

Annual Self-Evaluation Form - Manager

Date:	
Employee Name:	
Evaluation Area	Notes
Competencies: WHAT	
<p>Delivering Results <i>Example behaviors at Meets Expectations:</i></p> <ul style="list-style-type: none"> • Achieves excellence in all tasks and goals. • Maintains focus and perseveres, even in the face of obstacles. • Uses time efficiently; adapts plans when changes occur. Prioritizes tasks based on importance. Delegates appropriately. • Actively pursues professional development and growth for self and team. • Is receptive to and implements suggestions for improvement. Solicits feedback. Actively identifies ways to improve. • Holds direct reports accountable for producing quality, timely results; helps others maintain focus and overcome obstacles. Provides performance feedback that facilitates development. <p><i>Additional examples:</i> Unacceptable Far Exceeds Expectations</p>	
<p>Problem Solving <i>Example behaviors at Meets Expectations:</i></p> <ul style="list-style-type: none"> • Breaks down problems into fundamental parts. Identifies root causes and addresses problems in ways that lead to innovative solutions. • Consistently, in all cases, makes informed decisions based on available and hard to find information. Utilizes information that is relevant, current and clear. • Recognizes typical as well as complex and unusual issues, and actions needed to advance the decision making process. Recommends possible solutions. Follows up to ensure resolution. • Creates new ideas and processes despite initial ambiguity of the situation; modifies approach to achieve results in changing situations. • Assists employees in diagnosing problems and recognizing issues. Takes time to help employees identify critical connections, consequences and alternatives. Recognizes successful adaptations. <p><i>Additional examples:</i> Unacceptable Far Exceeds Expectations</p>	
<p>Functional Knowledge and Skills <i>Example behaviors at Meets Expectations:</i></p> <ul style="list-style-type: none"> • Demonstrates expertise in skill and knowledge within areas relevant to one's own function or work group. • Develops and contributes to best practices in discipline or specialty area for the work group. • Serves as a resource for others regarding major developments in discipline or specialty area, and facilitates sharing of methods and knowledge. • Consistently, in all cases, seen by customers and team members as possessing high functional knowledge and skills. <p><i>Additional examples:</i> Unacceptable Far Exceeds Expectations</p>	
<p>Service to Others/Customer Focus <i>Example behaviors at Meets Expectations:</i></p> <ul style="list-style-type: none"> • Anticipates adverse customer reactions and develops better alternatives. Actively solicits feedback from customers to surface needs and concerns. • Proactively keeps customers informed with both formal and informal communications. Follows up with customers to ensure satisfaction. 	

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<ul style="list-style-type: none"> • Fulfills service commitments prior to deadlines. Willingly puts in extra time and effort in crisis situations; goes the “extra mile” to ensure customer needs are met. • Actively seeks new opportunities to build relationships and understand the needs of customers. • Provides same high level of customer service to staff as to internal and external customers. Delivers on promises to employees. <p><i>Additional examples:</i> Unacceptable Far Exceeds Expectations</p>	
Competencies: HOW	
<p>Building Trust <i>Example behaviors at Meets Expectations:</i></p> <ul style="list-style-type: none"> • Behaves and expresses oneself in an open and honest manner; is consistent in all cases with what he/she says and does; appropriately handles difficult situations. • Consistently, in all cases, shares information that is accurate and complete; handles sensitive information appropriately. • Follows through on all assignments and commitments, completing them in a timely and reliable manner; consistently, in all cases, makes others aware of task/assignment status. • Demonstrates commitment to Emory’s goals, initiatives, policies and procedures through communication and actions. • Encourages employees to be open and honest; holds employees accountable for sharing accurate and complete information; recognizes employees who follow through and demonstrate commitment. <p><i>Additional examples:</i> Unacceptable Far Exceeds Expectations</p>	
<p>Collaboration <i>Example behaviors at Meets Expectations:</i></p> <ul style="list-style-type: none"> • Consistently, in all cases, treats everyone, with dignity, respect and fairness; is very easy to approach and helpful. • Resolves interpersonal conflicts constructively and professionally; seldom requires outside assistance. • Enthusiastically spends time with others to help them and the team succeed. • Promotes awareness and respect of cultural and individual values and differences; leverages the strengths of others to accomplish goals, regardless of background. • Listens to and carefully considers ideas from others, even when different from own; ensures all sides are heard before reaching a conclusion. • Encourages teamwork among direct reports; facilitates resolution of team conflicts; promotes respect among all team members. <p><i>Additional examples:</i> Unacceptable Far Exceeds Expectations</p>	
<p>Communication <i>Example behaviors at Meets Expectations:</i></p> <ul style="list-style-type: none"> • Provides regular, consistent, and meaningful information to others; ensures appropriate individuals are informed. • Listens carefully to others, asks questions for clarification, and ensures message is understood. • Communicates in a clear and concise manner using appropriate grammar, pronunciation and tone; conveys message using appropriate method of communication (email, phone, in person). • Demonstrates an ability to influence others by modeling appropriate body language and nonverbal communication. 	

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<ul style="list-style-type: none"> • Tailors communication style to the needs of each situation and audience. • Encourages direct reports to communicate consistently, clearly and professionally. <p><i>Additional examples:</i> Unacceptable Far Exceeds Expectations</p>	
<p>Taking Initiative <i>Example behaviors at Meets Expectations:</i></p> <ul style="list-style-type: none"> • Actively seeks out ways on own to improve outcomes, processes or measurements. • Takes responsibility and provides leadership on projects or initiatives. • Takes action on projects without being directed to do so, and looks for opportunities to move projects along. • Enthusiastically seeks and accepts additional responsibilities, both in the context of the job and outside immediate job responsibilities. • Encourages staff to identify and address process improvements, participate in projects and on committees when appropriate. <p><i>Additional examples:</i> Unacceptable Far Exceeds Expectations</p>	
Additional Notes	