

New Trustee Training

June 16, 2014

Presented by

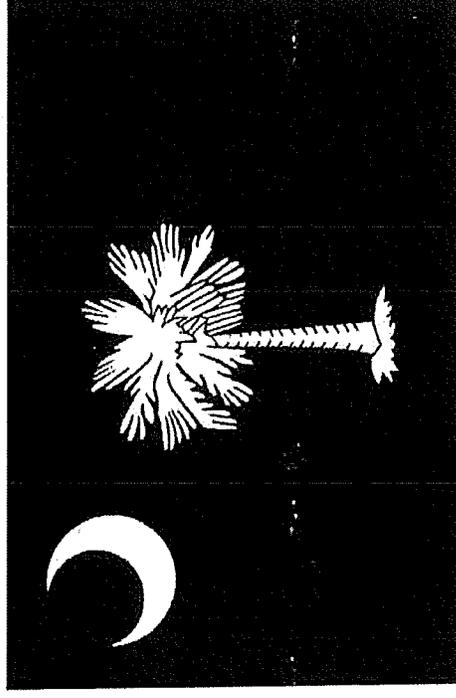
Donna Traywick

Staff Agency Head Salary Commission



SC Budget and Control Board

Agency Head Salary Commission Training for the Boards and Commissions



Who are the Agency Head Salary Commission members?

Appointees	Appointees House	Appointees of the
Senate Finance	Ways and Means	Governor
◦ Sen. Leatherman	◦ Rep. Barfield	◦ Mr. Hatfield
(Chair)	◦ Rep. Pitts	◦ Mr. Maybank
◦ Sen. Hayes	◦ Rep. Howard	◦ Ms. Varner
◦ Sen. Matthews	◦ Rep. Skelton	
◦ Sen. O'Dell		

History of the Agency Head Salary

Commission

- Created by Legislature in 1984
- First Commissioners appointed in 1985
- Developed performance evaluation process for agency heads
- Implemented salary structure including ranges for each position
- Conducted periodic comprehensive job analysis studies
- Awarded pay increases over the years based on a variety of factors

The Roles of the Commission

- Develops pay policies and monitors market trends
- The agency must have the prior favorable recommendation of the Commission to offer a salary at a rate that exceeds the minimum of the range.
- Recommends salary increases for implementation
- Conducts comprehensive job analysis and market studies



The Role of the Staff of the Commission

- Provides training on performance evaluation process
- Assists in preparation of requests to the Commission
- Assists in pay policy development
- Maintains records and salary histories
- Performs other research and administrative duties



AHSC Related Provisos and Laws

- Pay within Range
- Hire Above Minimum
- Salary Increases
- Bonuses Prohibited
- Reporting of Salary Supplements
- Dual Employment- Requires Prior Approval
- Moving Expenses
- Training of New Board/Commission Members

Comprehensive Job Analysis:

Hay Study

- Required by law
- Contracts with The Hay Group to study all agency head positions
- Requires updated position descriptions
- Interviews each agency director
- Reviews job content for re-evaluation of salary ranges
- Analyzes current compensation practices for internal pay equity and external market competitiveness
- Recommends an effective compensation program



The Performance Evaluation Process

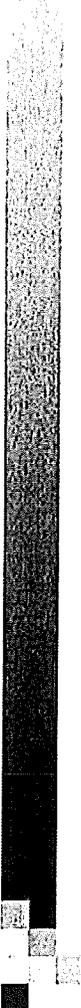
(4 Stages)

- I. Planning Stage**
- II. Interim Performance Conference**
- III. Pre-Appraisal Interview**
- IV. Evaluation Stage**

Step I - The Planning Stage

(New On-line Version)

