

PERFORMANCE	HIGH	<p>High Match on Values High Performance</p> <p>Reward</p>	<p>Mixed Match on Values High Performance</p> <p>Develop</p>	<p>Low Match on Values High Performance</p> <p>Release</p>
	MIXED	<p>High Match on Values Mixed Performance</p> <p>Develop</p>	<p>Mixed Match on Values Mixed Performance</p> <p>Bubble</p>	<p>Low Match on Values Mixed Performance</p> <p>Release</p>
	LOW	<p>High Match on Values Poor Performance</p> <p>Release</p>	<p>Mixed Match on Values Poor Performance</p> <p>Release</p>	<p>Low Match on Values Poor Performance</p> <p>Release</p>
		HIGH	MIXED	LOW
VALUES				

Note: As it was explained to me, the red shaded areas, either low performance or low values, are the ones where an employee would be marked for being let go. The yellow shaded area, mixed on both values and performance, marks the spot where an employee would be placed on a development plan.

9-Box Guidelines

For Performance Assessment

	Values		High	
Performance	High	A1: High Performance, High Values <ul style="list-style-type: none"> - Invest in training & development - Promote if/when possible - Leverage, stretch & challenge with new assignments and/or roles - Reinforce & showcase employee's values & positive performance - Compensate well 	B1: High Performance, Medium Values <ul style="list-style-type: none"> - ID values that are lacking & communicate them to employee - Coach behaviors towards A1 level - Reinforce high performance - Eligible for training 	C1: High Performance, Low Values <ul style="list-style-type: none"> - May be negatively impacting culture & undermining organizational objectives; partner with HR to have direct conversations immediately with employee - Corrective action plan should be in place; if not, implement immediately (Engage HR immediately if not already) - Consider moving towards separation if no immediate improvement <p style="text-align: center;">60 day time frame</p>
	Low	A2: Medium Performance, High Values <ul style="list-style-type: none"> - ID performance areas that are lacking & communicate them to employee - Coach performance towards A1 level - Reinforce high values - Eligible for training 	B2: Medium Performance, Medium Values <ul style="list-style-type: none"> - ID & communicate lacking values & performance - Is this person in the right role? - Monitor performance & values; clearly communicate expectations <p style="text-align: center;">90 day time frame</p>	C2: Medium Performance, Low Values <ul style="list-style-type: none"> - Corrective action plan should be in place; if not, implement immediately (Engage HR immediately if not already) - Consider moving towards separation <p style="text-align: center;">45 day time frame</p>
Low		A3: Low Performance, High Values <ul style="list-style-type: none"> - Demotion, placement in different role or termination - Corrective action plan should be in place; if not, implement immediately (Engage HR immediately if not already, should see improvement within 30 days) - Consider moving towards separation <p style="text-align: center;">60 day time frame</p>	B3: Low Performance, Medium Values <ul style="list-style-type: none"> - Corrective action plan should be in place; if not, implement immediately (Engage HR immediately if not already, should see improvement within 30 days) - Consider moving towards separation <p style="text-align: center;">45 day time frame</p>	C3: Low Performance, Low Values <ul style="list-style-type: none"> - Plan for separation needs to be in place <p style="text-align: center;">30 day time frame</p>

V alue Diversity A ct with Honesty and Integrity L earn, Teach, Smile (Enjoy the Archway Journey) U nleash the Power of our Employees E mbrace and Champion Change	High Values: Medium Values: Low Values:	Behaves in manner in line with company values Exhibits some of the company values, but lacks others Lacking most or all of the company values
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High Performance:	Exceeds or far exceeds expectations
Medium Performance:	Meets expectations
Low Performance:	Partially met or did not meet expectations