

ANNUAL REPORT

FY 2016



West Virginia Division of Personnel

The Division of Personnel

- Supports human capital needs of West Virginia state agencies through an integrated system for recruiting, screening and referring applicants for employment ensuring that personnel standards and policies are met.
- Establishes and maintains classification and compensation plans.
- Ensures compliance with personnel standards and policies for employee personnel transactions.
- Formulates and consistently interprets personnel policies and procedures.
- Provides assistance in grievance and disciplinary matters.
- Facilitates organizational and human resource development and training.



West Virginia Division of Personnel

An agency under the Department of Administration

Joe F. Thomas, Acting Director

Earl Ray Tomblin, Governor

Mary Jane Pickens, Acting Cabinet Secretary

December 14, 2016

Honorable Earl Ray Tomblin, Governor
Honorable Members of the West Virginia Legislature
Citizens of West Virginia

Dear Friends of the Division of Personnel:

In May 2016, Director Sara P. Walker announced that her retirement date would be August 31, 2016, after serving the State of West Virginia as Director of the Division of Personnel for seven years.

It is my pleasure to share with you the achievements of the West Virginia Division of Personnel for Fiscal Year 2016, in accordance with West Virginia Code § 29-6-7(b) (11). These accomplishments were achieved under the leadership of Director Walker.

I hope you find this Annual Report informative. I welcome your inquiries regarding any of the material contained herein.

Respectfully submitted,

A handwritten signature in blue ink, appearing to read "Joe F. Thomas".

Joe F. Thomas
Acting Director

cc: Mary Jane Pickens, Acting Cabinet Secretary
Department of Administration

State Personnel Board Members

Building 6, Room 420, 1900 Kanawha Boulevard, East, Charleston, West Virginia 25305-0139
TEL: 304-558-3950 ♦ VISIT OUR WEBPAGE AT: www.personnel.wv.gov ♦ FAX: 304-957-0141

