


DALLAS COUNTY

The seal of Dallas County, Texas, is a circular emblem. It features a central five-pointed star surrounded by a wreath. The words "DALLAS COUNTY TEXAS" are inscribed around the perimeter of the seal. The seal is rendered in a light blue, semi-transparent style, serving as a background for the main title text.

**PERFORMANCE
APPRAISAL
GUIDELINES**

(Exempt & Non-Exempt Employees)

Oct 2023 – Jan 2024

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I. Introduction

The purpose of this guideline is to serve as a resource in providing a simple approach to our performance appraisal *manual* tool. The guide will further serve as an aide for our leaders and managers in setting expectations, appraising performance, and coaching employees.

Ultimately it is the objective of maximizing individual performance towards the achievement of Dallas County's mission, vision, and core values.



II. Mission

Deliver exceptional services that promote a thriving community.

Vision

Improving People's Lives.

Core Values

- Professionalism
- Customer Focus
- Diversity and Inclusion



III. Annual Performance Appraisal Process & Timeline:

(Department Objectives and Key Results (OKRs) and Key Competencies are pre-populated from the beginning of the fiscal year by the Manager)

1. OCT 16th, - NOV 16th, 2023 – Employees complete Self-Evaluation:

- Section 3 – “SMART” Employee Goals/Objectives, Comment & Self-Rating
- Section 4 & 4A – Core Values & Key Competencies Self-Rating
- Section 5 – Employee OVERALL ASSESSMENT Self-Rating
- Section 6 – Employee Overall Comments and submit to supervisor

NOV 16th – DEC 16th, 2023 – Supervisors begin to complete the Performance Appraisal Form for each of their direct reports.

- Section 3 – Employee’s Goals/Objectives Comments & Ratings
- Section 4 & 4A – Core Values & Key Competencies Ratings
- Section 5 – Employee OVERALL ASSESSMENT Rating
- Section 6 – Employee Overall Comments

DEC 16th 2023 - JAN 31st, 2024 – Supervisors hold performance appraisal meetings with all direct reports and collect final signatures of approval

- Section 6 – Overall Comments
- Section 7 – Employee Self-Development Plan (Manager and Employee to discuss and agree)
- Section 8 – Signatures of Acknowledgement (Management and Employee)

2. 2024 Goals

Employees begin to work with their supervisors to establish goals for 2024. These goals can be documented in a few ways (i.e., in Section 1 of the performance appraisal tool, via email, in a Word document, etc.). If the performance review tool is used to document 2024 goals, the associate should do so on a “new” form (i.e., start the process from the beginning by documenting 2024 goals in section 1 of a new form). Select a new review period (10/01/2023 to 09/31/2024). The document would then be used at the end of 2024 for the employees’ 2024 year-end review.

3. Performance Appraisal Rating Summary

As you know, the process is intended to provide feedback to our employees on their job performance with the ultimate objective of maximizing individual performance towards the achievement of Dallas County objectives and key results.



Oct 2023 –
Jan 2024

IV. Performance Evaluation Forms

New Hire Probationary Review Form

Access the form via the Dallas County HR training intranet link.

DALLAS COUNTY
 ANNUAL PERFORMANCE APPRAISAL FORM
 (Manager & Non-Manager Employees)

SECTION 1: Rating Scale - Definitions

Exceeds Expectations - (EE)	Meets Expectations - (ME)	Opportunity for Change - (OC)
Exceeds expectations, consistently and significantly above the standard of performance. This rating is reserved for exceptional performance.	Meets expectations, consistently and fully meets the standard of performance. This rating is reserved for consistent performance.	Opportunity for change, consistently and significantly below the standard of performance. This rating is reserved for performance that needs improvement.

