



Municipal Administrators

Name	
<hr/>	
Position Title	<input type="checkbox"/> Clerk <input type="checkbox"/> Manager <input type="checkbox"/> Clerk/Manager
<input type="checkbox"/>	Other (please name)
<hr/>	
Municipality	
<hr/>	
Council Address	
<hr/>	
Postal Code	
Phone #	Fax #
<hr/>	
E-mail Address	
<hr/>	
Serviced by which Municipal and Provincial Affairs Office? Please check	
<input type="checkbox"/> Labrador	<input type="checkbox"/> Western <input type="checkbox"/> Central <input type="checkbox"/> Eastern
<hr/>	
For Office Use	
Date Received	Date Analysis Completed

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<p>Column 1 - Importance: n/a not applicable . . . go to next item 1. somewhat important 2. important 3. very important</p>	<p>Column 2 - Level/Training Needed: 1. considerable knowledge/skill - no help needed - no training needed 2. most of the knowledge/skill - need very little help - a little training needed 3. some knowledge/skill - need some help to do this - some training needed 4. little or no knowledge/skill - need considerable help - need a lot of training</p>
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Don't forget to add Cols. 1 and 2 for each item and record the answer in Column 3 AMy Score®

Skill and Knowledge Areas	C1 Importance	C2 My Level and Training Needed	C3 C1 + C2 My Score
Category A: Interpret and Apply Provincial Government Acts and Regulations			
1. Have a thorough working knowledge of the Municipalities Act	n/a 1 2 3	1 2 3 4	
2. Know the legal limitations of the authority of council as provided by the Municipalities Act	n/a 1 2 3	1 2 3 4	
3. Have a thorough knowledge of the structure, programs, services, responsibilities, and personnel of the Department of Municipal and Provincial Affairs.....	n/a 1 2 3	1 2 3 4	
4. Have a basic knowledge of the responsibilities and the jurisdictions of other government departments.....	n/a 1 2 3	1 2 3 4	
5. Know what other government Acts and Regulations impact on municipal governments.....	n/a 1 2 3	1 2 3 4	
6. Have a working knowledge of those sections of other government Acts and Regulations that apply to the municipal level.....	n/a 1 2 3	1 2 3 4 1 2 3 4	
7. Know how to interpret/understand Acts.....	n/a 1 2 3	1 2 3 4	
8. Know and use <u>all</u> available resources and contacts to assist in proper interpretation.....	n/a 1 2 3	1 2 3 4	
9. Know the meaning of legal terminology of relevant Acts and Regulations	n/a 1 2 3	1 2 3 4 1 2 3 4	
10. Know and communicate to council the legal implications of not	n/a 1 2 3		

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Skill and Knowledge Areas	C1 Importance	C2 My Level and Training Needed	C3 C1 + C2 My Score
following Acts and Regulations	n/a 1 2 3		
	n/a 1 2 3		
Category A Total			
Category B: Advise on, Interpret and Implement Municipal Regulations			

1. Identify and assess needs and issues that may require regulation development	n/a 1 2 3	1 2 3 4	
2. Know the limits of council's authority to regulate as set out in the Municipalities Act.....	n/a 1 2 3	1 2 3 4	
3. Get the proper council approval to draft, develop and enforce	n/a 1 2 3	1 2 3 4	
4. Read and interpret regulations	n/a 1 2 3	1 2 3 4	
5. Understand and interpret legal terminology - obtaining legal advice, if necessary.....	n/a 1 2 3	1 2 3 4	
6. Research issues and seek input from other Towns, MAPA regional office, etc.	n/a 1 2 3	1 2 3 4	
7. Research and understand the implications of regulations (e.g.			

