



HUMAN RESOURCES DEPARTMENT Staffing Action Request Form

H.R. USE ONLY Competition No. []

(Check all appropriate boxes)

- Newly created position
Replacement position within existing budget
Term
Perm
Full-Time
Part-Time (%)
Casual
BCGEU Job Class
P.E.A. Step #
Excluded Pay Grade
Secondment
Extension of Term Until
Incumbent
Employment Status Change
Other

Name of Position:
Start Date:
If Term, End Date:

Name of Staff Person to be replaced and Reason for Replacement:

ADDITIONAL INFORMATION:

[]

REQUESTED BY:

Manager's Name (please print): Title: Signature
Dept./Regional Centre: Telephone:
Date: G. L. Code:

PLEASE ATTACH ANY ADDITIONAL EXPLANATORY MATERIAL AND FAX WITH THIS FORM TO HUMAN RESOURCES AT (604) 682-0725

HR USE ONLY:

BUDGET CONFIRMED
Finance Representative (please print) Signature Date:
STAFFING REVIEW COMMITTEE
Director, Finance & Corporate Services (please print) Signature Date:
Director, Field Operations & Human Resources (please print) Signature Date:
Manager, Human Resources (please print) Signature HR Advisor:

Signing Authorization for
Staff Action Request Forms as of January 2005

Action Requiring a SARF	Managing Lawyer/ Non OMT Manager	OMT Mgr	Originating Director	Mgr HR	Finance Rep	Dir, HR	Dir, Finance	Exec Dir
Regular Positions								
New Regular full – time and Regular part time positions **Must attach EMC minutes approving the new position		X	X	X	X	X	X	X
Replace existing Regular full and part time positions; <i>same duties</i>		X	X	X		X		
Replace existing Regular full and part time positions; <i>change</i> in duties		X	X	X		X		
Increase in full time and part time hours (eg increase from .6 to .8)		X	X	X	X	X		
Term Positions (duration greater than 6 months)								
New Term position		X	X	X	X	X	X	
Replace existing Term position		X	X	X		X		
Extend a term		X	X	X	X	X	X	
Increase in part time term hours (eg increase from .6 to .9)		X		X	X	X	X	
BCGEU Casual Positions (duration less than 6 months)								
New casual position (includes partial FTEs eg 0.5)	X			X				
PEA Auxiliary Positions (duration less than 12 months)								
New auxiliary position		X		X		X		
PEA Casual Positions (variable hours on as needed basis)								
New casual position	X			X				

LEGAL SERVICES SOCIETY

NEW HIRES CHECKLIST

(for HR Dept. Internal Use Only)

Employee Name _____

Dept./Div. _____

Start Date _____

Position _____

		DATE	
		Requested	Returned
DO THE FOLLOWING:			
Confirm start date.....	<input type="checkbox"/>	_____	_____
Employment Letter	<input type="checkbox"/>	_____	_____
Orientation.....	<input type="checkbox"/>	_____	_____
PROVIDE EMPLOYEE WITH THE FOLLOWING FORMS:			
Tax Forms	<input type="checkbox"/>	_____	_____
Employment Equity Form	<input type="checkbox"/>	_____	_____
Employee Confidentiality/Proprietary Rights Agreement.....	<input type="checkbox"/>	_____	_____
Personal Info Form	<input type="checkbox"/>	_____	_____
Code of Ethics Form.....	<input type="checkbox"/>	_____	_____
Client Confidentiality Form.....	<input type="checkbox"/>	_____	_____
Law Society Form (if applicable).....	<input type="checkbox"/>	_____	_____
Criminal Records Check (if applicable).....	<input type="checkbox"/>	_____	_____
Translink Information	<input type="checkbox"/>	_____	_____
Pharmacare Form.....	<input type="checkbox"/>	_____	_____
SLBP/EXBP Form (if applicable)	<input type="checkbox"/>	_____	_____
BENEFIT FORMS:			
BC Medical (MSP)	<input type="checkbox"/>	_____	_____
Extended Health, Dental	<input type="checkbox"/>	_____	_____
Life Insurance	<input type="checkbox"/>	_____	_____
Long Term Disability, AD&D	<input type="checkbox"/>	_____	_____
Pension Plan	<input type="checkbox"/>	_____	_____
UPDATE			
Payroll records.....	<input type="checkbox"/>	_____	_____
Seniority lists	<input type="checkbox"/>	_____	_____
Recognition Lists	<input type="checkbox"/>	_____	_____
Telephone directory	<input type="checkbox"/>	_____	_____
NOTIFY THE FOLLOWING PEOPLE OF NEW HIRE			
Reception	<input type="checkbox"/>	_____	_____
Manager/Director.....	<input type="checkbox"/>	_____	_____
OMT/EMC	<input type="checkbox"/>	_____	_____
IT Helpdesk (Computer security clearance)	<input type="checkbox"/>	_____	_____
Admin Helpdesk (security card, telephone)	<input type="checkbox"/>	_____	_____
Union (if applicable)	<input type="checkbox"/>	_____	_____



