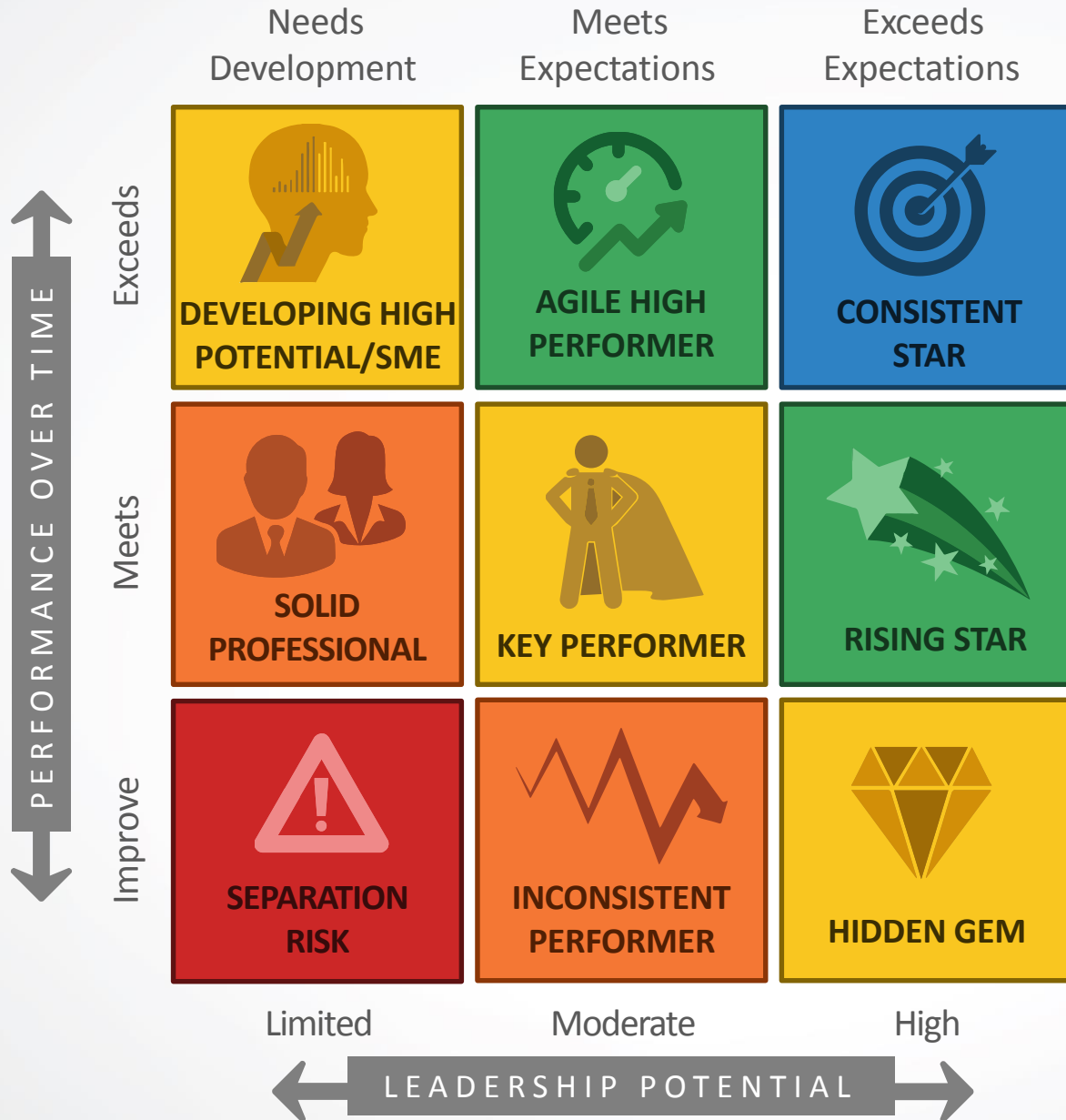


9 BOX PERFORMANCE-POTENTIAL MATRIX



PERFORMANCE

Technical skills, abilities, and subject matter knowledge in job related field; ability to develop and maintain working relationships which incorporate SMS's values.