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ability to enforce, financial and human resources needed, court processes and costs, fines, etc.)	n/a 1 2 3	1 2 3 4	
8. Draft clear, concise and enforceable regulations, obtaining legal advice, if necessary		1 2 3 4	
9. Organize and maintain Regulation Registry (e.g. an indexed binder system)	n/a 1 2 3	1 2 3 4	
10. Enforce the regulations (e.g. know who and how it will be enforced)	n/a 1 2 3	1 2 3 4	
	n/a 1 2 3		
	n/a 1 2 3		
Category B Total			

Category C: Advise on and Implement Municipal Policies and Procedures

21. Identify and assess needs and issues that require policy and procedure development	n/a 1 2 3	1 2 3 4	
22. Know the limits of councils legal authority to approve and apply policies and procedures		1 2 3 4	
23. Research and identify the impact of policies and procedures	n/a 1 2 3	1 2 3 4	
24. Determine resources (financial and human) to implement	n/a 1 2 3		

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policies.....	n/a 1 2 3	1 2 3 4	
25. Draft clear, concise policies and procedures using a standard format.....	n/a 1 2 3	1 2 3 4	
26. Organize and maintain a Policy and Procedure Manual covering all the major functions of the municipality (e.g. financial, personnel, public works, planning, recreation)	n/a 1 2 3	1 2 3 4	
27. Conduct periodic evaluation of policies and procedures and modify, if needed.....	n/a 1 2 3	1 2 3 4	
28. Identify a policy and procedures approval and implementation process	n/a 1 2 3	1 2 3 4	
29. Know and advise council of the legal consequences of not following approved policies and procedures.....	n/a 1 2 3		
Category C Total			

Category D: Office Administration and Management

30. Create and maintain an efficient, well laid out and safe office environment.....	n/a 1 2 3	1 2 3 4	
31. Identify equipment needs for the municipality	n/a 1 2 3	1 2 3 4	
32. Organize, maintain, manage and properly secure the municipal records (e.g. filing system, safe, alarm system) .	n/a 1 2 3	1 2 3 4	

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33. Develop a contingency plan for emergency access to secured town records in the absence of the Clerk.....	n/a 1 2 3	1 2 3 4	
34. Develop and follow procedures for allowing public access to municipal documents in accordance with the <i>Municipalities Act</i> (e.g. council approved minutes, Assessment Roll)	n/a 1 2 3	1 2 3 4	
35. Operate and maintain office equipment.....	n/a 1 2 3	1 2 3 4	
36. Order and maintain supplies.....	n/a 1 2 3	1 2 3 4	
37. Conduct and maintain an inventory of all municipal assets and supplies.....	n/a 1 2 3	1 2 3 4	
11. Organize and conduct meetings	n/a 1 2 3	1 2 3 4	
12. Manage multiple projects and deadlines (e.g. budget cycle, tax billing notices and collections).....	n/a 1 2 3	1 2 3 4	
13. Evaluate office structure and efficiency	n/a 1 2 3	1 2 3 4	
41. Identify computer software and hardware needs.....	n/a 1 2 3	1 2 3 4	
42. Set up, manage and secure electronic records.....	n/a 1 2 3	1 2 3 4	
43. Use the internet	n/a 1 2 3	1 2 3 4	
44. Use e-mail effectively e.g send and receive messages and documents)	n/a 1 2 3	1 2 3 4	
Use <i>word processing</i> software . . . Please list & indicate training need	n/a 1 2 3	1 2 3 4	
45.	n/a 1 2 3	1 2 3 4	
Use <i>accounting</i> software . . . Please list and indicate training need	n/a 1 2 3	1 2 3 4	

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46. Use <i>spreadsheet</i> software . . . Please list and indicate training need	n/a 1 2 3	1 2 3 4	
47. Use <i>presentation</i> software (e.g. PowerPoint, Harvard Graphics) . . . Please list the software you use and indicate training need	n/a 1 2 3	1 2 3 4 1 2 3 4	
48. Use <i>other</i> software . . . Please list and indicate training need	n/a 1 2 3		
49. 50. Develop and maintain Web Site	n/a 1 2 3		
Category D Total			