**Legal
Services
Society**

Providing legal aid
in British Columbia
since 1979

Suite 400
510 Burrard Street
Vancouver, BC V6C 3A8

Tel: (604) 601-6000

www.lss.bc.ca

ORIENTATION CHECKLIST

EMPLOYEE NAME (Print): _____ DATE: _____
DEPARTMENT/DIVISION: _____ SUPERVISOR: _____

1. **Welcome the new employee to LSS**
2. **Introduce new employee to fellow workers in Department/Division**
 - explain each employee's role and where the new employee fits in
 - handout organization chart/orient to phone directory
 - handout and review LSS mission statement and values
 - explain Harassment Policy, E-mail & Internet Usage Policy, and Employee Confidentiality Policy
3. **Show employee where facilities are located in the building/work site and inform of other facilities/services that are offered by LSS:**

<input type="checkbox"/> washroom	<input type="checkbox"/> mail room
<input type="checkbox"/> emergency exits	<input type="checkbox"/> bulletin boards
<input type="checkbox"/> lunchroom	<input type="checkbox"/> photocopier & printer
<input type="checkbox"/> first-aid room	<input type="checkbox"/> fax machine
<input type="checkbox"/> services room	<input type="checkbox"/> parking
4. **Show employee their workstation, phone and computer**
5. **Inform employee about lunch-break times & take employee to lunch on their 1st day**
6. **Discuss safety rules and regulations and training**
 - as they pertain to the specific work area and job
7. **Discuss with employee access into workplace**
 - keys/security codes
 - contacts and phone numbers
8. **Cover the following points as they pertain to your department**
 - punctuality
 - work clothes/dress
 - prevention of violence in the workplace
 - medical appointments (give appropriate notice)
 - absenteeism
 - sick-time (phone in and let us know)
9. **Schedule follow-up meeting to follow-up with new employee**

Employee Signature

Supervisor Signature

PLEASE COMPLETE AND RETURN TO HUMAN RESOURCES

LEGAL SERVICES SOCIETY BCGEU PROBATIONARY ASSESSMENT REVIEW

Employee: _____ Position: _____
(please print) (please print)

Supervisor: _____ Position: _____
(please print) (please print)

Supervisor Signature

Director/Manager *(Name & Signature)*

Regional Centre/Department: _____ Hire Date: _____
(please print)

Probationary Period:	2 months <input type="checkbox"/>	4 months <input type="checkbox"/>	6 months (Final) <input type="checkbox"/>
Trial Period:	6 weeks <input type="checkbox"/>	3 months (Final) <input type="checkbox"/>	

Please review employee performance in each area considering descriptive definitions and job standards and expectations. Clearly identify observations using specific behavior examples and events for each area.