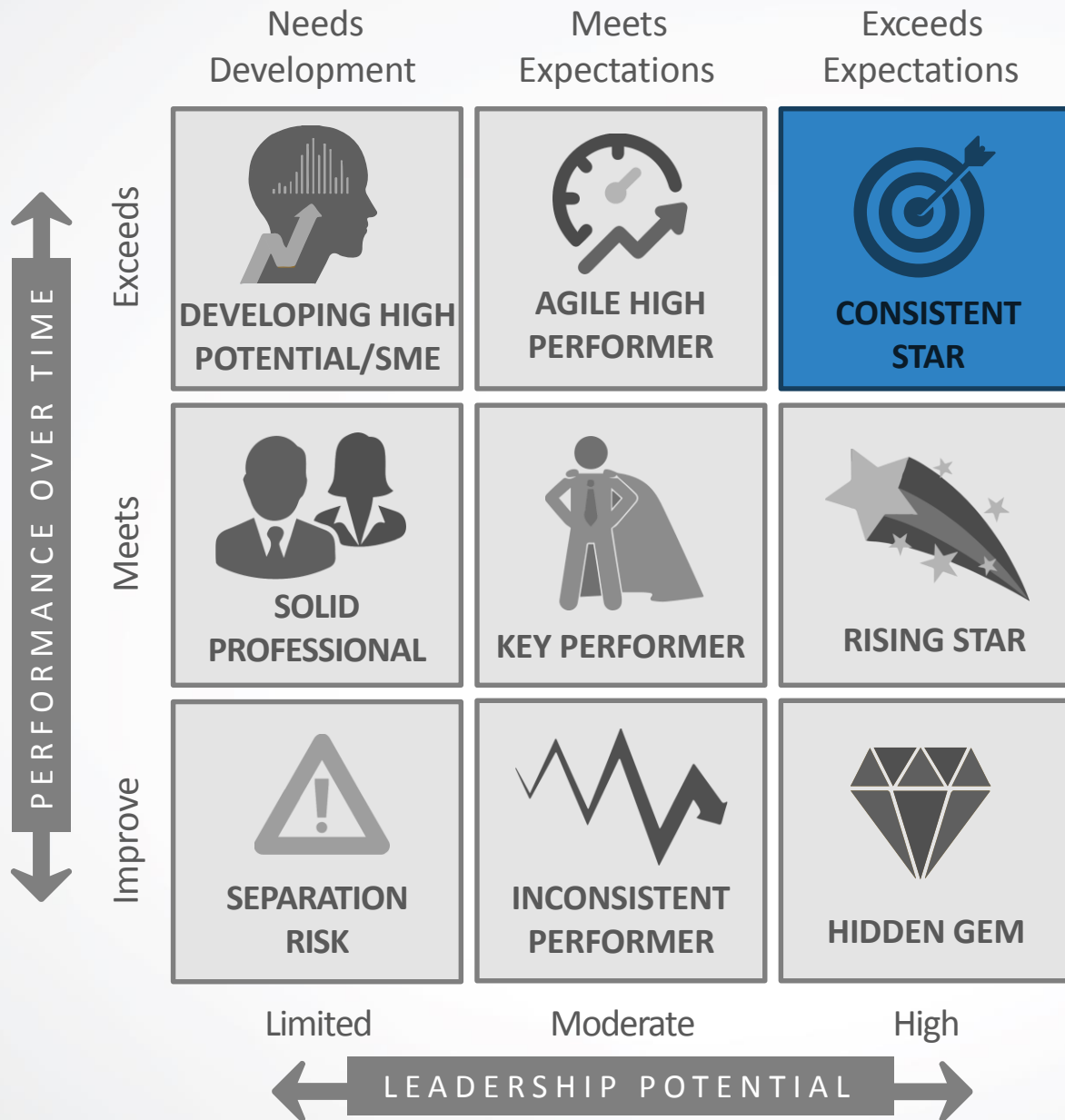
POTENTIAL

The ability or capacity for growth and development into a leadership role.

LEADER

One who guides, directs, influences, and shows the way to others.

9 BOX PERFORMANCE-POTENTIAL MATRIX



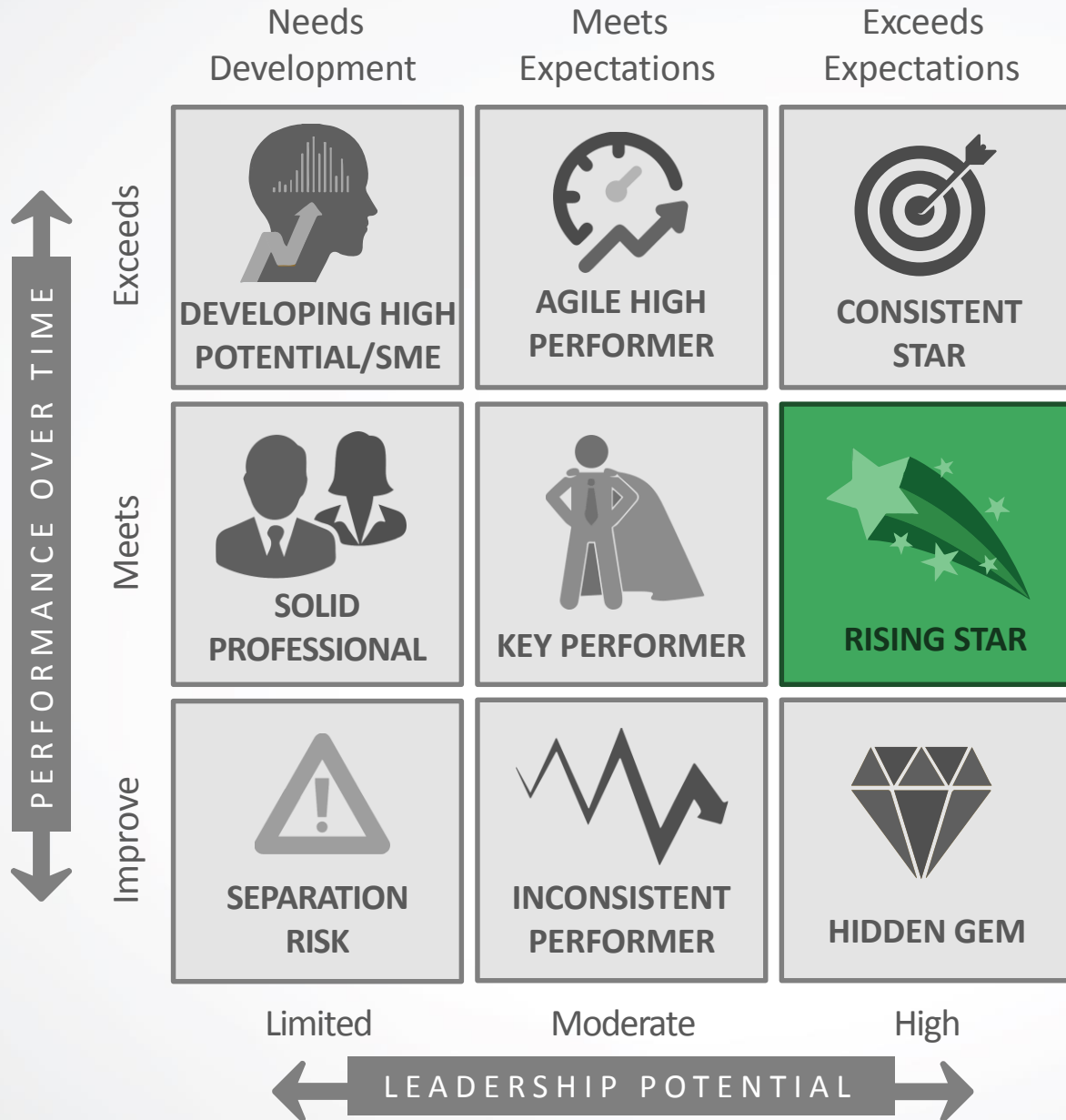
OUTSTANDING PERFORMANCE/HIGH POTENTIAL:

