

SECTION 9 CAREER PLANNING AND PERFORMANCE MANAGEMENT

- A. PERFORMANCE EVALUATIONS:** Employee performance and potential shall be evaluated during and at the end of the probationary period and annually thereafter on or before the eligibility date. These evaluations will be used to improve employee effectiveness, assess training needs and plan training activities, and provide a basis for decisions on placements, promotions, separations, salary advancements, and other personnel actions.
- B. PROBATIONARY PERIOD:** The probationary period is an integral part of the selection process. It allows the appointing authority to train an employee and evaluate the employee's progress, adaptability and effort. Newly-hired employees must serve an extendable six-month probationary period, except for peace officers, court security, and corrections officers whose probationary term is for an extendable twelve-month period (see UCA 17-30-11). The probationary period is extendable by the department head for a period not to exceed six months for good cause.
- C. EVALUATING PROBATIONARY EMPLOYEES:** The appointing authority shall submit in writing an evaluation and recommendation for action at least one month prior to the employee's eligibility for graduation from probation. The affected employee shall be notified of the action proposed to be taken. Any of the following actions may be instituted by the appointing authority:
1. The employee may be given full-time status and the associated pay raise, based on satisfactory performance by the employee.
 2. Based on less than satisfactory performance or for good cause, the employee's probationary period may be extended for a period not to exceed six months, at which time the employee will be reevaluated. Such an employee will not receive a pay increase until performance is deemed satisfactory and probation is ended.
 3. Based on unsatisfactory performance or questionable competence, the employee may be demoted or returned to a former position.
 4. The employee may be dismissed for any reason, so long as it is specific, nondiscriminatory, and job-related.
- D. PROMOTION:** When it is in the best interest of the county to fill vacant positions from among current employees, eligibility may be limited to a specific department. Promotions shall be based on demonstrated capacity, as well as quality and length of service. All promotions must be certified by the department head, Human Resources Director, and the county commission. Promotions are subject to a six-month probationary period.
- E. REDUCTION-IN-FORCE:** A department head may separate employees because of lack of funds, curtailment of work, because of the return of an employee taking a leave of absence or who was

unsuccessful in completing a promotional probationary period within the same department. No full-time employee shall be separated from a department while there are part-time, emergency, provisional, probationary, or temporary employees serving in similar positions in that department. The decision of the department head to apply a reduction in force is final and not grievable.

1. All employees in a job class that are targeted for a reduction in force (RIF) will be evaluated upon a systematic consideration of length of service and job performance. The Human Resources Director shall identify the names of all employees currently filling the positions proposed for elimination and/or a reduction in force in the department and rank incumbent employees in each position classification according to composite retention points from highest to lowest. In the case of an equal number of composite retention points for two employees, the employee with the greater seniority shall be ranked higher. Retention points shall be calculated for affected employees in three categories, which are seniority, ability, and merit. The maximum number of retention points is thirty-five (35) points for seniority, thirty-five (35) points for ability, and thirty (30) points for merit, for a total of one hundred (100) retention points. The definitions and method for calculating retention points for seniority, ability, and merit are as follows:

- a. Seniority. Seniority shall be calculated based on continuous service for Tooele County as a career service employee in the employee's current job class within a division of the department. If the department does not have divisions, it shall be based on the continuous service for Tooele County as a career service employee in the employee's current job class within the department. Service time shall not be subtracted for approved leaves. Only complete years of service will be used in computing retention points for seniority. Two (2) retention points shall be given for each year of service as a full-time career service employee. Service as a three-quarter-time or half-time career service employee shall be prorated. In the case where a career service employee's status has changed from or to full-time, three-quarter-time, or half-time in a year, the year shall be computed as a full year based upon what their status was for the majority of the year. Retention points for seniority shall not exceed thirty-five (35) points.
- b. Ability. Ability is the consideration of knowledge, skills, and abilities such as technical expertise or experience related to job functions remaining after the reduction in force; possession of certifications, licenses, degrees, letters of commendation, or other qualifications related to job functions; versatility and flexibility to perform a variety of job functions; interpersonal skills, including the ability to positively influence the performance of others; and productivity, including quantity and quality of work performed. Employees are responsible to ensure that their official personnel file in the Human Resource Department contains record of certifications, licenses, degrees, letters of commendation, or other qualifications related to job functions. The department head shall provide a list to the Human Resources Director indicating ability retention points for all employees in positions proposed for elimination or a reduction in force, as well as the justification for the ability retention points. If the Human Resources Director determines that the proposed number of ability retention points cannot be adequately justified, then a committee

composed of the Human Resources Director, an attorney from the County Attorney's Office, and an unaffected department head may adjust the ability retention points for any employee on the list. Retention points for ability shall not exceed thirty-five (35) points.

