

MUNICIPALITY OF THE DISTRICT OF ARGYLE POLICY AND ADMINISTRATION MANUAL	REFERENCE NUMBER _____
SECTION ADMINISTRATION	SUBJECT EVALUATION

1. APPLICATION

- 1.1. This policy applies to all full time, salaried, non-hourly paid, permanent employees of the Municipality.
- 1.2. All employees will be subject to a probationary performance review during their probationary period employment and subsequent annual performance reviews that are benchmarked against previously determined goals and objectives set for them.

2. PURPOSE

2.1. The purpose of this policy is to:

- a) establish a consistent, systematic and fair review of each employee's performance.
- b) encourage employees to continually consider their own work performance and to set personal performance standards and goals.
- c) assist in identifying specific requirements for the on-going training and development of individual employees.
- d) encourage the use of a performance evaluation system as a means of determining whether or not salary adjustments are warranted.

3. RESPONSIBILITIES

3.1. The Council is responsible for:

- a) initial approval of this policy and for approving any future changes or amendments that may be made in content or direction;
- b) carrying out the annual performance evaluation of the Chief Administrative Officer in accordance with a process that has been approved by Council. See Appendix "A", attached herewith.

3.2. Department heads/supervisors are responsible for:

- a) provide ongoing feedback, coaching and training to their employees throughout the year;
- b) ensure performance reviews are conducted according to policy; and,
- c) address performance issues as they occur and in a timely manner.

3.3. The Chief Administrative Officer, along with human resource position is responsible for:

- a) overall implementation and maintenance of the Performance Evaluation Policy;
- b) providing consultation and direction on more serious employee performance issues.

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- c) monitoring effectiveness of the performance evaluation process and recommending necessary additions, deletions, or modifications to the Policy where considered appropriate;
- d) conducting informal and formal performance evaluations. The informal approach will be an ongoing process whereby the Chief Administrative Officer and supervisory employees provide continuous feedback to those individuals for whom they are directly responsible.
- e) The formal approach will involve at least one performance review for each municipal employee, conducted at specific times on an annual basis. The reviews will be formally documented by way of using the Employee Performance Evaluation Form. See Appendix “B”, attached herewith.

4. PROBATIONARY PERFORMANCE REVIEW

- 4.1. All employees will be subject to a probationary performance review during their probationary period employment and subsequent annual performance reviews that are benchmarked against previously determined goals and objectives set for them.
- 4.2. All new employees are classified as “probationary employees” during first six (6) months of employment.
- 4.3. The Municipality reserves the right to waive or extend probationary review periods for certain positions and/or individuals.
- 4.4. Employees on a probationary review period will receive a probationary performance review anytime during his/her probationary period, but no later than 2 weeks prior to the end of the probationary period.
- 4.5. If the Supervisor believes, at any time during the probationary review period, the new employee is not suitable to or capable of performing the job, it is in the best interest of the new employee and Municipality to end the employment relationship.

5. ANNUAL PERFORMANCE REVIEW

- 5.1. Employees will be made aware of the performance evaluation process.
- 5.2. The employee's department head/supervisor will formally record a performance rating using the Employee Performance Evaluation Form adopted for use with this Policy (see Appendix B).
- 5.3. The department head/supervisor will discuss the employee's performance evaluation rating with the employee in order to reinforce an ongoing mutual understanding between the employee and the supervisor.
- 5.4. The annual performance review will:

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- a) recognize the accomplishments made by the employee throughout the year;
- b) establish new goals and objectives that align with the strategic plan and department goals for the upcoming year;
- c) identify additional training to develop the employee's skills so he/she may achieve his/her full potential within the organization;
- d) provide the employee with an opportunity to give optional feedback regarding his/her own performance and career aspirations;
- e) identify the suitability of the employee for additional responsibilities or future career.
- f) identify short term work goals which the employee should attempt to achieve and long-term career objectives of the employee.
- g) establish the need for a performance improvement plan for an employee who needs to work on competencies that are not meeting expectations.
- h) The formal evaluation form will be signed by the employee and department head/supervisor following the interview and discussion. A signed copy will be maintained in the employee's personnel file.

