

Individual Contributor

Service to Others/Customer Focus		
Note: 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.).		
Unacceptable	Meets Expectations	Far Exceeds Expectations
Often misinterprets customer requests.	Listens to all customers (internal and external) and addresses needs and concerns.	Anticipates adverse customer reactions and develops better alternatives. Actively solicits feedback from all customers to surface needs and concerns.
Frequently waits for customer to request status updates. Fails to anticipate importance of communication and information exchange.	Keeps all customers informed by providing status reports and progress updates.	Proactively keeps all customers informed with both formal and informal communications. Follows up with customers to ensure satisfaction.
Seldom fulfills service commitments or meets deadlines.	Delivers on service commitments. Meets established or agreed upon deadlines.	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.
Seldom takes initiative to develop customer relationships.	Maintains supportive relationships with all customers. Uses initiative to improve outcomes, processes, or measurements.	Actively seeks new opportunities to build relationships and understand the business needs of every customer.