

Compensation Board
Minimum Criteria for Deputy Treasurers'
Career Development Program

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Compensation Board
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Authority

Virginia Acts of Assembly - 1999 Session
Chapter 935

Item 75, Paragraph C:

“C.1. The Compensation Board shall develop minimum criteria for a career development program for treasurers and deputy treasurers. The criteria for the program shall address the selection process, minimum length of service, job performance, certification, formal education, and any other matters deemed relevant by the Compensation Board.

2. The program shall require any Treasurer who desires to participate in it to certify to the Compensation Board that the career development plan in effect in his office meets the minimum criteria for such plans as set by the Compensation Board, and that his office also has a pay-for-performance plan that meets the minimum criteria established by the Compensation Board for such plans.

3. The Compensation Board shall submit the Treasurers' and Deputy Treasurers' Career Development Program to the Co-Chairmen of the House Appropriations and Senate Finance Committees no later than November 15, 1999. The Compensation Board shall include in the report the estimated cost of increasing the salaries of program participants by one Compensation Board pay grade, and recommendations regarding the proportion of deputies in each office that would be eligible for participation in the program.”

Executive Summary

The 1999 General Assembly directed the Compensation Board to develop a career development plan (CDP) for Deputy Treasurers. A task force comprised of Compensation Board staff and Treasurers was formed to develop the criteria for participation in the plan and to determine costs for the plan. The recommended plan sets the following criteria for participation in the career development program: the Treasurer must have an employee evaluation program established, the applicant must have at least three years of experience as a Deputy Treasurer in the office, the two most recent performance reviews must have been above average and no performance objective in the last two review periods should be below average, the deputy should have no more than one written reprimand from the Treasurer within the two years prior to selection, and the deputy must achieve Level II certification as a Master Governmental Deputy Treasurer from the Weldon Cooper Center for Public Service at the University of Virginia.

Upon certification by the Treasurer that all criteria have been met in the CDP adopted by the Treasurer, the Treasurer would reclassify eligible Deputy positions one pay grade (9.3% salary increase). The task force also developed a model plan for the Treasurers.

If the General Assembly wishes to make the CDP available to all 954 Deputy Treasurer positions, the estimated salary and fringe benefits costs necessary to provide a one grade salary increase is \$1,312,806 (GF) each year. If the General Assembly wishes to make the CDP available to 50% of the Deputy positions (515 positions), the estimated salary and fringe benefits costs necessary to provide a one grade salary increase is \$821,558 (GF) each year. If the General Assembly wishes to make the CDP available to 20% of the Deputy positions (268), the estimated salary and fringe benefits costs necessary to provide a one grade salary increase is \$477,555. (The criteria recommended for less than 100% eligibility is a minimum of one per office, rounded up to the next full position).

The above costs are those which would be borne by the Commonwealth, and are 50% of the total costs. The remaining 50% would be borne by local governments, per §15.2-1636.14, Code of Virginia.

The CDP proposal for Deputy Treasurers is similar to those programs proposed by the Compensation Board and subsequently approved by the General Assembly for Deputy Sheriffs and Assistant Commonwealth's Attorneys.

Study Definition and Participants

In defining the scope of the study, the Compensation Board limited the application of the Career Development Program to Deputy Treasurers. A separate study addresses the career development program for Treasurers. The Compensation Board also developed a procedure by which Treasurers could certify their participation in a Career Development Program which met the Compensation Board's minimum criteria. Further, the Compensation Board developed a model plan for use by the Treasurers.

Study Definitions:

For the purposes of this study, deputy shall mean any position reimbursed by the Compensation Board in a Treasurer's or Director of Finance's office that is classified at Grade 6 or above. The Treasurer or Director of Finance may further limit the deputies eligible to participate in the Deputy Treasurer Career Development Program.

Treasurer shall mean, for the purposes of this study, any Treasurer of a city or county and Compensation Board funded Directors of Finance.

Study Participants:

Bruce W. Haynes, Executive Secretary, Compensation Board
James W. Matthews, Assistant Executive Secretary, Compensation Board
Charlotte W. Luck, Senior Fiscal Technician, Compensation Board
Honorable Stephen L. Moloney, President, Treasurers' Association of Virginia
Honorable Phyllis M. Yancey, Treasurer, Orange County
Honorable Alfred C. Anderson, Treasurer, Roanoke County
Honorable Betsy N. Long, Treasurer, Lunenburg County
Honorable Ellen V. Booker, Treasurer, Northumberland County
Honorable Fred W. Parker, Treasurer, Washington County
Honorable Ronald H. Williams, Treasurer, City of Suffolk
Honorable M. Scott Miller, Treasurer, Hanover County
Honorable Richard A. Cordle, Treasurer, Chesterfield County
Honorable Fields R. Young, Jr., Treasurer, Grayson County
Honorable Darlene B. Giles, Treasurer, Charles City County
Honorable Larry K. Pritchett, Treasurer, Spotsylvania County
Honorable Francis X. O'Leary, Treasurer, Arlington County
W. Forrest Matthews, Director of Finance, Henrico County
Al Spengler, Weldon Cooper Center for Public Service, University of Virginia

Compensation Board Minimum Criteria
for Career Development Programs
in Treasurers' Offices

Policy

It is the policy of the Compensation Board to establish a Career Development pay grade, and minimum criteria for career development programs in Treasurers' offices.

