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 and goal 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 and goal appraisal process.

B. By March 31st of each calendar year supervisors will initiate an employee performance and goal appraisal plan for each employee.

C. The employee performance and goal appraisal plan will include:

1. Review of job duties:
    i. The supervisor and employee will work together to review the job duties to ensure they accurately represent the essential functions and responsibilities of the position.
2. Job performance expectations:
    i. Supervisors, in conjunction with the employee, will set measurable performance goals and/or result expectations for the year.
    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 goal and/or result expectation will be assigned a weight that reflects the time and/or value represented. Weights for all of the performance goals and/or expectations will total 100.
    iv. Managers will be evaluated on their ability to supervise their subordinates. Performance goals or result expectations 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.
3. Quarterly check-ins:

i. Employees and their supervisors must meet on a quarterly basis to discuss performance.
ii. The supervisor must provide detailed feedback, in writing, on whether expectations are being met and will provide coaching in areas that need improvement.
iii. Quarterly check-ins should be entered/uploaded by the supervisor into the HRIS system so that the employee may reference them at any time. Quarterly check-ins must be entered/uploaded within a reasonable time after the quarter ends not to extend past one month.

D. Annual Performance Review

1. Supervisors will complete an annual performance and goal appraisal plan for each employee by December 31st of each calendar year.

2. Before the supervisor completes their review, the employee is required to 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 (4.0-5.0): Performance that exceeds expectations and is consistently outstanding.
    ii. Impressive (3.5-3.99): Performance that consistently fulfills the job requirements and exceeds expectations.
    iii. Solid (3.0-3.49): Performance that consistently fulfills the job requirements.
    iv. Focus Needed (2.0-2.99): Performance that does not consistently meet the job requirements.
    v. Unsatisfactory (1.0-1.99): Performance that consistently fails to meet the job requirements.

5. Employees who receive an overall rating of 2.99 or below, will collaborate with their supervisor to create a written performance improvement plan. This plan may be integrated into their annual performance and goal appraisal, included in quarterly performance updates or check-ins related to the annual appraisal, or outlined in a standalone document.

6. The division, department or elected office will enter/upload a copy of the completed annual performance review to the HRIS system.

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 pay for performance increase for any employee until the performance appraisal is completed in the HRIS system.

E. When there are changes in an employee's position or supervision during the appraisal period, the following guidelines apply:

1. When an employee is promoted or reassigned to a different position in a different department, the following steps apply:
    i. Prior Performance Documentation
        - The prior supervisor must ensure that any prior quarterly performance check-ins or plans are updated in the HRIS System.
        - If no formal performance plan or check-in exists, the prior supervisor must prepare a summary evaluation of the employee's performance during their supervision and submit it to Human Resources.
    ii. Transition of Appraisal Information
        - Human Resources will transfer the performance records and appraisal plans to the employee's new supervisor.
    iii. Establishing a New Plan
        - The new supervisor will create new goals, or a performance plan tailored to the employee's new position and responsibilities.
    iv. Incorporation of Prior Feedback
        - At the end of the appraisal period, the new supervisor will need to include prior performance feedback when completing the final evaluation.

2. When an employee transitions to a new supervisor or is reassigned to another assignment within the same department, the following steps apply:
    i. The former supervisor must do one of the following:
        - Complete an interim performance plan or check-in of the employee's performance; or
        - Collaborate with the new supervisor to ensure the next quarterly check-in or performance plan is comprehensive and includes the employee's performance under the former supervisor; or
        - At the end of the performance appraisal plan year collaboratively work with the new supervisor to incorporate all feedback and quarterly check-ins or performance plans to provide a comprehensive final assessment of the employee's performance.

F. Annual Pay for Performance Adjustments

1. Performance ratings are used to determine an employee's eligibility and relative level of annual pay-for-performance increase. The available pay-for-performance increases, if any, will be established annually by the County Commission as part of the County's budget

process. The percentage associated with each eligible performance level may vary from year to year based on available funding and the County Commission's budgetary decisions.

2. Employees whose compensation and salary adjustments are governed by Weber County Sheriff's Office Policy 1054, Compensation and Salary Adjustments for Sworn Staff Members, are not eligible for pay-for-performance increases under this policy. Compensation and salary adjustments for those employees shall be administered in accordance with Weber County Sheriff's Office Policy 1054.

