



## **Weber County Human Resources Policy 6-200**

### **Performance Management**

#### **I. Purpose**

Weber County's total compensation philosophy is to attract, motivate and retain quality employees who support the County mission of providing high quality, cost-effective public services. This policy provides the foundation for a performance-based review and reward system.

#### **II. Policy**

Weber County believes in a transparent, performance-based approach to reviews and compensation. Weber County will maintain a performance appraisal system that provides an objective method for recognizing the importance of an employee's contribution, rewards good performance, and corrects poor performance.

#### **III. Procedures**

**A. Human Resources will provide comprehensive and on-going education and training about the performance management process.**

**B. Before March 1 of each calendar year supervisors will initiate an employee performance and development plan ([Road to Success Annual Review Form](#)) for each employee.**

**C. The employee performance and development plan will include:**

1. A review of the job description:
  - i. The supervisor and employee will review the job description to make sure it accurately reflects the essential functions and responsibilities of the position.
  - ii. If a revision is needed the supervisor will work with Human Resources to initiate a position classification review.
2. Job performance expectations:
  - i. Supervisors, in conjunction with the employee, will set measurable goals and/or expectations.
  - ii. Goals and/or expectations should be based on the responsibilities of the position and include objectives, outcomes, behaviors and special assignments.
  - iii. Each performance objective will be assigned a weight that reflects the time and/or value represented. Weights for all of the performance objectives will total 100.
  - iv. Managers will be evaluated on their ability to supervise their subordinates. Performance objectives will include planning, assigning and reviewing work, hiring and promoting, training, discipline and termination. This portion should be weighted a minimum of 15% of the overall weight.

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3. Quarterly performance reviews:
  - i. Employees and their supervisors will meet on a quarterly basis minimally to discuss performance.
  - ii. The supervisor will provide detailed feedback, verbally and in writing, on whether expectations are being met and will provide coaching in areas that need improvement.
  - iii. Quarterly notes should be uploaded by the supervisor into the HRIS system so that the employee may reference them at any time. Quarterly notes must be uploaded within one week after the quarter ends.

### **D. Annual Performance Review**

1. Supervisors will complete an annual performance appraisal for each employee by December 31 of each calendar year.
2. Before the supervisor completes their review, they should request that the employee complete a self-review and return it to the supervisor.
3. The review will include an overall numerical rating and will include a narrative of the employee's performance.
4. Performance appraisal ratings:
  - i. Excellent (5): Performance that exceeds expectations and is consistently outstanding.
  - ii. Impressive (4): Performance that consistently fulfills the job requirements and exceeds expectations.
  - iii. Solid (3): Performance that consistently fulfills the job requirements.
  - iv. Focus Needed (2): Performance that does not consistently meet the job requirements.
  - v. Unsatisfactory (1): Performance that consistently fails to meet the job requirements.
5. Employees who are rated 1 or 2 overall will work with their supervisor to develop a written [performance improvement plan](#).
6. The division, department or elected office will upload a copy of the completed annual performance review to the HRIS system, as well as send a hard copy to Human Resources.
7. Human Resources will notify each division director or elected official of individuals who have not had a performance review completed in the HRIS system within one week of the due date.
8. Human Resources will not authorize a merit increase for any employee until the performance appraisal is completed in the HRIS system.

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## E. Exceptions to the performance management process described above are as follows:

1. Promotion, demotion, reassignment and transfer: When an employee changes to a different position during the appraisal period, the former supervisor will complete an appraisal for the time period the employee was under the supervisor.
2. Change in supervision: When supervision changes during an appraisal period, the former supervisor should complete an interim appraisal. The new supervisor should complete an appraisal for only the time period the employee was under that supervisor.
3. Prorated appraisals: In situations where appraisals are conducted by more than one supervisor, the scores should be pro-rated according to the number of weeks each appraisal represents.
  - i. The formula for such a pro-rated score is the sum of the score for each evaluation multiplied by the number of weeks in the appraisal period divided by the total number of weeks.
  - ii. The following is an example of a pro-rated score:

	Weeks of Supervision	Appraisal Score	Total
Supervisor A	22	4.12	90.64
Supervisor B	30	3.75	112.5
			203.14
203.14/52 weeks = <b>3.90</b>			

- iii. If the appraisal score is pro-rated, the supervisor will record the formula results in a format similar to the above example in a memo attached to the annual performance appraisal form. The annual performance appraisal form, memo and interim appraisal forms should be forwarded to Human Resources.

## F. Annual Merit Adjustments

1. The County Commission may approve funding for an Annual Merit Adjustment. If funding is provided, merit employees are eligible for an annual merit increase based on the overall score of their annual performance appraisal, subject to the discretion of the elected official or department head.
2. Merit employees who have reached the top of their paygrade may receive a lump sum payment in lieu of a merit adjustment.
3. Any employee who receives an increase in the 4<sup>th</sup> quarter is not eligible for a merit adjustment.

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- 4. New employees serving their initial probationary period during the merit process are not eligible for a merit adjustment until the end of their probationary period. The increase must be pro-rated based on their months of service during the year for which the merit increase is given.
  
- 5. New employees who have completed their probationary period will be eligible for a pro-rated merit adjustment.

DATED this \_\_\_\_\_ day of \_\_\_\_\_, 2021.

BOARD OF COUNTY COMMISSIONERS  
OF WEBER COUNTY:

\_\_\_\_\_  
James H. Harvey, Chair

ATTEST:

\_\_\_\_\_  
Ricky Hatch, CPA  
Weber County Clerk/Auditor

\_\_\_\_\_  
Sarah Swan  
Human Resources

Approved as to form and legality:

\_\_\_\_\_  
Courtlan Erickson  
Deputy County Attorney