**Annual Self-Evaluation Form – Non-Manager**

| **Date:** Click here to enter text. |
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| **Employee Name:** Click here to enter text. |
| **Evaluation Area** | **Notes** |
| **Competencies: WHAT** |
| **Delivering Results***Example behaviors at Meets Expectations:** Delivers good results for all assigned tasks and goals.
* Stays focused on tasks and assignments.
* Uses time efficiently to complete assignments.
* Completes almost all assignments on time; informs others when a delay will occur.
* Adheres to all policies and procedures.

*Additional examples:* [Unacceptable](https://hr.emory.edu/eu/_includes/documents/sections/performance-management/delivering-results-non-manager.pdf) [Far Exceeds Expectations](https://hr.emory.edu/eu/_includes/documents/sections/performance-management/delivering-results-non-manager.pdf) | **Click here to enter text.** |
| **Problem Solving***Example behaviors at Meets Expectations:** Considers multiple sides of an issue. Weighs consequences before making final decision.
* Makes informed decisions based on available information.
* Recognizes issues, and determines actions needed to advance the decision making process. Follows up as necessary.
* Not discouraged by ambiguous situations. Is open to new ideas and processes. Adjusts approach to achieve results.

*Additional examples:* [Unacceptable](https://hr.emory.edu/eu/_includes/documents/sections/performance-management/problem-solving-non-manager.pdf) [Far Exceeds Expectations](https://hr.emory.edu/eu/_includes/documents/sections/performance-management/problem-solving-non-manager.pdf) | **Click here to enter text.** |
| **Functional Knowledge and Skills***Example behaviors at Meets Expectations:** Demonstrates skills and knowledge relevant to one's own function or work group.
* Applies current best practices in discipline or specialty area.
* Stays aware of major developments in discipline or specialty area.
* Maintains current job knowledge and skills.
* Recognized by customers and team members for functional knowledge and skills.

*Additional examples:* [Unacceptable](https://hr.emory.edu/eu/_includes/documents/sections/performance-management/functional-knowledge-non-manager.pdf) [Far Exceeds Expectations](https://hr.emory.edu/eu/_includes/documents/sections/performance-management/functional-knowledge-non-manager.pdf) | **Click here to enter text.** |
| **Service to Others/Customer Focus***Example behaviors at Meets Expectations:** Listens to customers (internal and external) and addresses needs and concerns.
* Keeps customers informed by providing status reports and progress updates.
* Delivers on service commitments. Meets established or agreed upon deadlines.
* Maintains supportive relationships with customers. Uses initiative to improve outcomes, processes, or measurements.

*Additional examples:* [Unacceptable](https://hr.emory.edu/eu/_includes/documents/sections/performance-management/service-to-others-non-manager.pdf) [Far Exceeds Expectations](https://hr.emory.edu/eu/_includes/documents/sections/performance-management/service-to-others-non-manager.pdf) | **Click here to enter text.** |
| **Competencies: HOW** |
| **Diversity, Equity and Inclusion***Example behaviors at Meets Expectations:** Demonstrates a willingness to examine one’s own biases, assumptions, and attitudes.
* Pursues personal and professional development on issues related to DEI.
* Demonstrates awareness (through words, actions, etc.) of others’ social identities
* Uses diversity-related organizational policies, procedures, and/or resources to help resolve issues and make decisions.
* Establishes relationships with people from other cultures and backgrounds.
* Recognizes and addresses incidents of explicit and implicit bias in the workplace.

*Additional examples:* [Unacceptable](https://hr.emory.edu/eu/_includes/documents/sections/performance-management/dei-non-manager.pdf) [Far Exceeds Expectations](https://hr.emory.edu/eu/_includes/documents/sections/performance-management/dei-non-manager.pdf) | **Click here to enter text.** |
| **Collaboration***Example behaviors at Meets Expectations:** Treats all people with dignity and respect; strives to be fair and consistent.
* Strives to resolve interpersonal conflicts constructively; seeks assistance when needed.
* Spends time with others when asked, to help them succeed.
* Is receptive to and implements suggestions for improvement.
* Behaves and expresses oneself in an open and honest manner.
* Shares accurate information.

*Additional examples:* [Unacceptable](https://hr.emory.edu/eu/_includes/documents/sections/performance-management/collaboration-non-manager.pdf) [Far Exceeds Expectations](https://hr.emory.edu/eu/_includes/documents/sections/performance-management/collaboration-non-manager.pdf) | **Click here to enter text.** |
| **Communication***Example behaviors at Meets Expectations:** Shares important information with others.
* Listens carefully and asks questions when needed.
* Communicates in a clear and concise manner using appropriate grammar, pronunciation, and tone.
* Demonstrates professionalism through appropriate body language and nonverbal communication.
* Demonstrates an awareness of when to adjust communication style based on the situation.

*Additional examples:* [Unacceptable](https://hr.emory.edu/eu/_includes/documents/sections/performance-management/communication-non-manager.pdf) [Far Exceeds Expectations](https://hr.emory.edu/eu/_includes/documents/sections/performance-management/communication-non-manager.pdf) | **Click here to enter text.** |
| **Taking Initiative***Example behaviors at Meets Expectations:** Responds appropriately on own to improve outcomes, processes or measurements.
* Assumes responsibility and leadership when asked.
* Accomplishes goals independently, with little need for supervision. Takes ownership and accountability for own performance.
* Seeks out and/or accepts additional responsibilities in the context of the job.

*Additional examples:* [Unacceptable](https://hr.emory.edu/eu/_includes/documents/sections/performance-management/taking-initiative-non-manager.pdf) [Far Exceeds Expectations](https://hr.emory.edu/eu/_includes/documents/sections/performance-management/taking-initiative-non-manager.pdf) | **Click here to enter text.** |
| **Additional Notes**  **Click here to enter text.** |