



ANNUAL PERFORMANCE MANAGEMENT REVIEW

Instructions

Section I | Use the ratings and definitions below to rate the individual's ability to demonstrate the behaviors that support each competency. Provide comments and /or examples to support your ratings. Determine an overall rating for each competency based on the ratings for each behavior.

Outstanding (O)	Serves as a model of excellence in the competency
Exceeds Expectations (EE)	Exhibits significant strength in the competency
Meets Expectation (ME)	Exhibits proficiency in all aspects of the competency
Needs Development (ND)	Exhibits limited proficiency in the competency
Unsatisfactory (U)	Exhibits little or no proficiency in the competency
Not Applicable (NA)	The behavior/competency is not applicable

Section II | Comment on the individual's ability to achieve job responsibilities as well as strengths and weaknesses. For individuals with staff management responsibility, complete the Evaluation of Management Skills section. After the evaluation meeting, both the manager and the individual should sign and date the form and send a copy to Human Resources.



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Section I | Evaluation of Core Competencies

Employee's Name:	Manager's Name:
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Core Competencies

BEHAVIORS	COMMENTS/EXAMPLES	RATING
Competency: COMMUNICATE EFFECTIVELY		
Actively listen to others, ask clarifying questions and check for understanding		___
Communicate clearly, concisely and openly in both verbal and written forms		___
Communicate effectively across organizational levels and functions, filtering messages based on what's most important to the audience (i.e., adapt length, style, language and vehicle)		___
Proactively share knowledge and expertise with others across company		___
Overall Competency Rating: ___		
Competency: DEMONSTRATE TEAMWORK		
Act with an appropriate sense of urgency in response to colleagues' needs and requests		___
Balance own priorities against those of the team to meet requirements		___
Establish and maintain collaborative working relationships with colleagues in different locations and functions		___
Promote trust, productive debate, and open exchange of ideas and diverse perspectives, and demonstrate respect when disagreeing		___
Overall Competency Rating: ___		
Competency: TAKE OWNERSHIP FOR RESULTS		
Do what is necessary, within reason, to ensure objectives are accomplished		___
Ensure that problems that come to his/her attention are resolved, escalating issues, when appropriate, to people who can act on them		___
Be accountable for meeting requirements, fulfilling commitments, and contributing to the team		___
Identify ways to improve existing processes to get better results		___
Show persistence, flexibility and resourcefulness in the face of obstacles and shifting priorities		___
Overall Competency Rating: ___		
Competency: MAKE INFORMED DECISIONS		
Anticipate and plan for obstacles, contingencies and external factors that might affect the outcome		___
Consider organizational strategy, cross-functional interdependencies and longer-term implications when making decisions		___
Gather sufficient data to make timely, fact-based decisions		___
Support decisions that are in the best interests of the business, despite own personal reservations		___
Assess options, risks, and the business context when making critical decisions in complex situations		___
Seek input and support for decisions from people most affected by them, and be prepared to act decisively in the interest of the business		___
Overall Competency Rating: ___		



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Section II | Job Performance: (PLEASE REFER TO THE EMPLOYEE'S JOB DESCRIPTION, IF AVAILABLE, WHEN EVALUATING JOB PERFORMANCE)

Comment and give examples on the employee's ability to perform the responsibilities of their role:

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Comment and give examples of key areas of strength the employee has demonstrated:

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Comment and give examples of key areas for development:

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ONLY APPLICABLE FOR MANAGERS WITH DIRECT REPORTS:

Evaluation of Management Skills (Areas to be considered for evaluation should include: budget management, project management, staff management & development)

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Signatures

Employee's Signature:	Date:
Manager's Signature:	Date: