

Supervisor & Manager

<b>Service to Others/Customer Focus</b>		
<b>Note:</b> the word “customer” as used here refers to anyone that is served by another as an Emory University employee, or is a recipient of another’s work (e.g., student, donor, other departments, etc.).		
<b>Unacceptable</b>	<b>Meets Expectations</b>	<b>Far Exceeds Expectations</b>
Fails to recognize adverse customer reactions. Fails to solicit feedback from customers.	Anticipates adverse customer reactions and develops better alternatives. Actively solicits feedback from customers to surface needs and concerns.	Recognizes trends in adverse customer reactions and recommends alternatives. Often consults with diverse customer groups to identify common issues, problems or gaps in service.
Rarely provides timely responses to customer needs.	Proactively keeps all customers informed with both formal and informal communications. Follows up with customers to ensure satisfaction.	Implements efficient processes and systems that ensure every customer is consistently kept informed of status and progress updates. Consistently aware of whether customers are satisfied.
Rarely meets customer deadlines. Seldom assists in crisis situations. Relies on others to meet goals.	Fulfills service commitments prior to deadlines. Willingly puts in extra time and effort in crisis situations; goes the “extra mile” to ensure every customer’s needs are met.	Consistently fulfills service commitments prior to deadlines. Always puts in the extra time and effort during crises and goes the extra mile to meet every customer’s needs. Puts processes and procedures in place to prevent reoccurrence of problems.
Seldom considers new opportunities to understand customer needs; comfortable with status quo.	Actively seeks new opportunities to build relationships and understand the business needs of every customer.	Consistently seeks new opportunities and ways to understand every customer’s needs; devises strategies and options to ensure success.
Frequently provides lower level of customer service to staff than to internal and external customers.	Provides same high level of customer service to staff as to internal and external customers. Delivers on promises to employees.	Consistently encourages staff to take action. Helps employees remove barriers to providing a high level of customer service.