Purpose

The purpose of this policy is to encourage professionalism in Treasurers' offices by improving personal skills, knowledge, and abilities of Deputy Treasurers in order to meet department objectives.

Procedures

The Career Development Program (CDP) for Deputy Treasurers in Treasurers' offices shall incorporate the following criteria:

Employee Evaluation Plan

- The Treasurer's office must have an employee evaluation plan currently in effect that meets the minimum criteria established by the Compensation Board for such plans (Appendix C).

Selection Process

- A Career Development Board (CDB) may be established by the Treasurer to make recommendations to the Treasurer regarding selection.
- The Treasurer makes the final decision regarding selection.

Minimum Length of Service

- The minimum length of service necessary to be considered for selection is three years as a Deputy Treasurer or comparable service in the office in which appointment is sought.

Job Performance

- Job performance is a criteria for competitive selection.
- The two most recent performance reviews must have been above average as determined by the Treasurer.
- The deputy shall not be considered for selection if any job performance objective in the two most recent rating periods has been noted below average or below satisfactory performance.

- The deputy shall have no more serious disciplinary action than one written reprimand from the Treasurer within the two years immediately preceding application for selection.

Formal Education

- The Deputy Treasurer must have achieved the Master Governmental Deputy Treasurer (Level II certification) designation from the Weldon Cooper Center for Public Service at the University of Virginia, and maintain such certification to remain as a Career Deputy Treasurer. The Treasurer may establish additional education and training requirements.

Removal

- The CDP must include criteria for the removal of deputies from the CDP who do not maintain prescribed minimum standards of this program and any additional standards as set by the Treasurer.

Equal Opportunity Statement

- The CDP must include a statement that the career development opportunities are available to all deputies, and that selection will be made regardless of race, religion, gender, national origin or political affiliation of deputies.

Availability of CDP

- The CDP document in its entirety must be available to all deputies in the office.

Statement of Purpose

- The CDP document must contain a statement that the purpose of the CDP is to encourage professionalism in the office by improving personal skills, knowledge, and abilities of Deputy Treasurers in order to meet department objectives.

Employment Status of Deputies

- The document must contain the following statement verbatim:

“Notwithstanding anything to the contrary contained in this program, nothing herein is intended nor should be construed to contradict or diminish the power and authority of the Treasurer with respect to his/her appointees. All Deputy Treasurers are, and shall remain, appointees of the Treasurer and shall not be considered or construed as employees of either the Treasurer or the (Name of Locality). Neither the creation nor the operation of this program shall confer on any Deputy Treasurer any grievance rights, and no Deputy Treasurer shall have the right to be represented by counsel when appearing before any administrators of this program in connection with the operation of this program.”

Eligibility

- The CDP must identify by grade level or position number the positions eligible to participate in the CDP.
- Only Compensation Board reimbursed positions grade 6 or higher are eligible.

Additional Compensation

- The Treasurer must certify his/her understanding that the Deputy Treasurer may receive additional compensation reimbursed by the Compensation Board as a result of being selected for the CDP and that additional compensation shall not exceed a one grade increase in salary (9.3%).

Effective Dates

This policy and the procedures are effective _____, and shall remain in effect unless further amended by the Compensation Board.

Authority

This policy and procedures have been adopted by the Compensation Board in accordance with §15.2-1636.8, et seq., Code of Virginia, and Chapter ____, Item 75, 1999 Acts of Assembly.

Approval

June R. Funkhouser, Chairman

Date

Certification of Career Development Plan for Deputy Treasurers

Treasurer

Locality

The Career Development Plan for Deputy Treasurers currently in effect for this office incorporates the following criteria:

- Certification of participation in an employee evaluation plan meeting the minimum criteria established by the Compensation Board;
- Competitive selection process in which the Treasurer makes the final decision regarding selection;
- Minimum length of service requirement of three years as a Deputy Treasurer in the office in which appointment is sought;
- Job performance including two consecutive annual evaluations which meet above average ratings;
- Achievement of Master Governmental Deputy Treasurer (Level II certification) by the Weldon Cooper Center for Public Service, University of Virginia, and continuing educational requirements have been established to maintain Career Deputy status;
- A procedure for the removal of deputies from the CDP for inadequate job performance, disciplinary action, or failure to maintain minimum additional educational requirements;
- Equal opportunity for all deputies;
- Statement of Purpose;
- Scope of the Plan;
- Understanding of employment status as a Deputy Treasurer;
- Positions eligible for participation in the plan; and
- Additional Compensation.

