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| --- | --- | --- | --- |
| **Value** | **Underperforming** | **Performing** | **Excelling** |
| **Relationship** | --Avoids hard truth  --Holds grudges  --Engages in frequent “parking lot talk” or “meetings after the meetings”  --Doesn’t talk directly TO people but instead talks ABOUT people  --Uses confrontational language  --Complains to others rather than being solution-oriented  --Unkind  --Not a team player (focused on own tasks/self)  --Dishonest with others  --Demonstrates poor/unhealthy professional boundaries, like oversharing, entering into intimate relationships with participants, getting too close to people physically (unwanted or unprofessional touching), etc.  --Reactions to others vary widely and are unpredictable/volatile  --Behaves in a way that causes others to express concern  --Self-centered | --Engages with co-workers and clients in an upbeat, positive manner  --Demonstrates a basic level of customer service by being attentive, responsive and kind  --Uses person-centered language (“a person who \_\_\_\_\_” rather than “a \_\_\_\_ person”)  --Regularly acknowledges and recognizes where someone is coming from when they have a different perspective  --Validates how other people feel  --Regularly “present” when talking with others; uses active listening, asks follow-up questions, removes distractions  --Avoids jumping to conclusions about others’ intent, character, etc.  --Employs a “what happened to?” mindset instead of a “what’s wrong with?” mindset  --Demonstrates basic manners and social skills, like saying please and thank you, saying hello, smiling, holding doors for people, etc.  --Is approachable by others | --Remembers prior interactions with coworkers and participants/residents and finds ways to and bring them into future interactions  --Consistently demonstrates a high degree of kindness and thoughtfulness when interacting with others  --Is honest and firm with people as needed to address issues in a growth-oriented/caring way  --Takes the time to FULLY engage with participants/residents/co-workers to create meaningful moments with them  --Willingness to see a need and jump in and help  --Calm and predictable in stressful situations  --Regularly expresses appreciation to others  --Authentic; behaviors and words represent true self  --Engages others in fun in a professional way |
| **Value** | **Underperforming** | **Performing** | **Excelling** |
| **Integrity** | --Regularly says “that’s not my job/fault” or other like phrases that deflect responsibility  --Makes repeated mistakes with little or no attempt to improve  --Lies and/or avoids telling the truth  --Cheats  --Steals  --Keeps secrets even when doing so might lead to harm  --Has hidden agendas when taking an action—is not transparent about true intention  --Is self-centered  --Is not dependable  --Talks **about** people instead of **to** people  --Has conversations with residents or co-workers that undermine the team/organization or damage morale | --Tells the truth  --Takes personal responsibility by owning mistakes, owning accomplishments; asks “what’s my part?”  --Willingly apologizes as the situation requires, even if the intent was not to harm (owns the impact behavior has on others)  --Is transparent about actions and reasons for those actions  --Honors commitments  --Does the right thing, especially when no one is looking  --Takes responsibility to know and understand applicable rules/guidelines rules and follows them  --When in disagreement with a rule/guideline, does not default to “ask for forgiveness, not permission” but instead professionally challenges the status quo with decision-makers to determine whether a different action is in order | --Takes “extreme” ownership of personal, team, and organizational success  --Learns from mistakes and grows from them  --Is willing to discuss mistakes with the team so others can learn from them  --Guides others to avoid pitfalls or mistakes  --Serves as a role model to peers; encourages others to own their mistakes  -- Aligns behaviors with beliefs/attitudes/personal values (being authentic)  --“Walks the talk”- doesn’t ask others to do something wouldn’t/doesn’t do oneself |
| **Value** | **Underperforming** | **Performing** | **Excelling** |
| **Courage** | --Talks **about** people instead of **to** people  --Regularly defends poor choices with “yeah, but….” Excuses an  --Fails to tell supervisor about an issues that negatively impact Hilltop or its employees, participants and/or residents  --Regularly challenges and/or growth opportunities | --Takes responsibility for every action and freely admits mistakes  --“Speaks truth to power” to supervisor/manager by bringing forward issues, even when uncomfortable --Accepts feedback graciously  --Asks “why do we do it this way? Is there a better way?” in a respectful manner  --Brings forth new ideas and openly shares them  --Admits when doesn’t know something  --Willing to ask for help  --Stands up for others when they are being treated poorly  --Speaks up when others’ behaviors do not align with Hilltop’s values  --Sticks to boundaries and follows through | --“Speaks truth to power” at the highest levels of the organization as requested or needed to effectively address issues  --Proactively asks for and applies feedback  --Seeks knowledge from others  --Trusts/empowers team members to do their jobs  --Role-models “not knowing everything” so others know it’s okay if they don’t know something  --Shows persistence (“grit”) when hits roadblocks  --Shows appreciation when people give feedback, even when uncomfortable  --Willing to challenge the company’s values, practices, unwritten rules, inconsistencies (ex. Stated values and actual practices), systems, etc. if they are undermining the mission |
| **Value** | **Underperforming** | **Performing** | **Excelling** |
