

## Annual Evaluation Form – Non-Manager

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|---|--|--|---|--|
| <b>Date:</b>  |  |  |   |  |
| <b>Employee Name:</b>   |  |  |   |  |
| <b>1 – Unacceptable</b>   | <b>2 – Needs Improvement</b>   | <b>3 – Meets Expectations</b>  | <b>4 – Exceeds Expectations</b>   | <b>5 – Far Exceeds Expectations</b>  |
| Inadequate performance that is consistently below job requirements and clearly problematic. <i>A review by HR is required.</i>  | Generally adequate performance but needs some improvement in order to consistently meet job requirements. <i>A review by HR is required.</i> | Capable, satisfactory performance that consistently meets and occasionally exceeds job requirements. | Strong performance that consistently meets and frequently exceeds job requirements. | Superior performance that consistently exceeds job requirements. This rating should be reserved for truly outstanding performance. |
| <b>Evaluation Area</b>  |  |  |   |  |
| <b>Evaluation Area</b>  |  |  | <b>Notes</b>  | <b>Rating</b>  |
| <b>Competencies: WHAT</b>   |  |  |   |  |
| <b>Delivering Results</b>   |  |  |   |  |
| <i>Example behaviors at Meets Expectations:</i> <ul style="list-style-type: none"> <li>Delivers good results for all assigned tasks and goals.</li> <li>Stays focused on tasks and assignments.</li> <li>Uses time efficiently to complete assignments.</li> <li>Maintains current job knowledge and skills.</li> <li>Is receptive to and implements suggestions for improvement.</li> </ul> <i>Additional examples: <a href="#">Unacceptable</a> <a href="#">Far Exceeds Expectations</a></i>  |  |  |   |  |
| <b>Problem Solving</b>  |  |  |   |  |
| <i>Example behaviors at Meets Expectations:</i> <ul style="list-style-type: none"> <li>Considers multiple sides of an issue. Weighs consequences before making final decision.</li> <li>Makes informed decisions based on available information.</li> <li>Recognizes issues, and determines actions needed to advance the decision making process. Follows up as necessary.</li> <li>Not discouraged by ambiguous situations. Is open to new ideas and processes. Adjusts approach to achieve results.</li> </ul> <i>Additional examples: <a href="#">Unacceptable</a> <a href="#">Far Exceeds Expectations</a></i> |  |  |   |  |
| <b>Functional Knowledge and Skills</b>  |  |  |   |  |
| <i>Example behaviors at Meets Expectations:</i> <ul style="list-style-type: none"> <li>Demonstrates skills and knowledge relevant to one's own function or work group.</li> <li>Applies current best practices in discipline or specialty area.</li> <li>Stays aware of major developments in discipline</li> </ul>   |  |  |   |  |

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| or specialty area.<br><ul style="list-style-type: none"> <li>Recognized by customers and team members for functional knowledge and skills.</li> </ul> <i>Additional examples:</i> <a href="#">Unacceptable</a> <a href="#">Far Exceeds Expectations</a>  |  |  |   |  |
| <b>Service to Others/Customer Focus</b><br><i>Example behaviors at Meets Expectations:</i> <ul style="list-style-type: none"> <li>Listens to customers (internal and external) and addresses needs and concerns.</li> <li>Keeps customers informed by providing status reports and progress updates.</li> <li>Delivers on service commitments. Meets established or agreed upon deadlines.</li> <li>Maintains supportive relationships with customers. Uses initiative to improve outcomes, processes, or measurements.</li> </ul> <i>Additional examples:</i> <a href="#">Unacceptable</a> <a href="#">Far Exceeds Expectations</a> |  |  |   |  |
| <b>Competencies: HOW</b>   |  |  |   |  |
| <b>Building Trust</b><br><i>Example behaviors at Meets Expectations:</i> <ul style="list-style-type: none"> <li>Behaves and expresses oneself in an open and honest manner.</li> <li>Shares accurate information.</li> <li>Completes almost all assignments on time; informs others when a delay will occur.</li> <li>Adheres to all policies and procedures.</li> </ul> <i>Additional examples:</i> <a href="#">Unacceptable</a> <a href="#">Far Exceeds Expectations</a>   |  |  |   |  |
| <b>Collaboration</b><br><i>Example behaviors at Meets Expectations:</i> <ul style="list-style-type: none"> <li>Treats all people with dignity and respect; strives to be fair and consistent.</li> <li>Strives to resolve interpersonal conflicts constructively; seeks assistance when needed.</li> <li>Spends time with others when asked, to help them</li> </ul>   |  |  |   |  |

