



PEP/R Meetings Job Aid

The goal of PEP/R meetings is to communicate with employees about their job performance. The best way to do this is to communicate openly and honestly.

A general script for this meeting is on the next page. This meeting is scripted to help you stay on task and avoid potential confusion or issues. While you don't have to read the script word-for-word, it is a general outline on how to deliver the appropriate information at the appropriate time. It's important to stay with the script, whatever it may be, and remain calm.

Tips for Planning Your Meetings:

- Write down what you plan to say.
- Practice with someone.
- Select a private meeting place to ensure confidentiality.
- Minimize interruptions - turn off your cell phone and close your e-mail.
- Review the PEP/R beforehand.

When Conducting the Meeting:

<p>Things to do:</p> <ul style="list-style-type: none"> • Review the PEP/R before the meeting • Remain calm and focused • Use good eye contact • Be clear, concise and respectful • Help the employee understand his/her value to the organization • Help the employee understand that you want them to do well • Allow the employee a chance to respond • Listen to their response • Be available and visible afterwards • Follow up after a few days to continue discussion about the employee's goals and/or enhancing the things about the job that matter to them. 	<p>Things to avoid:</p> <ul style="list-style-type: none"> • Do not blame others for the rating decision (you represent the organization and its management). • Do not say you disagree with the decision • Do not discuss the status of other employees • Do not guarantee that the employee will get a better rating in the future • Do not argue with the employee • Do not go off topic
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Tips for Closing the Conversation

- Thank the employee for their service.
- Answer the questions you can and promise to find out what you don't know

- Promise to be available and have further conversation about PEPs, ratings, the employee's aspirations, things that would make the job better, etc.

Sample Language for a PEP/R Meeting

As you know, the City, has a pay for performance program. Employees receive one formal Performance Enhancement Plan (PEP) and Performance Enhancement Program Report (PEPR) each calendar year. A five tier rating system is used to evaluate employee performance. All employees are evaluated for the same time period, January 1 through December 31, on a common performance review date each year.

When available, merit increases result from the annual performance evaluation process. The increase that an employee may receive is based on the employee's annual performance rating and the employee's location in the pay range. A Flexible Merit Increase Table is developed each year based on the approved merit budget for that year. This year, the approved merit budget is X% (Provide this information based on this year's approved amount).

Theoretically, we could simply apply the same increase to every employee. But that would defeat the purpose of having different ratings that distinguish the very best performers from the vast majority who are good at their jobs, and from those few who need improvement in their work. Every employee is a valuable asset to the organization and the majority of employees perform their work at the expected level (which is by definition, a successful rating). It's important to make the higher ratings mean something and that the lower ratings lead to change.

(Present the PEPR with its rating and review it with the employee.)

If you are interested in seeking a higher rating, I promise to work with you to figure out exactly what you could do to earn that.

Meanwhile, I will check in with you periodically to answer questions and do what I can to help you make this job as satisfying as it can be. I don't want to lose you to a better job or a better supervisor! The City will never have a lot of money to use as a motivator, so we need to work together and find other ways to make this job the best it can be for you.