

**TOWN OF GREENWICH
MANAGEMENT GOAL SETTING AND PERFORMANCE EVALUATION
UNREPRESENTED MANAGEMENT**



EMPLOYEE SELF- EVALUATION FORM

Employee Name: _____ Position: _____
Supervisor Conducting Evaluation: _____
Evaluation Period: _____ through _____

PART I - PERFORMANCE PLANNING

Both Section A and Section B are to be completed at the beginning of the annual performance cycle:

Section A: S.M.A.R.T. GOALS

Instructions: In this section the employee and the supervisor agree on four S.M.A.R.T. Goals for the upcoming evaluation period. A **S.M.A.R.T. GOAL** is defined as follows:

- S**pecific – Goal defines exactly what should be accomplished.
- M**easurable – Achievement of Goal is clearly observable.
- A**ttainable – Possible to achieve Goal with resources available.
- R**elevant – Goal is relevant to what the organization is trying to achieve.
- T**imely – Possible to achieve Goal within one year or less.

Please refer to Guidelines for Managing Performance for additional information and examples of S.M.A.R.T. goals:

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S.M.A.R.T. Goal 1:

Mid-Year Review: Comments/Goal Adjustments:

Year-End Review Did not meet Goal Partially met Goal Met Goal Exceeded Goal
Comments in support of Rating:

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S.M.A.R.T. Goal 2:

Large empty rectangular box for writing the S.M.A.R.T. Goal 2.

Mid-Year Review: Comments/Goal Adjustments:

Empty rectangular box for writing Mid-Year Review and Comments/Goal Adjustments.

Year-End Review Did not meet Goal Partially met Goal Met Goal Exceeded Goal

Comments in support of Rating:

Empty rectangular box for writing Year-End Review and Comments in support of Rating.

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S.M.A.R.T. Goal 3:

Mid-Year Review: Comments/Goal Adjustments:

Year-End Review Did not meet Goal Partially met Goal Met Goal Exceeded Goal
Comments in support of Rating:

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S.M.A.R.T. Goal 4:

Mid-Year Review: Comments/Goal Adjustments:

Year-End Review Did not meet Goal Partially met Goal Met Goal Exceeded Goal

Comments in support of Rating:

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Section B – SKILLS / COMPETENCY DEVELOPMENT:

Instructions: Please refer to the Appendix in Guidelines for Managing Performance for details of the Performance Factors. Comments at the Performance Planning phase are optional but may be included to leverage and build on areas of strength noted or developmental areas arising from the prior year’s evaluation. Mid-Year comments should be a brief description of strengths and developmental opportunities that form the basis of a conversation between employee and evaluator. At Year-End Review the employee should evaluate his / her own performance using one of the four ratings and noting areas of strengths and developmental opportunities.

Strategic Planning	Performance Planning Comments (Optional) – May be linked to SMART goals:
<p>Strategic planning is about “digging” for more information and going beyond routine questions in order to better understand the organizational context and environment, what the gaps are between the Town’s future needs and current capabilities and how a specific Department can help close those gaps.</p> <p>It is also about the ability to anticipate problems, obstacles or opportunities and apply one’s skills and knowledge to address those problems or opportunities. The individual identifies what risks are involved and develops different scenarios or contingency plans to resolve problems or meet opportunities.</p> <p>It also entails the ability to develop a robust strategic plan, connecting with key stakeholders and other informed parties as necessary to do so and communicating the strategy to others in an effective manner.</p>	<p>Mid-Year Review Comments (Required):</p> <p>Year-End Rating (Required):</p> <p><input type="checkbox"/> Does not meet expectations <input type="checkbox"/> Developing skills / competency</p> <p><input type="checkbox"/> Meets Expectations <input type="checkbox"/> Exceeds Expectations</p> <p>Comments in support of Rating:</p>