Note: To tab within each box "Ctrl+Tab"

JOB EXPECTATIONS/STANDARDS	OBSERVATIONS
<p>A) JOB KNOWLEDGE</p> <ul style="list-style-type: none"> • <i>Understands and carries out job functions, builds and maintains knowledge, skills and abilities.</i> • <i>Demonstrates applicable knowledge of the basic standards and qualifications of the position.</i> • <i>Exercises appropriate judgment in carrying out responsibilities in accordance with LSS policies and procedures.</i> 	
<p>B) ORGANIZATION OF WORK AND INITIATIVE DISPLAYED</p> <ul style="list-style-type: none"> • <i>Prioritizes work and knows when to question supervisor regarding priorities.</i> • <i>Produces work that is well organized, complete and meets the required standards within established timelines.</i> • <i>Maintains work in an orderly fashion through the use of established or personal bring-forward systems.</i> • <i>Is prepared, punctual and self-directed.</i> • <i>Monitors situations and responds quickly to issues or problems with corrective or preventative action as they occur.</i> • <i>Generates and/or refines new ideas to improve efficiencies; adapts to change.</i> 	

C) SUBSTANTIVE LEGAL WORK	
<ul style="list-style-type: none"> • <i>Demonstrates an understanding and application of all areas of substantive law for the job.</i> • <i>Tribunal performance - presents ideas in clear, articulate, logical and persuasive manner.</i> • <i>Caseload statistics - meets identified expected standard of opened and closed case files.</i> • <i>Well prepared for tribunal appearances; interviewed witnesses in advance, conducted necessary factual and legal research.</i> • <i>Drafts documents for submission to tribunal including written submissions of argument, and other documents in a concise and persuasive manner.</i> 	
D) INTERPERSONAL, COMMUNICATION AND CLIENT RELATIONS	
<ul style="list-style-type: none"> • <i>Establishes effective working relationships with internal and external contacts by being open, honest, co-operative and treating others fairly.</i> • <i>Works effectively as a team member through co-operation, collaboration, sharing and demonstrating willingness to help others.</i> • <i>Represents LSS in a positive, professional, tactful and diplomatic manner.</i> • <i>Takes responsibility for solving problems and concern within scope of position.</i> • <i>Writes in a complete, clear and concise manner.</i> • <i>Responsive to client needs.</i> 	
E) ACCURACY AND TIMELINESS OF WORK	
<ul style="list-style-type: none"> • <i>Use time productively and efficiently and is prepared and self-directed.</i> • <i>Produces skillful, accurate and quality work within established timelines.</i> • <i>Checks assignments to see that they have been properly completed.</i> 	

**F) DECISION MAKING,
ACCOUNTABILITY AND
RESPONSIBILITY**

- *Attendance record for review period.*
- *Makes timely and effective decisions by analyzing relevant information, considering alternatives and potential consequences, and involving others where appropriate.*
- *Accepts responsibility and accountability for decisions; encourages feedback and accepts constructive criticism in a mature and responsive manner.*
- *Maintains a safe workplace.*

G) LEADERSHIP AND SUPERVISION

- *Sets a professional example, facilitates teamwork and promotes a positive and supportive working environment.*
- *Offers feedback in an effective and timely manner to foster employees' professional development.*
- *Coaches, guides, and motivates others by modeling open, honest, effective communication and teamwork.*
- *Fosters a climate which allows full participation and involves others in decisions that affect them.*
- *Jointly prepares performance management plans, annual performance objectives and training and development plans for each employee supervised.*
- *Delegates work and decision making appropriately; effectively organizes the distribution of workload and competing work demands.*

PERFORMANCE ACHIEVEMENTS

1. *In summary, describe specific achievements and accomplishments made during the review period and overall strengths.*

2. *In summary, describe any areas requiring improvement and/or development.*

3. *Describe any training and/or development opportunities that will assist employee in performing job functions.*

4. *General Comments*

This probationary assessment review has been completed to provide you with feedback on your job performance to help assist you in meeting your job standards and expectations.

Employee Signature (Agree)

Employee Signature (Disagree)

Date

Note: In completing the 2 month and 4 month review please consider the following questions;
- are there any problems that might, if not corrected, cause this employee not to pass probation?
- if yes, what plan is in place to record and correct the problem.

cc. Personnel File, Human Resources Dept

LEGAL SERVICES SOCIETY EXCLUDED PROBATIONARY ASSESSMENT REVIEW

Employee: _____ Position: _____
(please print) (please print)

Supervisor: _____ Position: _____
(please print) (please print)

Supervisor Signature

Director/Manager (Name & Signature)

Regional Centre/Department: _____ Hire Date: _____
(please print)

2 months

4 months

6 month Final

Please review employee performance in each area considering standards and job expectations. Clearly identify observations using specific behavior examples and events for each area.