SECTION 2: Department Objective & Key Results (OKRs)

- Establish a baseline measure of employee engagement through implementing an organizational survey by Q3 of FY 22 - **EXAMPLE ONLY**
- Establish a new performance management system for Dallas County by January 2023 - **EXAMPLE ONLY**
- By September 30, 2022, 80% percent utilization of Leadership Learning to enhance learning and development to support innovation and development and career opportunity for Dallas County employees - **EXAMPLE ONLY**

SECTION 3: "SMART" Goal Objectives and Key Results (OKRs)

Targeted Goal Objective (fill all spaces)	Achieved Goal Objective (fill all spaces)	Comments & Rating
1. Increase employee engagement through implementing an organizational survey by Q3 of FY 22	Employee	Rating
2. Establish a new performance management system for Dallas County by January 2023	Employee	Rating
3. By September 30, 2022, 80% percent utilization of Leadership Learning to enhance learning and development to support innovation and development and career opportunity for Dallas County employees	Employee	Rating

SECTION 4: Core Values & Key Competencies

Core Value	Rating
1. Customer Focus: Meeting or exceeding customer expectations by exceeding their needs and expectations, while demonstrating respect and courtesy.	Rating
2. Teamwork: Working together to achieve common goals and objectives, while demonstrating respect and courtesy.	Rating
3. Integrity: Acting with honesty and transparency, while demonstrating respect and courtesy.	Rating
4. Communication: Communicating effectively and respectfully, while demonstrating respect and courtesy.	Rating

SECTION 5: Overall Performance Comments

Employee's Overall Comments:

Manager's Overall Comments:

SECTION 7: Signatures of Acknowledgment

Employee Signature: _____ Date: _____
 Supervisor/Manager Signature: _____ Date: _____

Annual Performance Appraisal Form

Access form via the Dallas County HR training intranet link.

DALLAS COUNTY
 ANNUAL PERFORMANCE APPRAISAL FORM
 (Manager & Non-Manager Employees)

SECTION 1: Rating Scale - Definitions

Exceeds Expectations - (EE)	Meets Expectations - (ME)	Opportunity for Change - (OC)
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2. Establish a new performance management system for Dallas County by January 2023	Employee	Rating
3. By September 30, 2022, 80% percent utilization of Leadership Learning to enhance learning and development to support innovation and development and career opportunity for Dallas County employees	Employee	Rating

SECTION 4: Core Values & Key Competencies

Core Value	Rating
1. Customer Focus: Meeting or exceeding customer expectations by exceeding their needs and expectations, while demonstrating respect and courtesy.	Rating
2. Teamwork: Working together to achieve common goals and objectives, while demonstrating respect and courtesy.	Rating
3. Integrity: Acting with honesty and transparency, while demonstrating respect and courtesy.	Rating
4. Communication: Communicating effectively and respectfully, while demonstrating respect and courtesy.	Rating

SECTION 5: Overall Performance Comments

Employee's Overall Comments:

Manager's Overall Comments:

SECTION 7: Signatures of Acknowledgment

Employee Signature: _____ Date: _____
 1st Level Supervisor/Manager Signature: _____ Date: _____
 2nd Level Supervisor/Manager Signature: _____ Date: _____



V. S.M.A.R.T. Targeted Goals/Objectives – Examples

S.M.A.R.T. = Specific, Measurable, Action-oriented, Realistic, Time-based

People management *examples*

- Take LinkedIn Learning course or courses (i.e., Managing Others Effectively). Twice a month until the end of Q4.
- Practice empathy. Once a week take 30 minutes to put yourself in the shoes of your team/direct reports and reflect on how they feel and assess your behavior until the end of Q4
- Ensure to provide your teammates with instant feedback at least once a month until the end of Q4.
- Reward and recognize the efforts and achievements of others. Dedicate time to once a month recognize the work of one of your colleagues over a coffee or send them an encouraging email in the next 6 months.
- Encourage inclusive work culture by making sure to involve everyone and give everyone space to express their ideas and opinions.

