



2025 Workday Performance Review Process

Leaders Workshop

Agenda – Year End Review Overview

Purpose

- Performance Management
- Annual Performance Evaluation
- Employee/Manager Dialogue

Workday Process

- What's New
- Demo
- Calibration Process & Prep
- Stakeholder Management Refresh

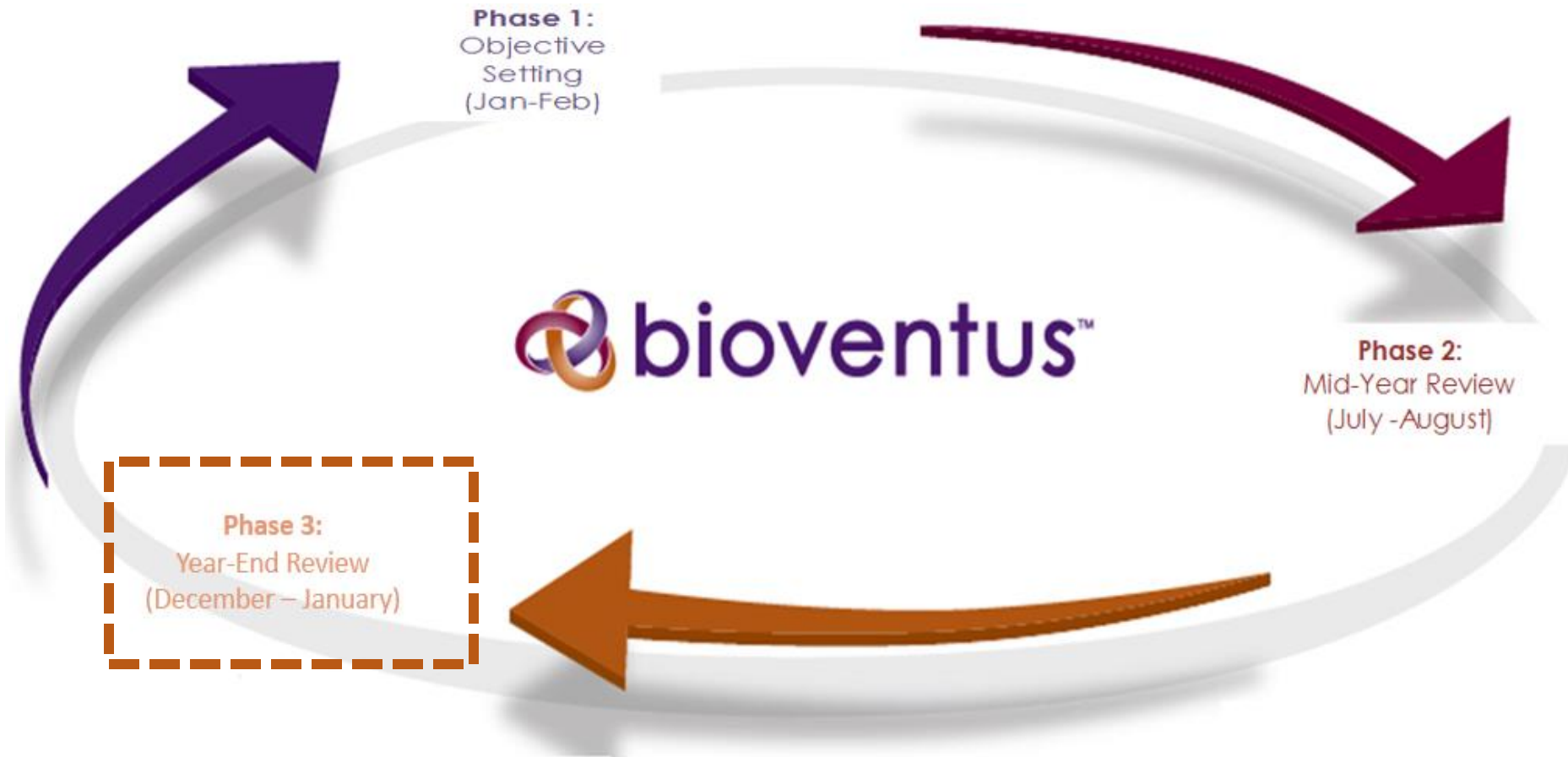
Resources and Tools

- Key Reference Information
- Key Resources

Q&A



Performance Management Cycle



Year-End Review Schedule

Key Dates	
Nov 19	Self-Assessments launched in Workday
Nov 19 & 24	Workshops for People Leaders
Dec 11	Self-Assessments due for all non-sales employees & all leaders
Dec 31	Manager ratings due for all non-sales employees & all leaders
Jan 2 - 30	Calibration for non-sales employees & all leaders
Jan 9	Self-Assessments due for all sales representatives
Jan 23	Manager ratings due for all sales representatives
Jan 26 – Feb 15	Calibration for sales representatives
Feb 9 – Mar 6	Performance Discussions for all employees

Year End Review

Why is it Important?



Performance Assessment: Reflect on individual achievements and how your performance impacted the company this past year



Feedback and Development: Receive constructive and specific performance feedback and identify growth opportunities



Recognition and Motivation: Celebrate successes, acknowledge contributions

What Good Looks Like...

Focus on results and not just one's efforts

- Prepare for the Dialogue
- Listen Empathetically
- Have Positive Intent
- Provide Honest Feedback
- Be Fully Present
- Be Open to Dialogue





What's New this Year



Why change the ratings?

HR has heard the concerns expressed by leaders and employees

- 3 rating system doesn't allow a big enough differentiation in performances
- Leaders were reluctant to put employees in an IM rating because it required some type of performance action and impacted merit and bonus eligibility

A 5-point scale provides the ability to get more granular regarding employee's performance over the course of the year.

Increases the overall employee value proposition and supports a high-performance culture in these 3 ways:

- Employee development
- Talent management
- Pay for performance

New Rating Scale

Rating		Description
5	Significantly exceeds expectations	<ul style="list-style-type: none">• Significantly exceeded all expectations (Objectives & Competencies)• Successfully led through unexpected business need or project beyond core responsibilities• Overall performance had a significant/notable impact on our business
