

UTAH DEPARTMENT OF HEALTH AND HUMAN SERVICES POLICY AND PROCEDURES		
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DHHS PERFORMANCE MANAGEMENT		
<p>RATIONALE: DHHS is dedicated to the vision that all Utahns have fair and equitable opportunities to live safe and healthy lives. The ability to achieve this vision is dependent on DHHS employees meeting the requirements of employment, being aware of performance expectations, and being compensated for meeting those expectations. This policy establishes the criteria and procedures for the DHHS pay for performance system.</p> <p><i>Related Policies, Applicable Standards, Statutes: Utah Code 63A-17-106, Utah Code 63A-17-112, DHRM Rule R477-10, DHHS Policy 02-03 Code of Ethics and Conduct, DHHS Policy 02-05 Compensation Policy, DHHS Policy 02-08 Incentive, Bonus, and Non-cash Incentive Awards Policy</i></p>		
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I. DESCRIPTION

DHHS values its employees and seeks to ensure that all are meeting or exceeding performance expectations, behavioral expectations, and goals. This policy establishes guidelines and criteria for DHHS employees to meet performance expectations.

II. DEFINITIONS

The following terms are defined for this policy as:

- A. **AAA:** Agreement, authorization, or acknowledgement in the employee performance management system.
- B. **Behavioral expectations:** The observable behavior to be performed, the conditions in which the behavior should be performed, and the minimal acceptable level of performance.

- C. **DHHS or department:** The Utah Department of Health and Human Services and any operational unit within.
- D. **DHHS core values:** The DHHS core values are equity, empathy, innovation, accountability, connection, efficacy, support and impact.
- E. **Does not meet expectations:** Employees are not meeting expectations and strategies for their position. They struggle to complete assigned work on time. Employees need an exceptional level of supervisory help. They are on, or will be placed on, a performance improvement plan. They may be willing or able to improve, but currently lack the results required for the role.
- F. **Eligible employee:** A DHHS employee in a position and has met the criteria for performance management and pay for performance. DHHS employees who are exempt from performance management in the DHRM system are not eligible for pay for performance.
- G. **Employee performance management system:** The system of record established by the Department of Government Operations, Division of Human Resource Management.
- H. **Evaluation:** An annual appraisal of an employee's performance by their supervisor.
- I. **Evaluation period:** The annual performance cycle from April 1 to March 31 of each year. For new employees, the first evaluation period is the start date of their employment to March 31.
- J. **Exceptional performer:** These employees are the highest performer(s) on the team. In addition to meeting performance expectations and strategies under the high performer tier, they may take on multiple complex assignments and meet exceptional standards in accomplishing the vision of the department. These individuals not only perform assigned work exceptionally, but proactively collaborate to regularly come up with solutions to problems and improve the work of their co-workers. They provide mentorship and development directly or indirectly to other employees. They are an active team member and promote a positive team environment and incorporate the department's core values into the operations of their OU.
- K. **High performer:** In addition to meeting performance expectations and strategies in the meets expectations tier, these employees are self-sufficient and accountable for job responsibilities. They regularly look for opportunities to improve the quality and efficiency of their work. These employees willingly take on additional tasks that are relevant to their job classification. They identify problems and potential solutions. They are a positive member of the team and support the department's core values.

- L. **Manager:** An employee who has a direct report(s) that includes another manager or supervisor.
- M. **Meets expectations:** Employees are meeting performance expectations and strategies for their position. Employees are reliable. They may occasionally need additional guidance to accomplish tasks, but when that guidance is received, they timely complete assigned tasks.
- N. **OU:** Operational units within DHHS, including divisions, offices, or standalone operations whose director reports to the executive director, a deputy director, or an assistant deputy director. The Utah State Hospital and Utah State Developmental Center are considered OUs.
- O. **Pay for performance:** A plan providing financial incentives to an employee for meeting or exceeding performance standards and behavioral expectations.
- P. **Performance plan:** A written plan for each employee outlines employee expectations, including performance standards and behavioral expectations.
- Q. **Performance standard:** An expectation of task completion that is tied to the duties and responsibilities of the employee.
- R. **Quarterly review:** A written evaluation by a supervisor of an employee's progress in meeting the performance standards, expectations, and goals for an employee who has been employed with DHHS since the beginning of the calendar quarter.
- S. **Supervisor:** An employee who has a direct report(s) and provides regular supervision and performance evaluation of an employee.
- T. **Virtual work:** Work that includes the following: mobile work or remote work as defined in DHHS Policy 02-19 Hybrid Work or conducting any DHHS business in a virtual work environment.