Category E: Prepare and Administer Municipal Finances

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51. Determine and recommend financial priorities.....	n/a 1 2 3	1 2 3 4	
14. Prepare operating budgets using forms prescribed by Municipal and Provincial Affairs	n/a 1 2 3	1 2 3 4	
15. Prepare capital budgets	n/a 1 2 3	1 2 3 4	
16. Monitor budgets using variance analysis and projections ...	n/a 1 2 3	1 2 3 4	
17. Apply generally accepted accounting principles	n/a 1 2 3	1 2 3 4	
18. Maintain up to date, accurate financial records	n/a 1 2 3	1 2 3 4	
19. Prepare and interpret formal financial statements.....	n/a 1 2 3	1 2 3 4	
20. Prepare monthly financial reports for council review (e.g. financial transactions, budget variance, petty cash)	n/a 1 2 3	1 2 3 4	
21. Prepare and administer payroll and related taxes.....	n/a 1 2 3	1 2 3 4	
22. Manage cash resources	n/a 1 2 3	1 2 3 4	
23. Prepare and manage purchases, payables and payments...	n/a 1 2 3	1 2 3 4	
24. Maintain and manage tax, municipal fees and other accounts receivable, including collection procedures	n/a 1 2 3	1 2 3 4	
25. Reconcile bank accounts	n/a 1 2 3	1 2 3 4	
26. Prepare and balance journals and General Ledger.....	n/a 1 2 3	1 2 3 4	
27. Prepare and submit HST claims	n/a 1 2 3	1 2 3 4	

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	3			
Category E Total				

Category F: Written Communication				
34. Research, prioritize, organize and summarize facts and information	n/a 3	1 2	1 2 3 4	
Prepare clear, concise, grammatically correct written material using the appropriate style and format:				
35. - correspondence	n/a 3	1 2	1 2 3 4	
36. - meeting minutes.....	n/a 3	1 2	1 2 3 4	
37. - agendas	n/a 3	1 2	1 2 3 4	
38. - proposals for funding.....	n/a 3	1 2	1 2 3 4	
39. - reports.....	n/a 3	1 2	1 2 3 4	
40. - briefing notes for council	n/a 3	1 2	1 2 3 4	
41. - tender specifications.....	n/a 3	1 2	1 2 3 4	
42. - requests for proposals/tenders.....	n/a 3	1 2	1 2 3 4	
43. - contracts (e.g. snow clearing)	n/a 3	1 2	1 2 3 4	
44. Design and prepare forms for administrative use	n/a 3	1 2	1 2 3 4	

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90. Design, administer and evaluate pre-employment tests	3	1	2	3	4
91. Conduct orientation of new employees.....	n/a 1 2 3	1	2	3	4
92. Analyse work requirements	n/a 1 2 3	1	2	3	4
93. Delegate, with the proper authority, the work to be carried out by staff.....	n/a 1 2 3	1	2	3	4
94. Establish and clearly communicate performance expectations of staff (students)	n/a 1 2 3	1	2	3	4
95. Prepare work schedules and monitor work assignments	n/a 1 2 3	1	2	3	4
96. Develop and use a system for performance review and evaluation	n/a 1 2 3	1	2	3	4
97. Take corrective action to improve employee performance..	n/a 1 2 3	1	2	3	4
98. Conduct training needs assessments with employees.....	n/a 1 2 3	1	2	3	4
99. Prepare an employee training and development plan for council approval	n/a 1 2 3	1	2	3	4
100. Train employees (also students), when possible.....	n/a 1 2 3	1	2	3	4
101. Arrange for employee (student) training, when necessary (e.g. partnering with outside agencies or other municipalities)	n/a 1 2 3	1	2	3	4
102. Conduct job reclassifications	n/a 1 2 3	1	2	3	4
103. Develop and use a comprehensive Personnel Policy Manual	n/a 1 2 3	1	2	3	4

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104. Develop and maintain good personnel records.....	n/a 1 2 3	1 2 3 4	
105. Have detailed knowledge of the employee benefits (e.g. Canada Pension Plan, Employment Insurance, health plan, pensions)	n/a 1 2 3	1 2 3 4	
106. Understand rights of employers and employees as provided by legislation (e.g. Human Rights Code, Labour Standards Act , Occupational Health and Safety Act, Workplace Health, Safety and Compensation Act etc.)	n/a 1 2 3	1 2 3 4	
107. Develop and use a progressive discipline procedure	n/a 1 2 3	1 2 3 4	
108. Know the legal requirements and implications of dismissing an employee (e.g. employer/employee rights, adequate notice and compensation)	n/a 1 2 3	1 2 3 4	
109. Develop and implement an employee recognition program ..	n/a 1 2 3	1 2 3 4	
110. Motivate employees	n/a 1 2 3	1 2 3 4	
111. Handle employee complaints	n/a 1 2 3	1 2 3 4	
112. Administer and interpret the Collective Agreement in a unionized environment	n/a 1 2 3	1 2 3 4	
113. Negotiate the Collective Agreement	n/a 1 2 3	1 2 3 4	
114. Have a working knowledge of the arbitration process.....	n/a 1 2 3	1 2 3 4	