4	Exceeds expectations	<ul style="list-style-type: none">• Exceeded expectations in most objectives and competencies• Performance had positive impact on our business
3	Achieves expectations	<ul style="list-style-type: none">• Met expectations and may have exceeded in some
2	Partially achieves expectations	<ul style="list-style-type: none">• Missed some key deliverable(s)• Improvement needed and/or further development may be needed
1	Does not meet expectations	<ul style="list-style-type: none">• Failed to meet expectations

Differentiation in the Highs & Lows

The highest rating of a “5-Significantly Exceeds Expectations” provides true differentiation among our top performers and should be reserved for individuals that:

- Deliver at a level that impacts our business in a notable way
- Exceeded all established objectives
- Exceeded and set the bar for their peers in relation to their core competencies & culture principles
- Took on additional responsibilities or an unexpected project to meet a business need that impacted our business in a significant way.

The lower rating options provide a broader path to address deficiencies.

- A rating of “2-Partially Achieved Expectations” allows a manager to address a specific deficiency that requires attention without giving the lowest rating or a rating that indicates that no improvement is needed.
- A rating of “1-Did Not Meet Expectations” would be reserved for those that require a performance management plan.




Workday Demo

Manager's Assessment of Potential and Performance

Manager: Getting Started – Step 1 Assess Potential

Awaiting Your Action 1

 **Assess Potential (Step 1 of Performance Review Process)**
My Tasks - 12 hour(s) ago

select one

select one

1-Suitably Placed

2- Advanced Potential

3- High Potential

Assess Potential Initiating Action ⋮

Choose appropriate potential rating from drop down list and select "Complete."

Any notes displayed are from the last "Assess Potential" process. You can add, replace or update notes as necessary.

High Potential
Demonstrates clear drive, aptitude, agility and commitment to progress to roles of increased responsibility, complexity and scope and is likely to do so at an accelerated pace.

Advanced Potential
Demonstrates to some extent the drive, aptitude, agility and commitment to progress to a more senior role. Focus should be on strengthening personal development application.

Suitably Placed
Likely to be well placed in current role. Should remain in current role or similar for the near future; may progress laterally.

