

## Mid-Year/Six-Month Evaluation Form - Manager

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

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<p>Follows up with customers to ensure satisfaction.</p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• Actively seeks new opportunities to build relationships and understand the needs of customers.</li> <li>• Provides same high level of customer service to staff as to internal and external customers. Delivers on promises to employees.</li> </ul> <p><i>Additional examples:</i> <a href="#">Unacceptable</a> <a href="#">Far Exceeds Expectations</a></p>		
<b>Competencies: HOW</b>		
<p><b>Building Trust</b>  <i>Example behaviors at Meets Expectations:</i></p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• Consistently, in all cases, shares information that is accurate and complete; handles sensitive information appropriately.</li> <li>• 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.</li> <li>• Demonstrates commitment to Emory’s goals, initiatives, policies and procedures through communication and actions.</li> <li>• Encourages employees to be open and honest; holds employees accountable for sharing accurate and complete information; recognizes employees who follow through and demonstrate commitment.</li> </ul> <p><i>Additional examples:</i> <a href="#">Unacceptable</a> <a href="#">Far Exceeds Expectations</a></p>		
<p><b>Collaboration</b>  <i>Example behaviors at Meets Expectations:</i></p> <ul style="list-style-type: none"> <li>• Consistently, in all cases, treats everyone, with dignity, respect and fairness; is very easy to approach and helpful.</li> <li>• Resolves interpersonal conflicts constructively and professionally; seldom requires outside assistance.</li> <li>• Enthusiastically spends time with others to help them and the team succeed.</li> <li>• Promotes awareness and respect of cultural and individual values and differences; leverages the strengths of others to accomplish goals, regardless of background.</li> <li>• Listens to and carefully considers ideas from others, even when different from own; ensures all sides are heard before reaching a conclusion.</li> <li>• Encourages teamwork among direct reports; facilitates resolution of team conflicts; promotes respect among all team members.</li> </ul> <p><i>Additional examples:</i> <a href="#">Unacceptable</a> <a href="#">Far Exceeds Expectations</a></p>		
<p><b>Communication</b>  <i>Example behaviors at Meets Expectations:</i></p> <ul style="list-style-type: none"> <li>• Provides regular, consistent, and meaningful information to others; ensures appropriate individuals are informed.</li> <li>• Listens carefully to others, asks questions for clarification, and ensures message is understood.</li> <li>• Communicates in a clear and concise manner using appropriate grammar, pronunciation and tone; conveys message using appropriate method of communication (email, phone, in person).</li> </ul>		

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<ul style="list-style-type: none"> <li>• Demonstrates an ability to influence others by modeling appropriate body language and nonverbal communication.</li> <li>• Tailors communication style to the needs of each situation and audience.</li> <li>• Encourages direct reports to communicate consistently, clearly and professionally.</li> </ul> <p><i>Additional examples:</i> <a href="#">Unacceptable</a> <a href="#">Far Exceeds Expectations</a></p>		
<p><b>Taking Initiative</b>  <i>Example behaviors at Meets Expectations:</i></p> <ul style="list-style-type: none"> <li>• Actively seeks out ways on own to improve outcomes, processes or measurements.</li> <li>• Takes responsibility and provides leadership on projects or initiatives.</li> <li>• Takes action on projects without being directed to do so, and looks for opportunities to move projects along.</li> <li>• Enthusiastically seeks and accepts additional responsibilities, both in the context of the job and outside immediate job responsibilities.</li> <li>• Encourages staff to identify and address process improvements, participate in projects and on committees when appropriate.</li> </ul> <p><i>Additional examples:</i> <a href="#">Unacceptable</a> <a href="#">Far Exceeds Expectations</a></p>		
<b>Overall Score</b>		<input type="checkbox"/> <b>Not on Track</b> <input type="checkbox"/> <b>On Track with Some</b> <input type="checkbox"/> <b>On Track with All</b>
<b>Additional Notes</b>		
<p><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.</p>		
<b>Employee Signature:</b>		<b>Date:</b>
<b>Supervisor Signature:</b>		<b>Date:</b>