People Performance and Growth

A Reference Guide for
Employees and People Leaders

Building a world that works

Purpose: Provide you and your People Leader with information about GE’s performance approach and available support/resources.

Users: Employees, People Leaders, HR

What's in this guide:

I. What is our performance approach at GE?

GE's performance approach—People, Performance & Growth (PPG)—aims to align our efforts to achieve the greatest impact for our employees, customers and business. It focuses on both the results we deliver and how we deliver them, in a world of continual change and uncertainty. It helps us get better every day and holds us accountable for performance outcomes. While aspects of our performance approach may evolve with our company, GE remains a place where reward decisions will continue to reflect employee performance and behaviors.

There are four key elements to our performance approach: Priorities, Checkpoints, Insights/Feedback, and the Annual Summary that starts with the Leadership Behaviors Survey. PPG incorporates both development and evaluation activities.

Priorities:

The most impactful areas in which we can contribute to customer needs and business objectives.

Checkpoints:

Formal, documented conversations between the employee and People Leader. Besides including progress against Priorities (or reprioritization) and an assessment of Leadership Behaviors completed by both the employee and People Leader, the conversation can incorporate Insight/Feedback themes, in-the-moment coaching or career development. Although a minimum of two Checkpoints in the year is recommended between the Priorities setting discussion and the Annual Summary, one formal documented checkpoint is required each year.

Insights/Feedback:

Specific, observed behaviors and their impact on performance. This can include behaviors to continue and behaviors to consider doing differently. Insights/Feedback is particularly helpful when tied to GE's Leadership Behaviors.

Leadership Behaviors Survey (LBS):

A survey designed to collect feedback on how employees demonstrate GE's Leadership Behaviors. In advance of the Annual Summary, survey participants will provide input to the employee on each Leadership Behavior. Each Leadership Behavior will be reviewed separately, then collectively based on the survey participant's observations and experiences with their colleague.

Annual Summary:

A collaborative performance review conversation and detailed document that summarizes the performance impact for the year. The conversation and the document include two (2) ratings: on the "What" (toward the employee's Priorities) and the "How" (toward GE's Leadership Behaviors) defined by a three-point scale (Below, Meets and Exceeds Expectations). It also includes qualitative input captured in comments sections. The Leadership Behaviors Survey results serve as an input to the Annual Summary. The employee and People Leader both complete an evaluation of the employee's performance, discuss it together, and then the People Leader submits it in Workday. It is completed annually and available for use in GE talent processes and annual reward planning.

Employees who are not meeting minimum performance and/or behavior expectations will use a separate complementary tool/process

called the Performance Improvement Plan (PIP). This is not to be confused with an employee development plan (described more on p.13) that is either voluntarily created by the employee or initiated on behalf of the employee in certain situations like senior leadership as part of their growth journey.

Employee Survey:

After each "Checkpoint" and "Annual Summary," the employee will be asked to complete a survey to provide input on the quality of the process and the discussion with the People Leader.

Performance & Rewards

While aspects of our performance approach may evolve with our company, GE will stay true to our culture of aligning rewards with performance impact and expected behaviors. When employees and People Leaders actively engage in the conversations and habits that enable our performance and growth, they create a strong foundation for reward decisions.

Growth: From PPG to Career Navigation

Growth and career conversations are important elements of career growth activities and complement the performance dialogues, with a time horizon beyond the current performance period.

Employees and People Leaders understand and value this discussion as a critical part of the performance approach at GE.

II. What is expected of me? Of my People Leader?

Our performance approach is designed to build personal accountability for continuously improving behaviors and results. All employees are responsible for actively engaging in the conversations and habits that enable performance and growth. People Leaders are expected to drive focus, accountability, and results by role modeling quality, transparency, and supportive performance conversations and habits.

Use the recommended actions, resources and tips provided to build strong performance habits and discipline.

1. Priorities

The most impactful areas in which we can contribute to customer needs and business objectives.

Employee Expectations	People Leader Expectations
• Understand how your work contributes to the bigger picture; ensure your awareness of and alignment with functional/business Priorities. • Ensure your Priorities focus on the most important work from the customer's point of view. They also should be actionable, measurable, and time bound. • Adapt to changing Priorities and reprioritization over time. Review Priorities on a regular basis and, in partnership with your People Leader, update them when needed.	• Align with and advise team members on their Priorities. Ensure they are submitted by end of February at the latest. • Ensure agreed upon Priorities are focused, actionable, measurable, and time bound. • Help employees prioritize so they have between three and five active Priorities at a given time. • Acknowledge when Priorities need to change; support employees to demonstrate impact and value despite a shift in focus. • Collaborate with employees and assess whether they are achieving the desired outcome. Recognize and celebrate achievements and milestones. Be direct and honest when outcomes do not align with customer/business needs.