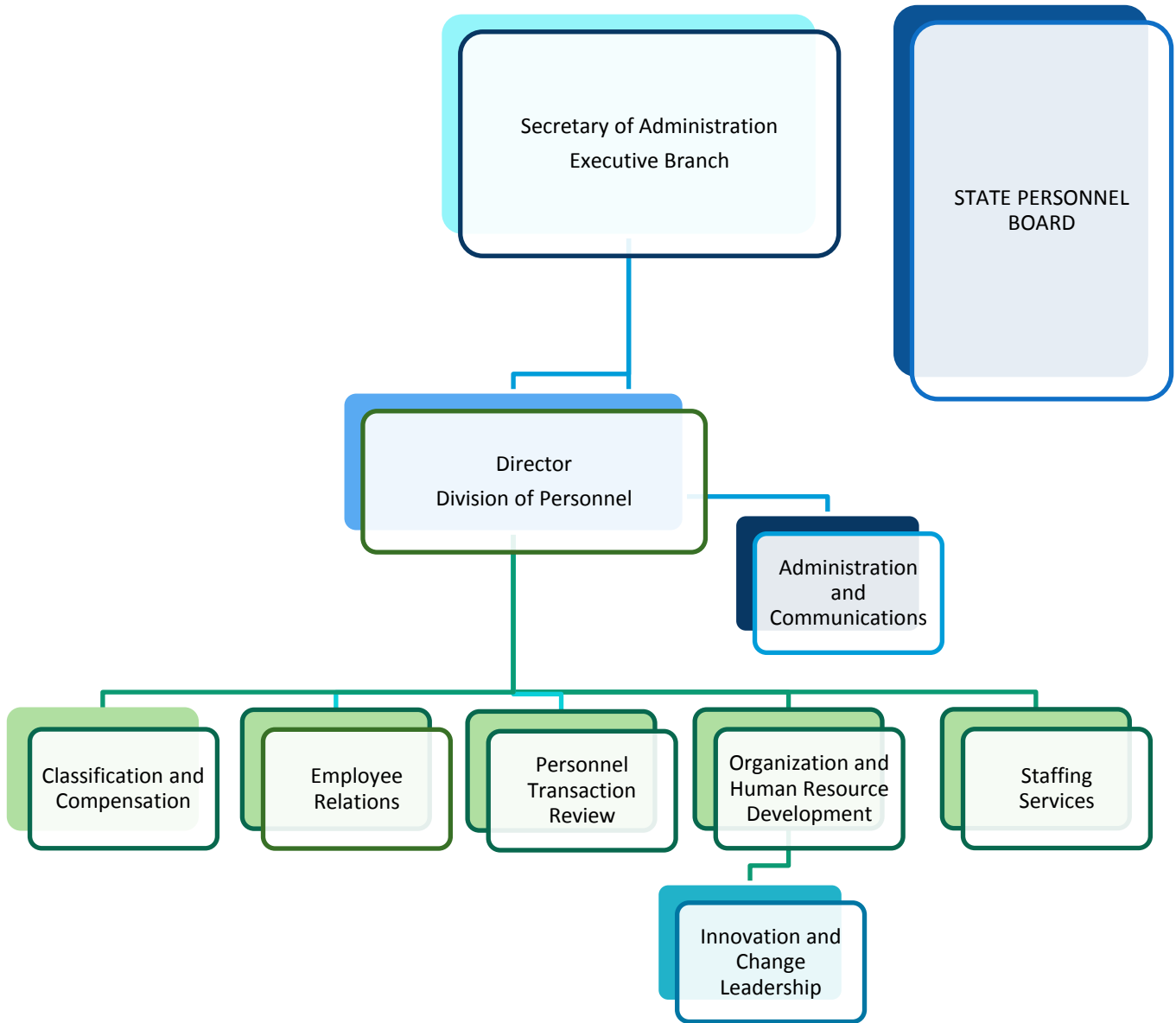
THE DIVISION OF PERSONNEL IS AN EQUAL OPPORTUNITY EMPLOYER

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ORGANIZATIONAL CHART



Division of Personnel OVERVIEW

MISSION

The mission of the Division of Personnel (DOP) is to provide personnel management processes and systems to support state agencies in employing and retaining individuals of the highest ability and integrity, who can provide optimal governmental services for the citizens of West Virginia. Key to this mission is providing resources that promote trust and confidence in the DOP's services while advocating and advancing personal/professional growth for all state employees.



INTRODUCTION

The DOP was created by the Legislature in West Virginia Code §29-6-1 *et seq.* in 1989 to provide leadership in personnel management for state government. DOP services touch all aspects of employment from application and hiring through separation or retirement.

The goal of the DOP is to ensure that state government is staffed by a diverse workforce of skilled and dedicated individuals, responsive to the needs of the citizens of West Virginia. The use of proven personnel management techniques, based on merit principles and scientific methods, provides state agencies with qualified job applicants and an infrastructure that promotes equal employment opportunity and fair treatment of employees in all aspects of personnel administration.

A comprehensive system of personnel management is achieved through the integration of six functional areas. An overview of the responsibilities and major accomplishments for each section of the DOP is summarized in this report.

- **Administration and Communications**
- **Classification and Compensation**
- **Employee Relations**
- **Organization and Human Resource Development**
- **Personnel Transaction Review**
- **Staffing Services**

The DOP serves as liaison and coordinator for the State Personnel Board. The five member Board, appointed by the Governor and chaired by the Cabinet Secretary for the Department of Administration, meets monthly on the third Thursday at 1:00 PM. Meetings are held at the West Virginia State Capitol in Building 6, Room 416. The DOP coordinates regular and emergency rule-making processes and sets the agenda for meetings based on items requiring Board approval such as: creation or amendment of policies, amendments and updates to legislative rules and statute, requests for reductions-in-force, requests for approvals of secondary employment, and pay plan issues as well as similar items for affiliated county health departments.

To encourage information exchange, the DOP sponsors a quarterly meeting of the Human Resource Advisory Committee (HRAC) for human resources employees in the Executive Branch and affiliated county health departments. The meeting is held in March, June, September and December at the West Virginia State Capitol in Building 7, Capitol Room. This meeting serves as a platform for interaction and exchange between DOP leaders, DOP-covered state agency human resources staff, and representatives from wvOASIS and the Budget Office.



