

Salt Lake County Human Resources Policy 6-100: Performance Management

Purpose

This policy establishes the performance management process for probationary, merit and time-limited employees within Salt Lake County.

I. Policy

Salt Lake County follows an employee performance management program that ensures alignment with County values. Employees will receive three (3) performance check-ins and one (1) annual performance review to support employee growth and performance, which benefits our community.

II. Procedures

- A. Supervisors will set competencies within performance measures for each unique job within their agency based on the job description. Supervisors will also have the option to add additional competencies for county-wide jobs that have set competencies by Human Resources. Supervisors will initiate an Employee Performance and Development Plan for each merit employee on the common review date.
- B. Supervisors will review competencies with employees at the beginning of each annual evaluation period.
 1. A review of the job description will take place prior to setting competencies.
 - a. The supervisor and employee will review the job description to make sure it accurately reflects the essential functions and responsibilities of the position.
 - b. If revision is needed the supervisor will work with agency management and the Human Resources Division to initiate a Job Description Review.
- C. The Employee Performance Review will include:
 1. County Expectations which reflect the behavior, expectations, and values for all employees.
 2. Performance Measures which focus on job specific competencies necessary for success.
 - a. Goals may be included as part of individual expectations related to the competencies.
 3. Job performance expectations:
 - a. In conjunction with the employee, supervisors will set expectations that are in line with agency and County goals which reflect the behavior expectations and values for all employees.
 - b. Expectations are based on responsibilities of the position and include objectives, outcomes, behaviors and special assignments.
 4. Development goals:
 - a. The supervisor and employee will determine development goals at the beginning of the performance period. The employee may request training or additional resources.
 5. Supervisor/employee check-ins:
 - a. Employees and their supervisors will check-in at least three (3) times each year to discuss performance; sharing collaborative feedback verbally and within the Performance

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Management System.

- b. The 3rd meeting will include an annual performance review completed by the supervisor. Goals included as part of individual expectations related to competencies may be adjusted as needed.

D. Annual Performance Review

1. Supervisors will complete an annual performance review for each employee based on a common one-year rating period.
 - a. The performance review will include ratings for County Expectations and each assigned competency.
 - b. Annual reviews are due by January 31.
2. The Human Resources Division will notify each Division Director if performance reviews are not received by the established due date.
3. Department directors and elected officials will be notified of any performance reviews that have not been completed by the established due dates to hold their leaders and individual employees accountable.
4. Performance Review Ratings
 - a. Performance measure competencies will be evaluated on the following four ratings:
 - i. Role Model
 - ii. Solid Performer
 - iii. Building Performer
 - iv. Under Performing
 - b. Each County Expectation and performance measure competency will have its own overall rating based on the three (3) check-ins.
 - i. Individual check-in ratings will be combined to determine the overall rating for each competency and county expectation.
 - ii. An employee who receives two (2) or more annual competency ratings of “Under Performing,” is ineligible for any merit increase approved by the County Council for that year.
 - iii. An employee who receives one (1) annual County Expectation rating of “Needs Improvement” and one annual competency rating of “Under Performing” is ineligible for any merit increase approved by the County Council for that year.
 - iv. An employee who receives two (2) or more annual County Expectations ratings of “Needs Improvement” is ineligible for any merit increase approved by the County Council for that year.
 - v. Employees working less than 30 days will not be evaluated.

Please refer to the EPIC Annual Ratings Chart below outlining all possible rating combinations for a singular County Expectation and Competency.