Getting Started	Resources	Tips
• Reference your organization's goals to ensure you understand how your work connects to business outcomes. If it's unclear, talk with your People Leader. • Remember that Priorities should reflect the needs of the customer. This requires that you truly know the customers you are serving, understand what is most important to them, and test potential solutions to arrive at the most impactful outcome. This 'customer-first' mindset should be reflected in how you set and contribute to your Priorities, and how you articulate the impact of your work.	• You and your People Leader should use Workday to manage your Priorities by selecting the Individual Priorities tab on the Performance section of your profile. • As your Priorities evolve with changing business/customer needs, you may need to use the Archived Priorities option to better organize your active Priorities. Archiving may be appropriate if the Priority is postponed or canceled or was completed in a previous performance period.	• Focus on three to five Priorities at a time. People Leaders and employees must decide what is most important to the business and your customers, allowing you to focus on doing fewer things better. • Use Priorities in Workday to capture key milestones and organize your work. These should be customer focused, actionable, measurable, and time bound. Either the employee or People Leader can enter content in Priorities. • Use the features in the Priorities sections (i.e., milestones) in a way that is valuable for you and your People Leader to organize and align on your work. • If you need to refer to a specific document or resource, you can post it in Box and link to it from the Priority.

Navigating in Workday

Add/Edit a Priority

1. From the Workday homepage, navigate to **View Profile**.
2. From the left-hand menu, click **Performance**.
3. From the **Individual Priorities** tab, click **Edit** to make changes to existing Priorities or click **Edit** and **Add** to create a new one.

Archive a Priority

1. From the **Performance** section in your Profile, click the **Archived Priorities** tab.
2. Use the **Archive Priorities** button to archive an active Priority or restore an archived one.

2. Checkpoints

A formal, documented conversation between the employee and People Leader. Besides including progress against Priorities (or reprioritization) and an assessment of Leadership Behaviors, completed by both the employee and People Leader in a sequential manner, the conversation can incorporate Insight/Feedback themes, in-the-moment coaching or career development. Not all topics are discussed in a single Checkpoint but should be incorporated as part of an ongoing rhythm. Although a minimum of two Checkpoints in the year is recommended between the Priorities setting discussion and the Annual Summary, one formal documented checkpoint is required each year.

Employee Expectations	People Leader Expectations
• Complete your self-evaluation of performance and adoption of GE's Leadership Behaviors in Workday, taking into account the strengths and development areas identified in the Insights/ Feedback received from colleagues. • Regularly align with your People Leader on Priorities, progress against them, gaps and impact. • Proactively think about potential countermeasures if any milestone or Priority is off track. • Complete the employee survey at the end of the process (three questions). • Career development or discussion is an expected part of Checkpoints, when it makes sense to have it. Reference the Workday Career Reference guide that illustrates available resources.	• Complete the manager evaluation in Workday. Checkpoints should happen at least once a year between Priorities setup and the employee Annual Summary. • Use Checkpoints to align with employees on Priorities, progress against them, gaps and impact, avoiding any surprises when reviewing performance at year-end. • Provide quality performance coaching and support (e.g., defining countermeasures if any milestone or Priority is off track). • Review output of the employee survey at the end of the process (three questions) to identify development opportunities. • Ensure you have had at least one career discussion with your employee annually.

Getting Started	Resources	Tips
• The minimum requirement is to have one Checkpoint with your People Leader per year between your Priority- setting meeting and your Annual Summary. *Note: If you are part of a mission-based team or other long-term assignment, you may want to arrange regular meetings with your project leader.*	• You and your People Leader will leverage the Checkpoint template in Workday, each completing an evaluation of your performance against your Priorities, using a rating scale (On track, Not on track, not started, completed or postponed) and comments for the review of Leadership Behaviors. See guidance below.	• Using the milestones functionality in Priorities will help frame the items you should focus on for each Checkpoint.