5.5. Appeals:

- a) Employees who feel that their overall rating does not represent a true evaluation of their performance over the review period should try to resolve these differences with their supervisor.
- b) If a satisfactory consensus cannot be reached between employee and supervisor, the employee shall be given the opportunity to express his or her concerns in writing and a copy of the written concerns shall be maintained in the employee's personnel file for any future eventuality.

5.6. Effect on Salary:

- a) It is important that changes in salary/wage rates be directly tied to the ongoing process of performance evaluation:
 - 5.6.a.1. Employees receiving a satisfactory evaluation rating will be eligible for annual salary increments that may be approved by Municipal Council.
 - 5.6.a.2. Employees receiving an unsatisfactory evaluation rating will not be eligible for a salary increment until such time as the employee (s) supervisor is of the opinion that the employee has addressed the evaluation concerns and there has been a noticeable positive change in the performance of the employee. The salary adjustment will be subject to approval of the Chief

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Administrative Officer and may be pro-rated according to the months remaining in the fiscal year.

5.7. Retention of Performance Evaluation Records:

- a) Following completion (including signatures), one copy of the evaluation shall be placed in the employee's personnel file and a copy shall be given to the employee.

5.8. Definitions of Performance Rating:

- a) **E – Exceeds Standards:** Performance consistently surpasses all standards of the job. Regularly contributes beyond job responsibilities (98% to 100% of the time).
- b) **FM – Fully Meets Standards:** Performance consistently meets job standards. In some areas, performance may exceed the standard, whereas in other areas, it may occasionally fall short; however, the overall performance is solid (76% to 97% of the time).
- c) **PM – Performance meets most standards but not all.** However, all job standards that are crucial for carrying out the duties of this position are being met. With supervisory coaching and assistance, performance can be improved to required level (65% to 75% of the time).
- d) **DN – Does not meet Standards:** Performance consistently fails to meet requirements and requires immediate and significant improvement. Constantly requires special supervisory attention and direction. Job standards that are crucial for carrying out the duties of this position are not being met (less than 65% of the time).
- e) **NA – Not applicable:** Does not apply.

NOTE: This template is meant to provide a recap of an employee's past performance and future goals. Its intent is not to introduce new performance information since an employee's performance is to be managed throughout the year.

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APPENDIX A

**CHIEF ADMINISTRATIVE OFFICER (CAO) EVALUATION FORM
MUNICIPALITY OF THE DISTRICT OF ARGYLE**

CAO Name: _____	
Performance Period From: _____	To: _____
Type of Evaluation: <input type="checkbox"/> Annual <input type="checkbox"/> Probationary <input type="checkbox"/> Other _____	
How long employee in position? _____ How long Supervisor supervising him/her? _____	
<u>INTRODUCTION</u>	
<p>Performance evaluation is a process that involves communicating to an employee how he or she is considered to be performing on the job and what can be done to improve the level of desired performance. Performance evaluations should always be undertaken in a spirit of cooperation, trust, and honesty and can be a very effective means of developing an organizational climate that beneficial to both the employee and the employer. The formal performance evaluation can serve as a basis for discussion on salary adjustments.</p> <p>In addition to a formal review, Council should engage the CAO in regular, ongoing discussion with a view to identifying areas of strength, weakness, performance expectations and goals.</p>	
<u>Performance Ratings</u>	
<p>E - Exceeds Standards: Performance consistently surpasses all standards of the job. Regularly contributes beyond job responsibilities (98% to 100% of the time).</p> <p>FM - Fully Meets Standards: Performance consistently meets job standards. In some areas, performance may exceed the standard, whereas in other areas, it may occasionally fall short: however, the overall performance is solid (76% to 97% of the time).</p> <p>PM - Performance meets most standards but not all. However, all job standards that are crucial for carrying out the duties of this position are being met. With coaching and assistance, performance can be improved to required level (65% to 75% of the time).</p> <p>DN - Does not meet Standards: Performance consistently fails to meet requirements and requires immediate and significant improvement. Constantly requires special attention and direction. Job standards that are crucial for carrying out the duties of this position are not being met (less than 65% of the time).</p> <p>NA - Not applicable: Does not apply.</p>	

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Note:

This template is meant to provide a recap of the CAO's past performance and future goals. Its intent is not to introduce new performance information since the CAO's performance is to be managed throughout the year.