Definition : Individual is developing faster than the demands of his/her current position and/or division. Individual has been given additional assignments and has demonstrated high-level commitment/achieved significant results. Individual is ready to broaden his/her skill set and take on significantly greater scope and responsibility.

HOW DO I KNOW?

- Consistently performs above and beyond the current scope of his/her job; excels when given additional assignments
- Consistently integrates behaviors associated with DOHR's values; demonstrates behaviors associated with DOHR's core competencies
- Consistently seeks new opportunities for learning, leadership development, and advanced experience
- Independently researches solutions to problems and makes recommendations for improvement toward organizational excellence
- Demonstrates systems thinking and agency impact
- Places DOHR's success above personal achievement

9 BOX PERFORMANCE-POTENTIAL MATRIX



GOOD PERFORMANCE/HIGH POTENTIAL:

Definition: Individual is contributing as expected and is meeting performance expectations. Individual may be ready to take on greater technical and/or leadership responsibility in the next 12-24 months.

HOW DO I KNOW?

- Solid Performer; meets expectations
- A valued contributor to the team
- Demonstrates capacity for advancement
- Frequently demonstrates behaviors associated with DOHR's values and core competencies
- Frequently seeks out new tasks, projects and other opportunities for growth

9 BOX PERFORMANCE-POTENTIAL MATRIX



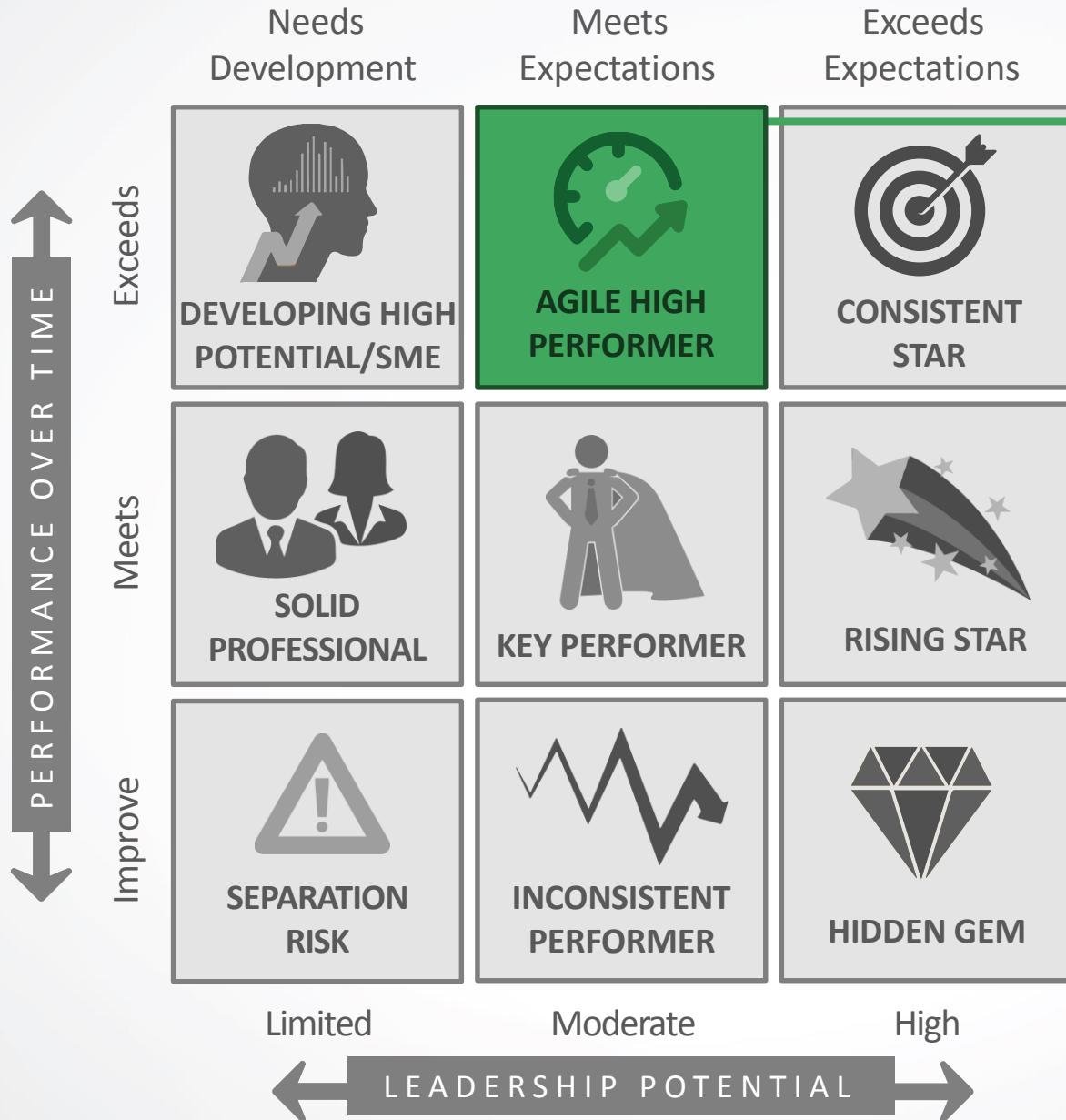
POOR PERFORMANCE/HIGH POTENTIAL:

