

Supervisor & Manager

Taking Initiative		
Does Not Meet Expectations	Meets Expectations	Far Exceeds Expectations
Infrequently seeks ways to improve outcomes.	Actively seeks out ways on own to improve outcomes, processes or measurements.	Consistently seeks out ways on own to make improvements. Collaborates with external units to create and develop opportunities for improvement.
Seldom takes responsibility for or provides leadership in projects/initiatives.	Takes responsibility and provides leadership on projects or initiatives	Consistently takes responsibility and provides leadership on projects or initiatives and brings projects to a successful conclusion.
Often waits for direction to initiate action on projects.	Takes action on projects without being directed to do so, and looks for opportunities to move projects along.	Always advances projects by identifying and recommending internal /external resources when available resources are insufficient. Recognizes external/internal risks and develops projects to address issues. Advocates for change when needed.
Shows little enthusiasm for seeking or accepting additional responsibilities, inside or outside the context of one's job description.	Enthusiastically seeks and accepts additional responsibilities, both in the context of the job and outside immediate job responsibilities.	Is a role model for seeking and accepting additional responsibilities. Inspires others to contribute above and beyond the context of the job, for the good of Emory University.
Rarely encourages or identifies staff development opportunities.	Encourages staff to identify and address process improvements, participate in projects and on committees when appropriate.	Identifies and/or provides opportunities for staff to assume leadership roles on projects and/or committees.