III. POLICY

- A. Each eligible employee in DHHS shall have a performance plan established at the beginning of each evaluation period that will:
 - 1. Monitor progress throughout the evaluation period;
 - 2. Assess outcomes at the end of the evaluation period;
 - 3. Assign a rating to each employee's performance; and
 - 4. Include, at a minimum, the following performance goals, performance standards, and behavioral standards:
 - a) Professional expectations;

- b) Department or OU goals;
- c) Individual performance goals; and
- d) Virtual work expectations, which apply in the following circumstances:
 - 1) DHHS Policy 02-19 Hybrid Work;
 - 2) Hybrid work agreement; and
 - 3) Conducting any DHHS business in a virtual work environment.

B. Supervisors shall:

1. Perform and document performance reviews and evaluations in the employee performance management system for employees they supervise at the following frequency, at a minimum:
 - a) Monthly one-on-one meetings;
 - b) Quarterly reviews, which shall be completed no later than 15 days following the end of the quarter; and
 - c) Annual evaluations, which shall be completed no later than 10 days following the end of the evaluation period;
2. Complete all mandatory training described in Utah Code 63A-17-106(7)(e)(iv):
 - a) At least annually; and
 - b) All new supervisors shall complete the training within six months of being promoted or hired to the position of supervisor;
3. At the beginning of each evaluation period, meet with each employee to set the employee's performance goals and communicate performance standards and behavioral expectations, including the minimum components established in Section III.A.4.;
4. Create and activate an annual performance plan in the employee performance management system for each employee they supervise by April 30 of each year or within 60 days of hire for new employees;
5. Monitor the employee's performance plan as follows:
 - a) Conduct one-on-one meetings with employees at least monthly;
 - b) Conduct and document quarterly reviews; and
 - c) Conduct annual performance evaluations.
 - 1) The reviews for the quarter ending March 31 shall be treated as the annual evaluation.

- 2) At the end of each annual evaluation period, complete a written performance review of each employee's progress in meeting the performance standards, behavioral expectations, and performance goals during the evaluation period.
 - 3) Annual performance evaluations shall be finalized according to Section III.B.1.c) of this policy;
6. Complete and close out each employee's performance plan in the employee performance management system, as follows:
 - a) At the end of each evaluation period, supervisors evaluate the employee's performance against the standards and expectations in their individual performance plan and assign a rating to each employee they supervise consisting of one of the following:
 - 1) Does not meet expectations;
 - 2) Meets expectations;
 - 3) High performer; or
 - 4) Exceptional performer.
 - b) Before closing out the annual evaluation, each employee's supervisor and manager, at a minimum, shall review and confirm the employee's rating.
 - c) After completing the review required in Section III.B.5.b), but before closing out the employee's performance plan, conduct an annual performance evaluation meeting with each employee.
 - 1) Review the employee's performance during the preceding year and discuss the employee's overall performance rating and the basis for the rating.
 - 2) Provide each employee an opportunity to provide written comments pertaining to their performance evaluation.
 - d) Close out each employee's performance plan, in accordance with Utah's employee performance management system.
 - e) Each OU shall establish a procedure by June 30 each year to make sure each employee's evaluation will be reviewed by the manager and closed out by the supervisor; and
7. Complete all employee responsibilities established in Section III.C.