Note: To tab within each box "Ctrl+Tab"

JOB EXPECTATIONS/STANDARDS	OBSERVATIONS
<p>A) JOB KNOWLEDGE</p> <ul style="list-style-type: none"> • <i>Understands and carries out job functions, builds and maintains knowledge, skills and abilities.</i> • <i>Demonstrates current and applicable technical and professional job knowledge.</i> • <i>Exercises appropriate judgment in carrying out responsibilities in accordance with LSS policies and practices.</i> 	Empty space for observations

**B) INTERPERSONAL,
COMMUNICATION AND CLIENT
RELATIONS**

- *Establishes effective working relationships with internal and external contacts by being open, honest, co-operative and treating others fairly.*
- *Works effectively as a team member through co-operation, collaboration, sharing and demonstrating willingness to help others.*
- *Represents LSS in a positive, professional, tactful and diplomatic manner.*
- *Takes responsibility for solving staff and/or client problems and concerns.*
- *Writes in a complete, clear and concise manner.*

C) LEADERSHIP AND SUPERVISION

- *Sets a professional example, facilitates teamwork and promotes a positive and supportive working environment.*
- *Offers feedback in an effective and timely manner to foster employees' professional development.*
- *Coaches, guides, and motivates others by modeling open, honest, effective communication and teamwork.*
- *Fosters a climate which allows full participation and involves others in decisions that effect them.*
- *Jointly prepares performance management plans, annual performance objectives and training and professional development plans for each employee supervised.*
- *Delegates work and decision making appropriately; effectively manages and organizes the distribution of workload and competing work demands.*

D) PLANNING, ORGANIZATION AND FILE MANAGEMENT

- *Uses time productively and efficiently and is well organized, prepared, punctual, and self-directed.*
- *Produces written work that is well organized complete, and meet the required standards and workload within established timelines.*
- *Monitors situations and responds quickly to issues or problems with corrective or preventative action as they occur.*
- *Generates and/or refines new ideas to improve operational efficiencies and implements new concepts effectively; adapts to change.*
- *Works with minimal supervision and direction and acts independently within job responsibilities and seeks assistance when required.*
- *Maintains a safe workplace.*
- *Maintains files in orderly fashion.*

E) DECISION MAKING, ACCOUNTABILITY AND RESPONSIBILITY

- *Attendance record for review period.*
- *Makes timely and effective decisions by analyzing relevant information, considering alternatives and potential consequences, and involving others where appropriate.*
- *Accepts responsibility and accountability for decisions; encourages feedback and accepts constructive criticism in a mature and responsive manner.*
- *Coordinates goals and objectives with other staff, supervisors, and departments to ensure integration and avoid duplication.*

PERFORMANCE ACHIEVEMENTS

1. *In summary, describe specific achievements and accomplishments made during the review period and overall strengths.*

2. *In summary, describe any areas requiring improvement and/or development.*

3. *Describe any training and/or development opportunities that will assist employee in performing job functions.*

4. *General Comments*

This probationary assessment review has been completed to provide you with feedback on your job performance to help assist you in meeting your job standards and expectations.

Employee Signature (Agree)

Employee Signature (Disagree)

Date

Note: In completing the 4 month and 6 month review please consider the following questions;
- are there any problems that might, if not corrected, cause this employee not to pass probation?
- if yes, what plan is in place to record and correct the problem.

cc. Personnel File, Human Resources Dept

LEGAL SERVICES SOCIETY PEA PROBATIONARY ASSESSMENT REVIEW

Employee: _____ Position: _____
(please print) (please print)

Supervisor: _____ Position: _____
(please print) (please print)

Supervisor Signature

Director/Manager *(Name & Signature)*

Regional Centre/Department: _____ Hire Date: _____
(please print)

Probationary Period: 4 months <input type="checkbox"/> 8 months <input type="checkbox"/> 10 months (Final) <input type="checkbox"/>
Trial Period: 3 months <input type="checkbox"/> 6 months (Final) <input type="checkbox"/>

Please review employee performance in each area considering standards and job expectations. Clearly identify observations using specific behavior examples and events for each area.