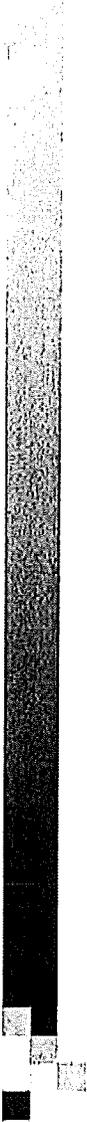
- Agency director submits written performance proposals
- Commission reviews proposals, negotiates changes, and adopts objectives
- Identify 6 performance objectives focusing on leadership, strategic planning, customer focus, workforce focus/ human resources, process management/ continuous improvement, and financial management
- Performance objectives should be measurable
- Discussion of how to recognize acceptable performance
- Copy due to the Commission by September 15th



Step II – Interim Performance

Conferences

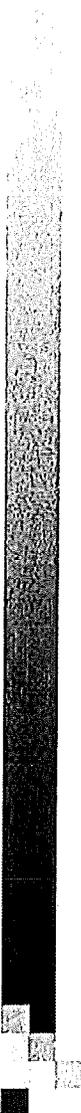
- Discussion of progress toward objectives
- Notification of new or adverse trends (economic, legislative, or other)
- Renegotiation of objectives (loss of funds, legal requirements, program changes)
- Held at least once during year, but usually on an as needed basis



Step III – Pre-Appraisal

Interview

1. Agency director presents information to Board
2. Board discusses objectives and how agency director met or exceeded expectations
3. Board asks questions to obtain sufficient information to evaluate performance



Step IV – The Evaluation Stage

- Evaluation survey for Board members
- Composite score from surveys
- Preparation of final evaluation document and additional evaluation question(s)
- Review with agency director
- Significance of signatures (Approval from majority of Board)
- Original document due to the Commission by August 15th



Tips For Successful Evaluations

- Remember to discuss performance evaluation in executive session
- Change objective at mid-year if necessary
- Answer all questions
- Include recognitions received
- Include impact of objectives
- Be thorough in providing information
- Not evaluated based on weight (do not send in bulky attachments)

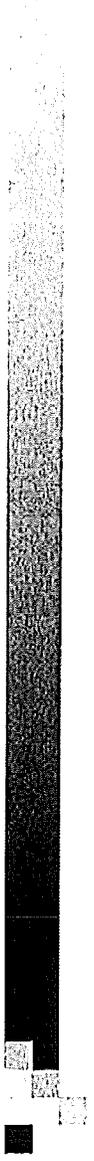


Staff to the Commission

■ Donna (Traywick) Foster 803-737-0901

■ Boyd Shealy 803-896-5130

■ Susan Hance 803-896-5064



Any questions?

Agency Head Performance Planning Stage

State of South Carolina

Agency Head Salary Commission (FY 2013)

[Logout](#)

Agency: HR TEST LOGIN

Agency Head:

Fiscal Year: 2013

Planning Document Instructions

In completing the planning phase of the evaluation process, the agency head will meet with the board/commission (Governor or designee) to propose the objectives and standards for success he/she will meet in the upcoming year. The board/commission (Governor or designee) will accept, reject, modify, and discuss the agency head's proposed objectives and success criteria. Success criteria is a statement of conditions that will exist when a duty or responsibility has been satisfactorily met. The success criteria must include the expected actions, timeframes, frequency, costs, quantities or other appropriate and specific measures and business results that will enable the agency head and evaluators to agree on expected outcomes and recognize when these outcomes have been satisfactorily achieved. When acceptable objectives are identified, the board/commission (Governor or designee) will complete the planned objectives on the evaluation document and review them with the agency head. Signatures will be obtained and the original will be retained by the board/commission (Governor or designee) for completion at the end of the evaluation period. The planning process should be completed by September 15 of each year.

Mission Statement

Briefly summarize the mission of the agency.

Objective 1 Leadership

The Leadership objective examines how the agency head guides and sustains the organization, setting organizational vision, values, and performance expectations.

Objective 2
Strategic Planning

The Strategic Planning objective examines how the agency head develops strategic objectives and action plans, the implementation of the plans, how plans are changed if circumstances require a change, and how accomplishments are measured and sustained.

