



SELF-EVALUATION FORM – MANAGER and Above

Name:	Date:
Job Title:	Supervisor:
Department:	Performance Period:

Please complete the questions listed below and return to your supervisor prior to your performance evaluation. As you complete the form, consider your own personal performance as it relates to your current job description and expectations for the review period.

1. List your most significant accomplishments or contributions during this evaluation period. Think about your successes in terms of the 'what' and the 'how', and be specific. How do these achievements align with the goals/objectives established for this review period?
2. During this review period, have you performed any new tasks or additional duties outside the scope of your regular responsibilities? If so, please specify.
3. What things could have gone better, or would you do differently if you had the opportunity?
4. Have there been any special circumstances that have helped or hindered you in doing your job during this review period? If yes, what were the circumstances and how did they affect your work?
5. Describe professional development activities that have been helpful since your last review (e.g. in-house training, on-the-job experience, cross-training, stretch assignments, shadowing, mentoring, etc.).

6. Overall, how do you feel you performed during this review period? Please rate your performance relative to your goals and the listed competencies, using the rating definitions chart below. **Rating one's self is not the easiest exercise; however, self-awareness is critical for development. Be honest in acknowledging strengths as well as areas of opportunity for growth.**

Rating:	(4) Exceeds Expectations-(EE)	(3) Meets Expectations-(ME)	(2) Developing or Inconsistent-(D/I)	(1) Needs Improvement-(NI)
Definition:	Consistently meets and often exceeds all relevant performance standards. Shows initiative and versatility, works collaboratively, has strong technical & interpersonal skills. Work has significant impact beyond regular assignments and performance objectives. Can consistently be relied on as a contributor to critical outcomes and contributions may materially advance the mission of the organization.	Meets all relevant performance expectations, standards, requirements, and objectives and, on occasion, exceeds them. Reliably performs the job assigned and may have a documented impact beyond the regular assignments and performance objectives that directly supports and furthers the mission of the organization.	Performance is still developing and/or does not consistently meet standards and expectations. Seldom exceeds, occasionally meets, but sometimes falls short of, desired results. Focused coaching/direction and/or specific development plans to meet full performance standards may be required.	Consistently falls short of performance standards. Tasks are accomplished with continual and close supervision/direction. Performance is unsatisfactory and fails to meet requirements and expectations. Immediate and sustained performance improvement required.

PERFORMANCE GOALS AND OBJECTIVES

Goal #	Strategic Goal Supported - Name/#	SMART Goal Description and Outcome	Goal Achieved? Yes/No	Rating			
				4- (EE)	3- (ME)	2- (D/I)	1- (NI)
1							
2							
3							
4							
5							

PERFORMANCE FACTORS/COMPETENCIES (Full competency descriptions are available on Annual Performance Assessment form)

#	COMPETENCY	RATING			
		4-(EE)	3-(ME)	2-(D/I)	1-(NI)
1.	Strategic Focus/ Ethics & Integrity - Creates and sets appropriate goals and objectives and develops the support plan to ensure the critical steps/processes are put in place to achieve desired results for self and others, relative to C4HCO Strategic outcomes...				
2.	Management and Coaching - Models leadership behavior and displays attributes that inspires people to follow, including providing and fostering an environment of trust and collaboration, while displaying an appropriate level of empathy and professionalism, and a positive outlook...				
3.	Communication/Interpersonal & Organizational Effectiveness - Communicates effectively, verbally and in writing. Identifies, organizes, facilitates and/or sustains mutually beneficial partnerships and alliances with internal and external stakeholders...				
4.	Customer Focus - Insists on and provides high quality service to internal and external customers...				
5.	Courageous Leadership - Treats others with respect and dignity and is sensitive to their unique needs; gets others involved so that they feel ownership, empowered, and energized; Inspires enthusiasm and commitment for the company, its products, and its future success; understands and promotes the company's strategy...				
6.	Fiscal Responsibility - Manages budget and utilizes C4HCO resources effectively...				

Additional Comments (Optional):

Employee's Signature: _____ Date: _____

Supervisor's Signature: _____ Date: _____