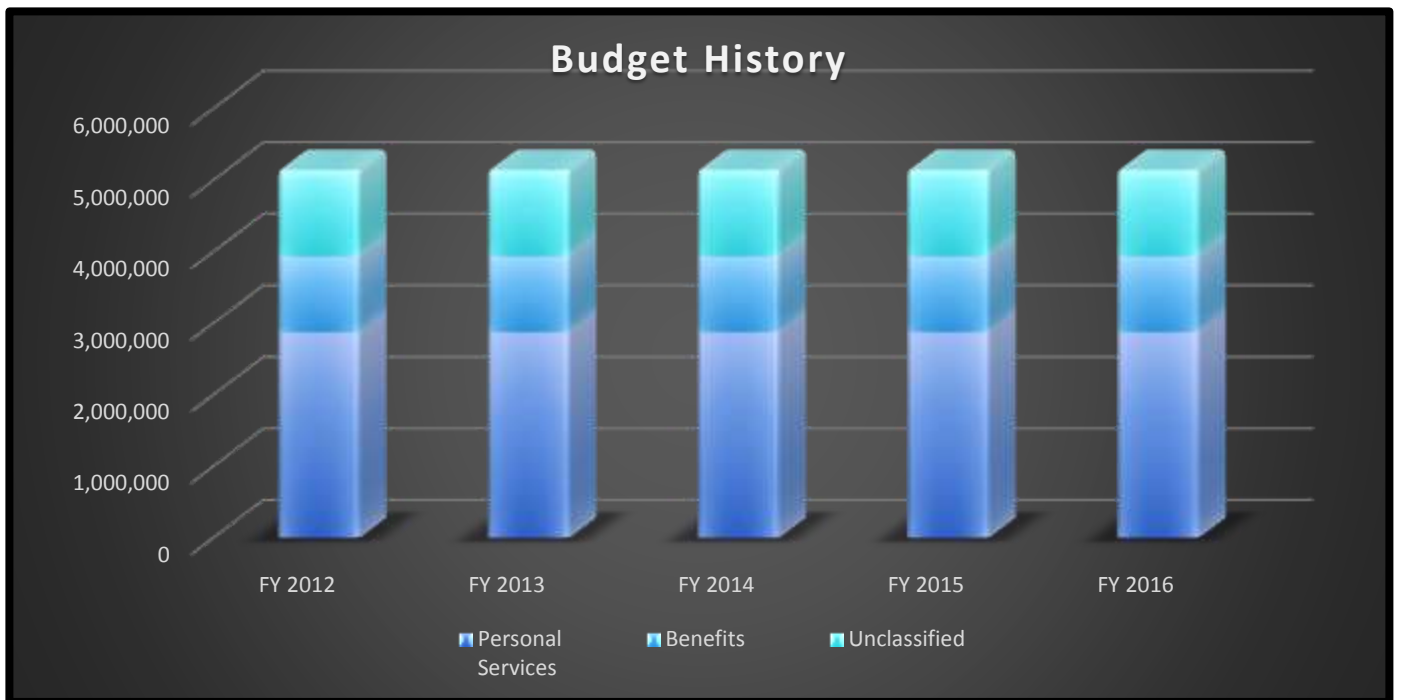
A wealth of employee and supervisory information is provided through the DOP website. It is a subsection of the West Virginia site, www.wv.gov and accessible through links for Employment and the DOP. Visitors to the DOP site, www.personnel.wv.gov, can find information specific to each DOP section, sample documents for supervisors; training tools; DOP law, rule, policies and interpretive bulletins; frequently asked questions; a Bulletin Board and many other resources for personnel administration and employee assistance. The State Personnel Board minutes, meeting schedule and meeting agenda can also be found on the website.

BUDGET

The DOP Budget appropriation for Fiscal Year 2016 was \$5,141,821. The DOP’s budget has remained stable over the course of the past five fiscal years.

DOP Budget Information

DOP Budget History				
FY	Personal Services + Annual Increment	Benefits	Unclassified	Total
2012	\$ 2,875,410	\$ 1,059,253	\$ 1,207,158	\$ 5,141,821
2013	\$ 2,875,410	\$ 1,059,253	\$ 1,207,158	\$ 5,141,821
2014	\$ 2,875,410	\$ 1,059,253	\$ 1,207,158	\$ 5,141,821
2015	\$ 2,875,410	\$ 1,059,253	\$ 1,207,158	\$ 5,141,821
2016	\$ 2,875,410	\$ 1,059,253	\$ 1,207,158	\$ 5,141,821



ADMINISTRATION and COMMUNICATIONS

STAFF

The Director's Office, Administration, and Communications includes the Director of DOP, an Administrative Services Manager II, an Administrative Secretary, an Administrative Services Assistant I, a Public Information Specialist, and a Mail Runner.

OVERVIEW and ACCOMPLISHMENTS

The Administration and Communications section coordinates the financial, purchasing, human resources, information technology and communications functions of the DOP. The Director's Office manages the communication, scheduling, and recordkeeping functions of the State Personnel Board. The Administration and Communications section employees serve as advisors to the Director providing DOP generalist knowledge, workforce analytics, project management, and input into key functions within the DOP.

The DOP has supported the wvOASIS, ERP system development for several years through the loan of employees. The DOP has been active in providing training, posting wvOASIS information on the website, and assimilating DOP policies and procedures into the design of the new system and maintaining strong communication between DOP and the wvOASIS teams.

