

Workforce Ready

Performance Management

Align your entire organization for success

Workforce engagement and a positive corporate culture are critical for retaining high-performing employees in a tight talent market. If the work environment fails to foster transparency, support communication, and make people feel valued, employees are likely to disengage and look for jobs elsewhere. However, too many employers still rely on periodic, backward-looking performance assessments that do little to drive engagement and productivity. According to a recent survey, the majority of HR leaders believe their performance management process is an ineffective use of time, and very few organizations believe their current process drives business value or engagement/high performance.¹ To nurture and develop top talent, you need a flexible, data-driven performance management approach that enables you to continuously assess, coach, and recognize employees for their achievements.

Kronos Workforce Ready® Performance Management, a module in the unified Workforce Ready human capital management suite, helps eliminate complex, paper-based forms; streamline the performance review process; and support development of both salaried and hourly employees. The solution makes it easy to create, assign, and complete assessments based on defined criteria and automate the review cycle to reflect established processes. Alerts and reminders keep form submission and approvals on track for more timely review completion. Even more important, it enables you to define cascading goals and track progress throughout the year — not just at annual review time — to measure how employee performance affects business outcomes and to support effective coaching and development.

Define and track cascading goals

With Workforce Ready Performance Management, your organization can define corporate-level goals that cascade down to groups and individual employees, thereby aligning the entire organization for success. Performance development tools provide managers with immediate visibility of goal status and performance for individual employees throughout the year. You can choose to tie employee goals — with associated weights — into a formal review process or use the performance development tools separately to identify and manage specific outcomes, nurture progress, and recognize achievements. With at-a-glance visibility into goals, managers are better able to initiate communications with employees and provide ongoing feedback for improved engagement and development.

Automate the performance review cycle

Configurable workflows make it simple to automate the performance review cycle — from form submission and review to approval and sign-off — to match your established processes. Instruction tabs walk employees and managers through the process of filling out review forms with sufficient detail. The ability to define the anchor date and frequency of performance reviews — and automatically initiate the process — helps managers stay on top of assessments. Real-time monitoring enables managers and HR professionals to track review status at any time. Automated alerts and reminders keep form completion, feedback, and approvals moving forward.



Key Benefits

- » **ALIGN THE ORGANIZATION** by defining cascading goals and tracking performance at the corporate, group, and individual levels
- » **INCREASE ENGAGEMENT AND RETENTION** by enabling managers to continuously monitor employee goals and deliver ongoing feedback
- » **IDENTIFY AND DEVELOP TOP TALENT** with succession planning tools that help you build and maintain talent pools
- » **SAVE TIME AND STREAMLINE PROCESSES** with online review forms and automated workflows that support a paperless HR environment
- » **LINK COMPENSATION TO PERFORMANCE** with a Merit Matrix that establishes guidelines for awarding pay based on performance rating and pay grade segment