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	3		
	n/a 1 2 3		
	n/a 1 2 3		
	n/a 1 2 3		
	n/a 1 2 3		
	n/a 1 2 3		
Category G Total			

Category H: Assist with Planning and Development

38. Have a working knowledge of the <i>Urban and Rural Planning Act</i> and the Ministers Regulations.....	n/a 1 2 3	1 2 3 4	
39. Have a working knowledge of the provisions in the <i>Municipalities Act</i> that relate to building and development .	n/a 1 2 3	1 2 3 4	
40. Know the steps in developing, adopting and amending a Municipal Plan	n/a 1 2 3	1 2 3 4	
41. Have a working knowledge of the Town Plan and know how to use the town's development regulations.....	n/a 1 2 3	1 2 3 4	

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42. Assess the development needs of municipality and surrounding area (i.e. need for residential, commercial, recreational space considering the local geography {e.g. topography, watershed details, areas of erosion }.....	n/a 1 2 3	1 2 3 4	
120. Use appropriate application forms for development and building projects	n/a 1 2 3	1 2 3 4	
121. Process applications for building or development, (e.g. Evaluate applications, make appropriate referrals, write appropriate decision letters, issue permits, develop and use a systematic tracking procedure for approved applications)	n/a 1 2 3	1 2 3 4	
122. Establish and follow development application administration procedures (e.g. procedures for delegating decision making authority, setting fees and fee structures, file management)	n/a 1 2 3	1 2 3 4 1 2 3 4	
123. Follow appeal procedures (e.g. preparation, representation, follow-up)	n/a 1 2 3	1 2 3 4	
124. Enforce plan regulations (e.g. issuing and enforcing stop work orders, removals, fines, injunctions, responding to Purchase Orders, and expropriations).....	n/a 1 2 3	1 2 3 4	
125. Read and use maps effectively		1 2 3 4	
126. Know and utilize the services of key people in the Department of Municipal and Provincial Affairs' Urban and Rural Planning Division.....	n/a 1 2 3	1 2 3 4	
Have a basic knowledge of regulations and policies relating to:	n/a 1 2 3	1 2 3 4	

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127. - Cottage development	n/a	1	2	1	2	3	4	
128. - Agricultural land use.	3			1	2	3	4	
129. - Urban Design								
130. - Forestry	n/a	1	2					
	3							
	n/a	1	2					
	3							
	n/a	1	2					
	3							
	n/a	1	2					
	3							
Category H Total								

Category I: Assist in Multi-Year and Short Term Planning								
131. Understand the difference between multi-year and short term planning	n/a	1	2	1	2	3	4	
	3							
132. Gain the commitment and support of the council and the community to do a multi-year plan				1	2	3	4	
	n/a	1	2					

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Lead Council in a multi-year planning exercise-including:	3			
133. - Creating a municipal vision (where you want be in the future)		1	2	3 4
	n/a 1 2			
134. - Conducting a situation analysis (e.g. looking at internal strengths and weaknesses, external opportunities and threats, conducting a stakeholder analysis and needs assessment).....	3	1	2	3 4
	n/a 1 2	1	2	3 4
	3			
135. - Developing a mission statement (a statement about why the municipality exists)		1	2	3 4
	n/a 1 2	1	2	3 4
	3			
136. - Determining areas of emphasis for planning.....		1	2	3 4
	n/a 1 2	1	2	3 4
	3			
137. - Setting and writing long term goals and objectives		1	2	3 4
	n/a 1 2	1	2	3 4
	3			
138. Develop short term action plans (aka operational plans)		1	2	3 4
	n/a 1 2	1	2	3 4
	3			
139. Implement the action plans		1	2	3 4
	n/a 1 2	1	2	3 4
	3			
140. Evaluate progress and results.....		1	2	3 4
	n/a 1 2	1	2	3 4
	3			
	n/a 1 2	1	2	3 4
	3			
	n/a 1 2	1	2	3 4
	3			
Category I Total				

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Category J: Public Relations