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County Expectations				Annual Rating (per competency)
a.	Meets Expectations	Meets Expectations	Meets Expectations	Meets Expectations
b.	Needs Improvement	Meets Expectations	Meets Expectations	Meets Expectations
c.	Needs Improvement	Needs Improvement	Meets Expectations	Needs Improvement
d.	Needs Improvement	Needs Improvement	Needs Improvement	Needs Improvement
Performance Measures				Annual Rating (per competency)
e.	Role Model	Role Model	Role Model	Role Model
f.	Solid Performer	Role Model	Role Model	Role Model
g.	Building Performer	Role Model	Role Model	Solid Performer
h.	Under Performing	Role Model	Role Model	Solid Performer
i.	Solid Performer	Solid Performer	Role Model	Solid Performer
j.	Building Performer	Solid Performer	Role Model	Solid Performer
k.	Under Performing	Solid Performer	Role Model	Solid Performer
l.	Building Performer	Building Performer	Role Model	Solid Performer
m.	Under Performing	Building Performer	Role Model	Building Performer
n.	Under Performing	Under Performing	Role Model	Building Performer
o.	Solid Performer	Solid Performer	Solid Performer	Solid Performer
p.	Building Performer	Solid Performer	Solid Performer	Solid Performer
q.	Under Performing	Solid Performer	Solid Performer	Building Performer
r.	Building Performer	Building Performer	Solid Performer	Building Performer
s.	Under Performing	Building Performer	Solid Performer	Building Performer
t.	Under Performing	Under Performing	Solid Performer	Building Performer
u.	Building Performer	Building Performer	Building Performer	Building Performer
v.	Under Performing	Building Performer	Building Performer	Building Performer
w.	Under Performing	Under Performing	Building Performer	Under Performing
x.	Under Performing	Under Performing	Under Performing	Under Performing

- c. Supervisors will complete and sign Annual Performance Appraisal Forms.
- d. Employees will acknowledge receipt of the appraisal with a signature, or the supervisor will document an employee’s refusal to sign.
- e. The administrator or designee will approve and sign the Annual Performance Review Form.
- f. An employee who receives an annual competency rating of “Under Performing” or an annual County Expectations rating of “Needs Improvement” may submit a written request for an additional review to the Division Director within seven (7) calendar days of receiving the review.
- g. Prior to final submittal authorized administrators may, after consultation with the employee and supervisor, propose changes to evaluations.
 - i. The Division Director or administrator will inform the employee of any changes.
 - ii. The Division Director or administrator will reach out to the County Human Resources Division to update the performance review.

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- E. Exceptions to the performance and development process described above are as follows:
 - 1. Probationary Appraisals (Non-Sworn): Probationary employees will receive an appraisal prior to six months of service. If a probationary appraisal is not processed within six months of employment, the employee will automatically receive merit status.
 - a. The probationary evaluation is considered in the retention of employees during a Reduction in Force (RIF).
 - b. Promotion, Demotion, Reassignment and Transfer: Current supervisors are expected to complete the check-in and/or review in collaboration with the former supervisor or agency.
- F. Performance Coaching and Performance Coaching Plan:
 - 1. Performance Coaching may be used by supervisors as a training or career development tool at any time.
 - a. The use of a plan is intended to engage interactive conversations that are a proactive,
 - b. positive approach to helping employees understand and meet expectations.
 - c. A performance Coaching Plan is not considered discipline and not part of the official employee file.

III. References

- A. County Personnel Management Act, Utah Code § 17-75-101, et seq.
- B. Salt Lake County Human Resources Policies:
 - 1. 1-200, General Definitions
 - 2. 2-100, Employee Status
 - 3. 3-400, Discipline
 - 4. 4-200, Leave Practices
 - 5. 5-100, Pay and Employment Practices
 - 6. 2-900, Reductions in Force Separations

APPROVED and ADOPTED this 3rd day of February, 2026.

SALT LAKE COUNTY COUNCIL

By Aimee Winder Newton
Aimee Winder Newton, Chair

ATTEST:

Lannie Chapman
Lannie Chapman, County Clerk



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Voting:

Council Member Harrison

"Aye"

Council Member Johnson

Absent

Council Member Moreno

Absent

Council Member Pinkney

"Aye"

Council Member Romero

"Aye"

Council Member Stewart

"Aye"

Council Member Stringham

"Aye"

Council Member Theodore

"Aye"

Council Member Winder Newton

"Aye"