Definition: Individual is not meeting the requirements in his/her current role. It is possible that individual could be more successful in the current role with more direction or in another role or division that more appropriately suits his/her skill set.

HOW DO I KNOW?

- Does not consistently perform to technical expectations
- Beginning to demonstrate understanding of how the organization operates
- Seeks opportunities for improvement
- May be new in role or new to organization

9 BOX PERFORMANCE-POTENTIAL MATRIX



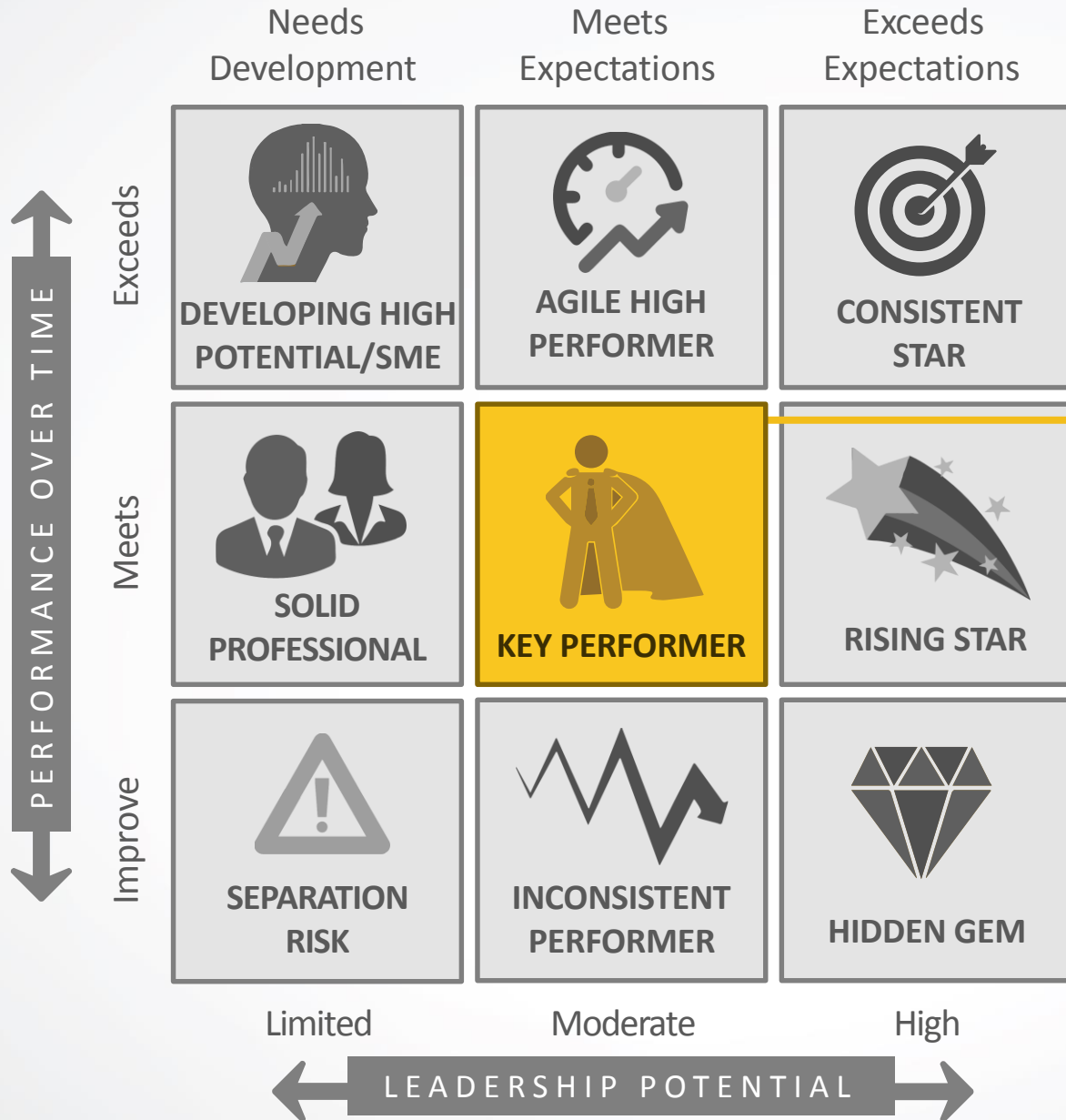
OUTSTANDING PERFORMANCE/ MODERATE POTENTIAL:

Definition: Individual performs well in his/her current job, makes valuable contributions and consistently demonstrates competencies required. May be ready to take on greater scope and responsibility in the next 12 months.

HOW DO I KNOW?