Summary of Overall Performance including accomplishment of Goals

Council to provide a summary of the CAO's performance over the past year that includes key strengths and accomplishments as well as opportunities for improvement.

Comments:

Key Competencies

Read each key competency that a CAO needs in order to successfully perform his/her job. If you choose PM or DN for one of the key competencies you must explain your reason in the comments section; otherwise, filling in the comments section is optional. Rate each competency according to the description provided above and mark irrelevant competencies as NA.

1. Job Knowledge

- | | |
|---|--|
| a. Knowledge: Has full knowledge of job responsibilities and work routines and possesses the necessary knowledge to effectively perform required job tasks. Maintains personal skill level by keeping abreast of current developments standards and regulations. | <input type="checkbox"/> E <input type="checkbox"/> FM <input type="checkbox"/> PM <input type="checkbox"/> DN <input type="checkbox"/> NA |
| b. Quality of Work: Ensures that all work completed is professional, accurate and meets council needs as well as quality standards. Resilient when responding to situations that are not going well and takes initiatives to make improvements. Understands the importance of confidentiality. | <input type="checkbox"/> E <input type="checkbox"/> FM <input type="checkbox"/> PM <input type="checkbox"/> DN <input type="checkbox"/> NA |
| c. Fiscal Responsibility: Ensure taxpayer's money is spent in the best interest of the community and Municipality (for those employees who participate in purchasing or budget management). | <input type="checkbox"/> E <input type="checkbox"/> FM <input type="checkbox"/> PM <input type="checkbox"/> DN <input type="checkbox"/> NA |

Comments:

2. Interpersonal Abilities

- | | |
|--|--|
| a. Communications: Demonstrates effective communication skills with clients, Council and other employees. Actively listens to others. Is customer-focused. Communicates ideas and information with clarity, tactfulness and diplomacy. Presents and/or documents issues which are logically and factually developed. Goes to the source for information, does not listen to rumors or speculates. Negotiates effectively. | <input type="checkbox"/> E <input type="checkbox"/> FM <input type="checkbox"/> PM <input type="checkbox"/> DN <input type="checkbox"/> NA |
| b. Stakeholder Engagement: Identifies opportunities to collaborate, promote teamwork, encourage volunteerism and emphasize effective communication with all stakeholders. | <input type="checkbox"/> E <input type="checkbox"/> FM <input type="checkbox"/> PM <input type="checkbox"/> DN <input type="checkbox"/> NA |
| c. Teamwork: Achieves results with and through others. Openly shares information and knowledge. Demonstrates a willingness to work with and assist others to accomplish goals and achieve results. This area also includes ability to get along with co-workers, supervisor(s) and the public. | <input type="checkbox"/> E <input type="checkbox"/> FM <input type="checkbox"/> PM <input type="checkbox"/> DN <input type="checkbox"/> NA |

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d. Flexibility/Adaptability: Remains flexible and willing to learn additional duties and assist in other areas as required. Embraces and adapts to changes that may include deferring or eliminating initiatives in response to changing circumstances.	<input type="checkbox"/> E <input type="checkbox"/> FM <input type="checkbox"/> PM <input type="checkbox"/> DN <input type="checkbox"/> NA
e. Leadership: Leads by example. Identifies opportunities for improvement. Recognizes and works to improve personal weaknesses. Motivates others. Accepts responsibility and develops trust and credibility. Has ability to coordinate and manage staff.	<input type="checkbox"/> E <input type="checkbox"/> FM <input type="checkbox"/> PM <input type="checkbox"/> DN <input type="checkbox"/> NA
f. Self-Awareness: Demonstrates self-awareness and implements strategies that results in maintained or increased personal effectiveness.	<input type="checkbox"/> E <input type="checkbox"/> FM <input type="checkbox"/> PM <input type="checkbox"/> DN <input type="checkbox"/> NA

