

**TOWN OF GREENWICH  
MANAGEMENT GOAL SETTING AND PERFORMANCE EVALUATION  
UNREPRESENTED MANAGEMENT  
GOAL SETTING, SELF APPRAISAL AND SUPERVISOR 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:

**Specific** – Goal defines exactly what should be accomplished.

**Measurable** – Achievement of Goal is clearly observable.

**Attainable** – Possible to achieve Goal with resources available.

**Realistic** – Goal is consistent with business realities; not too difficult or too easy.

**Timely** – 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: Self Appraisal - Comments/Goal Adjustments:**

**Supervisor Comments – Comments/Goal Adjustments:**

**Year-End Review**

**Self Appraisal:**

Did not Meet Goal  Partially Met Goal  Met Goal  Exceeded Goal

**Comments in support of Rating:**

**Supervisors Evaluation:**

Did not Meet Goal  Partially Met Goal  Met Goal  Exceeded Goal

**Comments in support of Rating:**

For additional comments please attach a separate page.

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

**Mid-Year Review: Self Appraisal - Comments/Goal Adjustments:**

**Supervisor Comments – Comments/Goal Adjustments:**

**Year-End Review**

**Self Appraisal:**

Did not Meet Goal  Partially Met Goal  Met Goal  Exceeded Goal

**Comments in support of Rating:**

**Supervisors Evaluation:**

Did not Meet Goal  Partially Met Goal  Met Goal  Exceeded Goal

**Comments in support of Rating:**

For additional comments please attach a separate page.

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

**Mid-Year Review: Self Appraisal - Comments/Goal Adjustments:**

**Supervisor Comments – Comments/Goal Adjustments:**

**Year-End Review**

**Self Appraisal:**

Did not Meet Goal  Partially Met Goal  Met Goal  Exceeded Goal

**Comments in support of Rating:**

**Supervisors Evaluation:**

Did not Meet Goal  Partially Met Goal  Met Goal  Exceeded Goal

**Comments in support of Rating:**

For additional comments please attach a separate page.

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

**Mid-Year Review: Self Appraisal - Comments/Goal Adjustments:**

**Supervisor Comments – Comments/Goal Adjustments:**

**Year-End Review**

**Self Appraisal:**

Did not Meet Goal  Partially Met Goal  Met Goal  Exceeded Goal

**Comments in support of Rating:**

**Supervisors Evaluation:**

Did not Meet Goal  Partially Met Goal  Met Goal  Exceeded Goal

**Comments in support of Rating:**

For additional comments please attach a separate page.

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**Section B – SKILLS / COMPETENCY DEVELOPMENT:**

**Instructions:** Please refer to the Appendix in Guidelines for Managing Performance for details of the Competencies (Performance Factors?). Mid-Year comments should be a brief description of strengths and developmental opportunities that form the basis of a conversation between employee and evaluator. Year-End Review - Rate the employee using one of the four ratings and include a brief description of conversation with employee noting areas of strengths and developmental opportunities.

<b>Strategic Planning</b>	<b>Specific Goal:</b>
<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><b>Mid-Year Review Comments:</b>  <b>Self Appraisal:</b>  <b>Supervisor Comments:</b></p> <p><b>Year-End Rating:</b>  <b>Self Appraisal:</b>  <input type="checkbox"/> <b>Does not Meet Expectations</b>    <input type="checkbox"/> <b>Developing Skills / Competency</b>  <input type="checkbox"/> <b>Meets Expectations</b>    <input type="checkbox"/> <b>Exceeds Expectations</b></p> <p><b>Comments in support of Rating:</b></p> <p><b>Supervisor Evaluation:</b>  <input type="checkbox"/> <b>Does not Meet Expectations</b>    <input type="checkbox"/> <b>Developing Skills / Competency</b>  <input type="checkbox"/> <b>Meets Expectations</b>    <input type="checkbox"/> <b>Exceeds Expectations</b></p> <p><b>Comments in support of Rating:</b></p> <p style="text-align: center; margin-top: 20px;">For additional comments please attach a separate page.</p>

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<p><b>Operational Performance &amp; Resource Management</b></p> <p>Operational Performance 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><b>Specific Goal:</b></p>  <p><b>Mid-Year Review Comments:</b></p> <p><b>Self Appraisal:</b></p> <p><b>Supervisor Comments:</b></p> <p><b>Year-End Rating:</b></p> <p><b>Self Appraisal:</b></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><b>Comments in support of Rating:</b></p>   <p><b>Supervisor Evaluation:</b></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><b>Comments in support of Rating:</b></p>   <p style="text-align: center;">For additional comments please attach a separate page.</p>
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<p><b>Relationship/customer Service</b></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><b>Specific Goal:</b></p>  <p><b>Mid-Year Review Comments:</b></p> <p><b>Self Appraisal:</b></p> <p><b>Supervisor Comments:</b></p> <p><b>Year-End Rating:</b></p> <p><b>Self Appraisal:</b>  <input type="checkbox"/> Does not Meet Expectations    <input type="checkbox"/> Developing Skills / Competency  <input type="checkbox"/> Meets Expectations    <input type="checkbox"/> Exceeds Expectations</p> <p><b>Comments in support of Rating:</b></p>   <p><b>Supervisor Evaluation:</b>  <input type="checkbox"/> Does not Meet Expectations    <input type="checkbox"/> Developing Skills / Competency  <input type="checkbox"/> Meets Expectations    <input type="checkbox"/> Exceeds Expectations</p> <p><b>Comments in support of Rating:</b></p>   <p style="text-align: center;">For additional comments please attach a separate page.</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 a minimum of two and a maximum of four raters per rater category. 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 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.)

<b>Rater Category</b>	<b>Mid-Year Review</b>		<b>Year-End Review</b>	
Customers / Stakeholders / Board Members	Contacted	Not Contacted	Contacted	Not Contacted
1. _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

<b>Rater Category</b>	<b>Mid-Year Review</b>		<b>Year-End Review</b>	
Peers	Contacted	Not Contacted	Contacted	Not Contacted
1. _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

<b>Rater Category</b>	<b>Mid-Year Review</b>		<b>Year-End Review</b>	
Key Direct Reports	Contacted	Not Contacted	Contacted	Not Contacted
1. _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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: \_\_\_\_\_

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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 COMPLETED BY HUMAN RESOURCES**

- Does not Meet Expectations**     **Developing Skills / Competency**  
 **Meets Expectations**     **Exceeds Expectations**

Overall Rating

Human Resources Authorized Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Copies to:    Employee  
                  Supervisor  
                  HR Employee File