Checkpoint assessment: “On track” vs. “Not on track”

- The purpose of the Checkpoint is for employees to share with their People Leaders how they are progressing toward completing their Priorities and to identify any blockers or support needed to complete Priorities within the agreed timeline. As a result of the conversation, the employee and People Leader may decide to implement some countermeasures and/or adjust the timeline. The “on track”/“not on track” status is meant to help focus the discussion on where employees may require help, or not, in terms of the What (Priorities). They also discuss and comment on the How (Leadership Behaviors) and this can go beyond the 3 behaviors only.
- Regular Checkpoints during the year between employees and their People Leader should ensure no surprise during the Annual Summary discussion. There is no formula between being “on track” or “not on track” during Checkpoints and the Annual Summary rating. We want to encourage our employees and People Leaders to have transparent conversations about how they are truly tracking against Priorities and to seek support throughout the year.
- Ex. 1: Employees who are assessed “not on track” during the Checkpoint(s) can still “meet expectations” or “exceed expectations” at year end by proactively defining countermeasures with their People Leader and successfully delivering on them.
- Ex. 2: An employee assessed “on track” is on the path to “meet expectations” at year end.

We recommend using the descriptions for the Annual Summary ratings (in this guidance) to inform status in the Checkpoint.

The definition and examples provided for “below expectations” should be aligned to the designation of “not on track” and, similarly, the definition and examples for “meet” or “exceed expectations” should be aligned to the designation of “on track.”

Navigating in Workday

Initiating a Checkpoint

1. From the Workday Home Page, click on the **Talent & Performance** app.
2. In the Performance menu on the right, click **Start My Performance**.
3. Select **Checkpoint** as the Review Template type.
4. Fill in the appropriate Start and End Dates.

3. Insights/Feedback

Specific observed behaviors and their impact on performance, including behaviors to continue and behaviors to consider doing differently.

Employee Expectations	People Leader Expectations
• Seek Insights/Feedback on how others view your performance contributions and behaviors, both what you do and how you do it. • Discuss and document themes from continue and consider Insights/Feedback; identify key strengths and development needs. • Share thoughtful, constructive continue and consider Insights with colleagues up, down and across the organization; use specific examples to illustrate the Feedback.	• Be a role model offering and requesting Insights/Feedback; share candid, rich, real-time, multi-directional performance Insights/Feedback. • Regularly discuss themes from employees continue and consider insights; collaborate with them to translate Insights/Feedback into strengths and development needs. • Provide coaching to help employees address considers and hold them accountable for demonstrating improvement.

Getting Started	Resources	Tips
• Insights or Feedback can be given and requested from anyone you work with – colleagues, direct reports, People Leaders, and dotted line managers. • Employees tend to prefer sharing and receiving **consider Insights/ Developmental** Feedback in-person, or via Teams/phone. This allows the recipient to ask clarifying questions and can lead to a coaching conversation. Afterward, the Insight/Feedback can be captured easily in Workday for future reference.	• If you capture your Insights/Feedback in one location, it is easier to review them for themes and opportunities for action. To capture an Insight/Feedback in Workday, use **Give Feedback** or **Get Feedback on Self**.	• You can reuse previous questions for future Insights/ Feedback requests. Use the **Ask Others** button from the **Feedback Requested** tab. • If you would like to share the Insights/ Feedback you have received with your People Leader, use the Excel icon to download a file from the **View Feedback Received** tab.

Navigating in Workday

Give Insights/Feedback

1. In the Search bar, type the employee's name to whom you want to give Insights/Feedback.
2. Next to the employee's name, click **Related Actions**, select **Talent** and then select **Give Feedback**.
3. Provide continue and consider Insights in the Feedback field.

Get Insights/Feedback on Self

1. In the Search bar, type **Get Feedback on Self**.
2. In the From Worker field, type the name of the employee(s) from whom you want to request Insights/Feedback.
3. In the Feedback Template field, select Insights for Me.
4. Two questions will appear. You may modify or add to them.

4. Leadership Behaviors Survey

To be completed by a meaningful selection of internal stakeholders such as your peers, direct reports, or internal customers. It serves as an input for your Leadership Behaviors ratings in your Annual Summary.

Filling in the survey should not take the survey participant more than 10 minutes.

Employee Expectations	People Leader Expectations
• Identify a meaningful pool (~6 survey participants) of employees to provide feedback on the demonstrated Leadership Behaviors. • Proactively initiate the survey at the beginning of Q4 to gather feedback in preparation for the Annual Summary. • Acknowledge the Feedback to do the self-evaluation during the Annual Summary.	• Collaborate with employees to finalize the list of survey participants and review in Workday. • Review the results of the Leadership Behavior Survey while completing the manager evaluation section of the Annual Summary.