Complex problem-solving goals *examples*

- Take LinkedIn Learning course or courses (i.e., Improve Your Problem-Solving Skills). Twice a month until the end of Q4.
- When struggling to solve a problem list out as many solutions as you can think of until the end of Q4.
- Develop a step-by-step process used when tackling a problem using techniques such as 5 whys, language that creates possibility, or asking solution-oriented questions by the end of Q4.
- Learn how to think laterally to improve problem-solving skills using articles, podcasts, and available materials by the end of Q4.

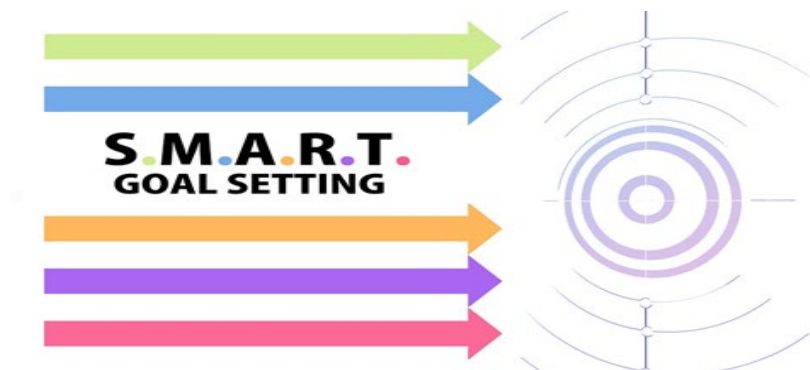
Decision-making *examples*

- Take LinkedIn Learning course or courses (i.e., Critical Thinking for Better Judgment and Decision-Making). Twice a month until the end of Q4.
- Get training in probability by the end of the month.
- When having a difficult decision to make, focus on limiting your subjective (personal feelings, tastes, or opinions) perceptions and assess the objective (not personal or opinionated) factors. Practice this approach in the next 3 months.
- In the next 3 months do not postpone any difficult decision you have to make.

S.M.A.R.T. Targeted Goals/Objectives – Examples (cont.)

Emotional intelligence goal *examples*

- Take LinkedIn Learning course or courses (i.e., Emotional Intelligence Basics). Twice a month until the end of Q4.
- Twice a week practice self-awareness by devoting 30 minutes to self-reflection, noting down your feelings and experiences, reflecting on your behavior, and how you can move from there in the next 3 months.
- Practice active listening and paying attention to non-verbal details in communication during team meetings and one on ones in the next 3 months.
- Improve your interpersonal and communication skills by dedicating an hour to gaining knowledge from books, articles, podcasts, talks, etc. in the next 3 months.





VI. Additional Key Competencies - Examples

Leadership: Shows your ability to assemble and lead a team

Manages change: Support for innovation and for organizational changes

Effectively Communicate: Delivers the message and is understood

Time management: Shows your skills in developing timelines and completing projects

Problem-solving: Demonstrates how you evaluate situations and find effective solutions

Teamwork: Indicates you work well with others and thrive in a team environment

Responsibility: Demonstrates that you can be counted on to complete tasks are assigned to you

Adaptability: Shows that you can adjust to new situations and continue working at a high level

Motivation: Involves your ability to keep yourself motivated, along with those around you

Focus: Shows your level of attention to tasks

Acts with Respect & Integrity: Appropriate behavior/respects confidentiality.

Commitment to excellence: Illustrates that you are someone who strives to do their best

Career-focused: Verifies that you are focused on moving forward in your career path

Positive interpersonal behavior: Anticipates others' concerns and communicates this awareness empathetically to others.