Note: To tab within each box "Ctrl+Tab"

JOB EXPECTATIONS/STANDARDS	OBSERVATIONS
<p>A) JOB KNOWLEDGE</p> <ul style="list-style-type: none"> • <i>Understands and carries out job functions, builds and maintains knowledge, skills and abilities.</i> • <i>Demonstrates current and applicable technical and professional job knowledge.</i> • <i>Exercises appropriate judgment in carrying out responsibilities in accordance with LSS policies and practices.</i> 	
<p>B) SUBSTANTIVE LEGAL WORK</p> <ul style="list-style-type: none"> • <i>Demonstrates an understanding and application of all areas of substantive law for the job.</i> • <i>Courtroom performance - presents ideas in clear, articulate, logical and persuasive manner.</i> • <i>Caseload statistics - meets identified expected standard of opened and closed case files and required Duty Counsel.</i> • <i>Well prepared for court; interviewed witnesses in advance, conducted necessary factual and legal research.</i> • <i>Drafts pleadings and other court documents in a concise and persuasive manner.</i> 	

**C) INTERPERSONAL,
COMMUNICATION AND CLIENT
RELATIONS**

- *Establishes effective working relationships with internal and external contacts (Court and Bar) by being open, honest, co-operative and treating others fairly.*
- *Works effectively as a team member through co-operation, collaboration, sharing and demonstrating willingness to help others.*
- *Represents LSS in a positive, professional, tactful and diplomatic manner.*
- *Takes responsibility for solving staff and/or client problems and concerns.*
- *Writes in a complete, clear and concise manner.*
- *Communicates regularly with clients.*
- *Responsive to client needs.*

D) LEADERSHIP AND SUPERVISION

- *Sets a professional example, facilitates teamwork and promotes a positive and supportive working environment.*
- *Offers feedback in an effective and timely manner to foster employees' professional development.*
- *Coaches, guides, and motivates others by modeling open, honest, effective communication and teamwork.*
- *Fosters a climate which allows full participation and involves others in decisions that effect them.*
- *Jointly prepares performance management plans, annual performance objectives and training and professional development plans for each employee supervised.*
- *Delegates work and decision making appropriately; effectively manages and organizes the distribution of workload and competing work demands.*

E) PLANNING, ORGANIZATION AND FILE MANAGEMENT

- *Uses time productively and efficiently and is well organized, prepared, punctual, and self-directed.*
- *Produces written work that is well organized complete, and meet the required standards and workload within established timelines.*
- *Monitors situations and responds quickly to issues or problems with corrective or preventative action as they occur.*
- *Generates and/or refines new ideas to improve operational efficiencies and implements new concepts effectively; adapts to change.*
- *Works with minimal supervision and direction and acts independently within job responsibilities and seeks assistance when required.*
- *Maintains a safe workplace.*
- *Maintains files in orderly fashion.*
- *Maintains an effective BF and limitation reminder system,*
- *Timekeeping, statistics are in accordance with LSS requirements.*
- *Maintains written documentation of contact with clients and others.*

F) DECISION MAKING, ACCOUNTABILITY AND RESPONSIBILITY

- *Attendance record for review period.*
- *Makes timely and effective decisions by analyzing relevant information, considering alternatives and potential consequences, and involving others where appropriate.*
- *Accepts responsibility and accountability for decisions; encourages feedback and accepts constructive criticism in a mature and responsive manner.*
- *Coordinates goals and objectives with other staff, supervisors, and departments to ensure integration and avoid duplication.*

PERFORMANCE ACHIEVEMENTS

1. *In summary, describe specific achievements and accomplishments made during the review period and overall strengths.*

2. *In summary, describe any areas requiring improvement and/or development.*

3. *Describe any training and/or development opportunities that will assist employee in performing job functions.*

4. *General Comments*

This probationary assessment review has been completed to provide you with feedback on your job performance to help assist you in meeting your job standards and expectations.

