

Name:	Click here to enter text.		Job Title:	Click here to enter text.	
Date:	Click here to enter a date.	Employee #:	Click here to enter number.	Department #:	Click here to enter number

Corporate / Department Goals					
(Please review the department's performance goals for the year)					
Performance Goals					
(Goals should be aligned with the corporate and departmental goals; should be no more than 10 and stated in "SMART" terms. They may be ongoing goals which are assigned each year or projects which form a significant performance expectation on the year.)					
Performance Goal		Weight of Goal %	Mid-term Status / Comments	Rating	Evidence for Rating / Comments
Goal 1	Click here to enter text.	Enter percentage here	Click here to enter text.	Choose rating	Click here to enter text.
Goal 2	Click here to enter text.	Click here to enter text.	Click here to enter text.	Choose rating	Click here to enter text.
Goal 3	Click here to enter text.	Click here to enter text.	Click here to enter text.	Choose rating	Click here to enter text.
Goal 4	Click here to enter text.	Click here to enter text.	Click here to enter text.	Choose rating	Click here to enter text.
Goal 5	Click here to enter text.	Click here to enter text.	Click here to enter text.	Choose rating	Click here to enter text.
Goal 6	Click here to enter text.	Click here to enter text.	Click here to enter text.	Choose rating	Click here to enter text.
Goal 7	Click here to enter text.	Enter percentage here	Click here to enter text.	Choose rating	Click here to enter text.
Goal 8	Click here to enter text.	Enter percentage here	Click here to enter text.	Choose rating	Click here to enter text.
Goal 9	Click here to enter text.	Enter percentage here	Click here to enter text.	Choose rating	Click here to enter text.
Goal 10	Click here to enter text.	Enter percentage here	Click here to enter text.	Choose rating	Click here to enter text.
Development Plan					
Development Goal ("SMART" terms)			How? (Plans, Resources, Opportunities)	Mid-term Status / Comments	End of Year Status / Comments

Goal 1	Click here to enter text.	Click here to enter text.	Click here to enter text.	Click here to enter text.
Goal 2	Click here to enter text.	Click here to enter text.	Click here to enter text.	Click here to enter text.
Goal 3	Click here to enter text.	Click here to enter text.	Click here to enter text.	Click here to enter text.

Leadership Competencies Strategic Implementation III Level				
Leadership Competencies	Level Immediate Manager	Level Self	Level Others	Behavioural Examples – Immediate Manager
Business Acumen: The ability to understand the business implications of opportunities and decisions, and to implement successful business strategies to improve organizational performance. <ol style="list-style-type: none"> Not at level 1 Possesses basic knowledge of business Incorporates business fundamentals Understands the internal and external environment Applies broader business metrics Demonstrates strategic agility Directs the organization 	Enter Competency level exhibited	Competency Level	Competency level	Click here to enter text.
Judgment and Decision Making: The ability and willingness to make sound decisions involving varied levels of complexity, ambiguity and risk, and considering the impact of decisions on various individuals or groups. <ol style="list-style-type: none"> Not at level 1 Gathers information to make basic decisions Assimilates and interprets data to make decisions Develops alternatives in making complex decisions Formulates a "big picture" understanding Evaluates long-term business impact 	Enter Competency Level exhibited	Competency Level	Competency Level	Click here to enter text.
Strategic Orientation: The ability to understand the business implications of decisions on one’s role, and link daily work to the organization’s strategy. <ol style="list-style-type: none"> Not at level 1 Understands and aligns actions with strategic goals Thinks in strategic (future-oriented) terms Understands external impact on internal strategy Incorporates complex factors into a strategy 	Enter Competency Level Exhibited	Competency Level	Competency Level	Click here to enter text.
Collaboration: The ability to work and communicate collaboratively within City of Greater Sudbury to create alignment within and across teams and groups. <ol style="list-style-type: none"> Not at level 1 Is willing to help Collaborates within one's area Collaborates beyond one's area Enables organizational collaboration Acts for the enterprise 	Enter Competency level exhibited	Competency Level	Competency Level	Click here to enter text.
Driving for Results: The personal drive to achieve results, and the ability to focus one’s attention on accomplishing key objectives and positive outcomes for oneself, one’s team and the business. <ol style="list-style-type: none"> Not at level 1 Achieves or exceeds performance expectations Establishes own standard to maximize performance Sets and works to meet challenging goals Makes cost-benefit analyses Drives the business forward 	Enter Competency level exhibited	Competency Level.	Competency Level	Click here to enter text.
Impact and Influence: The ability to persuade, convince, influence or gain the commitment of others to get them to accept a point of view, adopt a specific direction, commit to an idea, or take a course of action. <ol style="list-style-type: none"> Not at level 1 Uses direct persuasion Adapts actions or words to persuade Uses customized influence strategies Uses complex indirect influence strategies Uses highly sophisticated influence strategies 	Enter Competency level exhibited	Competency Level	Competency Level	Click here to enter text.
Organizational Awareness: The ability to learn and understand the key relationships, diverse interest groups and power bases within one’s own and other organizations, as well as in the wider community. <ol style="list-style-type: none"> Not at level 1 Understands and uses the formal structure Understands and uses informal structures/networks Understands climate and culture Understands organizational politics Understands long-term organizational issues 	Enter Competency level exhibited	Competency Level	Competency Level	Click here to enter text.