Avid learner: Shows your commitment to improving yourself

Results-driven: Signifies that when you work on a project, you always look to provide the best results

Collaborative learner: Confirms that you enjoy working with others to learn on the job



VII. Self-Development Plan – Examples

Cross-Training skills objectives *examples*

- Take LinkedIn Learning course or courses (i.e., Cross Training your Team). Twice a month until the end of Q4.
- Enroll in Dallas College course(s) by the end of Q4.
- Every two weeks have a knowledge-sharing coffee date with a colleague from a different department to understand their responsibilities and how they contribute to the overall performance of the business in the next 6 months.
- Once a month shadow a colleague from a different department for half a day to understand their responsibilities for the next 6 months.
- Start a monthly lunch and learn event in your company to gain a better understanding of the business by the end of the month.

New media and virtual communication objectives *examples*

- Take LinkedIn Learning course or courses (i.e., Connect authentically with your virtual audience). Twice a month until the end of Q4.
- Enroll in Dallas College course(s) by the end of Q4.
- Familiarize yourself with the various tools available in the market by the end of the month.
- Outline all the productivity and communication tools used across your organization and ensure to gain a strong understanding of them by the end of the month.
- Organize training for the team to improve their literacy with the tools used across the organization by the end of the quarter.

Cross-cultural fluency employee goals *examples*

- Take LinkedIn Learning course or courses (i.e., Communicating Across Cultures). Twice a month until the end of Q4.
- Enroll in Dallas College course(s) by the end of Q4.
- Stay focused on the goals and ensure to achieve what you aim to in this quarter.
- Dedicate 30 minutes a week to self-reflection on your collaboration skill in the next 3 months.
- Ask for monthly/weekly feedback from your co-workers in the next 3 months.

Negotiation skills performance goals *examples*

- Take LinkedIn Learning course or courses (i.e., Negotiation Foundation). Twice a month until the end of Q4.
- Enroll in Dallas College course(s) by the end of Q4.
- Get negotiation training by the end of Q4.

- Find a negotiation skills coach in your organization or from your personal network and establish monthly/weekly meetings with them by the end of 2019.
- Stay on top of the latest practices by listening to podcasts, reading books, or news in the next 6 months.

Cognitive flexibility objectives *examples*

- Take LinkedIn Learning course or courses (i.e., How to Be an Adaptable Employee during Change and Uncertainty). Twice a month until the end of Q4.
- Enroll in Dallas College course(s) by the end of Q4.
- Spend 15-30 minutes a day on self-reflection or “brain dump” to record and reflect on your experiences until the end of Q4.
- Exercise for at least 20-30 minutes 3-5 times a week until the end of Q4.
- Change the way you commute to work-cycle and walk a different way until the end of Q4.
- Once a week, get out of your comfort zone and surround yourself with people unlike you through networking, events, etc. until the end of Q4.

Creativity performance goals *examples*

- Take LinkedIn Learning course or courses (i.e., Enhancing Team Innovation). Twice a month until the end of Q4.
- Enroll in Dallas College course(s) by the end of Q4.
- Go for a 30-minute walk (not listening to music or podcasts, primarily focusing on your surroundings) 3 times a week during a lunch break or after work (alternatively walk to work) for the next 3 months.
- Pick up a new hobby or dedicate a couple of hours to a hobby you already have and love by the end of Q4.
- Unplug and spend time away from any kind of technology during the weekend by the end of Q4.
- Practice pattern recognition through reading detectives/studying art or math/solving Sudoku for 2 hours once a week until the end of Q4.



VIII. How to Complete a Performance Appraisal Form

This is an ongoing process that restarts at the beginning of each fiscal year and includes three phases: Collaborate (work jointly), Complete, and Acknowledge. In reality, the preparation for this process begins midyear (May thru July). Each phase focuses on person-to-person feedback and helps set an employee's self-development goals as well as performance goals/objectives for the following year. The Performance Appraisal Form is designed to create a coaching culture, develop employees, and build a pipeline for succession planning.