- Performing above expectations; however, manager is not certain about his/her capability to handle increased scope and complexity
- Demonstrated capability to take on more work or additional projects; willingly accepts new assignments of increasing difficulty level
- Seeks opportunities to improve both self and organization
- Shows understanding of organizational mission, values, and core competencies through demonstrated behaviors; seeks to integrate them into daily work

9 BOX PERFORMANCE-POTENTIAL MATRIX



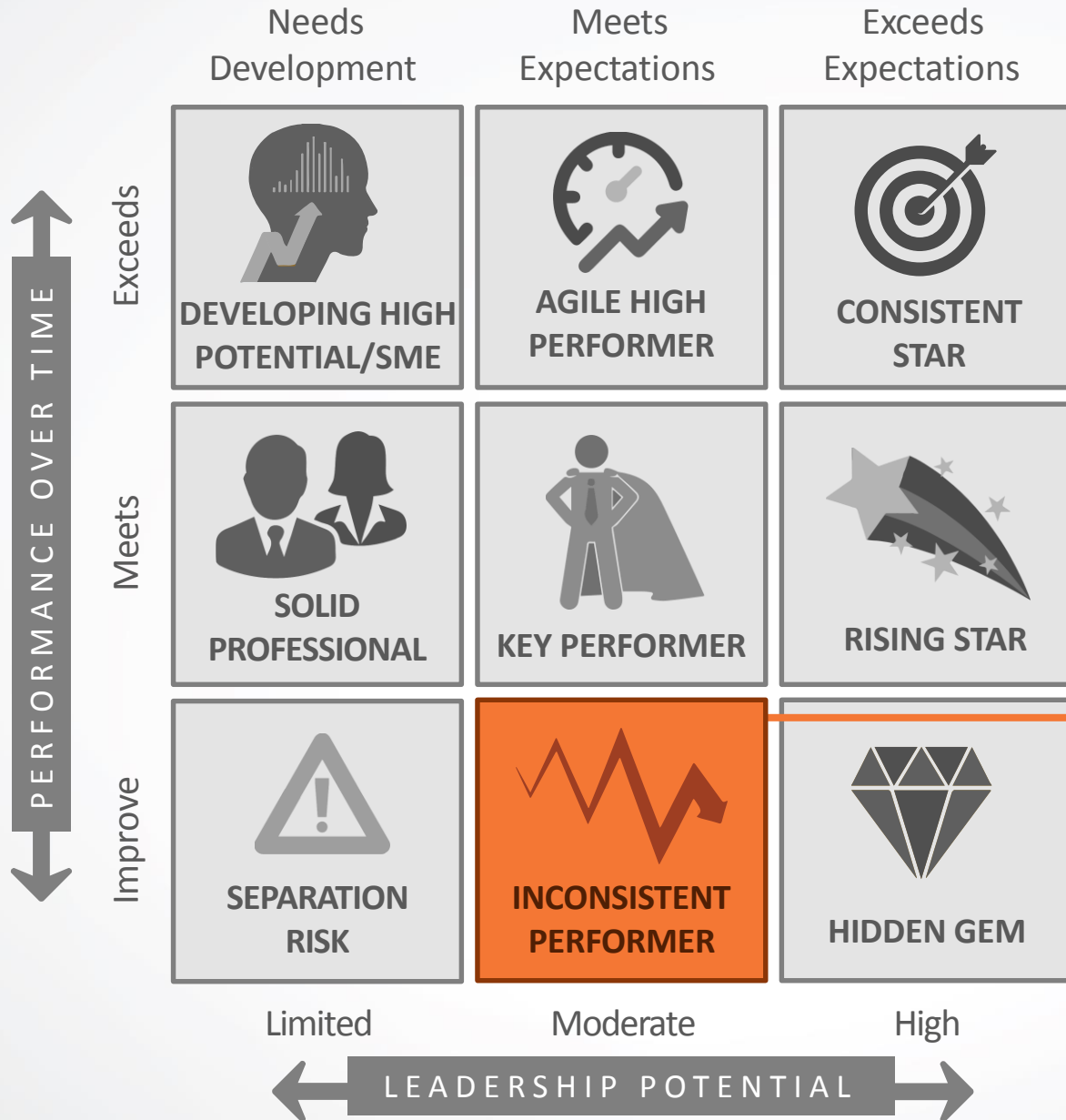
GOOD PERFORMANCE/ MODERATE POTENTIAL:

Definition : Individual is currently meeting expectations but may not be willing or able to advance; may not be ready to absorb additional scope or complexity in the next 12-24 months.

HOW DO I KNOW?

- Individual is currently meeting expectations; Solid, consistent technical performance
- May lack demonstrated strategic thinking or relationship skills , may need additional time in current role
- Minimally expresses interest in expanded opportunities
- Demonstrated behaviors associated with DOHR's values and core competencies are not consistent