This is to certify that the career development plan in this office meets the minimum criteria for such plans as established by the Compensation Board.

I have provided a copy of this certification to my County Administrator/City Manager.

Signature of Treasurer

Date

Appendix A

Cost Alternatives

If the Deputy Treasurers' Career Development Program were made available to all 954 eligible employees, the estimated salary and fringe benefits costs to the Commonwealth necessary to provide a 9.3% salary increase would be \$1,312,806.

One alternative would be to fund 50% (515) of eligible employees at an estimated cost to the Commonwealth of \$821,558. Each office would have at least one eligible employee.

Another alternative would be to fund 20% of Deputy Treasurers (268) at an estimated cost to the Commonwealth of \$477,555. Each office would have at least one eligible employee.

Appendix B

Model Career Development Plan

Policy

The _____ County/City Treasurer's office subscribes to the concept of the Career Development Program for Deputy Treasurer positions, as classified by the Compensation Board, and the minimum criteria as set forth in this plan and prescribed in Items _____, Chapter _____, Acts of Assembly and the Compensation Board's minimum criteria for career deputy programs, dated _____.

Purpose

The overall purpose of this program is to encourage professionalism in Treasurers' offices by improving personal skills, knowledge and abilities of Deputy Treasurers in order to meet department objectives.

The purpose of this plan is to provide each Deputy Treasurer with the eligibility criteria for the career deputy program.

Scope

The Career Development Plan is a recognition and incentive program based upon individual accomplishments and maintenance of specific criteria. Selection in the CDP is not to be considered a promotion in rank. All Deputy Treasurers selected to participate in the CDP shall be subject to current agency policies and procedures and any amendments to established policies. This policy may be amended by the Treasurer at any time. All financial incentives are subject to approved funding by the General Assembly.

Procedures

A. Employee Evaluation Program

The Treasurer must certify to the Compensation Board that an employee evaluation program has been adopted which meets the minimum criteria for such programs as approved by the Compensation Board.

The employee evaluation program used in this office incorporates the following:

1. A detailed job description is maintained for each permanent employee which provides the elements for the evaluation of the employee's performance.
2. Each employee's performance plan identifies and prioritizes job elements based upon the employee's job description, states expectations for the acceptable level of performance for each job element, and addresses the extent to which external

factors impact the employee's ability to perform the job. Factors which are not related to the job, such as race, sex, religion, level of salary or physical condition, are not considered in the evaluation process.

3. The performance plan and evaluation expectations are discussed by the employee and his/her immediate supervisor at the beginning of the performance cycle and in at least one interview every twelve months. These meetings address ways to improve performance note areas of improvement already achieved, and provide a forum for discussion of goals, expectations, and factors affecting performance.
4. Both the employee and the employee's immediate supervisor sign the performance plan and the evaluation; copies are made available to the employee and the originals are maintained in the employee's permanent personnel file.
5. The Treasurer certifies each year to the Compensation Board through the on-line budget process that the employee evaluation plan does meet the minimum specifications for such plans.

B. Certification of Career Development Program

The Treasurer has certified to the Compensation Board that the program in place meets the minimum criteria for such plans as approved by the Compensation Board.

C. Selection Process

The Treasurer makes the final decision in the selection process. The Treasurer shall be responsible for reviewing a candidate's qualifications for entering the career development plan.

D. Eligibility Criteria

To be considered for the Career Development Plan you must:

- √ Have had at least three years of continuous service as a Deputy Treasurer or comparable service in this office.
- √ Have had two consecutive employee evaluations in which you were rated above average overall and did not receive a below average on any specific performance objective.
- √ Have not had more than one written reprimand from the Treasurer within the two years immediately preceding selection.
- √ Have achieved the Master Governmental Deputy Treasurer (Level II certification) designation by the Weldon Cooper Center for Public Service, and met any other educational and training requirements established by the Treasurer.

E. Appointment

Once the Treasurer has determined that the Deputy Treasurer has met all eligibility requirements, the Treasurer may reclassify the deputy to the career deputy status.

(Reclassification of the Deputy Treasurer to the Career Deputy will be based on the officer's request for the reclassification. Certification of the program does not automatically reclassify the position(s) and must be requested through the SNIP program via the Personnel Status Change Screen. Effective dates for the reclassification should be determined by the Treasurer.

F. Removal

Selection as a Career Deputy Treasurer may not be permanent. A deputy admitted into the CDP shall be responsible for maintaining all stated minimum performance criteria of this program and any additional standards as set by the Treasurer in order to retain his/her CDP status.