EXAMPLE 1:

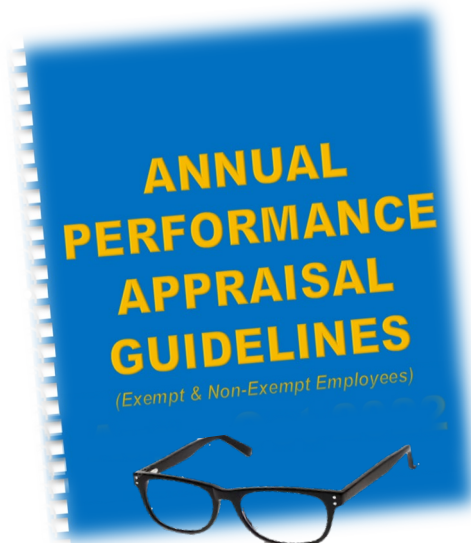


DALLAS COUNTY

ANNUAL PERFORMANCE APPRAISAL FORM (EXEMPT & NON-EXEMPT EMPLOYEES)

Employee Name:	Review Period (Dates):
Job Title:	Department:
Supervisor/Manager:	Review Type: <input type="checkbox"/> ANNUAL

The top of the Performance Appraisal Form, as shown above, will require accurate data. It is important to enter data as noted on your payroll records. Click on each box to enter your data. The Review Period (Dates) will be according to the prior fiscal year. This is the period your performance will be evaluated, such as 10/1/2023 – 09/30/2024.



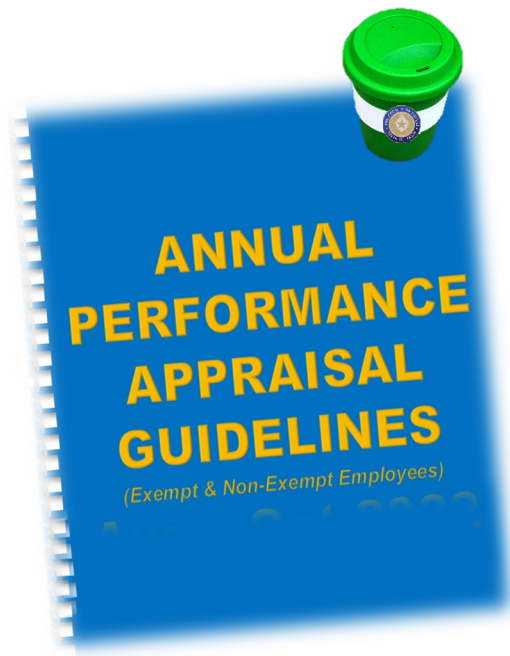
How To Complete a Performance Appraisal Form (cont.)

EXAMPLE 2:

SECTION 1: Ratings Scale - Definitions

Exceeds Expectations – (EE)	Meets Expectations - (ME)	Opportunity for change - (OC)
The employee consistently exceeds performance objectives with virtually no detected preventable/controllable errors. Makes significant contributions well beyond normal job expectations. Individual requires little direction or supervision. The employee is viewed as a role model for consistently delivering outstanding results and has demonstrated leadership beyond their assigned areas of responsibility in the support of Dallas County culture and business performance.	The employee is fully qualified in key areas of job performance, overall meets or exceeds performance objectives, and is performing the job as expected and demonstrating support for Dallas County culture. The employee is making a valuable contribution to the company. Errors are infrequent and are typically detected and corrected by the employee.	The employee is not meeting performance expectations. Once areas for improvement are identified and addressed, employees in this <u>category</u> expected performance is sustained to fully meet expectations for the position after an appropriate time. Overall job performance must be transformed.

Section 1 of this form, as shown above, has a complete description of each performance rating. It is important to become familiar with each definition to ensure consistency and an understanding of the rating assigned. The ratings reflect the employee's prior fiscal year performance. After the supervisor and employee have compared and discussed the results, the final rating is assigned by the employee's supervisor/manager.