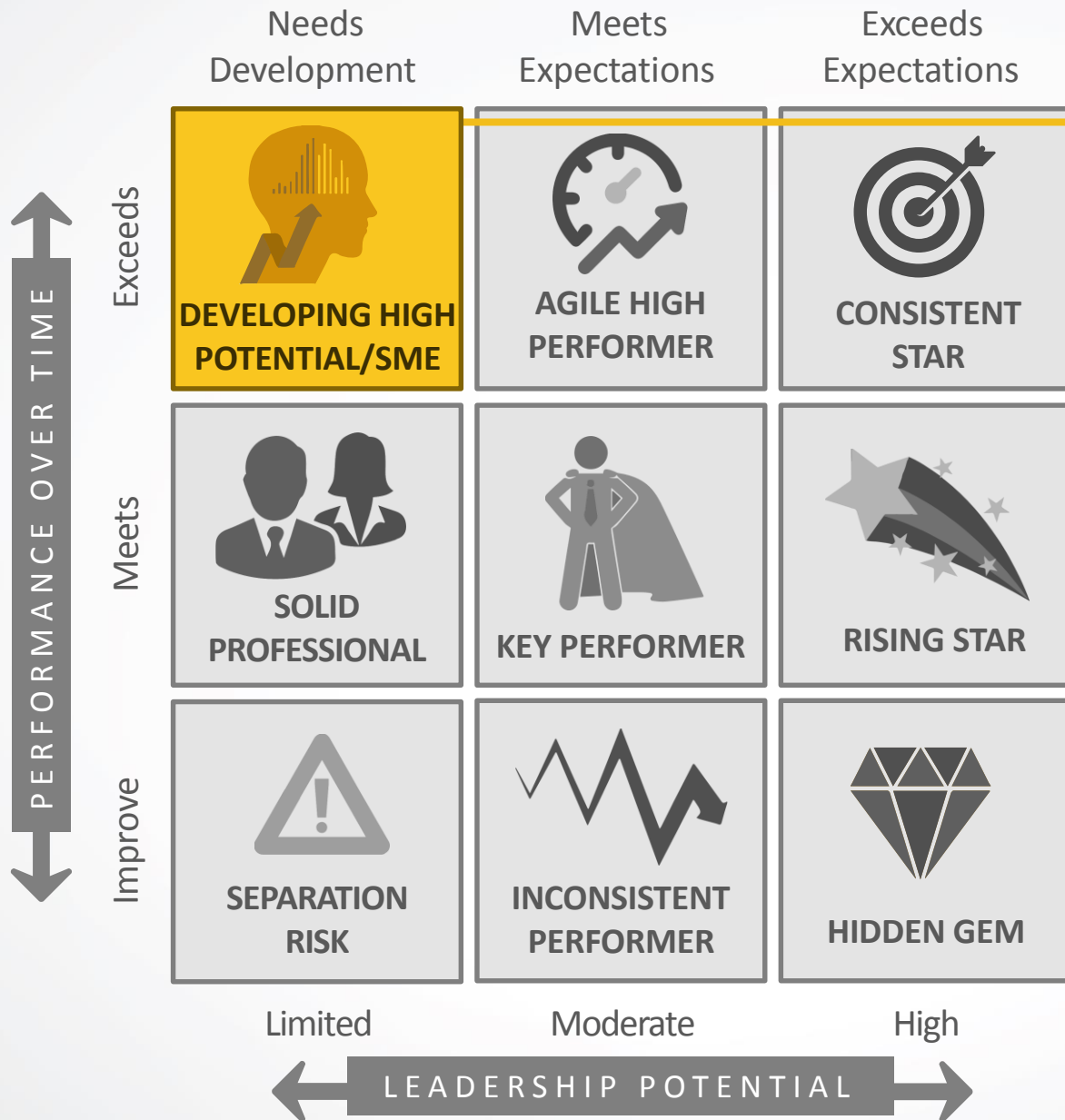
9 BOX PERFORMANCE-POTENTIAL MATRIX



POOR PERFORMANCE/MODERATE POTENTIAL:
Definition: Individual has not been in the position long enough to adequately demonstrate his/her technical abilities, or may have lost pace with changes in the organization

HOW DO I KNOW?
 Less than 6 months in position
 Longer term employee who has not progressed or adapted to changes within the organization
 Demonstrates understanding of how the division operates

9 BOX PERFORMANCE-POTENTIAL MATRIX



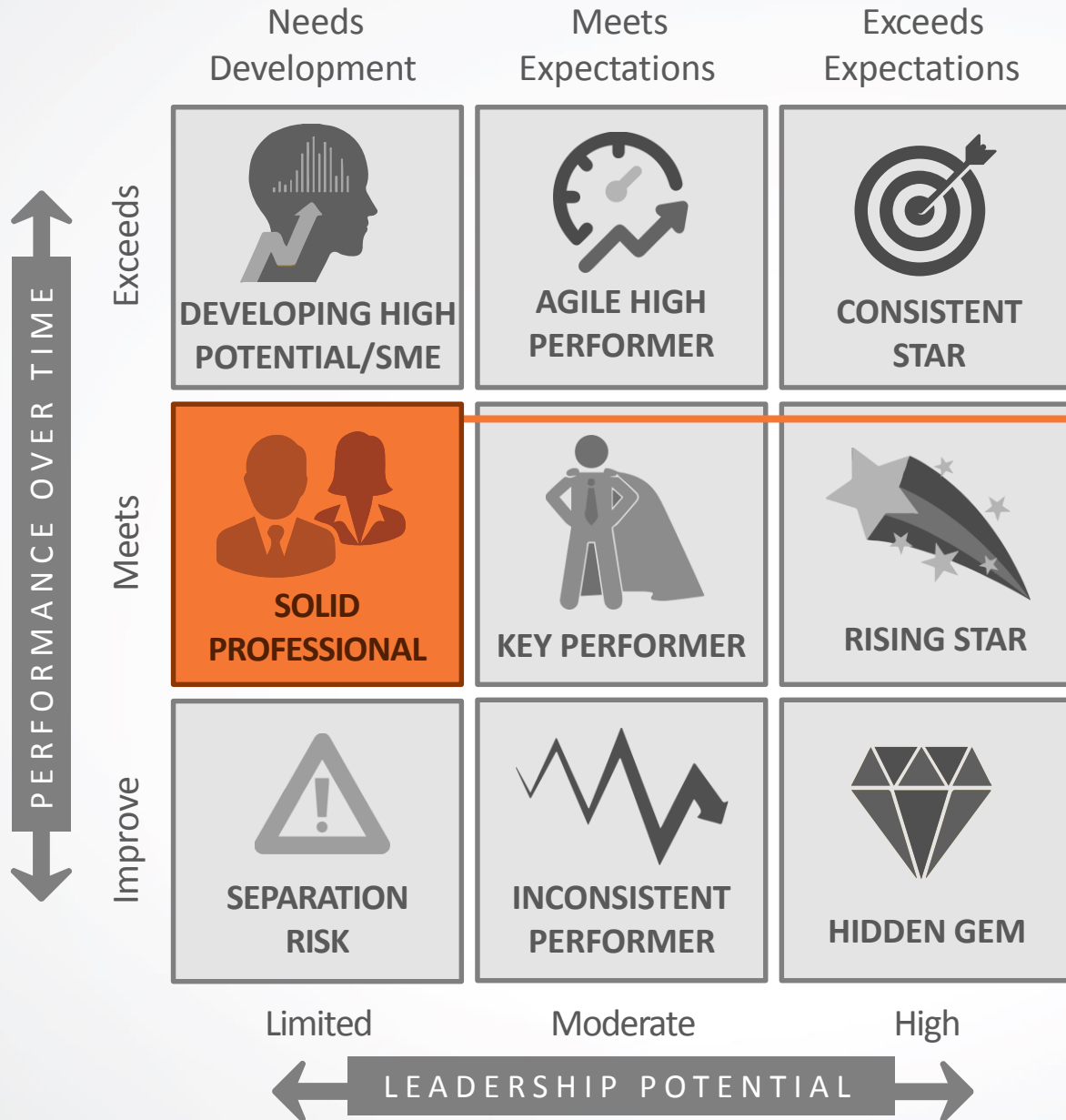
OUTSTANDING PERFORMANCE/LIMITED POTENTIAL:

Definition: Individual is performing well in his/her current job but needs to continue development in current role, or may have valuable technical skills but has not exhibited leadership potential. Individual has not demonstrated willingness to take on significantly greater scope and responsibility in the next 12 months.

HOW DO I KNOW?

- Performing at or above expectations
- Has not outgrown his/her current job and has growth opportunities within his/her role
- Seasoned professional with technical skills who does not currently exhibit capacity/desire for continued leadership development
- Understands that organizational mission, values, and core competencies are important but is still inconsistent in demonstration of behaviors and integration into daily work

9 BOX PERFORMANCE-POTENTIAL MATRIX



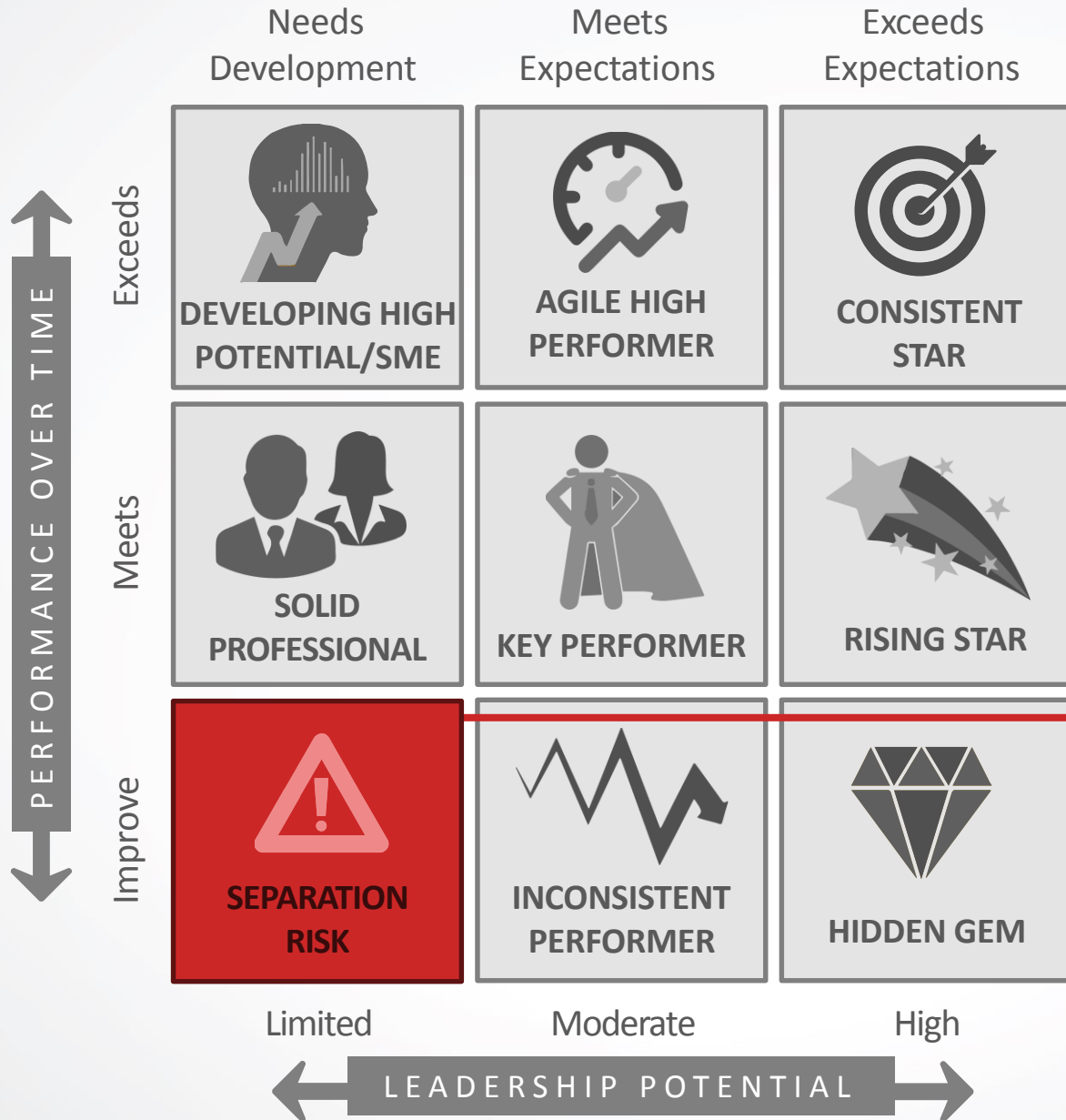
GOOD PERFORMANCE/LIMITED POTENTIAL:

Definition : Individual is currently meeting the expectations of his/her role. Individual is not prepared to absorb additional scope or complexity in the next 12-24 months.

HOW DO I KNOW?

- Currently meeting expectations; steady, dependable
- Currently performing up to his/her potential
- If current role changed or expanded in scope, responsibilities may exceed this individual's capability at this time
- Demonstrated behaviors associated with DOHR's values and core competencies are not consistent
- Does not exhibit interest in additional responsibility or leadership role

9 BOX PERFORMANCE-POTENTIAL MATRIX



POOR PERFORMANCE/LIMITED POTENTIAL:

Definition: Individual is not meeting performance expectations and there is still more to learn in the current position. There are questions about his/her ability to succeed in the current role long term.

HOW DO I KNOW?






- Consistently underperforms in his/her role
- Having trouble keeping up with the demands of the current role
- Infrequently demonstrates the behaviors of DOHR's values and core competencies
- Unwilling to take on additional responsibility

9-BOX PLANNING MISSION CRITICAL COMPETENCIES

Purpose:

Identify mission critical competencies¹ that will differentiate top performance.

Recommended Competencies:

COMPETENCY	DEFINITION	STRENGTH
 CULTIVATES INNOVATION	Creating new and better ways for the organization to be successful.	Moves beyond traditional ways of doing things; pushes past the status quo. Continually assesses the market potential of an innovative idea or solution. Finds and champions the best creative ideas and actively moves them into implementation. Tries multiple, varied approaches to innovative ideas. Builds excitement in others to explore creative options.
 DECISION QUALITY	Making good and timely decisions that keep the organization moving forward.	Decisively makes high-quality decisions, even when based on incomplete information or in the face of uncertainty. Actively seeks input from pertinent sources to make timely and well-informed decisions. Skillfully separates opinions from facts. Is respected by others for displaying superior judgment.
 DRIVES RESULTS	Consistently achieves results, even under tough circumstances.	Sets aggressive goals and has high standards. Is consistently a top performer. Pushes with energy, drive, and the need to finish. Persists in the face of challenges and setbacks. Always keeps the end in sight-puts in the extra effort to meet deadlines.
 COLLABORATE	Building partnerships and working collaboratively with others to meet shared objectives.	Models collaboration across the organization. Facilitates an open dialogue with a wide variety of contributors and stakeholders. Balances own interests with other's. Promotes high visibility of shared contributions to goals.
 INSTILLS TRUST	Gaining the confidence and trust of others through honesty, integrity, and authenticity.	Gains the confidence and trust of others easily. Honors commitments and keeps confidences. Expresses self in a credible and transparent manner, Models high standards of honesty and integrity.

¹Competencies are from the Korn Ferry Leadership Architect™ (2015) licensed for use by Sigmon Leadership Solutions.

SAMPLE PERFORMANCE DESCRIPTORS



NEEDS IMPROVEMENT

Meets most but not all position requirements. Is not consistent in accomplishing responsibilities and objectives for the position. Work may be of variable quantity and quality or may be consistently short of the mark. Improved performance is required in key areas. Corrective action may be necessary unless performance deficiencies relate to being new to the position or other reasons.

MEETS EXPECTATIONS

Solidly accomplishes responsibilities and objectives of the position. Performance is what is expected of a fully qualified and experienced person in the position. Achieves challenging objectives. Demonstrates the knowledge and skills to perform the role. SMS Leadership Behaviors are practiced.

EXCEEDS EXPECTATIONS

Exceeds objectives for the position on a regular basis, going beyond position responsibilities. Delivers results that on average meet demanding objectives and the maximum performance level. Regularly offers/implements innovative solutions. Models SMS Leadership Behaviors.

Examples below are not intended to be all inclusive but provide an overall understanding of the performance type and level characteristic of each performance rating.

Requires frequent supervisory follow-up	Needs minimal direction/is self-directed.	Requires infrequent guidance, works independently.
Accepts change with hesitancy	Adjusts well to change.	Has positive attitude about change.
Sometimes demonstrates weak judgment and takes limited initiative	Exercises sound judgment and demonstrates initiative	Exercises sound judgment and initiative that exceed normal job expectations.
Occasionally receives positive feedback from clients/others	Proactively takes responsibility for helping clients/colleagues solve problems.	Collaboratively and expeditiously makes and implements decisions
Seldom contributes new adaptation of established principles or procedures	Provides ideas for improving the work of SMS/department/work group.	Considers options associated with ideas and executes ideas that improve the work of SMS/department/work group(s).
	Receives positive feedback from clients/others.	Regularly receives positive feedback from clients/others. Actively
	Finds new ways to complete work to reduce costs and use resources more efficiently.	Actively develops positive relationships within team; promotes a positive work environment
		Identifies and develops process improvement and automation approaches to improve cost/time efficiencies.