3. Employees must receive an overall performance score of at least 3.00 to be eligible for an annual pay-for-performance increase. The maximum increase will apply to employees with an overall performance score of 4.00–5.00. For each successive eligible performance score range below 4.00, the applicable pay-for-performance increase will decrease by 0.25 percentage points.

   Performance ratings and annual pay-for-performance increases are as follows:

Overall Performance Score	Performance Rating	Performance Definition	Annual Increase
4.00 – 5.00	Excellent	Performance is consistently exceptional and substantially exceeds job requirements and expectations. The employee demonstrates an outstanding level of effectiveness, initiative, quality, and contribution.	Maximum annual increase established for the performance year
3.75 – 3.99	High Impressive	Performance consistently exceeds job requirements and expectations in most areas. The employee regularly demonstrates a high level of effectiveness, initiative, and quality beyond what is normally expected in the position.	Maximum annual increase with a 0.25 percentage-point adjustment
3.50 – 3.74	Impressive	Performance consistently fulfills all job requirements and frequently exceeds expectations in key areas. The employee demonstrates performance that is clearly above the expected level for the position.	Maximum annual increase with a 0.50 percentage-point adjustment
3.25 – 3.49	High Solid	Performance consistently fulfills all job requirements and exceeds expectations in some areas. The employee demonstrates strong, dependable performance with contributions that periodically go beyond normal expectations.	Maximum annual increase with a 0.75 percentage-point adjustment
3.00 - 3.24	Solid	Performance consistently fulfills the job requirements and meets expectations. The employee demonstrates reliable and effective	Maximum annual increase with a 1.00

		performance at the level expected for the position.	percentage-point adjustment
2.00 – 2.99	Focus Needed	Performance that does not consistently meet the job requirements.	Not eligible for an annual pay-for-performance increase.
1.00 – 1.99	Unsatisfactory	Performance that consistently fails to meet the job requirements.	Not eligible for an annual pay-for-performance increase.

For example, if the County Commission establishes a maximum annual increase of 3.0%, the increases would be:

4.00–5.00 = 3.0%

3.75–3.99 = 2.75%

3.50–3.74 = 2.50%

3.25–3.49 = 2.25%

3.00–3.24 = 2.00%

4. Budgeted Pay-for-Performance Funds: Pay-for-performance increases will be budgeted at the maximum eligible increase for all employees. Any budgeted funds remaining after actual pay-for-performance increases are awarded will be removed from the department's payroll budget with first quarter budget adjustments and will not be considered salary savings or available for other departmental expenditures.

G. Pay for Performance Eligibility

1. With the exception of elected officials and department heads, employees must have a performance and goal appraisal plan or performance documentation with an accompanying performance score in order to receive a pay for performance increase.

2. Employees who have reached the top of their paygrade will receive a lump sum payment in lieu of a pay for performance increase.

3. Employees who have been employed by the County for the entire applicable performance year are eligible for the full pay for performance increase. The increase will not be prorated solely because the employee was promoted, transferred, demoted, reassigned, received a career ladder advancement, or served a probationary period during the performance year.

4. An employee who is promoted, transferred, demoted, reassigned, or receives a career ladder advancement within the same department remains eligible for a pay for performance increase at the end of the applicable performance year. The amount of the increase will be determined at the discretion of the Elected Official or Department Head, in consultation with the employee's current supervisor. In determining the appropriate pay for

performance increase, consideration should be given to any wage increase the employee received as a result of the promotion, transfer, reassignment, or career ladder advancement.

5. An employee who is promoted, transferred, demoted, or reassigned to a position in another department remains eligible for a pay for performance increase. If the employee is serving a probationary period at the end of the applicable performance year, the pay for performance increase will be awarded upon successful completion of the probationary period.

6. New or rehired employees who have not been employed by the County for the entire applicable performance year are eligible for a prorated pay for performance increase. The increase will be prorated based on the number of days the employee was employed by the County during the applicable performance year. If the employee is serving a probationary period at the end of the applicable performance year, the pay for performance increase will be awarded upon successful completion of the probationary period.

7. Completion of a probationary period does not, by itself, determine whether a pay for performance increase is prorated. Proration is based on the employee's length of County employment during the applicable performance year.

DATED this 20th day of October, 2026.

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Human Resources

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