Potential 2 select one

Notes 3

enter your comment 4

⋮ Save for Later Complete

1. Click on the “**Assess Potential**” task in your Workday Inbox. This is **Step 1** in the Performance Review Process this year.
2. Add the appropriate **Potential** rating. (see definitions provided on the page)
3. Add or update **Notes** (optional)
4. Select “Complete” to proceed to the review task.

Potential Level

Potential Rating Summary

High Potential

Demonstrates potential to move 2 or more levels up to GLT level or GLT to move to ELT level via clear drive, aptitude, agility, and commitment. These moves are likely to be achieved at an accelerated pace.

Advanced Potential

Demonstrates potential beyond their current role through drive, aptitude, agility, and commitment to progress to a more senior role.

Suitably Placed

Likely to be well placed in current role. Should remain in current or similar role for the near future; may progress laterally.

*Potential Rating is not visible to employees in Workday

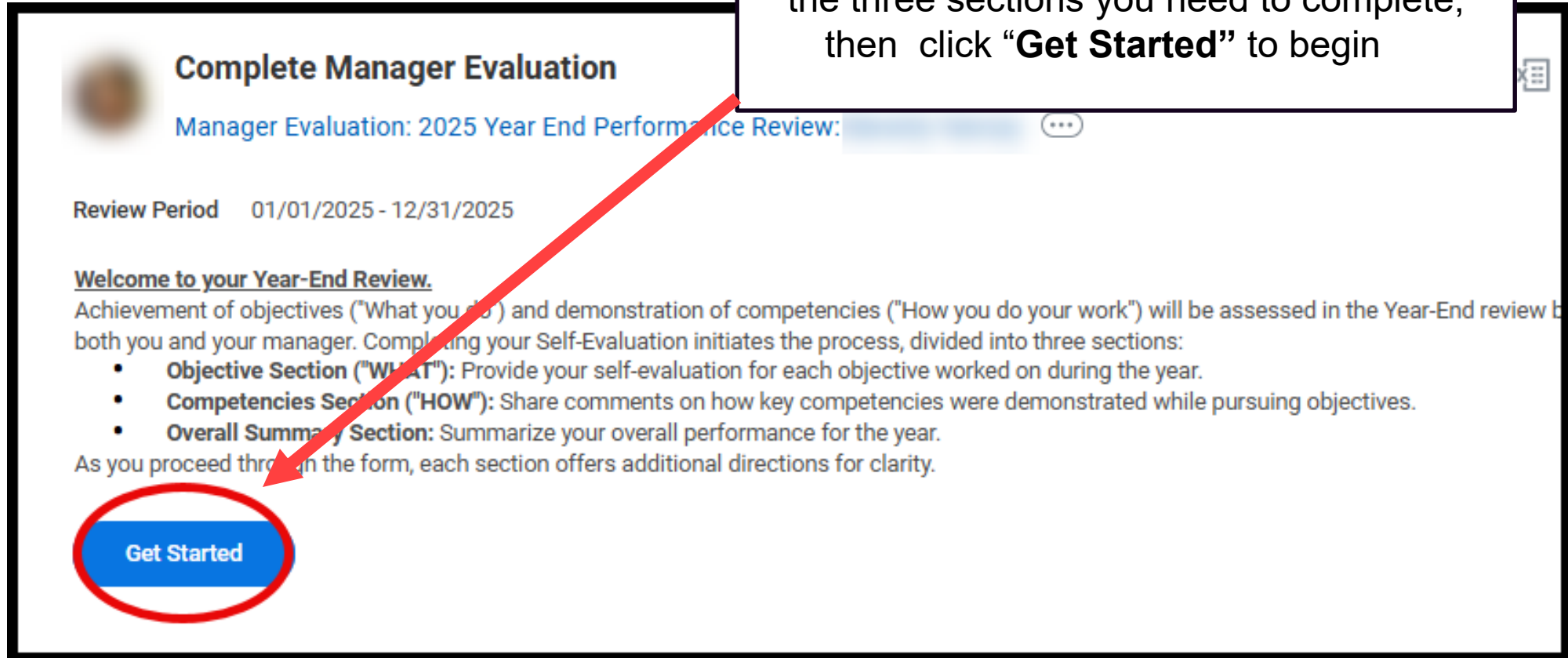
Manager: Step 2 Completing Employee Evaluation

Click on the **Manager Evaluation: 2025** task in your Inbox **OR** click the Inbox Icon in the upper right-hand corner to open up your Inbox and launch the task.

