraints, multiple assignments, opposition, changing priorities, and different directives. The employee is open to new ways of doing things.

Rating

5	4	3	2	1
<i>Always</i>	<i>Often</i>	<i>Usually</i>	<i>Sometimes</i>	<i>Seldom</i>

Comments:

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**2.4 Initiative:**

The employee works continually, is a self-starter, and faces challenges with minimal supervision. The employee continues to work at improving the quality of work, and shares ideas on how the system can improve.

Ratin

<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
<i>Always</i>	<i>Often</i>	<i>Usually</i>	<i>Sometimes</i>	<i>Seldom</i>

Comments:

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**2.5 Interpersonal Skills:**

The employee is able to Interact with clients and staff members in a friendly, professional and courteous manner.

Ratin

<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
<i>Always</i>	<i>Often</i>	<i>Usually</i>	<i>Sometimes</i>	<i>Seldom</i>

Comments:

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**2.6. A Quality of Work:**

**Work is performed accurately and neatly. The outcome of the work is thorough and complete.**

Ratin

<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
<i>Always</i>	<i>Often</i>	<i>Usually</i>	<i>Sometimes</i>	<i>Seldom</i>

Comments:

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**2.6. B Quality of Work:**

**The employee follows directions, and conducts any needed follow-up to the completed task.**

Ratin

<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
<i>Always</i>	<i>Often</i>	<i>Usually</i>	<i>Sometimes</i>	<i>Seldom</i>

Comments:

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**2.7. A      Dependability/Reliability:**

**The employee can be counted on to be at work daily and on task.**

Ratin

<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
<i>Always</i>	<i>Often</i>	<i>Usually</i>	<i>Sometimes</i>	<i>Seldom</i>

Comments:

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**2.7. B      Dependability/Reliability:**

**The employee meets his/her responsibilities without fail.  
The deadlines established for tasks are consistently met.**

Ratin

<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
<i>Always</i>	<i>Often</i>	<i>Usually</i>	<i>Sometimes</i>	<i>Seldom</i>

Comments:

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## 2.8 Job Knowledge:

The employee understands and performs job requirements. The specific content knowledge for the job is applied appropriately. The employee shares ideas about the job with others.

Rating

5	4	3	2	1
<i>Always</i>	<i>Often</i>	<i>Usually</i>	<i>Sometimes</i>	<i>Seldom</i>

Comments:

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## 2.9 Creativity:

The employee demonstrates creative problem solving with the various tasks of the job. The employee is able to balance creative thinking with practical application.

Rating

5	4	3	2	1
<i>Always</i>	<i>Often</i>	<i>Usually</i>	<i>Sometimes</i>	<i>Seldom</i>

Comments:

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## 2.10 Quantity of Work:

**The amount of work performed by this employee on a daily basis is appropriate for the job function.**

Ratin

<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
<i>Always</i>	<i>Often</i>	<i>Usually</i>	<i>Sometimes</i>	<i>Seldom</i>

Comments:

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**2.11. A Leadership:**

**The employee has a strong working relationship with the staff, and effectively influences others.**

Ratin

<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
<i>Always</i>	<i>Often</i>	<i>Usually</i>	<i>Sometimes</i>	<i>Seldom</i>

Comments:

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**2.11. B Leadership:**

**The employee projects a positive attitude in the work place, and leads by example.**

Ratin

<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
<i>Always</i>	<i>Often</i>	<i>Usually</i>	<i>Sometimes</i>	<i>Seldom</i>

Comments:

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**2.12. A Personal Development:**

**The employee willingly accepts constructive criticism, and internalizes feedback.**

Ratin

<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
<i>Always</i>	<i>Often</i>	<i>Usually</i>	<i>Sometimes</i>	<i>Seldom</i>

Comments:

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**2.12. B Personal Development:**

**The employee demonstrates a willingness to take part in in-service training, and to take advantage of opportunities for personal development.**

Ratin

<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
<i>Always</i>	<i>Often</i>	<i>Usually</i>	<i>Sometimes</i>	<i>Seldom</i>

Comments:

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## Part Three: Overall Rating

The purpose of this section is to evaluate the employee's overall performance during the period for which the evaluation is made. The immediate supervisor must take into account the job related objectives that directly relate to the criteria already evaluated in the previous sections without averaging them. **One or two points that are highly significant to the job may affect the overall evaluation.**

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### **EXCEEDED OBJECTIVES**

- | This employee's overall accomplishment exceeds the job related objectives and criteria in all respects, and demonstrates remarkable potential.

### **FULLY SATISFACTORY**

- | This employee has fully satisfied the job related objectives and criteria for the overall work performance, and has demonstrated a knack for the position held.

### **SATISFACTORY**

- | This employee has satisfactorily met the job related objectives & criteria that were required of him/her.

### **NEEDS TO IMPROVE**

- | Generally this employee has the potential to perform better than has been demonstrated.

### **VERY UNSATISFACTORY**

- | This employee has not performed to any level of satisfaction in the job related objectives and there may be an impending dismissal.

### **UNABLE TO ASSESS**

- | The evaluator is not able to assess this component at this time; reasons will be listed under comments.

STATEMENT OF WORK

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SUPERVISOR'S COMMENTS

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## Part Four: Development

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This section is to provide insight for the employee and supervisor to be able to develop a plan of action for the further development of the employee.

### 4.1 What are the employee's strengths?

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### 4.2 In what areas would the employee benefit from further training or orientation?

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### 4.3 What upgrading activities were implemented during the evaluation period?

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### 4.4 What new knowledge should be acquired or skills developed to improve the employee's performance in his/her present position or to increase his/her chances of promotion?

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**4.5 Does the employee have a career plan, or is the employee interested in furthering his/her development?**

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**4.6 What specific steps should be taken to meet the employee's career plan or assist in further development?**

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**SUPERVISOR:**

The employee has been under my supervision for \_\_\_\_\_ months since the last evaluation. I have followed the policy and required procedures in performing this evaluation. I have reviewed this evaluation with the employee in a meeting for this purpose on \_\_\_\_\_

**SIGNATURE OF SUPERVISOR:** \_\_\_\_\_

**POSITION:** \_\_\_\_\_ **DATE:** \_\_\_\_\_



I acknowledge that I have read and discussed this evaluation with my supervisor  
on \_\_\_\_\_

**COMMENTS:**

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**EMPLOYEE:** \_\_\_\_\_ **DATE:** \_\_\_\_\_

**( REVIEWER**

I acknowledge that I have read and reviewed this employee evaluation prepared  
by \_\_\_\_\_ in his/her administrative capacity as  
\_\_\_\_\_

**COMMENTS:**

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**REVIEWER:** \_\_\_\_\_ **DATE:** \_\_\_\_\_