Getting Started	Resources	Tips
• Select about six employees for the Leadership Behaviors Survey and discuss the list with your People Leader before entering the names in Workday. It can be less, or more. • If needed, amend the list as discussed with your People Leader. • Once the list is submitted by the employee in Workday, participants will receive an Inbox item in Workday to complete the survey. • Review survey results for incorporation into your self-evaluation on Leadership Behaviors during your Annual Summary.	• Use Workday to initiate your Leadership Behaviors Survey.	• Think about who you would like to select as a participant for the Leadership Behaviors Survey and discuss the list with your People Leader during the Q2 Checkpoint. • If you are a People Leader, we encourage you to select all your direct reports as raters instead of specific ones for inclusiveness. • It is not necessary to select your People Leader as he/she will contribute to the Annual Summary. • Give the employees you plan to select a heads-up in Q2 so they have time to observe and provide specific, ongoing Developmental Feedback. • Make sure you anticipate the task to initiate your Leadership Behaviors Survey (LBS) so that raters do not receive all survey requests at the same time, or at the last minute.

Navigating in Workday

See "**Annual Summary**" Workday navigation below.

5. Annual Summary

A collaborative **performance review** conversation and **detailed document** that summarizes the performance impact for the year. It is made of a self-evaluation and a manager evaluation. The conversation and the document include two (2) ratings: on the "what" (toward the employee's Priorities) and the "How" (toward GE's Leadership Behaviors) defined by a three-point scale (below, meet and above expectations). It also includes qualitative input captured in comments sections. The Leadership Behaviors Survey results serve as an input to the Annual Summary. The employee and People Leader both complete an evaluation of the employee's performance, discuss it together, and then the People Leader submits it in Workday. It is completed annually and available for use in GE talent processes and

Annual Summaries also may be used as a capstone for rotational assignments or significant projects.

Employee Expectations	People Leader Expectations
• Review the results of the Leadership Behaviors Survey (LBS). • Assess your contribution toward your Priorities and your ability to demonstrate the expected Leadership Behaviors: Leverage the guidance on how to select the ratings to make your self-evaluation – Use performance impact data (qualitative and quantitative) along with Insight/Feedback themes to complete the self-evaluation	• Review the results of the employee Leadership Behaviors Survey (LBS). • Prepare the manager evaluation of your team members on Priorities and Leadership Behaviors, incorporating the outcomes of the LBS and other specific data points. Ensure you are thinking about differentiation as you assign ratings as reward decisions are expected to show differentiation and leverage this guidance to make your assessment.

– Include both successes and short-falls or lack of impact

- Submit your self-evaluation in Workday.
- Discuss with your People Leader her/his evaluation of your performance and your ability to demonstrate the Leadership Behaviors to understand where you stand.
- Complete the employee survey at the end of the process (three questions).

- Click **Save for Later** and schedule an Annual Summary meeting with the employee to discuss your Feedback.
- Discuss performance outcomes with your employees to articulate the full breadth of their contributions (successes and short falls), development needs, continues and considers using performance impact data and Insight/Feedback themes.
- Address any areas of misalignment between you and the employee prior to your submission in Workday.
- Review output of the employee survey at the end of the process (three questions) to identify development opportunities.

We recommend having two (2) key PPG discussions at year end between the employee and People Leader:

- Reviewing the concluding performance year and preparing for the upcoming one: key contributions, areas of growth identified, performance, and upcoming year priorities/milestones, alignment and development actions. Ideally, this would be post the calibration exercise. Recommended timing: January and no later than end of February for priorities submission.
- Discussing pay in relation to performance and the compensation decisions that were made for the performance year. Timing: February/March

Notes:

Employees and People Leaders can collaborate in different ways (e.g., discuss it live, share thoughts via email) to complete the employee's content in the Annual Summary before the employee submits it to the People Leader for his/her formal assessment.

Career conversations can be decoupled from these two conversations, but PPG is certainly a vehicle to remind employees about the importance of having such conversations.

Getting Started	Resources	Tips
• Refer to your Priorities, Checkpoints, Leadership Behaviors Survey and Insights/Feedback received for data about your progress against Priorities and key continue/consider behaviors. • Submit your self-evaluation on Priorities and Leadership Behaviors in due time (refer to your business specific guidance).	• To document your Annual Summary for the period, use **Start My Performance** in Workday. • An embedded analytic will appear when you start the summary document. This makes it easy to refer to your Priorities, LBS results and Insights/Feedback. • You can attach a document to the Annual Summary or include a link to a document on Box.	• Review the results of your LBS while completing your self-evaluation. • Once you click Submit, your People Leader will be able to prepare his/her manager evaluation before your Annual Summary discussion. • Once final, you can access your annual summary under the Performance section. This document is also visible to HR .

