

**REPORT OF THE  
COMPENSATION BOARD**

**Minimum Criteria for  
Deputy Treasurers' Career  
Development Program**

**TO THE GOVERNOR AND  
THE GENERAL ASSEMBLY OF VIRGINIA**



**HOUSE DOCUMENT NO. 17**

**COMMONWEALTH OF VIRGINIA  
RICHMOND  
2004**

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Authority

Virginia Acts of Assembly - 2004 Session

Item 69, Paragraph D:

Item 69 #1c

<b>Administration</b>	<b>FY 04-05</b>	<b>FY 05-06</b>	
Compensation Board	\$68,949	\$162,801	GF

**Language:**

Page 51, line 43, strike "\$21,801,282" and insert "\$21,870,231".

Page 51, line 43, strike "\$21,801,282" and insert "\$21,964,083".

Page 53, after line 3, insert:

"D.1. Out of the amounts included in this item is \$68,949 the first year and \$162,801 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 July 15, 2004. The minimum criteria shall include initial and continuing education requirements for the Deputy Treasurers and performance criteria. The Compensation Board shall submit the minimum criteria for Deputy Treasurers' Career Development Program to the Governor and the Chairmen of the House Appropriations and Senate Finance Committees no later than August 15, 2004.

2. For each Deputy Treasurer selected by the Treasurer for participation in the Deputy Treasurers' Career Development Program, the Compensation Board shall increase the annual salary established for that position by 9.3 percent, effective December 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, 2005, for a salary increase effective date of December 1, 2005. Subsequent new certifications and selections for participation shall 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 December 1st."

**Explanation:**

(This amendment provides for the development and implementation of a Deputy Treasurers' Career Development 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 2004 General Assembly again directed the Compensation Board to develop a Career Development Program for Deputy Treasurers. The Compensation Board, with input from the Treasurers' Association of Virginia (TAV), amended the 1999 Career Development Program proposal to reflect updated costs and subsequent Compensation Board policy actions. The 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 will annually recommend through the online budget process a 9.3% increase in pay for eligible deputies. The pay increase would take effective December 1 of each year starting on December 1, 2005. The task force also developed a model plan for the Treasurers.

The 2004 General Assembly approved funds for the Deputy Treasurers' Career Development Program in the amount of \$68,949 for Fiscal Year 05 and \$162,801 for Fiscal Year 06.

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 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. 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 or Director of Finance's office. 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.

### **1999 Career Development Program 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 Incentive Pay increase, 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.

**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 financial incentives are subject to approved funding by the General Assembly.

**Procedures**

The Treasurer must establish in writing a Career Development Program (CDP) for Deputy Treasurers that 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 complete the annual continuing educational requirement to maintain the Master Governmental Deputy Treasurer designation. 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 CDP 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

- Only Compensation Board reimbursed positions 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 9.3% increase in salary.

Effective Dates

This policy and the procedures are effective June 23, 2004, 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 the 2004 Appropriation Act, Item 69, paragraph D.

Approval

\_\_\_\_\_  
Frank Drew, Chairman

June 23, 2004  
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 or comparable service in the office in which appointment is sought;
- Job performance evaluation for two consecutive annual evaluations which (1) have overall above average ratings; (2) have no job performance objective below average and (3) no more than one written reprimand from the Treasurer within the two years immediately preceding application for selection.
- Achievement of Master Governmental Deputy Treasurer (Level II certification) by the Weldon Cooper Center for Public Service at the University of Virginia, and completion of the annual continuing educational requirement to maintain the Master Governmental Deputy Treasurer designation. Achievement of any additional education and training requirements established by the Treasurer.
- 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
- Statement of 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

### Costs

The 2004 General Assembly appropriated \$68,949 in FY05 and \$162,801 in FY06 to fund the Deputy Treasurer Career Development Plan (Item 69, paragraph D). These amounts represent 50% of the total costs; per §15.2-1636.14, Code of Virginia, localities are responsible for the remaining 50%.

## 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 2004 Appropriation Act Item 69, paragraph D and the Compensation Board's minimum criteria for career deputy programs, dated June 23, 2004.

#### Purpose

The overall purpose of this program is to encourage professionalism in the Treasurer's office 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 financial incentives are subject to approved funding by the General Assembly.

#### Procedures

##### A. Certification of Career Development Program

The Treasurer must certify to the Compensation Board each year through the on-line budget process that the program in place meets the minimum criteria for such plans as approved by the Compensation Board.

##### B. Employee Evaluation Program

The employee evaluation program used in this office meets the minimum criteria established by the Compensation Board for such plans.

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 a Deputy must:**

- 1) Have had at least three years of continuous service as a Deputy Treasurer or comparable service in this office.
- 2) Have had two consecutive employee evaluations that were rated above average overall; did not receive a below average on any specific performance objective and did not have more than one written reprimand from the Treasurer within the two years immediately preceding application for selection.
- 3) Have achieved the Master Governmental Deputy Treasurer (Level II certification) designation by the Weldon Cooper Center for Public Service at the University of Virginia and completed the annual continuing educational requirement to maintain the Master Governmental Deputy Treasurer designation, 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, applied for the 9.3% increase through the annual online budget process and the 9.3% increase has been approved by the Compensation Board, **the Treasurer must reclassify the deputy to the "Career Deputy" status each year.** The reclassification of each deputy to "Career Deputy" 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:**

- 1) The Deputy has received an employee evaluation in which he/she was rated average or below overall; received a below average on any specific performance objective or received more than one written reprimand from the Treasurer during a consecutive two-year period.

- 2) The Deputy did not complete the educational requirements necessary to maintain the Master Governmental Deputy Treasurer (Level II certification) or did not meet the other educational and training requirements established by the Treasurer.

It is the Treasurer's responsibility to notify the Compensation Board when a deputy has failed to meet the minimum performance criteria. Upon notification by the Treasurer, the Compensation Board will removal the deputy from the "Career Deputy" status and will terminate the 9.3% incentive pay on the date specified by the Treasurer.

G. Compensation

The Compensation Board shall provide a 9.3% salary increase effective December 1 of each year.

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. 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:** \_\_\_\_\_