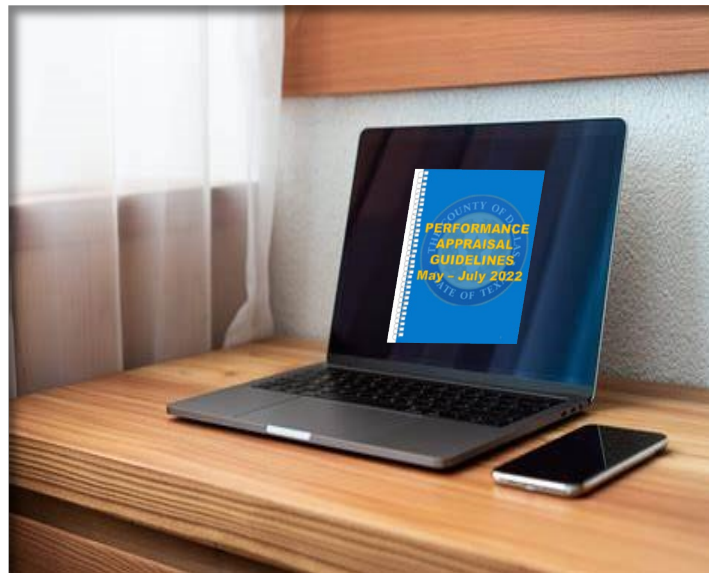
How To Complete a Performance Appraisal Form (cont.)

EXAMPLE 3:

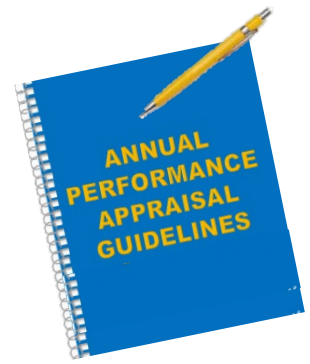
SECTION 2: Department's Objectives & Key Results (OKRs) 2023

1. Establish a baseline measure of employee engagement through implementing an organizational survey by Q3 of FY 22 – EXAMPLE ONLY
2. Establish a new performance management system for Dallas County by January 2023 – EXAMPLE ONLY
3. By September 30, 2022, 80% percent utilization of LinkedIn Learning to advance learning and development to support individual skill development and career opportunity for Dallas County employees – EXAMPLE ONLY

Section 2 of the form, as shown above, will require each department leader to populate with their respective Objectives and Key Results. Department OKRs are established at the beginning of each fiscal year.



How to Complete a Performance Appraisal Form (cont.)



EXAMPLE 4:

SECTION 3: "S.M.A.R.T." Employee's Goals/Objectives & Key Results 2022

Recommend 2-4 goals

Targeted Goals/Objectives <i>(What do I want to accomplish?)</i>	Achieved Goals/Objectives <i>(How can I contribute to getting this achieved?)</i>	Comments & Ratings
1.		Employee Comments: Select a Rating Manager Comments: Select a Rating
2.		Employee Comments: Select a Rating Manager Comments: Select a Rating
3.		Employee Comments: Select a Rating Manager Comments: Select a Rating
4.		Employee Comments: Select a Rating Manager Comments: Select a Rating

Section 3 of the form, as shown above, will require the employee to complete the Targeted Objectives column with performance goals/objectives set at the beginning of the review period. The employee then continues to complete the column, Achieved Objectives, with information detailing how they accomplished the Targeted Objectives. **IF** the employee was not previously assigned Targeted Goals/Objectives, the first column can be populated with the department OKRs communicated at the beginning of the review period. The employee can then populate the column, Achieved Objectives, with details on how their prior performance may have contributed to achieving the department OKRs. The employee then proceeds to the Comments & Ratings column to complete their performance self-assessment. The employee's supervisor/manager proceeds to assess the employee's performance in the Comments & Ratings column.

How to Complete a Performance Appraisal Form (cont.)