8. Supervisors who fail to complete the requirements in Section III.B.1.-7. are not eligible for pay for performance.

C. Employees shall:

1. At the beginning of the evaluation period, meet with their supervisor to set the employee's performance goals and communicate performance standards and behavioral expectations, including the minimum components established in Section III.A.4.;
2. Throughout each quarterly review, work to meet the performance standards, behavioral expectations, and goals contained in their performance plan;
3. Participate in ongoing monitoring of their performance plan by attending:
 - a) Monthly one-on-one meetings;
 - b) Quarterly reviews; and
 - c) Annual performance evaluations;
4. After monthly one-on-one meetings or quarterly reviews, employees shall "Acknowledge" all assigned AAAs within the scheduled time frame. If the one-on-one meeting did not occur during a month, the employee shall not "Acknowledge" the AAA; and
5. Take all actions necessary to assist their supervisor in finalizing each year's annual performance evaluation.

D. Managers shall:

1. Make sure each supervisor they manage completes all mandatory training described in Section III.B.2.;
2. Review, provide feedback, and approve supervisors' employees' annual performance evaluation ratings, as required in Section III.B.6.b); and
3. Complete all employee responsibilities established in Section III.C. and supervisor responsibilities established in Section III.B.

E. Pay for performance

1. Subject to availability of funds from the Legislature, pay increases shall be based on employee performance rating.
 - a) An employee shall have at least two full quarters of DHHS employment with quarterly reviews completed during the performance period to qualify for pay for performance, as documented in the employee performance management system.

- b) An employee whose annual performance evaluation rating is “exceptional performer” or “high performer” may receive a pay for performance increase for that performance period.
 - c) The pay for performance amount for an “exceptional performer” rating shall exceed the amount given to employees with a “high performer” rating.
 - d) An employee whose annual performance evaluation rating is “meets expectations” or “does not meet expectations” shall not receive pay for performance for that performance period.
- 2. Employees shall be employed with DHHS on the effective date of the pay for performance funding to receive the funding.
- 3. Pay for performance is subject to DHRM rules.
- 4. Employees who are determined ineligible for pay for performance funding, but would like that decision reviewed shall have their OU director submit documentation to the DHHS HR committee by the date EDO determines.

IV. PROCEDURE

- A. Performance plan requirements
 - 1. Before the start of a new performance year, the DHHS executive director shall develop a template that includes components of the plan outlined in Section III.A.4. Supervisors may adjust the template to meet the needs of their team.
 - 2. In addition to the requirements established in Section IV.A.1., an OU may establish additional required components of the performance plan for their OU.
- B. Performance plans: Supervisors shall activate the employee’s performance plan, as required in Section III.B.4., in the employee performance management system.
- C. Monthly one-on-one meetings
 - 1. After the supervisor conducts a monthly one-one-one meeting, the employee shall “Acknowledge” all assigned AAAs within the scheduled time frame in the employee performance management system.
 - 2. If the one-on-one meeting did not occur during a month, the employee shall not “Acknowledge” the AAA.
- D. Quarterly reviews

1. At least once per quarter, the supervisor shall provide a written evaluation of each employee's progress in meeting the performance standards, behavioral expectations, and performance goals contained in the employee's performance plan.
 - a) Document verbal feedback provided to the employee during the quarterly evaluation period.
 - b) Explain the basis for the quarterly evaluation to the employee.
 - c) Provide the employee an opportunity to review and provide feedback related to their quarterly evaluation.
 2. After the supervisor conducts a quarterly one-one-one meeting, the employee shall "Acknowledge" in the employee performance management system all assigned AAAs within the scheduled time frame. If the quarterly meeting did not occur during a month, the employee shall not "Acknowledge" the AAA.
- E. Annual performance evaluations: After completing the requirements for an annual performance evaluation, the supervisor shall finalize the employee's performance plan, as required in Section III.B.5., in the employee performance management system.
- F. Timelines
1. Annual performance plans shall be activated no later than April 30 of each year or within 60 days of hire for new employees.
 2. Quarterly performance reviews are due in June, September, and December of each year.
 3. Annual performance reviews shall be closed out no later than March 30 of each year.

V. EXCEPTIONS

- A. The executive director may make exceptions to this policy, in accordance with procedures outlined in DHHS Policy 01-01.


Tracy S. Gruber
Executive Director

May 1, 2025
Date