Comments:

3. Productivity/Achieving Results

a. Planning/Organizing: Analyzes work, recognizes priorities, establishes goals and develops plan of action to optimize the use of time and resources to ensure the effective completion of tasks. Holds self-accountable to achieve desired results.	<input type="checkbox"/> E <input type="checkbox"/> FM <input type="checkbox"/> PM <input type="checkbox"/> DN <input type="checkbox"/> NA
b. Critical/Analytical Decision-Making: Gathers pertinent information. Analyzes and evaluates information or situation as appropriate. Formulates action to achieve the best solution in a timely manner. Makes clear, consistent, transparent decisions. Weeds out irrelevant information.	<input type="checkbox"/> E <input type="checkbox"/> FM <input type="checkbox"/> PM <input type="checkbox"/> DN <input type="checkbox"/> NA
c. Initiative: Initiates and promotes ideas and plans of action to support the organization's needs. Is innovative, creatively thinking and collaborating with others to determine how best to achieve results.	<input type="checkbox"/> E <input type="checkbox"/> FM <input type="checkbox"/> PM <input type="checkbox"/> DN <input type="checkbox"/> NA
d. Quantity of Work: Handles an appropriate volume of work for the specific job function and ensures that all tasks are completed in a timely and efficient manner.	<input type="checkbox"/> E <input type="checkbox"/> FM <input type="checkbox"/> PM <input type="checkbox"/> DN <input type="checkbox"/> NA
e. Reliability: Ability to perform and maintain his/her duties in routine circumstances, as well as unexpected circumstances.	<input type="checkbox"/> E <input type="checkbox"/> FM <input type="checkbox"/> PM <input type="checkbox"/> DN <input type="checkbox"/> NA

Comments:

Additional Municipal Support

Additional Municipal support such as special projects or committee work (e.g. EMO, OH&S, WEP, Wellness) or other activities as work commitments allow, that make the municipality a better place to work. This includes participation in Municipal activities.

Comments:

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Goals and Objectives established at Previous Evaluation

How have goals and objectives established last year been met?

Last Evaluation's Goal	Y/N	Comments
1.		
2.		
3.		

Goals and Objectives established for next Evaluation

Identify opportunities for improvement that will assist the CAO in their present job function and/or prepare them for other responsibilities, which may arise. Activities may be developmental or training in nature and may include work assignments, training courses or other developmental activities. These goals may be long term (3+ years) or short term goals.

Goal	Plan of Action	Timing
1.		
2.		
3.		

Professional Development and Training Recommendations

Identify further training or professional development that is required to fulfill the current or future goals of this position (attach page if necessary)

1.
2.
3.

CAO Comments:

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Certification:

This section is to be signed after the performance evaluation results have been documented. The employee's signature indicates the supervisor reviewed this evaluation with him/her and does not necessarily mean the employee agrees with the ratings given or comments made. An employee may submit additional comments, in writing, pertaining to this performance evaluation that will be attached and kept on file.

Job Description has been reviewed with the employee during this evaluation and duties deemed current (if box not checked, please attach explanation)

Council name (printed)	Council Signature	Date
CAO Signature		

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APPENDIX B

**EMPLOYEE EVALUATION FORM
MUNICIPALITY OF THE DISTRICT OF ARGYLE**

Employee Name:	Department:
Position:	Supervisor:
Performance Period From:	To:
Type of Evaluation: <input type="checkbox"/> Annual <input type="checkbox"/> Probationary <input type="checkbox"/> Other _____	
How long employee in position? _____ How long Supervisor supervising him/her? _____	

INTRODUCTION

Performance evaluation is a process that involves communicating to an employee how he or she is considered to be performing on the job and what can be done to improve the level of desired performance. Performance evaluations should always be undertaken in a spirit of cooperation, trust, and honesty and can be a very effective means of developing an organizational climate that beneficial to both the employee and the employer. The formal performance evaluation can serve as a basis for discussion on salary adjustments.

