

Supervisor & Manager

Building Trust		
Unacceptable	Meets Expectations	Far Exceeds Expectations
At times does not behave or express self in an open or honest manner; is inconsistent in what they say and do; struggles in difficult situations.	Behaves and expresses oneself in an open and honest manner with everyone; is consistent in what he/she says and does; Appropriately handles difficult situations.	Consistently behaves and expresses self in an open and honest manner with everyone; always consistent in what they say and do; is discreet and professional; appropriately handles difficult situations and sensitive matters.
On more than one occasion has disclosed information that is inaccurate, incomplete, or inappropriate (e.g., confidential, sensitive in nature).	Shares information accurately, completely, and appropriately.	Consistently shares information accurately, completely, and appropriately; encourages others to do so as well.
Struggles to follow through on certain assignments and commitments in a timely or consistent manner	Follows through on all assignments and commitments; completes them in a timely and reliable manner.	Completes all assignments reliably and consistently; prioritizes assignments and provides the tools and information team members need to do the same.
Is selective in supporting Emory's goals and initiatives; does not consistently adhere to Emory's policies and procedures.	Demonstrates commitment to Emory's goals, initiatives, policies and procedures through communication and actions.	Helps others understand Emory's goals, initiatives, policies, and procedures; consistently adheres to and enforces all policies and procedures.
Seldom encourages employees to be open and honest; occasionally allows employees to provide inaccurate or incomplete information; does not emphasize importance of keeping commitments.	Encourages employees to be open and honest; holds employees accountable for sharing accurate and complete information; recognizes employees who follow through and demonstrate commitment.	Encourages and recognizes employees for their openness and honesty; consistently holds employees accountable for sharing accurate and complete information; actively acknowledges employees and colleagues who follow through and demonstrate commitment.