Navigating in Workday

Start Annual Review

1. From the Workday homepage, navigate to **View Profile**.
2. From the left-hand menu, click **Performance**.
3. From the **Performance** tab, click **Start My Performance**.
4. In the **Review Template** field, select **Annual Summar**y.
5. Select the **Period Start Date** and **Period End Date** for the performance period.
6. Click **Submit**.

6. Employee survey

After each Checkpoint and Annual Summary, the employee will be asked to complete a survey to provide input on the quality of the process and the discussion with the People Leader.

This survey is made up of three simple questions and a “yes or no” answer:

- After this conversation, I know where I stand.
- I am clear on expectations and where I need to improve.
- Overall, I found value in my conversation.

Note that this Feedback will be shared with the People Leader in support of his/her own growth and is available to HR.

Employee Expectations	People Leader Expectations
• Complete the employee survey at the end of the Checkpoint and the Annual Summary (three questions).	• Review output of the employee survey at the end of the process (three questions) to identify development opportunities.

Navigating in Workday

Complete Employee Survey

1. From the Workday homepage, navigate to your **Inbox**.
2. Select your **complete questionnaire** item.

7. Performance & Rewards

While aspects of our performance approach may evolve with our company, GE will stay true to our culture of aligning rewards with performance impact and expected behaviors. When Employees and People Leaders actively engage in the conversations and habits that enable our performance and growth, they create a strong foundation for reward decisions. As a result, employees should have a clear understanding of the rewards process.

Employee & People Leader Expectations	People Leader Expectations
• Employee and People Leader regularly discuss performance impact and expected behaviors, have a minimum of one Checkpoint, and adjust where needed. • Employee and People Leader capture evidence of impact using performance activities in Workday (Priorities, Checkpoints, Insights/Feedback), incorporating qualitative and quantitative data. • Employee and People Leader are aligned on the employee’s impact and expected behaviors (or lack thereof); Annual Summary reflects the employee’s performance against Priorities and Leadership Behaviors.	• People Leader makes reward decisions based on impact and expected behaviors supported by ongoing performance conversations and documentation. • People Leader explains reward decisions based on performance impact and expected behaviors.

If you have questions about performance and rewards, talk with your People Leader.

8. Growth: From PPG to career navigation

Growth and career conversations are important elements of career growth activities and complement the performance dialogues, with a time horizon beyond the current performance period.

Employees and People Leaders understand and value these discussions as a critical part of the performance approach at GE.

As part of GE's People, Performance, & Growth (PPG) process, career conversations should be offered at least once annually. They can happen at any time based on the employee and people leader operating rhythm, but we do recommend the first half of the year for the opportunity to benefit from the outcome of the performance annual summary and priorities setting.

Please check with your HR manager if there is any specific timing defined in your Business.

Within Workday, employees have access to different features to support and document their career journey, including:

- Filling the employee career profile,
- capturing development actions after the Checkpoint or the Annual Summary, or
- completing the applicable development plan:
  - the Professional Growth Plan, available to all employees,
  - the LP Personal Development Plan, available to early career Leadership Programs (LP); or
  - the Leadership Development Plan, targeted for senior leaders and initiated by HR.

We encourage employees to identify, update and ***refresh primarily their development actions*** to support their career journey. A development action is a planned activity that helps bridge where the employee is today relative to their short- and long-term career aspirations. Depending on the duration and complexity of each one, it is typical to work on two to three actions in a 12 to 18-month period.

Using development plans would be most appropriate in certain circumstances such as when thinking through career aspirations for the first time. Development plans do include development actions. For more details on the difference between development action and development plan please see the table on page 9 of the development planning guide.

Development plans are not intended to address performance issues (Performance Improvement Plan – PIP) but to capture how the employee is planning to invest in their growth and the actions they are going to take to develop themselves towards their goal.

Navigating in Workday

Helpful Resources

- Quick guide on Career Growth @GE
- Career Reference guide for employees
- Career profile: Step by step guide
- Development actions: Step by step guide
- Development Plan: Step by Step guide

III. Other available resources and support

Go to https://onehr.ge.com/. Employee view: click on **Career**, then **Performance** for the full library of resources on our performance approach at GE.