| **Inclusivity** | --Uses “us vs them” language—talks about a group or person as “other”  --Uses derogatory slurs about a person in --general or their demographics; includes describing themselves in these terms  --Refers to coworkers, residents or participants by their behavior or by a perceived quality (ex. “Lazy” “Problem children”) rather than talking about the behavior itself  --Expresses the mindset that “this is just <name> and that is just the way they are” rather than allowing space for growth and change  --Remains silent when someone is being abused, verbally or otherwise  --Ignores racist, sexist etc. language/actions or persistent problems  --Intentionally excludes others for non-equity seeking reasons  --Behaves stand-offish and unwilling to listen to others with different perspectives | --Language used is individualized and culturally-sensitive  --Kind to all others, including to those who may be different  --Strives to be open and understanding of others  --Treats everyone with the same level of dignity and respect, even those who may be disliked or unfamiliar  ----Intentionally strives to work with (or hire) people who come from different walks of life  --Kindly and candidly provides feedback to co-workers and/or employees about biases that are expressed through words or actions  --Abides by the abuse policy by reporting and addressing violations by coworkers, residents and clients  --“Has the back” of co-workers, clients and residents who are being verbally abused; stands up for others | --Demonstrates an appreciation of difference and recognizes people as individuals who all belong  --Intentionally seeks to become aware of own biases and challenges them/works to override them in words and behaviors;  --Asks the questions “what if?” or “how can we?” when perceive a barrier to hiring or working with people who may be different  --Engages in and/or initiates hard, nuanced conversations about equity, diversity and inclusivity with co-workers, residents and/or clients  --Spreads knowledge, and teaches others about our value of inclusivity through example and discussions  --Practices how to respond to people who violate the abuse policy; trains others to do the same through example and discussions  --Actively works to ensure “representation” by creating platforms for different voices to be heard  --Creates opportunities for those who have historically been overlooked  --Willing to have conversations about equity  --Gives people grace—an opportunity to do/be better; takes opportunities to educate others when they make a mistake rather than judge or punish them |
| **Value** | **Underperforming** | **Performing** | **Excelling** |
| **Growth** | --Consistently gets defensive with feedback  --Doesn’t make time/refuses to attend required trainings  --Misses deadlines for trainings without advanced communication  --Disengaged at trainings  --Demonstrates an attitude of entitlement to promotions/perks by expecting them without putting in the work or taking the time to develop new competencies/skills  --Not willing to take responsibility for “part” in conflict, performance, etc.  --Arrogant; lacks humility; believes is always right | --Attends required trainings  --Accepts feedback  --If a leader, actively seeks feedback  --Acts on opportunities to grow  --If a leader, actively seeks opportunities to grow  --If a leader, fosters growth in others by holding regular development-centered discussions and providing opportunities to learn or practice new skills  --Applies learned skills and knowledge to improve work  --Stays up-to-date on what is needed to do well in role  --Takes time to recognize own successes as well as others’ successes  --Offers ideas that can create positive change  --Engaged in daily work | --Actively seeks feedback (any level)  --Actively seeks opportunities to grow (any level)  --Shares skills/knowledge with others  --Applies feedback in ways that lead to measurable results  --Seeks to understand strengths and weaknesses  --Works to enhance strengths and address career-limiting weaknesses  --Personalizes recognition or acknowledgements to in an individualized way to reinforce continued growth in others  --Applies knowledge/skills to create positive and measurable change |
| **Fun** | --Detracts from fun with negative comments, eye rolls, etc.  --Engages in fun at the expense of other people | --Practices basic kindness  --Supports fun, even if not actively engaged in it  --Knows when “fun” is appropriate; stays professional  --Engages in fun that never harms or belittles others  --Knows the “audience” – promotes and engages in fun that takes into account clients’, team members’, leadership’s positions, needs, personalities, sensitivities, etc. | --Actively strives to understand individual’s comfort level with different forms of fun and adapts accordingly  --Initiates/plans the fun  --Acts as a “cheer leaders”; engages others in fun activities/memorable moments  --Willing to laugh at oneself; practice a level of vulnerability to put self “out there” |
| **Value** | **Underperforming** | **Performing** | **Excelling** |
| **People First** | --Doesn’t offer to help when people are struggling  --Unkind  --Holds people back to serve own interests  --Disrespectful of people’s needs  --Withholds the supports and resources people need to succeed and grow  --Withholds information during the hiring process that might lead a candidate to make a different decision | --Sees people for who they are, not their mistakes/behavior  --Refrains from making character judgements  --Provides good customer service  --Puts people before efficiency, money, etc.  --Values self and own wellbeing  --Demonstrates at minimum the “performing” level of living Hilltop’s values  --Strives to have a positive impact in each interaction with co-workers and those we serve  --Always kind, even on personal social media and out in the community | --Meets people where they are instead of where one might think they should be  --Actively seeks customer feedback and works to make positive changes  --Balances the needs of multiple people at a given moment so they feel seen, heard, and valued  --Helps others value themselves and their wellbeing  --Helps others be their best selves, even if that means that person needs to change roles or leave Hilltop  --Empowers people with skills and permission to express their needs  --Transparent with candidates about what the job entails so they come in fully informed |