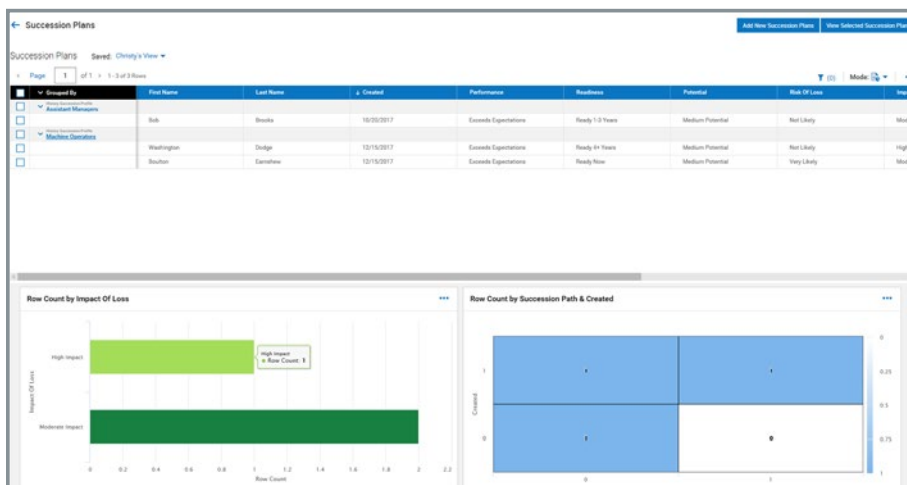
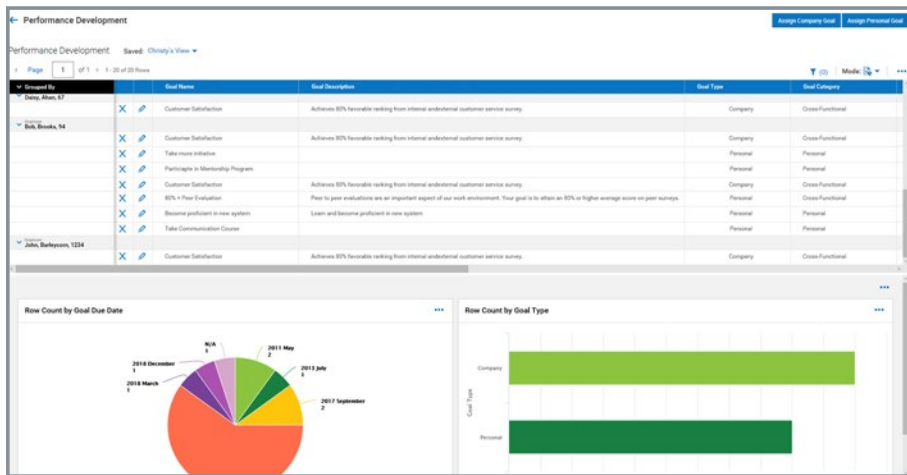
¹ Nathan Sloan, Akio Tsuchida, and David Parent, *Performance Management: The Secret Ingredient*, Deloitte University Press (February 27, 2015), found at <https://dupress.deloitte.com/dup-us-en/focus/human-capital-trends/2015/performance-management-redesign-human-capital-trends-2015.html>.



Define unlimited performance review profiles

Workforce Ready Performance Management lets you define unlimited organization-, department-, or job-specific review profiles with specific criteria for evaluation and your choice of numerical- or weighted-scale ratings. Specify whether self-rating is part of the review process. Configure visibility rules for ratings, comments, and summaries. Even define competencies and assign them to individual employees and jobs.

For optimal flexibility, you can define how employees will view content within the review and how it will appear when printed or saved as a PDF file. You can also configure reviews with electronic signatures — for both employees and managers — to enable a truly paperless review process.



Succession Planning

Identify and develop top talent

You've recruited the best employees, but you need interactive succession planning tools to identify and prepare that talent for advancement or promotion into more challenging roles within the organization. Interactive succession planning charts and graphs help you develop a talent pipeline and build bench strength with employees who have the current skills and/or potential that can help them either move up in an organization or on to other positions.

Build and maintain talent pools

Workforce Ready Performance Management lets you review the skills and competencies required for key positions, and identify potential employees for development. With visual representation of employee performance and potential along with other key categories, you can easily drag and drop employees across user-defined talent pools. Identify and understand the developmental needs of employees and ensure that all key employees understand their career paths and the roles they are being developed to fill.

With Workforce Ready Performance Management, managers gain immediate visibility into their employees' goal status and performance throughout the year, so they can offer ongoing feedback, nurture progress, manage specific outcomes, and recognize achievements for improved engagement and development.

The interactive succession planning dashboard includes up to six configurable charts and graphs for at-a-glance visibility to succession plan information (with optional additional tabs for more charts), so HR leaders and individual managers can visually see the organization's talent pool across a wide array of metrics. Drill into the talent matrix chart to view the specific employees within each category, and then quickly and easily move employees within each category of the chart. Moving an employee will automatically update their succession plan, which can help avoid manual edits to the plans.