141. Promote the roles and responsibilities of municipal government (council and administration)	n/a	1	2	1	2	3	4
			3				
142. Develop and implement public relations policies, including a communications plan				1	2	3	4
Develop procedures for council and staff for handling oral and written complaints from the public	n/a	1	2				
			3	1	2	3	4
52. Prepare and distribute newsletters	n/a	1	2				
			3	1	2	3	4
53. Develop and implement strategies for dealing with the media	n/a	1	2	1	2	3	4
			3				
54. Prepare and distribute press releases.....	n/a	1	2	1	2	3	4
			3				
55. Arrange press conferences				1	2	3	4
	n/a	1	2				
			3	1	2	3	4
56. Build working relationship with media.....	n/a	1	2	1	2	3	4
			3				
57. Negotiate media interviews	n/a	1	2	1	2	3	4
			3				
58. Give media interviews				1	2	3	4
	n/a	1	2				
59. Plan and promote civic events.....			3	1	2	3	4
60. Know your legal limitations when speaking in public.....	n/a	1	2	1	2	3	4
			3				
61. Develop working relationships with local organizations, professionals and businesses.....	n/a	1	2	1	2	3	4

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	3				
62. Develop a process to evaluate effectiveness of PR policies and initiatives	n/a 1 2 3	1	2	3	4
	n/a 1 2 3				
	n/a 1 2 3				
	n/a 1 2 3				
Category J Total					

Category K: Municipal Capital Works

63. Have a working knowledge of the approval process for municipal capital works projects and the time frames.....	n/a 1 2 3	1	2	3	4
64. Know the difference between operational and maintenance issues and capital works issues.....	n/a 1 2 3	1	2	3	4
65. Know the roles of the different government departments as they relate to Capital Works and the inter-relationships between them all	n/a 1 2 3	1	2	3	4

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Don't forget to add Cols. 1 and 2 for each item and record the answer in Column 3 AMy Score®

66. Know the cost-sharing methodology on capital works projects	n/a 1 2 3	1 2 3 4	
67. Have a working knowledge of the capital works programs, services and personnel available to your municipality	n/a 1 2 3	1 2 3 4	
68. Have a working knowledge of Federal\Provincial Agreements for cost sharing for capital works, the administration of the agreements and the financing of the agreements	n/a 1 2 3	1 2 3 4	
69. Know the details of Limit of Servicing Agreement	n/a 1 2 3	1 2 3 4	
70. Have a basic knowledge of the feasibility study process	n/a 1 2 3	1 2 3 4	
71. Know what consulting services are available	n/a 1 2 3	1 2 3 4	
72. Know how to choose a consultant	n/a 1 2 3	1 2 3 4	
73. Know about and use Engineer\client agreement	n/a 1 2 3	1 2 3 4	
74. Know the responsibilities to the consultants by the municipality	n/a 1 2 3	1 2 3 4	
75. Know why and when to change consultants	n/a 1 2 3	1 2 3 4	
76. Know Engineer's responsibilities to the municipality	n/a 1 2 3	1 2 3 4	
77. Ensure that engineering fees are in accordance with the Engineer/Client Agreement	n/a 1 2 3	1 2 3 4	
	n/a 1 2	1 2 3 4	

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78. Review and evaluate Engineering invoices.....	3				
79. Know what obligations the municipality will have once the system is built.....	n/a 1 2 3	1 2 3 4			
80. Know how to document, support and provide back-up for funding requests.....	n/a 1 2 3	1 2 3 4			
81. Interpret contracts.....	n/a 1 2 3	1 2 3 4			
82. Know what the liabilities are and the legal implications of certain decisions and/or orders with respect to capital works projects.....	n/a 1 2 3	1 2 3 4			
83. Request, read and interpret status reports on project.....		1 2 3 4			
84. Keep records for cost control.....	n/a 1 2 3	1 2 3 4			
85. Keep one set of "as built" drawings in the office (use another set in the field)	n/a 1 2 3				
86. Keep maintenance and operational manuals available and in good condition	n/a 1 2 3				
	n/a 1 2 3				