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| <p>succeed.</p> <ul style="list-style-type: none"> <li>• Demonstrates respect of cultural and individual values, regardless of background.</li> <li>• Listens to and considers ideas from others, even when different from own.</li> </ul> <p><i>Additional examples:</i> <a href="#">Unacceptable</a> <a href="#">Far Exceeds Expectations</a></p>  |  |  |   |  |
| <p><b>Communication</b></p> <p><i>Example behaviors at Meets Expectations:</i></p> <ul style="list-style-type: none"> <li>• Shares important information with others.</li> <li>• Listens carefully and asks questions when needed.</li> <li>• Communicates in a clear and concise manner using appropriate grammar, pronunciation, and tone.</li> <li>• Demonstrates professionalism through appropriate body language and nonverbal communication.</li> <li>• Demonstrates an awareness of when to adjust communication style based on the situation.</li> </ul> <p><i>Additional examples:</i> <a href="#">Unacceptable</a> <a href="#">Far Exceeds Expectations</a></p> |  |  |   |  |
| <p><b>Taking Initiative</b></p> <p><i>Example behaviors at Meets Expectations:</i></p> <ul style="list-style-type: none"> <li>• Responds appropriately on own to improve outcomes, processes or measurements.</li> <li>• Assumes responsibility and leadership when asked.</li> <li>• Accomplishes goals independently, with little need for supervision. Takes ownership and accountability for own performance.</li> <li>• Seeks out and/or accepts additional responsibilities in the context of the job.</li> </ul> <p><i>Additional examples:</i> <a href="#">Unacceptable</a> <a href="#">Far Exceeds Expectations</a></p>   |  |  |   |  |

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| <b>Overall Score</b><br><br>1. <b>Unacceptable:</b> The employee frequently performs below the level expected of this position in all or almost all key aspects of the position. Both what is produced and how it is produced are below Emory standards and clearly unacceptable. Unless there is obvious and immediate improvement, earning this rating should cause Emory and the employee to seriously consider whether continued employment is appropriate. <i>A performance improvement plan and review by HR is required.</i><br>2. <b>Needs improvement:</b> The employee demonstrates adequate performance in most areas, but needs improvement in one or more significant aspects that are critical to the position. Either what is produced or how it is produced require improvement in one or more areas to meet expectations of the position and Emory. Such performance shortfalls may be attributable to newness on the job, missing or undeveloped skills, and/or experience. Regardless, this rating conveys that performance is below expectations in one or more areas and must be improved. <i>A performance improvement plan and review by HR is required.</i><br>3. <b>Meets expectations:</b> The employee consistently demonstrates capable, or satisfactory, performance. Both what is produced and how it is produced meet Emory standards and expectations of the position. The employee is a dependable, competent, knowledgeable individual who meets and occasionally exceeds expectations of the position. This rating conveys solid, effective performance.<br>4. <b>Exceeds expectations:</b> The employee demonstrates strong, consistent performance in all or almost all competencies, skills and responsibilities. Both what is produced and how it is produced meet and often exceed Emory |  |  |   |  |

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| <p>standards and expectations of the position. Results add value beyond the scope of the current role, often benefiting the division/department. Examples of these results must be given to receive this rating. This rating should be reserved for employees with strong, commendable performance.</p> <p>5. <b>Far exceeds expectations:</b> The employee regularly demonstrates superior performance. Both what is produced and how it is produced far exceed Emory standards and expectations of the position. The employee is extraordinarily competent and productive. Performance at this level occurs throughout the year and across all key aspects of the position. This employee is often sought out by others for counsel and assistance, and is widely recognized as a role model. Examples of the results and sought after expertise must be given to receive this rating. This rating should be used sparingly and reserved for truly outstanding performance throughout the review period.</p> |  |  |   |  |               |

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| <b>Verification of Review</b>   |              |
| By signing this form, you confirm that you have discussed your review in detail with your supervisor. Signing this form does not necessarily indicate that you agree with the evaluation. |              |
| <b>Employee Signature:</b>  | <b>Date:</b> |
| <b>Supervisor Signature:</b>  | <b>Date:</b> |