Objective 3
Customer Focus

The Customer Focus objective examines how the agency head determines who the agency customers are, the requirements, needs and expectations of those customers, and the satisfaction of those customers.

Objective 4
Workforce Focus/Human Resources

The Workforce Focus/Human Resources objective examines how the agency head ensures the performance, management, and development of the workforce to utilize its full potential in accomplishing the organization's overall mission, strategy, and agency goals.

Objective 5
Process Management/Continuous Improvement

The Process Management/Continuous Improvement examines how the agency head continuously works to improve the agency work process and improves its work process to deliver organizational success.

Objective 6
Financial Management

The Financial Management objective examines how the agency head manages the budget, manages audit results, and determines priorities for the expenditure of funds to achieve agency short- and long-term organizational goals.

Save Data

Agency Head Survey for Board/Commission Members

Indicate the extent to which you agree or disagree with the following statements about your agency head. Answer each question by drawing a circle around the number which comes closest to describing your assessment.

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1. The agency head reflects the core values of the agency.	5	4	3	2	1
2. The agency head keeps the board/commission informed about matters affecting the agency including legislative initiatives.	5	4	3	2	1
3. The agency head communicates and demonstrates a clear understanding of the goals and mission of the agency.	5	4	3	2	1
4. The agency head is well prepared, informed, and offers solutions when presenting budgetary and programmatic request/reports to the board/commission.	5	4	3	2	1
5. The quality of customer service and the programs administered by the agency head equals or exceeds the needs of the community.	5	4	3	2	1
6. The agency head ensures that his decisions, actions, and customer interactions are ethical.	5	4	3	2	1
7. The agency head anticipates needs and problem areas and makes sound decisions regarding the solutions.	5	4	3	2	1
8. The agency head makes customer service a high priority for the agency.	5	4	3	2	1
9. The Agency head effectively aligns organizational strategy, structure, and processes in order to become more responsive to external and internal change demands.	5	4	3	2	1
10. The agency head ensures the workforce represents diversity in recruitment, promotions, and placement.	5	4	3	2	1
11. The agency head's leadership has a positive influence on employee morale and performance.	5	4	3	2	1
12. The board/commission trusts and has confidence in this director.	5	4	3	2	1
13. The agency head effectively collaborates with other agencies and entities.	5	4	3	2	1
14. The agency head has established a good working relationship with the General Assembly.	5	4	3	2	1
15. The agency head is effective in managing the financial resources of the agency.	5	4	3	2	1

Comments: _____

Name: _____ Signature: _____

For use by the Agency Head Salary Commission only.

*Pursuant to S.C. Code Ann. Section 30-4-70 (a) (1) (1976), the Agency Head Salary Commission plans to discuss this employment matter in a meeting closed to the public. Therefore, this Agency Head Evaluation Survey Composite should be considered a document which will be used in a closed meeting.

Agency Head Salary Commission**For Board/Commission Members**

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Average Score
	5	4	3	2	1	
Question 1	_____	_____	_____	_____	_____	_____
Question 2	_____	_____	_____	_____	_____	_____
Question 3	_____	_____	_____	_____	_____	_____
Question 4	_____	_____	_____	_____	_____	_____
Question 5	_____	_____	_____	_____	_____	_____
Question 6	_____	_____	_____	_____	_____	_____
Question 7	_____	_____	_____	_____	_____	_____
Question 8	_____	_____	_____	_____	_____	_____
Question 9	_____	_____	_____	_____	_____	_____
Question 10	_____	_____	_____	_____	_____	_____
Question 11	_____	_____	_____	_____	_____	_____
Question 12	_____	_____	_____	_____	_____	_____
Question 13	_____	_____	_____	_____	_____	_____
Question 14	_____	_____	_____	_____	_____	_____
Question 15	_____	_____	_____	_____	_____	_____

Subtotal (Total Average Scores for Questions 1-15) _____

Final Average Score for Survey (Subtotal / 15) _____

I acknowledge that the above composite represents the scores from the individual surveys of the Board/Commission members.

Signature: _____ Date: _____

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