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Don't forget to add Cols. 1 and 2 for each item and record the answer in Column 3 AMy Score®

	n/a	1	2	
		3		
	n/a	1	2	
		3		
Category K Total				

Category L: Personal and Interpersonal

86. Manage stress	n/a	1	2	1	2	3	4
		3					
87. Manage your own emotions and anger to stay objective				1	2	3	4
	n/a	1	2				
		3					
88. Deal with effectively with difficult people (e.g. councillors, staff and the public who acting in an angry, demanding or confused manner)				1	2	3	4
	n/a	1	2	1	2	3	4
		3					
89. Know the limits of your authority to be flexible and adapt to external and internal customers needs and adapt accordingly	n/a	1	2	1	2	3	4
		3		1	2	3	4
90. Mediate disputes and resolve conflicts				1	2	3	4
	n/a	1	2				
		3					
91. Use a systematic approach to solving problems				1	2	3	4
	n/a	1	2				
		3					
92. Use a decision making process to make well informed and timely decisions				1	2	3	4
	n/a	1	2				

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	3	1	2	3	4
93. Use a variety of methods to influence, persuade and gain others= commitment to achieving desired results.....		1	2	3	4
	n/a	1	2		
94. Listen actively and effectively	3	1	2	3	4
95. Practice effective time management	n/a	1	2	1	2 3 4
	3				
96. Give constructive feedback (positive and negative)	n/a	1	2	1	2 3 4
97. Receive and analyse feedback from others	3	1	2	1	2 3 4
98. Use proper telephone etiquette.....	n/a	1	2	1	2 3 4
	3				
99. Organize and conduct meetings (e.g. staff meetings, public consultations)	n/a	1	2	1	2 3 4
	3				
100.C clarify, interpret and explain information for others (e.g. policies, regulations)	n/a	1	2	1	2 3 4
	3				
101.P prepare presentation materials (e.g. overhead transparencies, flip charts and graphs)	n/a	1	2	1	2 3 4
	3				
102.P prepare and structure oral presentations	n/a	1	2	1	2 3 4
	3				
103.S speak effectively in front of others (e.g with assertiveness, using effective and appropriate body language, use of voice and gesturing)	n/a	1	2		
	3				

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	n/a	1	2		
		3			
	n/a	1	2		
		3			
Category L Total					
Category M: Property Assessment					

197.H ave a basic knowledge of the property assessment process	n/a	1	2	1	2	3	4
		3					
198.M aintain and update the Assessment Roll (e.g. name changes, sales information)	n/a	1	2	1	2	3	4
		3					
Have a basis understanding of the following terms and their relationship in determining assessments:				1	2	3	4
199.M arket Value	n/a	1	2	1	2	3	4
		3					
200.U niformity.....	n/a	1	2	1	2	3	4
		3		1	2	3	4
201.B ase Date	n/a	1	2	1	2	3	4
202.K		3					

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etc., a Disaster Plan	n/a 3	1	2	1	2	3	4	
210.T test the Disaster Plan.....	n/a 3	1	2	1	2	3	4	
211.□ develop detailed emergency plans to be used in the event of major equipment failure in the area of Capital Works	n/a 3	1	2	1	2	3	4	
Category N Total								

Category O: Anything Else?								
Please identify any other skill or knowledge areas that are not included in the preceding categories . . .								
212.		1	2	3	1	2	3	4
213.		1	2	3	1	2	3	4
214.		1	2	3	1	2	3	4
215.		1	2	3	1	2	3	4
216.		1	2	3	1	2	3	4

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------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

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	1	2	3	1	2	3	4	
217.								
218.								
Category O Total								

Great work! . . . so far
 NOW PLEASE TURN THE PAGE
 and

1. Transcribe all your Category Totals to the Score Sheet
2. Make a copy of the entire Training Needs Assessment for yourself
3. Send this original to:

Jane Fitzgerald
 Manager, Municipal Training Program
 Department of Municipal and Provincial Affairs
 P.O. Box 1800
 St. John's, NF A1B 4J6

We will do the calculations and the analysis and mail the results back to you

Training Needs Assessment Score Sheet

Name:	Municipality:
-------	---------------



Record your Category Totals here

***** These columns are for office use only *****

Category	Column A Your Category Total	Column B # of items in category	Column C # times circled n/a	Column D Col. B - Col. C	Your Average Score Col. A ÷ Col. D
Category A		10			
Category B		10			
Category C		9			
Category D		21			
Category E		21			
Category F		12			
Category G		31			
Category H		16			
Category I		10			
Category J		14			
Category K		24			
Category L		18			
Category M		12			
Category N		3			
Category O	No need to score this category				