Employee Signature (Agree)

Employee Signature (Disagree)

Date

Note: In completing the 4 month and 8 month review please consider the following questions;
- are there any problems that might, if not corrected, cause this employee not to pass probation?
- if yes, what plan is in place to record and correct the problem.

cc. Personnel File, Human Resources Dept

LEGAL SERVICES SOCIETY

PERFORMANCE PLANNING & REVIEW FORM Employee Appraisal

OBJECTIVES

The Performance Planning & Review Program has been designed to:

- *Link individual, departmental and organizational goals and objectives.*
- *Document and recognize the achievement of individual objectives and performance.*
- *Encourage open and frank communication between employees and their supervisors.*

It is an opportunity for employees and supervisors to:

- *Recognize work achievements.*
- *Identify ways to enhance performance and increase effectiveness.*
- *Discuss needs, desires and opportunities for career development.*
- *Document employee performance.*

POLICY STATEMENT

It is the policy of the Legal Services Society that a Performance Management Program will be utilized to document the achievement of individual objectives and performance.

The Performance Management Process will be initiated by the immediate supervisor or at the supervisory level as a communication tool to document an employee's performance, highlight their achievements and assist in identifying future career aspirations.

The Performance Management process will consist of three major stages – the setting of performance goals; ongoing informal and formal reviews; and an annual formal documentation of performance. It is a cycle of planning, developing, and reviewing to ensure that employees are provided with the right information to assist them in continuously improving their performance. It allows for discussion of the work done during the review period and provides an opportunity to plan for future performance objectives.

Note: to tab within any text box hit "Ctrl + Tab"

SECTION TWO - PERFORMANCE PLANNING WORKSHEET

Based on performance expectations and current job responsibilities, establish a set of goals for the employee to work towards over the next 12 months.
 Note: to tab within each text box hit "Ctrl + Tab"

<u>GOALS</u> Specific Goals to Achieve	<u>ACTIVITIES/RESOURCES</u> What do you need to do to achieve this goal and what resources?	<u>MEASUREMENTS</u> How will you know you have achieved this goal?	<u>COMPLETION</u> Target Completion Date

GOALS <i>Specific Goals to Achieve</i>	ACTIVITIES/RESOURCES <i>What do you need to do to achieve this goal and what resources?</i>	MEASUREMENTS <i>How will you know you have achieved this goal?</i>	COMPLETION <i>Target Completion Date</i>

<p>GOALS Specific Goals to Achieve</p>	<p>ACTIVITIES/RESOURCES What do you need to do to achieve this goal and what resources?</p>	<p>MEASUREMENTS How will you know you have achieved this goal?</p>	<p>COMPLETION Target Completion Date</p>

SECTION THREE- TRAINING AND DEVELOPMENT

1. What training, support, and direction were completed to assist you in meeting the goals set out for the last review period?

2. What training and/or development opportunities will assist you to achieve your goals for the next review period?

PART D – Comments

PERFORMANCE REVIEW COMMENTS

If on Probation/Trial Period:

- Confirm Appointment
- Does not meet Probationary/Trial Requirements

PERFORMANCE REVIEW

I have received a copy of this documentation; read all sections, and I

- Agree
- Disagree

Employee's Comments (optional)

PROCESS FOR SIGNATURE/REVIEW OF PERFORMANCE PLANNING & REVIEW FORM (PPRF):

Upon completion of the review, both the employee and supervisor sign the completed PPRF. The supervisor's supervisor will confirm their review of the PPRF by signing below. The supervisor and employee will each keep a copy of the PPRF for their personal records and send the original to Human Resources.