Conduct data-driven performance reviews

Complete, accurate employee information helps drive more effective performance management. Embedded analytics tools such as Workforce Ready Employee Perspectives provide at-a-glance employee information so you can leverage attendance, absence, productivity, and safety violation data for more objective, fact-based reviews.

Stay on top of employee development

Track employee skills and certifications with customizable reports that show who needs training and when. The optional, fully integrated Workforce Ready HR module enables you to define training courses, assign employees, and track completion. You can even schedule internal classes, monitor open seats, and report on employee participation and results.

Tie compensation awards to employee performance

A built-in Merit Matrix within the optional Workforce Ready Compensation Management module makes it easy to establish guidelines for awarding pay increases based on the correlation between performance rating and pay grade segment so you can make fair, equitable compensation decisions.

The screenshot shows the Kronos Workforce Ready Performance Review interface for employee Bob Brooks. The interface includes a navigation bar with 'Home', 'My Employees', 'Performance Management', and 'Performance Reviews'. The main content area is divided into several sections:

- Properties:** A form containing review details such as Review Name, Scheduled Date (06/26/2016), Review Period (07/03/2013 to 06/25/2016), Review Reason (90 Day Review), Frequency (Annual (First)), Status (Finalized), Approval Status (Submitted), and Finalized Date (10/20/2017).
- Core Values:** A table listing company core values with a 25.00% completion indicator.

COMPANY CORE VALUES	
Customer Service	Provide superior customer service to both internal and external customers.
Integrity	Integrity that holds us accountable to our customers, vendors, and all who serve our Company's mission, to manage our resources wisely and keep our promises.
Excellence	Excellence is demonstrated by our people, programs, and outcomes, as well as by the quality of our decisions and actions.
Promote Growth	Promote growth and experience. Freedom of speech, inquiry, pursuit of ideas and creative activity.
Respectful Relationships	Respectful relationships that build trust, inspire collaboration, and ensure the teamwork that is essential to Company's success.
- Results:** A section for performance results.
- History:** A table showing the review process history.

Date	User	Approval Status	Status	Comment
10/20/2017 02:18p	Christy Fryman	Submitted	Finalized	
10/20/2017 02:17p	Bob Brooks	Submitted	In Progress	
10/20/2017 02:14p	Christy Fryman	Submitted	In Progress	
10/20/2017 02:11p	Freddy Clark	Submitted	In Progress	
09/22/2017 01:46p	Christy Fryman		In Progress	
- Competencies:** A table listing company competencies with a 25.00% completion indicator.

COMPANY COMPETENCIES (100.00%)	
Communication Focus	Communicates effectively/works cooperatively with supervisor, peers and internal/external customers.
Decisiveness	The ability to make difficult decisions in a timely manner. Is willing to make decisions in difficult or ambiguous situations, when time is critical. Takes charge of a group when it is necessary to facilitate change, overcome an impasse, face issues, or ensure that decisions are made. Makes tough decisions (e.g., closing a facility, reducing staff, accepting or rejecting a high-stakes deal).
Initiative	Demonstrates initiative by: 1) showing interest in learning; 2) keeps current in field of Expertise; 3) accepts added responsibility; 4) offers to help co-workers and 5) actively looks for opportunities to partner with other departments.
Integrity/Dependability	Demonstrates integrity by: 1) consistently engage in work-related activity and making productive use of work time; 2) accepts responsibility and accountability for own actions; 3) maintains composure and demonstrates self-control in difficult situations; 4) demonstrates appropriate use of and respect for Company property and equipment; 5) Complies with work rules and Company Policies and Procedures.

Workforce Ready Performance Management automates the entire performance review cycle, including approval workflows, and even captures electronic signatures. A configurable instructions tab walks employees through each step in the performance review process while role-based access controls visibility of fields within the online review form. As shown in this screen, the solution allows managers or employees to enter goals while the review is in progress for optimal flexibility.



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