Leadership Competencies Strategic Implementation III Level				
Leadership Competencies	Level Immediate Manager	Level Self	Level Others	Behavioural Examples – Immediate Manager
Building Organizational Capability: Building the organization's capability to produce and sustain results and to ensure the talent is in place to meet future business needs. <ul style="list-style-type: none"> 0. Not at level 1 1. Staffs strategically 2. Builds bench strength 3. Develops future capability 4. Builds organizational capability 	Enter Competency level exhibited	Competency Level	Competency Level	Click here to enter text.
Building Partnerships: The ability to build and maintain reciprocal, strategic relationships with networks of internal and external stakeholders who may assist in attaining the organization's goals. <ul style="list-style-type: none"> 0. Not at level 1 1. Build or maintains rapport 2. Actively seeks input/participation from stakeholders 3. Builds a local network for business benefit 4. Strategically networks for the organization 	Enter Competency level exhibited	Competency Level	Competency Level	Click here to enter text.
Holding Self and Others Accountable: Expecting the best from oneself and others by establishing appropriate levels of responsibility, holding people to account for delivery of objectives, and implementing controls to ensure compliance. <ul style="list-style-type: none"> 0. Not at level 1 1. Provides clear directions 2. Expects excellence and demands high performance 3. Monitors performance and gives corrective feedback 4. Acts to address performance issues 5. Promotes a high performance culture 	Enter Competency level exhibited	Competency Level	Competency Level	Click here to enter text.
Leadership: The ability to inspire others to work toward common goals by engaging and empowering them. It involves providing inspiration, clarity and direction through a compelling vision of the future. <ul style="list-style-type: none"> 0. Not at level 1 1. Manages and informs the team 2. Optimizes team effectiveness 3. Obtains resources and takes care of the team 4. Acts as a credible leader 5. Communicates a compelling vision 6. Galvanizes the organization around a vision 	Enter Competency level exhibited	Competency Level	Competency Level	Click here to enter text.

Accountabilities		
Accountabilities	Rating	Comments
Plan for and monitor progress of the Organization toward its Vision for the future.	Choose a rating	Click here to enter text.
Communicate broadly about the key strategies for the organization in the 5-10 year time horizon (i.e. work that spans the duration of more than one Council.)	Choose a rating	Click here to enter text.
Apply strategic thinking and business knowledge of the environmental influences that could interrupt progress toward organizational goals.	Choose a rating	Click here to enter text.
Lead and communicate significant organization wide changes	Choose a rating	Click here to enter text.
Declare organizational priorities especially as they pertain to the interactions between Departments that cause undesired outcomes and impact service levels.	Choose a rating	Click here to enter text.
Assess potential and manage the talent pool of resources who could reasonably fill Level Four roles in the future.	Choose a rating	Click here to enter text.
Maintain an awareness of performance issues at Level Three, review and decide removal from role.	Choose a rating	Click here to enter text.
Assess, develop and manage the performance of direct reports	Choose a rating	Click here to enter text.

Eligibility for Merit Increase

☐ YES
 ☐ NO

Based on the Employee's performance I recommend they be approved for an annual merit increase

☐ A merit increase is not applicable as this individual is at their maximum step

Comments

Employee Comments

Click here to enter text.

Manager Comments

Click here to enter text.

Signatures

Direct Manager's Signature

Employee's Signature