Employee Name: _____ Signature: _____ Date: _____

Supervisor Name: _____ Signature: _____ Date: _____

Confirmation of Review by Supervisor's Supervisor:

Name: _____ Signature: _____ Date: _____

Distribution:

- Supervisor Copy
- Employee Copy
- Original forwarded to Employee's Personnel File, Human Resources Department

N:\HumanResources\Performance Management\PERFORM FORM.doc

**LEGAL SERVICES SOCIETY
PERFORMANCE PLANNING, REVIEW & APPRAISAL**

OBJECTIVES:

- Measure success and achievement of objectives and performance goals;
- Recognize work achievements and provide feedback;
- Identify personal needs, desires and opportunities for career development;
- Identify objectives and performance goals for next review period.

INFORMATION:

NAME: _____

POSITION: _____

Review Period: _____

Supervisor's Name: _____

Supervisor's Supervisor Name: _____

Employee Signature

Supervisor Signature

Supervisor's Supervisor Signature

Date: _____

Cover Note:

[The cover note section is optional. If there are special circumstances or background information that is relevant and/or needed to put the performance review in context, then this is where it should be noted. If not, then this section is not needed].

(A) - Performance goals and strategic objectives:

During the review period (insert employees name), accomplished the following goals, strategic objectives, day to day operational requirements, initiatives and projects:

(B) - Skill Assessment

[When completing this section, refer to Appendix "A" as a guide to answer the bullet points raised within each of the headings, when providing your assessment comments.]

Job Knowledge:

Interpersonal and Communications:

Leadership and Supervision:

Planning and Organization:

Decision Making, Accountability and Responsibility:

(C) - Training and Development Accomplishments during review period

(D) – Areas for Development – *In summary, describe any areas requiring improvement and/or development.*

(E) – Overall Comments – *Describe specific achievements and accomplishments and overall strengths.*

(F) - Employee Comments

(G) - Performance Goals and strategic objectives for next review period:

(H) - Training and Development opportunities for next review period:

APPENDIX "A"

(A) JOB KNOWLEDGE

- Understands and carries out job functions, builds and maintains knowledge, skills and abilities;
- Demonstrates current and applicable technical and professional job knowledge;
- Exercises appropriate judgment in carrying out responsibilities in accordance with LSS policies and practices.

(B) INTERPERSONAL, COMMUNICATION AND CLIENT RELATIONS

- Establishes effective working relationships with internal and external contacts by being open, honest, cooperative and treating others fairly;
- Works effectively as a team member through cooperation, collaboration, sharing and demonstrating willingness to help others;
- Represents LSS in a positive, professional, tactful and diplomatic manner;
- Takes responsibility for solving staff and/or client problems and concerns;
- Writes in a complete, clear and concise manner.

(C) LEADERSHIP AND SUPERVISION

- Sets a professional example, facilitates teamwork and promotes a positive and supportive working environment;
- Offers feedback in an effective and timely manner to foster employees' professional development;
- Coaches, guides, and motivates others by modeling open, honest, effective communication and teamwork;
- Fosters a climate which allows full participation and involves others in decisions that effect them;
- Jointly prepares performance management plans, annual performance objectives and training and professional development plans for each employee supervised;
- Delegates work and decision-making appropriately; effectively manages and organizes the distribution of workload and competing work demands.

(D) PLANNING, ORGANIZATION AND FILE MANAGEMENT

- Uses time productively and efficiently and is well organized, prepared, punctual, and self-directed;
- Produces written work that is well organized, complete and meets the required standards and workload within established timelines;
- Monitors situations and responds quickly to issues or problems with corrective or preventative action as they occur;
- Generates and/or refines new ideas to improve operational efficiencies and implements new concepts effectively; adapts to change;
- Works with minimal supervision and direction and acts independently within job responsibilities and seeks assistance when required;
- Maintains a safe workplace;
- Maintains files in orderly fashion.

(E) DECISION-MAKING, ACCOUNTABILITY AND RESPONSIBILITY

- Attendance record for review period;
- Makes timely and effective decisions by analyzing relevant information, considering alternatives and potential consequences, and involving others where appropriate;
- Accepts responsibility and accountability for decisions; encourages feedback and accepts constructive criticism in a mature and responsive manner;
- Coordinates goals and objectives with other staff, supervisors, and departments to ensure integration and avoid duplication.