4.0 Performance Governance:

The below outlines the governance activities undertaken during the performance cycle period. This will ensure the integrity of the process and the adherence by all stakeholders to COMPANY performance standards and methodology.

Employee's Performance Cycle Period - Annual Basis

Jan.	Feb. Mar.	Apr. May J	un. Jul. Aug.	Sep. Oct.	Nov. Dec.
6	5 6		•		•
	Communicate PM year calendar	SMART objectives methodology	Announce mid-year review	Alerwhotester demodrated in yearser great fluoritements are envisiblements form.	integration
vino.	Head of HR	CEO & Head of Departments	Head of HR	Heward of HIN	Head of Hit & Executive Management
When	Communicate overview of the PM process on an armuel basis	Define SMART Objectives for the opcoming performance cycle period	Actions required for mid-year review, as required	Actions required for end-of-year performance evaluation	integration — incentives, career development, training, promotion, etc.

Roles & Responsibilities:

Below is an outline of the roles and responsibilities within the performance management cycle. Department heads and employees play key roles in the ongoing success with managing performance at COMPANY, supported by the Human Resources Department and the CEO as the role model for the process with direct reports.

CEO	 Drive the performance management process, including objective cascading and year-long communication about the progress against COMPANY business strategies Act as a Role Model for the process with direct reports Establish the standards for performance criteria and assessment with direct reports 		
Department Head	 Provides ongoing feedback to employees throughout the year Works with the employee to set, monitor and review SMART objectives and prepare development plans Helps align what the employee does Is accountable for making meetings happen and communicating rationale that supports performance evaluation related decisions 		
Employee	 Works with department head to set, monitor and review SMART objectives and prepares development plans 		
HR Department	 Assists the organization with the implementation and administration of the performance management system Drives deadlines for timely planning, mid-year and year-end review meetings Maintains records regarding the performance management Provides support and assistance to every stakeholder involved 		

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Armstrong's Handbook of Performance Management Michael Armstrong, 2017-12-03 Armstrong s Handbook of Performance Management addresses all areas of performance management from performance pay and giving feedback to managing underperformers and having difficult conversations so organizations can optimize staff performance This fully updated and restructured 6th edition analyzes traditional as well as the latest developments in performance management including the shift from ratings and annual reviews Veteran HR expert Michael Armstrong examines where these new approaches should be embraced and where traditional methods of performance management may be preferable Packed with examples exercises checklists and new case studies from organizations such as Microsoft IBM and Expedia this book remains the most authoritative and engaging textbook on performance management Supporting online resources for Armstrong s Handbook of Performance Management include an instructor's manual a student's manual lecture slides a glossary of terms and a literature review Armstrong's Handbook of Performance Management Michael Armstrong, 2022-01-03 Optimizing staff performance is a key component of achieving outstanding business results The new edition of Armstrong s Handbook of Performance Management is an essential companion for improving employee and organizational performance From performance pay and giving feedback to managing underperformers this handbook addresses all areas of performance management to enable students and practitioners to understand how to assess measure and improve performance This updated seventh edition contains new chapters on the meaning and development of performance management and managing performance with a remote workforce It also covers performance leadership and multi source feedback Packed with examples to show how the theory applies in practice and exercises to consolidate student learning Armstrong's Handbook of Performance Management remains an indispensable and engaging resource for securing effective performance across all aspects of the organization Supporting online resources include an instructor s manual lecture slides a glossary and a literature review Armstrong on Reinventing Performance Management Michael Armstrong, 2017-01-03 Armstrong on Reinventing Performance Management presents a holistic approach to performance management drawing on Michael Armstrong s vast research and experience Most organizations have performance management processes in one form or another but these are often based on formal annual reviews forced rankings and directly linked to pay decisions These traditional approaches are often at the expense of ongoing continuous feedback and focus on looking back at what has or has not been achieved rather than looking forward Direct links to pay decisions avert attention from people development and managers often get lost in the bureaucracy of complex forms rather than fully engaging with their people Armstrong on Reinventing Performance Management details how to build a culture of ongoing feedback and coaching and provides case studies of how this approach to building performance has been effective in organizations including Deloitte Gap Expedia and Google Filled with practical advice including how to deal with underperformers it enables organizations to remove overly

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