**R477. Government Operations, Human Resource Management.**

**R477-10. Employee Development.**

**R477-10-1. Performance Evaluation.**

Management shall utilize the DHRM approved system for employee performance plans and evaluations unless an alternate system has been pre-approved by DHRM.

(1) Management shall establish a performance management system that:

(a) defines an overall performance rating scale;

(b) identifies performance standards and expectations for each employee in a performance plan; and

(c) implements a well-defined plan before work begins that includes:

(i) incentives to meet or exceed expectations;

(ii) specific standards, goals, or expectations; and

(iii) evaluation procedures.

(2) Management shall notify employees when their performance plans are implemented or modified.

(3) Management shall evaluate an employee's performance in writing at least quarterly.

(a) An employee may include written comments pertaining to the employee's performance evaluation.

(b) Management may issue a written performance evaluation to a probationary employee at the end of the probationary period.

(4) Management shall provide employees with regular verbal and written feedback based on the standards of performance and behavior outlined in their performance plans.

**R477-10-2. Performance Improvement.**

When an employee's performance does not meet established standards due to failure to maintain skills, incompetence, or inefficiency, and after consulting with DHRM, management may place an employee on an appropriate and documented performance improvement plan in accordance with this section.

(1) Management shall discuss the substandard performance with the employee and determine appropriate action.

(2) Performance improvement plans shall identify or provide for:

(a) a designated period of time for improvement;

(b) an opportunity for remediation;

(c) performance expectations;

(d) closer supervision to include regular feedback of the employee's progress;

(e) notice of disciplinary action for failure to improve; and

(f) a written performance evaluation at the conclusion of the performance improvement plan.

(3) An employee may submit written comment to accompany the performance improvement plan.

(4) Performance improvement plans may also identify or provide for the following based on the nature of the performance issue:

(a) training;

(b) reassignment; or

(c) use of appropriate leave.

(5) Following successful completion of a performance improvement plan, management shall notify the employee of disciplinary consequences for a recurrence of the deficient work performance.

**R477-10-3. Written Warnings.**

Management may use written warnings to address performance or conduct problems.

**R477-10-4. Employee Development and Training.**

(1) Management may establish programs for training and staff development that shall be agency specific or designed for highly specialized or technical jobs and tasks.

(2) Management shall consult with the DHRM Division Director when proposed training and development activities may have statewide impact or may be offered more cost effectively on a statewide basis. The DHRM Division Director, shall determine whether DHRM will be responsible for the training standards.

(3) The DHRM Division Director shall work with management to establish standards to guide the development of statewide activities and to facilitate sharing of resources statewide.

(4) When management directs an employee to participate in an educational program, management shall pay full costs.

(5) Management shall provide refresher training and make reasonable efforts to requalify veterans reemployed under USERRA, as long as it does not cause an undue hardship to the employing agency.

(6) Management shall ensure that training is presented or made available online unless there is a physical or interactive component, the training takes place over consecutive, full-day sessions, or no attendee travels more than 50 miles from their primary residence or place of employment, whichever is closer to the training site, to attend the training.

**R477-10-5. Supervisor Training.**

(1) Each supervisor shall complete supervisor training:

(a) within six months of appointment to a supervisory position; and

(b) at least annually thereafter.

(2) Management shall evaluate a supervisor's training completion and effective use of training information and principles in any evaluation of a supervisor's job performance.

(3) Management shall utilize supervisor training provided by or approved by DHRM which includes:

(a) effective employee management and evaluation methods based on the performance management system described in Section R477-10-1;

(b) instruction to improve supervisor and employee communications;

(c) best practices for recognizing and retaining high-performing employees;

(d) best practices for addressing poor-performing employees; and

(e) any other information and principles identified by the division to improve management or organizational effectiveness.

**R477-10-6. Education Assistance.**

Management may assist an employee in the pursuit of educational goals by granting administrative leave to attend classes, a subsidy of educational expenses, or both.

(1) Management may grant educational assistance when:

(a) the agency has a written policy governing educational assistance;

(b) the employee discloses any scholarships, subsidies, and grant monies received for the educational program; and

(c) the employee's educational program will provide a benefit to the state.

(2) Management shall require the employee to repay educational assistance when:

(a) the employee fails to successfully complete the required course work or educational requirements of a program; or

(b) the employee leaves the agency within one year of completing the educational work.

(3) Education assistance may not exceed $5,250 per employee in any one calendar year unless approved in advance by the agency head.

(4) Management shall reduce the educational assistance provided by the amount of funding disclosed under Subsection (1)(b) except for funding that the employee is expected to repay.

(5) Management shall be responsible for determining the taxable or non-taxable status of educational assistance reimbursements.

**KEY: educational tuition, employee performance evaluations, employee productivity, training programs**

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