In addition to a formal review, supervisors should engage employees in regular, ongoing discussion with a view to identifying areas of strength, weakness, performance expectations and goals.

Performance Ratings

E – Exceeds Standards: Performance consistently surpasses all standards of the job. Regularly contributes beyond job responsibilities (98% to 100% of the time).

FM – Fully Meets Standards: Performance consistently meets job standards. In some areas, performance may exceed the standard, whereas in other areas, it may occasionally fall short: however, the overall performance is solid (76% to 97% of the time).

PM – Performance meets most standards but not all. However, all job standards that are crucial for carrying out the duties of this position are being met. With supervisory coaching and assistance, performance can be improved to required level (65% to 75% of the time).

DN – Does not meet Standards: Performance consistently fails to meet requirements and requires immediate and significant improvement. Constantly requires special supervisory attention and direction. Job standards that are crucial for carrying out the duties of this position are not being met (less than 65% of the time).

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NA – Not applicable: Does not apply.

Note:

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Summary of Overall Performance including accomplishment of Goals

Supervisor to provide a summary of the employee’s performance over the past year that includes key strengths and accomplishments as well as opportunities for improvement.

Comments:

Key Competencies

Read each key competency that an employee needs in order to successfully perform his/her job. If you choose PM or DN for one of the key competencies you must explain your reason in the comments section; otherwise, filling in the comments section is optional. Rate each competency according to the description provided above and mark irrelevant competencies as NA.

1. Job Knowledge/Technical Skills

a. Knowledge: Has full knowledge of job responsibilities and work routines and possesses the necessary knowledge and technical skills to effectively perform required job tasks.	<input type="checkbox"/> E <input type="checkbox"/> FM <input type="checkbox"/> PM <input type="checkbox"/> DN <input type="checkbox"/> NA
b. Understand and Carry Out Duties: Takes ownership for his/her own development.	<input type="checkbox"/> E <input type="checkbox"/> FM <input type="checkbox"/> PM <input type="checkbox"/> DN <input type="checkbox"/> NA
c. Quality of Work: Ensures that all work completed is professional, accurate, timely and meets client needs as well as quality standards. Resilient when responding to situations that are not going well and takes initiatives to make improvements.	<input type="checkbox"/> E <input type="checkbox"/> FM <input type="checkbox"/> PM <input type="checkbox"/> DN <input type="checkbox"/> NA
d. Fiscal Responsibility: Ensure taxpayer’s money is spent in the best interest of the community and Municipality (for those employees who participate in purchasing or budget management).	<input type="checkbox"/> E <input type="checkbox"/> FM <input type="checkbox"/> PM <input type="checkbox"/> DN <input type="checkbox"/> NA

Comments:

2. Interpersonal Abilities

a. Communications: Demonstrates effective communication skills with clients and other employees. Actively listens to others. Is customer focused. Communicates ideas and information with clarity. Presents and/or documents issues which are logically and factually developed. Goes to the source for information, does not listen to rumors or speculates.	<input type="checkbox"/> E <input type="checkbox"/> FM <input type="checkbox"/> PM <input type="checkbox"/> DN <input type="checkbox"/> NA
b. Confidentiality: Can be relied upon to respect confidential matters related to the work environment. Can be trusted to work responsibly and within policies.	

