



## Do

### Your Homework

- ask your leader or HRBP why a final merit level differed from a recommended merit level
- provide a balanced and insightful point of view using evidence-based examples from throughout the year
- come prepared to define what “On Target” looks like for the unit or specific job
- be timely in sharing the final merit letter with your employee

### Communicate Effectively

- use a model such as BOOST when providing feedback, ensuring feedback is **B**alanced, **O**bjective, **O**bserved, **S**pecific, **T**imely
- explain the process of calibration and how merit distribution works

### Work Through Difficulties

- manage emotions by focusing on the facts and using evidence-based examples
- acknowledge any difference in perspectives and extend an invitation to hear theirs

### Reference Resources

- reference the 2018 merit distribution chart, ([hr.uci.edu/partnership/merit](http://hr.uci.edu/partnership/merit))
- reference recorded discussions held throughout the year, such as via ACHIEVE online
- bring documentation, such as the Merit Criteria

### Continue the Conversation

- discuss with your employee what actions they can take to reach a higher merit level.
- share the criteria throughout the year and in performance discussions

## Don't

### Be Too Eager

- discuss your recommendation with your employee prior to the final merit assignment

### Wait Too Long

- let your employee discover their merit percent on their own, such as via UC At Your Service

### Overshare

- mention other employee's final merit assignments

### Lose Focus

- focus on events outside of the performance year
- forget that merit is about rewarding performance, not about equity or other adjustments

### Be Afraid

- be afraid to have the conversation, even if you anticipate it being difficult. There are resources available to help you.

Visit <http://hr.uci.edu/partnership/merit> for more resources