

# Roles/Responsibilities with Performance Management for Merit Employees

## Supervisor Responsibilities

- Routinely communicate with your employees about their work performance. Provide feedback, coaching and support to all direct reports on an ongoing basis throughout the year, maintaining documentation.
  - If you are not sure what to document, reach out to your [HR Service Team](#) for guidance.
  - If an employee is not meeting performance expectations, act promptly. Reach out to your [HR Service Team](#) and your supervisor for guidance. Ensure that these efforts to correct performance are objectively documented and you are meeting frequently with the employee to provide feedback of their work performance.
  
- Six weeks before an employee's merit review date you will receive a notification in Workday prompting you to begin working on your employee's annual merit performance review. You will receive another notification one month from their review date, and a final reminder two weeks before.
  - Manage your time such that you are able to complete all evaluations by the merit review date.
  - Complete the evaluations in workday up to 60 days before the respective employee's merit review date, but not before that. Merit employees may be eligible for merit pay increases after one year of satisfactory performance, so they need to be given full opportunity to earn this.
  - In consultation with your supervisor and your [HR Service Team](#), determine how you may incorporate employee self-assessment into the evaluation process.
  
- Complete a performance evaluation for each merit employee.
  - Complete each evaluation:
    - Request guidance from your [HR Service Team](#) and your supervisor in advance if you are contemplating issuing an overall rating of unsatisfactory
    - Complete the evaluation in Workday
    - Hold the evaluation meeting in person with the employee
    - After the in-person meeting with the employee, complete the supervisor acknowledgment step in Workday, and send it to the employee for their acknowledgement.
    - If the employee refuses to acknowledge, work with your HR Partner to have the review manually moved forward in the system.
    - Notify employees who receive a satisfactory evaluation that they will receive a merit increase, effective on their merit review date
  
- Manage employees who earned unsatisfactory ratings.
  - Partner with your [HR Service Team](#) and/or UHR Employee and Labor Relations (ER/LR) for support with managing unsatisfactory performance.
  - Notify employees who earn an unsatisfactory performance review that they are not eligible to receive a merit pay increase only after you subsequently document satisfactory performance. This is referred to as a deferred increase.
  - Implement strategies to help the employee improve, and then hold the employee accountable for meeting expectations.

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- **Immediately** after the performance review meeting, the manager will complete the manager acknowledgement step in Workday, which will then send the content of the review to the employee for their acknowledgement.
- It is recommended that supervisors promptly develop and implement a Performance Improvement Plan (PIP) for each merit employee who receives an unsatisfactory overall performance rating.
  - Typically, the PIP should be implemented within two weeks of an unsatisfactory evaluation.
  - When an unsatisfactory performance review is created for an employee in Workday, a task will be generated prompting the supervisor to begin creating a PIP. Seek out support from your HR Service team if you have questions about this process. Merit PIPs are to be reviewed by HR prior to delivery to employees.
  - Merit employee PIPs must be at least 90 calendar days in length to allow the employee adequate opportunity to develop skills and consistently display satisfactory performance.
  - Meet weekly with the employee to discuss performance, and document the discussion on the PIP.
  - When satisfactory progress is not made on the PIP, work with your HR Service team and ER/LR regarding options to address. Following a period of coaching and documentation, it may be appropriate to address continued unsatisfactory performance with formal discipline. Please work closely with your HR Service team and ER/LR.

### **Human Resource Service Team Responsibilities**

- Merit Review Dates
  - Regularly run the report of upcoming merit review dates. Develop a plan to manage communication with supervisors to ensure they receive ample notice of important dates along with any department-specific expectations.
  - Supervisors will receive monthly notifications in workday with upcoming review dates. These notifications go out 6 weeks prior to the review, 4 weeks out, and 2 weeks out. If supervisors have questions regarding the merit review date, verify the information with your records to ensure there are no discrepancies.
  - Promptly follow up with Cindy Van Loon in UHR to rectify any discrepancies.
  - Notify supervisors of any department-specific requirements that supplement the UHR-required evaluation and notification processes.
- Performance Evaluation Process
  - Upon request, provide guidance to supervisors with writing performance evaluations using language that is clear, relevant, accurate and supportive of employee engagement and growth.
  - Upon notification from a supervisor who is considering the issuance of an unsatisfactory performance appraisal, review existing documentation to ensure the unsatisfactory rating is warranted and the supervisor has provided relevant, documented feedback to the employee during the evaluation cycle.
  - Unsatisfactory performance reviews will route to the HR Partner for review. The HR Partner should notify the ER/LR Consultant as soon as they are aware of the unsatisfactory review, and before the scheduled evaluation meeting.

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- Performance Improvement Plan
  - Provide guidance and expertise to the supervisor in the development of PIPs. Supervisors will route their initial version of the PIP through workday to their HR Partner, after the Partner is satisfied, they will route to ER/LR for approval.
  - Submit the final draft of the PIP in workday to the ER/LR Consultant for review at least 5 business days before the meeting with the employee to initiate the PIP.
  - After the initial PIP meeting, the PIP will be acknowledged in workday by the supervisor and employee.
  - Throughout the PIP period, stay in communication with the supervisor. If progress is not being made toward the expectations outlined in the PIP, work with ER/LR to address through formal discipline or other methods as appropriate.
  - Partner with the ER/LR Consultant to coach and support the supervisor in closing out the PIP with the employee.
  - Consult with the supervisor to determine if the PIP will be successfully completed, if an extension may be warranted due to a significant number of approved work absences or leave, or if the employee didn't meet the expectations of the PIP.
  - When an employee has not met the expectations of the PIP, at least 10 days prior to the PIP's end date, notify the ER/LR Consultant, providing all relevant documentation. Partner with ER/LR to discuss next steps and whether to extend the PIP and/or address continued unsatisfactory performance with formal discipline. Provide a copy of the completed and closed PIP to the ER/LR Consultant for recordkeeping in ER/LR file.

### **UHR Employee and Labor Relations Consultant Responsibilities**

- Upon request, provide support and guidance to supervisors and HR Service Teams during any step of the evaluation or remediation process.
- Review drafts of performance evaluation forms and PIPs, and provide recommendations that are consistent with best practice within 5 business days of receipt.
- Approve final draft of the PIP within 5 business days of receipt prior to it being issued to employee.
- Consult with supervisors and HR Service team when progress not being made on the PIP in order to determine if formal discipline is appropriate.
- When employees are recommended for PIPs and formal discipline up to and including termination, perform a thorough record review, including review of position and classification history, leave of absence history, use of FMLA, disability accommodations, disciplinary action and performance interventions, contents of the personnel file, grievances, layoffs, etc. Make recommendations on the advisability of next steps based upon the outcome of this review.
- Partner with Office of University Counsel when legal expertise is needed.