This section has responsibility for the DOP website. In FY 2016, the website was redesigned to provide a mobile-friendly and improved web experience for visitors to the DOP website, www.personnel.wv.gov. The new design is on the verge of being unveiled in coordination with *West Virginia Interactive*, the www.wv.gov webhost. Improved functionality along with a design that complements the West Virginia state site is the focus for the changes.

The Administration and Communications section performs research, writing, editing, design, and distribution of important news and information. The current focal point for sharing information is the Bulletin Board portion of the DOP website. To research policies, state agency activities, honors/awards, training opportunities, insurance and retirement information, as well as other work and employment news prior to 2015, back copies of the *Stateline* newsletter, formerly distributed in print by DOP, are accessible on the DOP website: www.personnel.wv.gov/employees/Stateline-Newsroom/Pages/default.aspx.

CLASSIFICATION and COMPENSATION

STAFF

The Classification and Compensation (Class and Comp) section has nine employees including an Assistant Director, one Administrative Services Manager I, two Senior Personnel Specialists, five Personnel Specialists, and one Secretary II.

OVERVIEW

The Class and Comp section is responsible for the development, maintenance, and revision of the classification and compensation plans for all positions in the classified service as well as for all positions in the classified-exempt service. The classification and compensation plan establishes job classifications to ensure that the same title, qualifications,



and compensation range are applied equitably across state government. The section is responsible for updating the Pay Plan Implementation Policy, ensuring that any/all discretionary increases approved comport with the requirements.

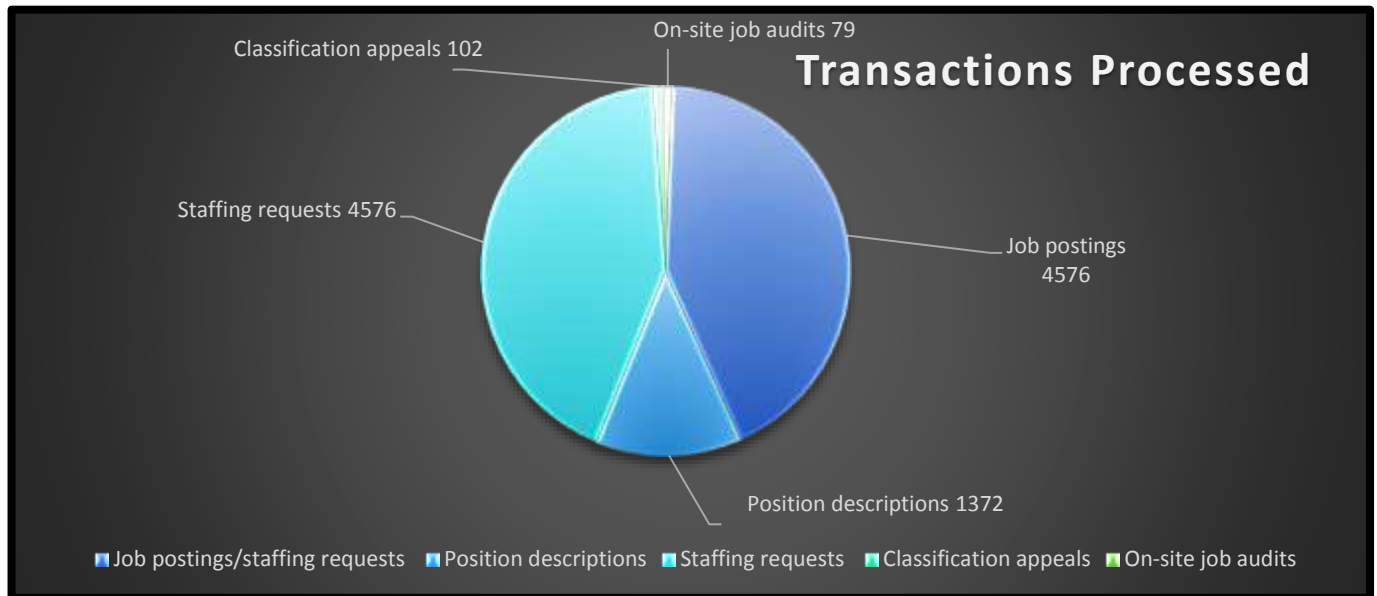
Class and Comp staff reviews all personnel transactions and agency staffing requests for compliance with state classification and compensation law, rule and policies. The section works cooperatively with user agencies in the development of new and revised job classifications based on new programs, reorganizations, and new technology in the workplace. Staff in Class and Comp also assists user agencies in responding to severe recruitment and retention problems and other compensation related issues.