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c. Cooperation: Identifies opportunities to collaborate, promote teamwork, encourage volunteerism and emphasize effective communication with all staff. Is professional and respectful in all working relationships.	<input type="checkbox"/> E <input type="checkbox"/> FM <input type="checkbox"/> PM <input type="checkbox"/> DN <input type="checkbox"/> NA
d. Leadership: Leads by example. Identifies opportunities for improvement. Recognizes and works to improve personal weaknesses. Motivates others. Accepts responsibility and develops trust and credibility.	<input type="checkbox"/> E <input type="checkbox"/> FM <input type="checkbox"/> PM <input type="checkbox"/> DN <input type="checkbox"/> NA
e. Self-Awareness: Demonstrates self-awareness and implements strategies that results in maintained or increased personal effectiveness.	<input type="checkbox"/> E <input type="checkbox"/> FM <input type="checkbox"/> PM <input type="checkbox"/> DN <input type="checkbox"/> NA

Comments:

3. Productivity/Achieving Results

a. Planning/Organizing: Analyzes work, recognizes priorities, establishes goals and develops plan of action to optimize the use of time and resources to ensure the effective completion of tasks. Holds self-accountable to achieve desired results. Is in attendance at work on a regular, dependable basis.	<input type="checkbox"/> E <input type="checkbox"/> FM <input type="checkbox"/> PM <input type="checkbox"/> DN <input type="checkbox"/> NA
b. Critical/Analytical Decision-Making: Gathers pertinent information. Analyzes and evaluates information or situation as appropriate. Formulates action to achieve the best solution in a timely manner. Makes clear, consistent, transparent decisions. Weeds out irrelevant information.	<input type="checkbox"/> E <input type="checkbox"/> FM <input type="checkbox"/> PM <input type="checkbox"/> DN <input type="checkbox"/> NA
c. Initiative: Initiates and promotes ideas and plans of action to support the organization's needs. Is innovative, creatively thinking and collaborating with others to determine how best to achieve results. Displays willingness to accept new responsibilities.	<input type="checkbox"/> E <input type="checkbox"/> FM <input type="checkbox"/> PM <input type="checkbox"/> DN <input type="checkbox"/> NA
d. Quantity of Work: Handles an appropriate volume of work for the specific job function and ensures that all tasks are completed in a timely and efficient manner.	<input type="checkbox"/> E <input type="checkbox"/> FM <input type="checkbox"/> PM <input type="checkbox"/> DN <input type="checkbox"/> NA
e. Reliability: Ability to perform and maintain his/her duties in routine circumstances, as well as unexpected circumstances. Is respectful of municipal property, supplies and equipment.	<input type="checkbox"/> E <input type="checkbox"/> FM <input type="checkbox"/> PM <input type="checkbox"/> DN <input type="checkbox"/> NA

Comments:

Goals and Objectives established at Previous Evaluation

How have goals and objectives established last year been met?

Last Evaluation's Goal	Y/N	Comments
1.		
2.		
3.		

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Goals and Objectives established for next Evaluation

Identify opportunities for improvement that will assist the employee in their present job function and/or prepare them for other responsibilities, which may arise. Activities may be developmental or training in nature and may include work assignments, training courses or other developmental activities. These goals may be long term (3+ years) or short term goals.

Goal	Plan of Action	Timing
1.		
2.		
3.		

Professional Development and Training Recommendations

Identify further training or professional development that is required to fulfill the current or future goals of this position (attach page if necessary)

1.
2.
3.

Employee Comments:

Certification:

This section is to be signed after the performance evaluation results have been documented. The employee's signature indicates the supervisor reviewed this evaluation with him/her and does not necessarily mean the employee agrees with the ratings given or comments made. An employee may submit additional comments, in writing, pertaining to this performance evaluation that will be attached and kept on file.

Job Description has been reviewed with the employee during this evaluation and duties deemed current (if box not checked, please attach explanation)

Supervisor's name (printed)	Supervisor's Signature	Date
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Employee's Signature:

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Chief Administrative Officer's Annotation for Official Policy Book

Date of Notice to Council Members
Of Intent to Consider [7 days minimum]: May 18, 2021

Date of Passage of Current Policy: _____

Date policy was amended: _____

I certify that this Policy was adopted by Council as indicated above.

Warden

Date

Chief Administrative Officer

Date