- c. Merit. Merit is evidenced by the average of the three (3) most recent performance reviews (including three-month, probation, trial period, and/or annual reviews). Merit retention points are calculating by adding the final score for the employee's three most recent performance appraisals and then dividing this number by three. For purposes of this Section, a "competent" rating equals 30 points, a "needs improvement" rating equals 20 points, and an "unacceptable" rating equals ten points. For evaluations where a numerical rating score was used, a score of 70 or above shall equal 30 points and a score below 70 shall equal 20 points. If the employee has had fewer than three reviews since the last merit hire date, the score will be based on the average of the available review scores. Each previously documented disciplinary action imposed in the prior three years will result in points being subtracted from the merit score according to the following scale: oral reprimand = -1 point; written reprimand = -3 points; suspension = -5 points. Retention points for merit shall not exceed thirty (30) points.
2. The Human Resources Director and the department head shall identify affected employees and potential bumping rights.
 3. A closed meeting shall be held with the county commission, the department head, the Human Resources Director, and an attorney from the County Attorney's Office. The following guidelines are established for the closed session:
 - a. The department head shall present an organizational chart identifying the position(s) proposed for elimination;
 - b. The Human Resources Director shall present the employee lists, identify employees with the fewest retention points, identify potential employee bumping rights, and certify that assigned job classifications are accurate for affected positions; and
 - c. The discussion shall include projected savings and factors that would mitigate the reduction in force.
 4. The county commission shall provide authorization for the reduction in force and identify the position(s) to be eliminated.
 5. The Human Resource Department shall prepare reduction in force notifications for affected employees and provide them to the department head.
 6. The department head, and the Human Resources Director if requested by the department head, shall meet with the affected employee(s), provide the prepared notice, and coordinate all further steps with the Human Resource Department.

7. All career service employees reduced in force are eligible for placement on a rehire register for a period of one (1) year. To be placed on a rehire register, the individual must complete a new application for employment and indicate positions and/or departments of interest. The rehire register will be provided to the hiring department along with the competitive recruitment employment register. A selection may be made from either register. The separated individual will be invited to interview for any open position for which the Human Resource Department considers them qualified. Rehired employees' previous years of service will be reinstated.
8. Any employee, other than a part-time employee, who is separated by a RIF will be paid two weeks of severance pay.

F. TRAINING: Employees may receive training to assure high quality performance. Each responsible elected officer and department head shall develop and implement a program to improve the job and career related skills of employees so that they may render more valuable service to the county. The following standards shall apply to departmental training and development programs:

1. Employee development programs must focus on legitimate needs of the department.
2. Training programs should be relevant to the job and designed to improve employee behavior and performance.
3. Individual development plans should be established for each employee providing for job and career related development needs.
4. Departments shall keep records of all training activities in which their employees participate. These records shall include the names of participants, the type of training and the number of hours, and the costs per participant hour. Departments offering education assistance to employees will keep records of the amount paid annually and the type of training received for each employee who receives assistance.

G. TERMINATION:

1. Each terminating employee shall be given an exit interview by the department head or the Human Resources Director.
2. Employees who resign must give a minimum of two weeks' written notice of that resignation if they are to be considered for re-employment at a future date.
3. Each terminating employee shall return all property belonging to Tooele County, including cellular phones, radios, computers, credit cards with proof they are paid in full, gas cards, keys, clothing, tools, passwords, books and manuals, and shall clear all financial obligations prior to receiving a final paycheck. Any obligation not cleared shall be deducted from the final paycheck. Whenever possible, the exit interview form shall be signed by the department

head or Human Resources Director and the terminating employee before the final paycheck is issued.