EXAMPLE 5:

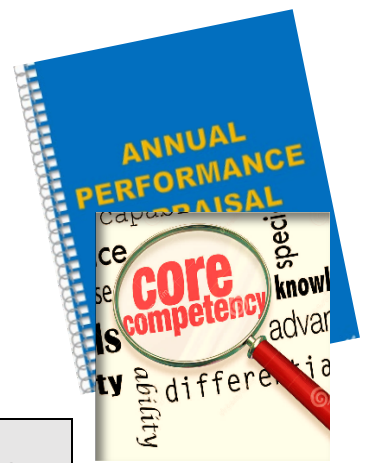
SECTION 4: Core Values & Key Competencies

Core Values	Ratings
1. Professionalism. <i>Displaying ethical and productive teamwork, holding ourselves accountable to the highest standards our community expects and deserves.</i>	Select a Rating
2. Customer Focus. <i>Providing a positive customer experience by addressing their needs with competence, effective communication, and respect.</i>	Select a Rating
3. Diversity & Inclusion. <i>Fostering an environment that embraces our differences and honors our shared humanity, modeling an organization that reflects the diverse community we serve.</i>	Select a Rating

SECTION 4A: Key Competencies

Key Competencies (See the Guideline link for additional competencies)
<p>1. Effectively communicates. <i>Delivers the message and is understood.</i> Select a Rating</p> <p>Comments:</p>
<p>2. Acts with Respect & Integrity. <i>Appropriate behavior/respects confidentiality.</i> Select a Rating</p> <p>Comments:</p>
<p>3. Manages change. <i>Support for innovation and for organizational changes.</i> Select a Rating</p> <p>Comments:</p>
<p>4. Positive interpersonal behavior. <i>Anticipates others' concerns, and communicates this awareness empathetically to others.</i> Select a Rating</p> <p>Comments:</p>

Section 4 and 4A of the form, as shown above, must be completed by the employee during their self-assessment by clicking on the "Select a Rating" column (EE, ME, OG). The manager also will rate the employee by clicking on the "Select a Rating" column (EE, ME, OG).



How to Complete a Performance Appraisal Form (cont.)

EXAMPLE 6:

SECTION 5: OVERALL ASSESSMENT RATING - Rating to be assigned by Supervisor

Exceeds Expectations – (EE)

Meets Expectations - (ME)

Opportunity for Change - (OC)

Section 5 of the form, as shown above, will ultimately reflect the final rating for the employee. It is important the ratings reflect the employee's prior fiscal year performance. After the supervisor and employee have compared and discussed the results, the final rating is assigned by the employee's supervisor/manager.

Click on one box to enter your overall assessment.



How to Complete a Performance Appraisal Form (cont.)

EXAMPLE 7:

SECTION 6: Overall Performance Comments

Employee's Overall Comments:

Manager's Overall Comments:

Section 6 of the form, as shown above, is for both the employee and the manager to enter their overall comments. Any additional supporting documentation can be added as attachments to this document if necessary.



How to Complete a Performance Appraisal Form (cont.)

EXAMPLE 8:

SECTION 7: Self-Development Plan

Section to be completed by Employee. Employee and Supervisor to discuss and agree.

Development Actions/ Plans	Agreed upon timeframe
1.	
2.	
3.	

Section 7 of the form, as shown above, is to be completed during the final meeting. This part of an employee performance appraisal allows employees and managers to detail the expectations relating to what they should work towards and achieve in the future, as well as capturing any associated information about potential future training needs, promotional opportunities, or other development-related topics. The employee and their manager to discuss and agree on the employee's development plans for the coming year.

SECTION 8: Signatures of Acknowledgement

Employee Signature: _____ Date: _____

1st Level Supervisor/Manager Signature: _____ Date: _____

2nd Level Supervisor/Manager Signature: _____ Date: _____

Section 8 of the form, as shown above, is to be completed during the final meeting between the employee and their management as an acknowledgment of the completion of their annual performance appraisal.





THANK YOU!

