Linking Merit and ACHIEVE

Linking or connecting an employee's merit level with the information collected throughout the year in ACHIEVE is relatively easy. Assuming a merit fund is available, managers will use the information discussed and documented during the quarterly ACHIEVE check-ins, and compare it to the Merit Criteria Guide for Individuals or the Merit Criteria Guide for People Managers, to determine merit levels.

The merit criteria guidelines and divided into four categories – *Goal Accomplishment*, *Enterprise Contributor*, *Innovation* and *Job Mastery*. The guidelines contain examples of behaviors for each. To connect the information in ACHIEVE to the merit criteria, simply follow these suggestions:

- To determine the level *Goal Accomplishment*, the manager will refer to the feedback provided in the Goal Feedback section of each ACHIEVE quarterly check-in and compare it with the behaviors for Goal Accomplishment associated with each merit level, and identify which merit level aligns closest with the employee's performance for the year.

- To determine the level for *Enterprise Contributor*, the manager will refer to the feedback provided to Question 2 of the Discussion Questions section of each ACHIEVE quarterly check-in and compare it with the behaviors for Enterprise Contributor associated with each merit level, and identify which merit level aligns closest with the employee's performance for the year.

- For *Innovation*, the manager will refer to the feedback provided to Question 2 of the Discussion Questions section of each ACHIEVE quarterly check-in and compare it with the behaviors for Innovation associated with each merit level, and identify which merit level aligns closest with the employee's performance for the year.

- And the same process will continue for *Job Mastery*; the manager will refer to the feedback provided to Question 3 of the Discussion Questions section of each ACHIEVE quarterly check-in and compare it with the behaviors for Job Mastery associated with each merit level, and identify which merit level aligns closest with the employee's performance for the year.

The manager then tallies the level attained for each of the four criteria on the merit guidelines (e.g. *Goal Accomplishment* = On Target; *Enterprise Contributor* = On Target; *Innovation* = Above Target; and *Job Mastery* = On Target) to determine the overall merit level. An employee must have demonstrated behaviors in at least three of the four criteria listed in a specific level to be recommended for that merit level. Using the above as an example, the employee's merit level would be "On Target". See Merit Level Determination Examples for two exceptions.

How Are Merit Levels and Merit Awards Determined?

After the manager has recommended the employee's merit level (see above), he/she will share that information with their School/Division/Department leaders. The School/Division/Department leaders (or their designees) will meet with their respective management teams to:

1) Calibrate employee merit levels and merit awards based on the merit guidelines shown above.
2) The amount of merit award will vary depending on the employee's performance contributions and the available budget. Our merit program is supported by a limited budget provided by the campus/medical center and individual schools and departments.
3) Every organization will be operating with the same percent merit budget allocation. The total of all employee increases within a department cannot exceed that organization's allocated budget.
4) Once determined, the merit award is submitted to Human Resources for additional review and entered into the payroll system.