The screenshot displays a user interface with a navigation bar at the top containing buttons for 'Enter Time for Worker', 'My Org Chart', 'Feedback on My Team', and 'Req'. Below this is a section titled 'Awaiting Your Action'. A task card is highlighted with a red oval, showing a folder icon, the title 'Manager Evaluation: 2025 Year End Performance Review:', the text 'My Tasks - 17 second(s) ago', and a blue badge that says 'DUE 12/31/2025'. In the top right corner, a notification bell icon is circled in red with a red '3' badge, and a red arrow points from the instruction box to it.

Getting Started...

Read the welcome message which explains the three sections you need to complete, then click **“Get Started”** to begin



Complete Manager Evaluation
Manager Evaluation: 2025 Year End Performance Review: [redacted]

Review Period 01/01/2025 - 12/31/2025

Welcome to your Year-End Review.
Achievement of objectives ("What you do") and demonstration of competencies ("How you do your work") will be assessed in the Year-End review by both you and your manager. Completing your Self-Evaluation initiates the process, divided into three sections:

- **Objective Section ("WHAT"):** Provide your self-evaluation for each objective worked on during the year.
- **Competencies Section ("HOW"):** Share comments on how key competencies were demonstrated while pursuing objectives.
- **Overall Summary Section:** Summarize your overall performance for the year.

As you proceed through the form, each section offers additional directions for clarity.

Get Started

Manager Section 1 Objectives – What has changed?

- Only required to provide 1 Overall rating for ALL Objectives.
- Here are the rating details for Objectives:

5 – Significantly exceeded expectations

- All objectives significantly exceeded expectations
- Successfully led through unexpected business need or project beyond core responsibilities
- Performance had a significant/notable impact on our business

4 – Exceeded expectations

- Most, if not all objectives exceeded expectations
- Performance had positive impact on our business

3 – Achieved expectations

- Met all expectations and may have exceeded in some

2 – Partially achieved expectations

- Missed some key deliverable(s)
- Improvement and/or further development may be needed

1 – Did not meet expectations

- Failed to meet and/or achieve Objectives and expectations
- Requires immediate action

Manager: Section 1 – Rating Objectives

1. Individual **Objective comments** are optional
2. Employee's **self rating** & comments are displayed
3. Provide a **Summary rating** for all **Objectives**.
4. Overall **Comment** is required.
5. Select **“Next”** to proceed to competencies

Note: If a rating of 5, 4, 2, or 1 is earned, it is expected that comments and data provided will justify the assigned rating. Utilize Stakeholder Management skills in order to gather this data.

Objective *

Objective Action Plan

Due Date 12/31/2025

Status 2 - Partially Complete

Weighting 30

Manager

Employee

Comment 1

Comment Count

Comment

Manager Summary

Rating * select one 3

Comment * 4

5

Employee Summary

Rating 3 - Achieved expectations

Comment

Back Next Save Close

Manager Section 2 – Competencies

Here are the rating details and requirements for Competencies:

5 – Significantly exceeded expectations

- Exceeded expectations in all Competencies and demonstrates our Culture Principles at the highest level, even in challenging situations
- Set the bar and served as a role model among peers and key stakeholders

4 – Exceeded expectations

- Exceeded expectations in most Competencies and consistently demonstrated Culture Principles, showed strong understanding and commitment to our values. Was often seen going above and beyond in embodying them

3 – Achieved expectations

- Consistently demonstrated Competencies and Culture Principles and may have exceeded expectations on occasion
- Viewed by peers & stakeholders as consistently living our culture principles

2 – Partially achieved expectations

- Demonstrated most Competencies and Culture Principles
- There is room for growth, development and/or improved consistency in one or more identified areas

1 – Did not meet expectations

- Struggled to demonstrate multiple Competencies and did not meet expectations related to Culture Principles
- Requires immediate development

Manager: Section 2 – Rating Competencies

Competencies

Evaluate your performance against **1** **Competencies (How)** aligned to your role. While you are not required to rate each competency individually, you are required to provide your overall competency rating and provide a summary of how you have demonstrated these competencies throughout the year.

