

COURT ORDER

ORDER NO: 2012 1227

DATE: August 7, 2012

STATE OF TEXAS '

COUNTY OF DALLAS '

BE IT REMEMBERED, at a regular meeting of the Commissioners Court of Dallas County, Texas, held on the 7th day of August 2012, on motion made by John Wiley Price, District 3, and seconded by Dr. Elba Garcia, District 4, the following Order was adopted:

WHEREAS, Commissioners Court was briefed on July 03, 2012, following a 30-day comment period, regarding revisions made by the Human Resources/Civil Service Department to Chapter 86 – Article IV, Division 1, Compensation Policy and Division 5, Performance Appraisal Process; and

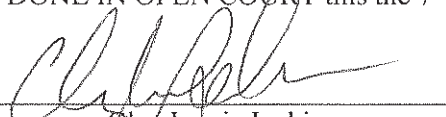
WHEREAS, The New Performance Appraisal Process was approved by the Civil Service Commission on November 21, 2011, requiring subsequent changes to the Compensation and Performance Appraisal policies approved by the Civil Service Commission on July 10, 2012; and

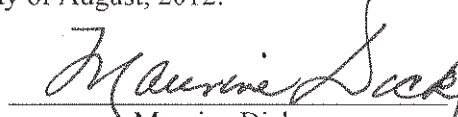
WHEREAS, Revisions to these policies provide clarification and guidance to supervisors, managers, and employees with the adoption of these policies imposing no additional financial impact to the County; and

WHEREAS, The request supports Dallas County’s Strategic Plan Vision 1: Dallas County is a model interagency partner.


IT IS THEREFORE ORDERED, ADJUDGED, AND DECREED that the Dallas County Commissioners Court hereby approve the revised policy language in Chapter 86 – Article IV, Division 1, Compensation Policy and Division 5, Performance Appraisal Process (Attachment A) for inclusion in the Dallas County Code.

DONE IN OPEN COURT this the 7th day of August, 2012.


Clay Lewis Jenkins
County Judge


Maurine Dickey
Commissioner District #1


Mike Cantrell
Commissioner District #2


John Wiley Price
Commissioner District #3


Dr. Elba Garcia
Commissioner District #4

Recommended by:

Mattye Mauldin-Taylor, Ph.D., Director
Human Resources/Civil Service Department

Attachment: Chapter 86, Article IV, Division 1 and Division 5

ARTICLE IV. EMPLOYMENT POLICY

DIVISION 1. COMPENSATION POLICY

***State law references:** Compensation, V.T.C.A., Local Government Code § 153.001 et seq.; employment contracts, V.T.C.A., Local Government Code § 151.902.

Dallas County's Compensation Policy outlines the administrative process, procedures, guidelines used to assist Human Resources in achieving and maintaining consistent, equitable, and effective administration related to evaluating and compensating employees based on their education and experience in accordance with Dallas County's philosophy.

Sec. 86-371. Starting salary

No starting salary, other than the minimum salary of the proposed classification, will be mentioned to prospective employees during interviewing by the departmental personnel.

(Admin. Policy Manual, § A(5.19))

Sec. 86-372. Salaries above minimum.

Any starting salary above the minimum must be cleared through the auditor's office for availability of budget funds, and the human resources/civil service department for compliance with compensation policies prior to an offer being made to a prospective employee.

(Admin. Policy Manual, § A(5.20))

Sec. 86-373. Payment above maximum or below minimum pay grade.

Employees who meet the minimum qualifications for their position shall not be paid below the minimum of the pay grade, nor shall any employee be paid above the maximum of the pay grade.

(Admin. Policy Manual, § A(5.21))

Sec. 86-374. Entry salary at the minimum of the applicable job grade

(a) *For new nonexempt/exempt employees; exception.* All new nonexempt/exempt employees will enter at the minimum of the applicable grade unless otherwise approved in advance by the human resources/civil service department up to the maximum in hire as authorized by the commissioners court.

(Admin. Policy Manual, § A(5.22, 5.23))

Sec. 86-375. Probationary employees. (This section reflects court approved policy language: Court Order #2009 2290 – December 15, 2009).

(a) A regular, full-time employee (hired 1-1-1992 and after) who is approved for a starting salary above the minimum of the salary range as provided in sections 86-373 and 86-374 may be compensated at a probationary salary below that which is approved by the human resources/civil service department.

- (b) At the completion of the six months' employment probationary period and/or one year of employment with Dallas County, the department head/elected official may increase the salary of the employee up to the amount (or relative position) previously approved by the human resources/civil service department. Licensed law enforcement personnel must complete twelve months of employment before they will be considered for the salary increase. *For Sheriff's Department law enforcement personnel, please refer to Sections 2.07 and 2.41 of the Sheriff's Department Civil Service Commission Rules and Regulations.*
- (c) The adjustment to a probationary employee's salary is separate and in addition to any structure or merit/lump sum increase allocations.
- (d) The required paperwork for the adjustment must be submitted, within 60 days after the completion of the employee's probationary period and/or one year of employment with Dallas County, by submitting a discretionary increase form to the county auditor's department.

(Admin. Policy Manual, § A(5.24--5.26))

Sec. 86-376. Determination and approval of starting rate above minimum.

- (a) *Generally.* Determination and approval of an applicant's starting rate above the minimum is based on the level of experience and education the applicant or employee has above the minimum requirements for the position.
- (b) *Exceptions.* All part-time/temporary positions will be compensated at the minimum of the range, unless:
 - (1) Commissioners court approves a higher salary as an exception; or
 - (2) Commissioners court has approved the position as a select position, which would allow the department to hire up to maximum in-hire or other options previously approved by the court. A select position is a position deemed critical to the operation of the program, difficult to fill due to the dynamics of the local market, and requiring a specialized skill, trade, technical or medical background. A current list of such positions is retained in the Human Resources/Civil Service Department.
 - (3) Commissioners court has approved converting a regular, full-time position to one or more part-time positions. If the position is vacant at the time of conversion, the guidelines in Sections 86-376 (a) and (b1-2) are applicable. If the position is occupied when the conversion occurs, current occupants of the position *may* retain their current salaries. The final pay decision regarding retention of pay will be made by the elected official/department head. Other applicable guidelines include the following:
 - a. It is recommended that no more than two part-time positions be created in the conversion; and
 - b. The cost of the part-time positions cannot exceed the budgeted cost for the full-time position, minus benefits.
- (c) *Criteria for determination.* Salary determination for part-time/temporary positions as defined in subsection (b) of this section will be made utilizing the same criteria applied to regular full-time positions. These positions may pay up to the maximum in hire salary based on the applicant's education and experience. Any request for salaries above the maximum in hire for select part-time/temporary positions must be approved in advance by the commissioners court.
- (d) *Review of select position during budget process.* Select positions as defined in subsection

(b) of this section will be reviewed by the commissioners court during the annual budget process to determine if each position continues to meet the established criteria.

(Admin. Policy Manual, § A(5.27); Ord. No. 2007-1529, 7-31-2007)

Sec. 86-377. Merit/Lump Sum Awards plans

Dallas County has adopted merit/lump sum awards as part of the overall compensation program. The purpose of merit/lump sum pay is to elicit, recognize, and reward exceptional job performance. Any funding allocated for merit/lump sum increases shall be disbursed based on the policies and procedures outlined by the Commissioners at the time of the allocation. Merit/lump sum increases should be based solely on job performance. Factors that should not be considered for merit/lump sum increases include length of service, market comparability, and cost of living. All merit/lump sum increases are subject to Commissioners Court approval.

Sec. 86-378. Merit and Lump Sum Allocations

Merit and lump sum allocations are based on the authorized number of regular, full-time employees in a department on a date designated by the commissioners court. The merit and lump sum allocation percentage, additional eligibility criteria, and administration guidelines will be established each year during the budget process by the commissioners court, if merit/lump sum awards have been allocated. Lump sum awards are for employees at or over the maximum of their salary range. Employees on disciplinary probation or leave without pay status will not be eligible for a merit/lump sum increase until they return to a normal status. Grant employees are eligible for merit/lump sum increases only if funds are available in the grant to fund the increase. Part-time or extra help employees are not eligible for merit/lump sum awards.

Sec. 86-379. Merit/lump sum increase procedures

- (a) The auditor's office will generate a merit/lump sum allocations worksheet. The worksheet will identify those employees eligible for a merit/lump sum increase.
- (b) The auditor's department will forward the merit/lump sum allocations worksheets to the departments.
- (c) The merit/lump sum plans eligibility criteria and administration guidelines will be used to determine merit increases for all employees.
- (d) After recording actual employee increases on the merit/lump sum allocations worksheets, the worksheets will be forwarded back to the auditor's office, with the signature of the authorized official.

ARTICLE IV. EMPLOYMENT POLICY

DIVISION 5 PERFORMANCE APPRAISAL PROCESS

The performance appraisal process is a tool for continuous improvement, for the organization and every employee in it. The process provides us with the data we need to encourage and drive high performance, identify training and development needs, and make valid personnel decisions related to promotion, succession planning, and termination. The county is committed to ensuring that appraisals are conducted on every employee on an annual basis, using the approved appraisal document.

Sec. 86-461. Goals and Objectives of the Performance Appraisal Process.

- (a) The appraisal process is intended to:
 - (1) Establish and reinforce organizational performance standards and expectations;
 - (2) Ensure comprehensive, consistent and accurate evaluations of employee performance throughout the organization; and
 - (3) Document employee performance across the organization.
- (b) The key objectives of the process are to:
 - (1) Generate discussion and a two way exchange of information between performer and supervisor;
 - (2) Bridge any gaps in perception between what the supervisor thinks and the employee thinks; and
 - (3) Encourage and/or discourage future actions, habits, and behaviors related to performance.

Advantages to the Employees

The performance appraisal process provides advantages to employees:

- (1) The clear and specific performance standards provided guide employee behavior;
- (2) On a regular basis, employees are provided with an overall assessment of their performance by their supervisor; and
- (3) Employees gain a clear understanding regarding what is expected of them in the future and what they can focus on to improve future appraisal results.

Advantages to the Supervisor

The performance appraisal process provides advantages to the supervisor:

- (1) The clear and specific performance standards provided help supervisors provide more accurate ratings;
- (2) Performance expectations, improvement opportunities, and future goals and objectives for individual employees to achieve are clearly identified and reinforced;
- (3) The appraisal document is used as data to make valid personnel decisions related to merit increases, promotion, succession planning, disciplinary action, and termination; and
- (4) The performance appraisal provides a legal defense against unfounded grievances,

EEOC complaints and unemployment compensation claims.

Sec. 86-462. Procedures for administering a Performance Appraisal

- (a) The immediate supervisor should evaluate and document the employee's job performance annually (at a minimum) using the standard Dallas county appraisal form;
- (b) For new, probationary employees, refer to section 86-1 and 86-314;
- (c) The supervisor should provide the employee with a blank copy of the performance appraisal form so he/she can prepare a self appraisal (optional for employee), prepare his/her supervisory appraisal as a draft, and schedule a meeting with the employee to compare and discuss the results of the appraisal.
- (d) Following the meeting with the employee, the supervisor should review and consider the employee's self appraisal and any additional notes taken during the meeting, determine if any revisions will be made to the appraisal, prepare the final appraisal and provide the employee with a copy of the results.
- (e) The employee should be given 72 hours to respond in writing to the final appraisal (optional for employee), sign and return it. (The employee should be informed that his/her comments would be filed with the final performance appraisal, unless he/she instructs otherwise.)
- (f) The supervisor will then obtain the final signature(s) from the next level of management (if applicable), forward a copy of the final appraisal to the employee, along with the employee's response; and file in the employee's personnel folder as outlined by departmental protocol; and
- (g) Each department shall establish its own departmental protocol for who will review and sign the final performance appraisal beyond the supervisor level.

* The procedures are designed to foster an open exchange between the manager and the employee; therefore, presenting a draft of the appraisal with an opportunity to discuss is to allow the employee an opportunity to participate in the process and provide input into the appraisal prior to it being finalized.

(Admin. Policy Manual, § A(7.06--7.10))

Sec. 86-463. Performance appraisal rating categories.

- (a) Generally, employees are evaluated on two, interdependent dimensions of performance, behavior and results:
 - (1) Observable workplace behavior standards (behavioral competencies);
 - (2) Key job responsibilities and outcomes for the position; and
 - (3) Both dimensions carry equal weight.
- (b) The appraisal document is comprised of four (4) sections.
 - (1) Behavioral competencies;
 - (2) Key job responsibilities;
 - (3) Major achievements and contributions (if applicable); and
 - (4) Overall appraisal results.
- (c) Each section is scored using a unique rating scale appropriate for the dimension being evaluated;