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<p>Operational & Resource Management</p> <p>Operational and Resource Management is the ability to prioritize effectively, focus on efficiency, quality and timelines and track progress against goals in order to deliver excellent results of the highest caliber. It embodies taking a disciplined, process-focused approach to decisions, opportunities and challenges to ensure that the Town's and customer needs are met with a high standard of excellence, urgency and predictability.</p> <p>It is about remaining focused on the tasks at hand, even in periods of uncertainty and ambiguity and consistently looking and finding ways to ensure efficient and effective use of resources in the execution of results.</p> <p>Additionally, this competency is about the ability to driving the vision and mission of the Town and creating a shared focus on performance. This is manifested by holding oneself and others accountable to clear standards, demonstrating fiscal prudence and effectively and appropriately confronting performance / delivery issues, resource constraints and other obstacles to meet goals and objectives.</p>	<p>Performance Planning Comments (Optional) – May be linked to SMART goals:</p> <hr/> <p>Mid-Year Review Comments (Required):</p> <hr/> <p>Year-End Rating (Required):</p> <p><input type="checkbox"/> Does not meet expectations <input type="checkbox"/> Developing skills / competency</p> <p><input type="checkbox"/> Meets Expectations <input type="checkbox"/> Exceeds Expectations</p> <p>Comments in support of Rating:</p>
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<p>Relationship/customer Service</p> <p>This competency is about demonstrating a deep understanding of key stakeholders and customers through active listening and on-going communication and being able to respond to their needs in a way that engenders respect and builds credibility. It also involves being able to understand how to effectively persuade, convince, influence or impress others in order to gain support.</p> <p>It is also about challenging customers' and / or stakeholders' thinking and working alongside them to get them to view different perspectives and approaches. Jointly develops solutions with customers to address problems or opportunities. This involves spending time with customers / stakeholders and a willingness to put oneself in the minds of customers / stakeholders to anticipate needs from their point of view.</p>	<p>Performance Planning Comments (Optional) – May be linked to SMART goals:</p> <hr/> <p>Mid-Year Review Comments (Required):</p> <hr/> <p>Year-End Rating (Required):</p> <p><input type="checkbox"/> Does not meet expectations <input type="checkbox"/> Developing skills / competency</p> <p><input type="checkbox"/> Meets Expectations <input type="checkbox"/> Exceeds Expectations</p> <p>Comments in support of Rating:</p>
<p>Teamwork & Collaboration</p> <p>This competency is about the ability to collaborate effectively with others including being part of cross-organizational teams as needed for the good of the Town. It involves building, maintaining and maximizing internal relationships and networks, sharing information and partnering across Departments in order to generate maximum benefit for the Town of Greenwich, its residents and employees.</p> <p>Teamwork and Collaboration also involves demonstrating respect for others including through active listening and leveraging others' expertise and ideas. Individuals are able to work constructively with others despite differences and are also willing to bring conflict within teams or across departments into the open and encourage or facilitate a beneficial resolution.</p>	<p>Performance Planning Comments (Optional) – May be linked to SMART goals:</p> <hr/> <p>Mid-Year Review Comments (Required):</p> <hr/> <p>Year-End Rating (Required):</p> <p><input type="checkbox"/> Does not meet expectations <input type="checkbox"/> Developing skills / competency</p> <p><input type="checkbox"/> Meets Expectations <input type="checkbox"/> Exceeds Expectations</p> <p>Comments in support of Rating:</p>

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<p>Managing Others</p> <p>Managing Others is about effectively motivating others to do their jobs and providing clarity by communicating and connecting the vision of the Town and specific goals of the Department to ensure that the Town’s needs are met.</p> <p>It entails a commitment to ensuring that the right people are in the right roles and that individuals are accountable but also feel empowered and supported to fulfill their duties and continue to grow and develop in a professional capacity. Managers provide on-going coaching to foster the learning of their direct reports. They also play an active role in acquiring, developing and retaining talent and are engaged in succession planning and other HR processes. They effectively implement HR processes and policies in a consistent and equitable manner.</p>	<p>Performance Planning Comments (Optional) – May be linked to SMART goals:</p> <hr/> <p>Mid-Year Review Comments (Required):</p> <hr/> <p>Year-End Rating (Required):</p> <p><input type="checkbox"/> Does not meet expectations <input type="checkbox"/> Developing skills / competency</p> <p><input type="checkbox"/> Meets Expectations <input type="checkbox"/> Exceeds Expectations</p> <p>Comments in support of Rating:</p>
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<p>Dedication</p> <p>This competency implies a passion and genuine desire to help employees, co-workers, customers and other parties in a manner that builds and retains trust and will generate positive outcomes. It is about generating enthusiasm for the Town’s vision and being willing to continually seek ways in which to improve or enhance performance in order to fulfill the Town’s vision and mission.</p> <p>This requires a willingness to reflect on one’s actions and change to adapt to new situations and new challenges.</p>	<p>Performance Planning Comments (Optional) – May be linked to SMART goals:</p> <hr/> <p>Mid-Year Review Comments (Required):</p> <hr/> <p>Year-End Rating (Required):</p> <p><input type="checkbox"/> Does not meet expectations <input type="checkbox"/> Developing skills / competency</p> <p><input type="checkbox"/> Meets Expectations <input type="checkbox"/> Exceeds Expectations</p> <p>Comments in support of Rating:</p>
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PART II: NOMINATION OF RATERS WHOSE INPUT WILL BE SOLICITED AS PART OF THE MID-YEAR AND YEAR-END REVIEW PROCESS:

Instructions:

The employee will nominate four raters per rater category during the Performance Planning Process. (The evaluator is expected to contact the minimum number of raters per category at both mid-year and year-end review periods to solicit their input. The mid-year review can be a brief 'check-in' conversation with raters if preferred. For the year-end review, the evaluator is requested to refer to the year-end interview protocol. (See appendix in Guidelines for Managing Performance.)

Rater Category

Customers / Stakeholders / Board Members

1. _____
2. _____
3. _____
4. _____

Rater Category

Peers

1. _____
2. _____
3. _____
4. _____

Rater Category

Subordinates

1. _____
2. _____
3. _____
4. _____

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Performance Planning Discussion Date & Agreement to Goals: _____	Employee Signature: _____
	Supervisor's Signature: _____
Date of Mid-Year Review: _____	Employee Signature: _____
	Supervisor's Signature: _____
Date of End of Year Review: _____	Employee's Signature: _____
	Supervisor's Signature: _____

Supervisor Additional Comments:

Signature of Supervisor: _____ Date: _____

Employee Additional Comments:

Signature of Employee: _____ Date: _____

Upon completion of the Year-end Review the supervisor shall forward the evaluation to Human Resources for computation of the final rating and linkage to the Pay for Performance scale. Human Resources will return the evaluation form with the final rating to the supervisor and employee.

OVERALL RATING TO BE CALCULATED BY HUMAN RESOURCES

Overall Rating Does not meet expectations Developing Skills / Partially Meets Goals
 Meets expectations Exceeds expectations

Human Resources Authorized Signature: _____ Date: _____

Copies to: Employee
 Supervisor
 HR Employee File