Your performance is evaluated on both “the What” (your goals, on the previous page) and “the How” (the competencies below and the Bioventus Culture Principles) for your work over the past year.

Click [Bioventus Culture Principles – Bioventus](#) to review the new Bioventus Culture Principles and details.

- Value Others
- Improve Patient Lives
- Learn and Grow
- Achieve Goals Together

You must review the key competencies grid for the employee. It is presented in SUMMARY form and not individually. The Culture Principles can be viewed by selecting the link provided.

Managers are **required** to enter ONE overall competency rating in the Summary.

Managers are **encouraged** to provide examples of key competency accomplishments and/or development opportunities.

Select “Next” to proceed to the “Overall” rating page.

Manager Summary

Rating * select one **2**

Comment **3**

4

Back Next Save Close

Employee Summary

Rating 3 - Achieved expectations

Comment

1. Review the key competencies grid for the employee. It is presented in SUMMARY form and not individually. The Culture Principles can be viewed by selecting the link provided.
2. Managers are **required** to enter ONE overall competency rating in the Summary.
3. Managers are **encouraged** to provide examples of key competency accomplishments and/or development opportunities.
4. Select “Next” to proceed to the “Overall” rating page.

Manager: Section 3 – Overall Rating & Comments

Overall

Please provide the Final overall rating for your annual performance. This overall rating, based on a 5-point rating scale, represents the combined performance of both your **Objectives** (What), your **Competencies** (How) and the impact your performance had on Bioventus.

Rating

5 - Significantly exceeded expectations -

- Significantly exceeded all expectations (Objectives & Competencies)
- Successfully led through unexpected business need or project beyond core responsibilities
- Overall performance had a significant/notable impact on our business

4 - Exceeded expectations

- Exceeded expectations in most objectives and competencies.
- Performance had positive impact on our business

3 - Achieved expectations

- Met expectations and may have exceeded in some

2 - Partially achieved expectations

- Missed some key deliverable(s)
- Improvement and/or further development may be needed

1 - Did not meet expectations

- Failed to meet expectations

Manager

Rating * select one

Employee

Rating 3 - Achieved expectations

Comment

Back Next Save ...

1. Manager is **required** to enter ONE overall rating that reflects the employee’s combined performance of their Objectives (What they did) and their Competencies (how they worked). You have visibility to how the employee rated themselves.
2. Manager is **required** to include summary comments in the section provided, which should be a good roll-up of the entire review.
3. Select “Next” to Review and Submit the assessment.

Manager: Review & Submit

Objectives

Manager Summary	Employee Summary
Rating 3 - Achieved expectations	Rating 3 - Achieved expectations
Comment <input type="text"/>	Comment <input type="text"/>

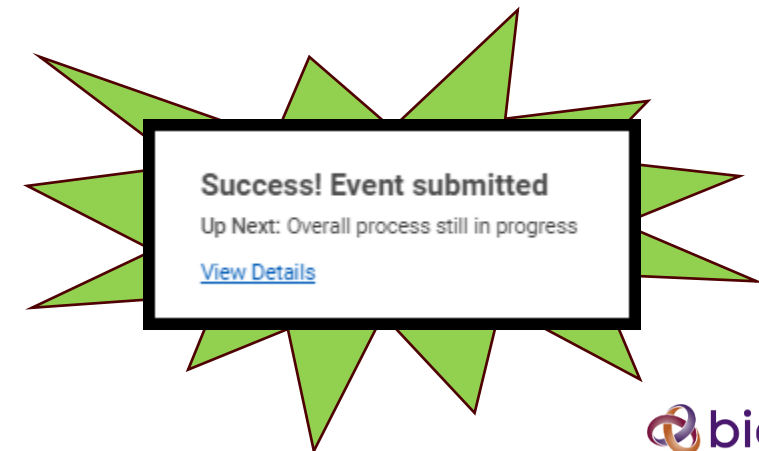
Competencies

Manager Summary	Employee Summary
Rating 2 - Partially achieved expectations	Rating 3 - Achieved expectations
Comment <input type="text"/>	Comment <input type="text"/>

Overall

Manager	Employee
Rating 3 - Achieved expectations	Rating 3 - Achieved expectations
Comment <input type="text"/>	Comment <input type="text"/>

1. Take time to review the entire review on the comprehensive summary page.
2. Ensure ratings are provided and comments are included that support the rating.
3. Select "Submit" when finished with review.
4. If required data is missing, an error message will be displayed. Follow prompts to make corrections.
5. Successful submission message indicates that you are finished!