Removal from the CDP may result from the following:

- √ Received employee evaluations in which you were rated average or did not meet expectations overall and/or received a below average on any specific performance objective.
- √ Have received one written reprimand from the Treasurer during your participation in the career development program.
- √ Did not complete the educational requirements necessary to maintain the career deputy status as set by the Treasurer.

Upon removal from the career development plan, the Deputy Treasurer's salary and classification will revert back one grade, with the appropriate decrease in salary, equivalent to the salary increase provided to the Deputy Treasurer when placed in the career development plan.

G. Compensation

The Compensation Board shall provide for a pay grade, one pay grade greater than the grade held by the Deputy Treasurer prior to the appointment as a Career Deputy Treasurer.

H. Equal Opportunity Statement

The _____ county/city Treasurer certifies that career development opportunities are available to all Deputy Treasurers. Selection into the CDP will be made without regard to race, religion, gender, national origin or political affiliation of deputies who chose to apply.

I. Employment Status of Deputy Treasurers

Notwithstanding anything to the contrary contained in this program, nothing herein is intended nor should be construed to contradict or diminish the power and authority of the Treasurer with respect to his/her appointees. All Deputy Treasurers are, and shall remain, appointees of the Treasurer and shall not be considered or construed as employees of either the Treasurer or the (Name of Locality). Neither the creation nor the operation of this program shall confer on any Deputy Treasurer any grievance rights, and no Deputy Treasurer shall have the right to be represented by counsel when appearing before any administrators of this program in connection with the operation of this program.

J. Eligibility

All Compensation Board reimbursed positions grade 6 or higher are eligible, except for the following positions:

(LIST)

K. Availability

This plan shall be made available to all employees of this office. This plan shall be located in an area accessible to all employees. A copy of this plan has been made available to the City Manager/County Administrator.

Effective Date

This plan shall be effective _____, and shall remain in effect unless amended by the Treasurer.

Authority

This plan has been adopted by the Treasurer in accordance with the Compensation Board's policy for minimum criteria for career development plans.

Approved

Signature of Treasurer

Date

Appendix C

CERTIFICATION OF EMPLOYEE PERFORMANCE EVALUATION PLAN

TO: Compensation Board

FROM: _____
Officer / Locality

The employee performance evaluation plan currently in effect for this office, adopted on _____, incorporates all of the following features:
(date)

1. JOB DESCRIPTION

A detailed job description is maintained for each permanent employee which provides the elements for evaluation on the employee's performance plan.

2. WRITTEN PERFORMANCE PLAN

Each employee's performance plan identifies and prioritizes job elements based upon the employee's job description, states expectations for the acceptable level of performance for each job element, and addresses the extent to which external factors impact the employee's ability to perform the job. Factors which are not related to the job, such as race, sex, religion, level of salary or physical condition, are not considered in the evaluation process.

3. PERFORMANCE EVALUATION AND INTERVIEW WITH EMPLOYEE

The performance plan and evaluation expectations are discussed by the employee and his/her immediate supervisor at the beginning of the performance cycle and in at least one interview every 12 months. These meetings address ways to improve performance, note areas of improvement already achieved, and provide a forum for discussion of goals, expectations, and factors affecting performance.

4. SIGNATURES OF EMPLOYEE AND IMMEDIATE SUPERVISOR

Both the employee and the employee's immediate supervisor sign the performance plan and the evaluation; copies are made available to the employee and the originals are maintained in the employee's permanent personnel file.

Signed: _____ **Date:** _____

Appendix D

Suggested Appropriation Act Language

Item 75, Paragraph D.

1. Out of the amounts in this Item shall be provided \$1,312,806 in the second year from the general fund for the Compensation Board to implement a Deputy Treasurers' Career Development Program. The Compensation Board shall adopt minimum criteria for the Deputy Treasurers' Career Development Program by November 1, 2000, as developed and submitted to the Co-Chairmen of the House Appropriations and Senate Finance Committees on November 15, 1999.
2. For each deputy treasurer selected by the Treasurer for participation in the Career Development Program, the Compensation Board shall increase the annual salary established for that position by one grade-level (equivalent to four steps on the salary scale, or approximately 9.3%), effective July 1, following receipt of the Treasurer's certification that the minimum requirements of the Deputy Treasurers' Career Development Program have been met, and provided that such certification is submitted by the Treasurer as part of the annual budget request to the Compensation Board on February 1st of each year. The first period for Treasurers to make this certification and select deputy treasurers for participation in the Career Development Program will be on the budget request submitted to the Compensation Board on or before February 1, 2001, for a salary increase effective date of July 1, 2001. Subsequent new certifications and selections for participation will occur each year as a part of the annual budget request submission on or before February 1st of each year, for an effective date of salary increase of the following July 1st.

Appendix E

Comments and Responses

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