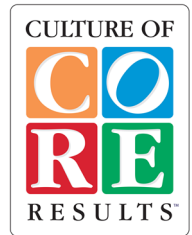




Succession Management 7-Step Process
Worksheet 3.1: Merit-Based Inclusion Algorithm



The Merit-Based Inclusion Algorithm provides a valuable way to enhance objectivity when evaluating employee performance. This algorithm allows you to reflect on interactions with your employees over the past to identify patterns and behaviors that increase the accuracy of your analyses. The first thing you'll notice is that the actions necessary at the extreme edges of the employee performance bell curve are self-explanatory (e.g., APR ratings ①, ② and ④). It's only the rating in the middle of the bell curve (e.g., APR rating ③) — where most employees reside — that requires additional analysis.