Next Step: Calibration

Calibration: *What's changing and how should you prepare?*

- Process will be streamlined to limit number of meetings required
- Calibration discussions will begin at highest possible level (ELT/GLT/GLT-1)
 - Smaller teams (e.g. Legal, MedEd, Compliance) calibrated at ELT level
 - ELT/ HRBP will meet Jan. 5 to review ratings and determine process/participants for their organization
 - Discussions will focus on outliers (4/5 & 1/2)
 - Will also focus on consistent definition of rating within teams and across the organization
- Collect stakeholder feedback in Nov/Dec when writing reviews (Dec 31st deadline)
 - Identify stakeholders that can provide feedback regarding employee's performance.
 - Find business partners that can provide a different perspective of their performance.
 - Gather input that identifies an opportunity for development.
 - Provide specific examples of how their performance had an impact on the business.

Barriers to Stakeholder Management

- We think we already know the answers
- We are busy and moving too fast
- We don't understand who is responsible for what
- We don't respect those who are responsible
- Proper stakeholder management slows us down and is hard to do!



■ Let's Recap the Basics!

Who is a stakeholder?

Stakeholders are individuals or groups who have an interest in or are affected by a project, initiative, or change.

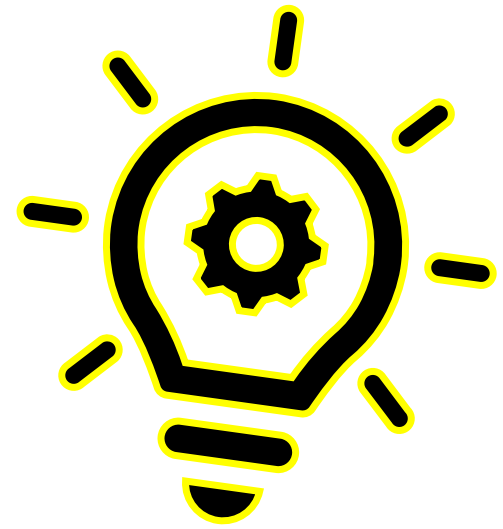
What is stakeholder management?

Stakeholder management is a 5-step process of identifying, analyzing, planning, engaging and monitoring stakeholders.

Why is stakeholder management important?

Effective stakeholder management helps with:

1. Building strong relationships
2. Ensuring project success
3. Achieving organizational goals



Identifying the Right Stakeholders



Answer the “**WHO**” questions

Who interacts with this employee regularly?

Who would have knowledge of this employee's performance?