1. Who can see my performance data? Priorities, Checkpoints, Insights/Feedback, Leadership Behaviors Survey, Annual Reviews?

The table below lists the visibility of each performance element within Workday. These settings are intended to encourage candor when discussing progress and development while ensuring accountability for achieving results.

	EMPLOYEE	PEOPLE LEADER	PEOPLE LEADER'S MANAGER AND/OR MANAGEMENT CHAIN**	HR PARTNER	TALENT PARTNER	HR LEADER
Priorities	Add/Edit	Add/Edit	View	View	View	View
Assign Priorities	-	Add/Edit	-	-	-	-
Archive Priorities	Add/Edit	-	-	-	-	-
Insights/Feedback	Add/Edit	-	-	-	-	-
Annual Summary*	Add/Edit	Add/Edit	View	View	View	View
Checkpoint	Add/Edit	Add/Edit	View	View	View	View

**Visibility limited to two layers (People Leader and People Leader's Manager) in Europe.*

†HR access limited to HR Partner, Talent Partner, HR Leader. HR Partners advise people and business leaders on employee/workforce decisions (e.g., Employee HR Manager, HR Business Partner). Talent Partners support the talent management activities and outcomes within a business unit, function and/or region (e.g., Organization & Talent Development Leader). Such access can be on screen or via the reporting functionality.

2. I noticed an error after I submitted Insights/Feedback to someone else. What should I do?

Workday will allow you to edit an Insight/Feedback within one hour of submitting it. Navigate to your employee profile and select Feedback from the left-hand menu. Click the Feedback Given tab to view the Insights/Feedback you most recently gave. In the far-right column labeled "More," click the Related Actions menu "…" to the right of the magnifying glass for the Insight/Feedback you would like to edit. Under Actions, select Feedback Given>Edit. This will open Edit Feedback where you can modify or add to your original text. The Edit option will disappear if the Insight/Feedback was given more than an hour earlier. In that case, simply create a new Give Feedback for the same employee with the change or addition you would like to include.

IV. Glossary

Terms	Definition
Annual Summary	A collaborative performance review conversation and detailed document that summarizes the performance impact for the year. It is built in three steps: the Leadership Behaviors survey (LBS), a self-evaluation and a manager evaluation. The conversation and the document include two (2) ratings: on the "what" (toward the employee's Priorities) and the "How" (toward the GE Leadership Behaviors) defined by a three-point scale (below, meet and above expectations). It also includes qualitative input captured in comments sections. The Leadership Behaviors Survey results serve as an input to the Annual Summary. The employee and People Leader both complete an evaluation of the employee's performance, discuss it together, and then the People Leader submits it in Workday. It is completed annually and is available for use in GE talent processes and annual reward planning. Annual Summaries also may be used as a capstone for rotational assignments or significant projects.
Checkpoints	Formal, documented conversations between the employee and People Leader. Besides including progress against Priorities (or reprioritization) and an assessment of Leadership Behaviors completed by both the employee and People Leader, the conversation can incorporate Insight/Feedback themes, in-the-moment coaching or career development.
Coaching Conversation	A two-way dialogue between individuals (often People Leader and employee) that turns experiences and Insights/Feedback into learning. Focuses on questions to help employees identify solutions and actions they can take.
Considers	Behaviors to consider doing differently to improve their effectiveness and/or impact.
Continues	Effective behaviors that have a positive impact or outcome.
Development Actions	Specific steps to strengthen or improve the employee's impact in a current role and/or progress toward a desired career direction; often includes addressing consider Insights/Feedback.
Employee Survey	After each Checkpoint and Annual Summary, the employee will be asked to complete a survey to provide input on the quality of the process and the discussion with the People Leader.
Insights/ Feedback	Specific, observed behaviors and their impact on performance; includes behaviors to continue and behaviors to consider doing differently.
Performance Approach	A framework for aligning our individual efforts to achieve the greatest impact as an organization. It focuses on improving the results we deliver and how we deliver them while managing an environment of continual change and uncertainty.
Priorities	The most impactful areas in which we can contribute to customer needs and business objectives.
Talent Processes	Discussions/decisions related to managing the talent within our workforce such as succession planning and invitation-only learning program nominations (Crotonville).

For more information, visit onehr.ge.com.

In some countries, deployment of talent management practices and Workday functionality will be subject to the outcome of relevant information/consultation procedures with employee representative bodies. No plans will be finalized and/or implemented until the completion of those procedures where required and in accordance with local laws and practices.

GEA34806 I 12/2020