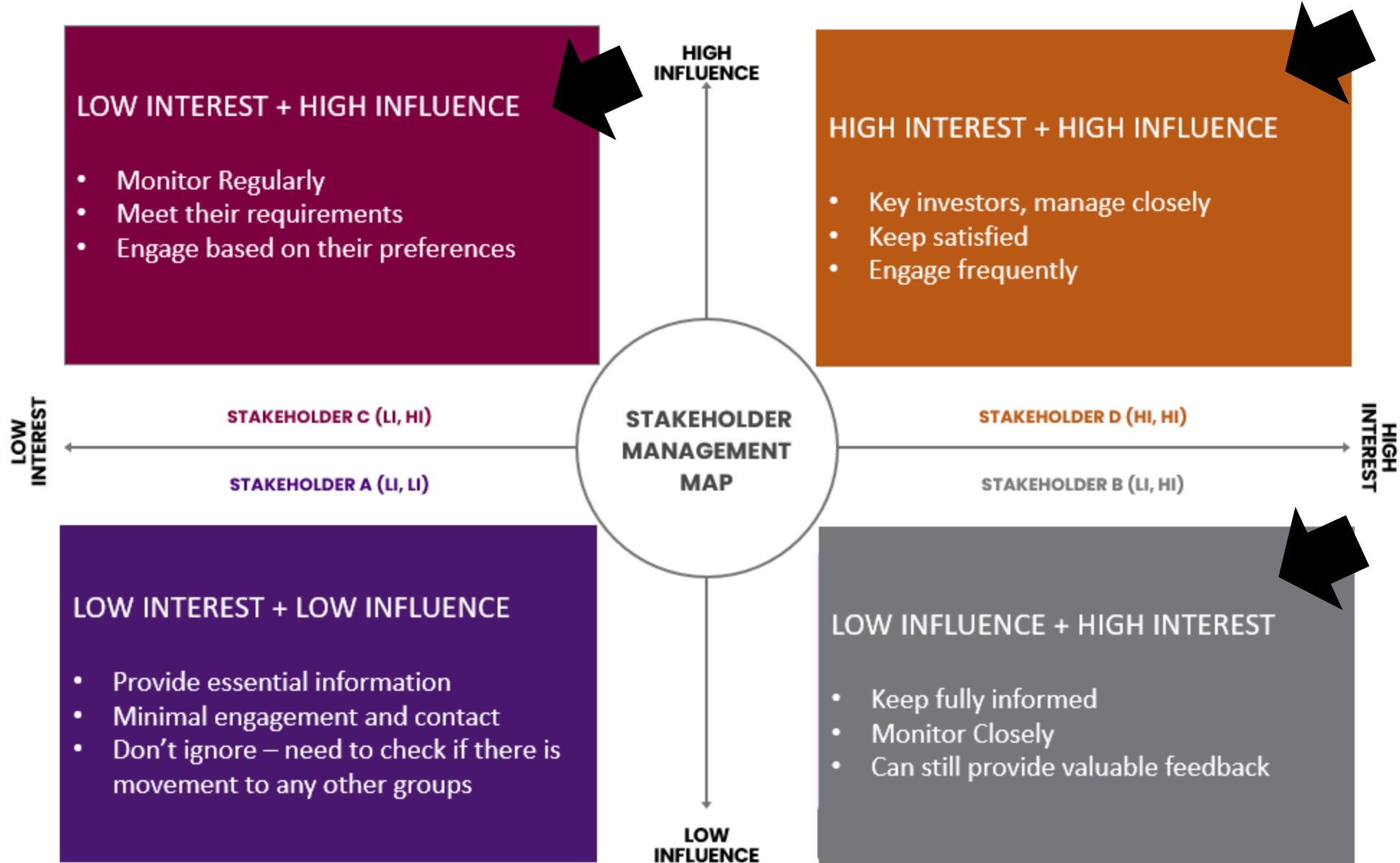
Who may have a perspective I don't often see?

Who can provide insights about the quality of their work?

Who is impacted by the work this employee does?



Steps 2, 3 & 4: Analysis, Planning & Engagement





Resources

Calibration Prep & Resources

Managers Resource Center (Bionet)

- Managers Calibration Summary (Worksheet on Bionet – link provided)
 - Document to help summarize performance outliers
- Employees rated as 1 or 2 and those rated 4 or 5 will need data to support the rating
 - Employees rated 1 or 2
 - Are they on a performance plan or do they need to be on a performance plan.
 - If they are a 2, what is the identified gap and plan to get the employee on track.
 - Employees rated 4 or 5
 - Provide data to support the “exceeds expectations”
 - How has their performance impacted the company or team?



LinkedIn Learning Resources

For Managers

[Defensiveness, surprise, anger or tears during reviews - 4 minutes](#)

[Tips for successful Performance Reviews 1.5 minutes](#)

[Conduct a Performance Review - 3 minutes](#)

[Giving Difficult Feedback - 3.5 minutes](#)

[Stakeholder Management – Bionet](#)

For Individual Contributors

[Give yourself an honest Performance Review - 3m video](#)

[Preparing for your Performance Review - 26m course](#)

[Courageous questions to help nail your Performance Review - 44m course](#)

***Must be logged in to LinkedIn account for links to work**



Questions?

HR Business Partners



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