This section also conducts and participates in a variety of salary surveys on a national, regional, and local basis. In FY 2016, the section made contributions to a major national survey and a variety of state and regional surveys, for a total of 80 salary surveys in FY 2016.

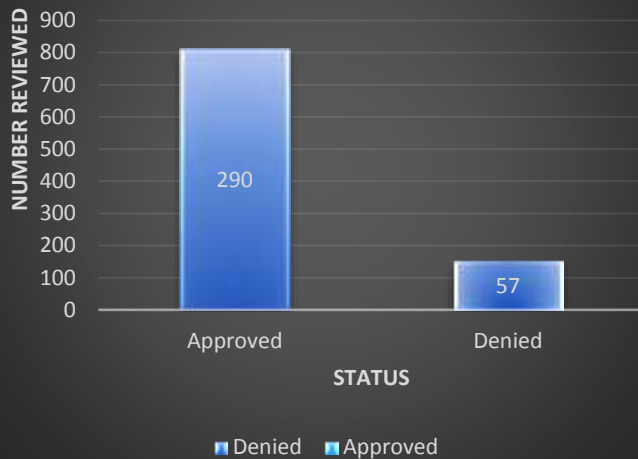
Class and Comp works in cooperation with the Attorney General’s Office to represent the DOP at grievances filed by employees. Occasionally, agencies call upon the Class and Comp section to explain regulatory interpretations at Level 1 grievances. Primarily, staff from Class and Comp attend Level 2 grievance mediations. During the mediation, the Class and Comp representative provides information regarding the rationale for classification determinations. In a Level 3 hearing, a representative from Class and Comp provides testimony regarding the classification determination, classification and compensation plans, and law, rule, and policy governing these determinations.

FY 2016 TRANSACTION ACTIVITIES and ACCOMPLISHMENTS

The section processed 5,439 electronic transactions using two systems of record due to the conversion from the Human Resources Information System (HRIS) to wvOASIS HRM during FY2016. The 5,439 transactions included 1,161 WV-11 personnel transactions, 1,299 employee-related transactions (ESMTs), and 2,979 position-related transactions (PSMTs) affecting classification or compensation. In addition, the section evaluated 1,372 position description forms, reviewed/processed 4,576 staffing request forms for job vacancy postings, reviewed 102 classification appeals, and conducted 79 on-site job audits. This does not include the email and telephone consultations plus walk-in visitors that are a regular part of daily activity for all Class and Comp staff members.



Discretionary Salary Adjustments



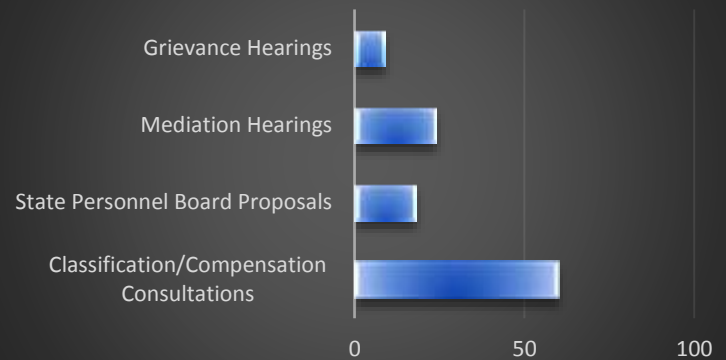
The Class and Comp section continues to implement and maintain the current classification and compensation plan, while developing a new classification and compensation plan. A large portion of that responsibility includes reviewing and updating the classification specifications. As a result, Position Description reviews have increased 72%, appeals have increased 52%, and job audits have almost tripled.

In FY 2016, the section reviewed 347 recommendations for discretionary salary adjustments authorized under the DOP Pay Plan Implementation Policy. Of the 347 recommendations, 290 were approved, representing an 83% approval rate.

CLASS AND COMP CONSULTATIONS

In this fiscal year, the section provided 60 specialized consultations to agencies on matters of classification and compensation, presented 18 proposals for classification and compensation plan revisions to the State Personnel Board, and represented the DOP in 24 mediation hearings and 9 grievance hearings.

Consultations



EMPLOYEE RELATIONS

STAFF

The Employee Relations (ER) section employs five staff members including one Assistant Director, two Senior Personnel Specialists, one Personnel Specialist, and one Secretary II.

OVERVIEW

The ER section's purpose is to ensure that merit system principles of personnel administration are upheld through the fair and equitable application of rules, policies, and procedures across the Executive Branch agencies of state

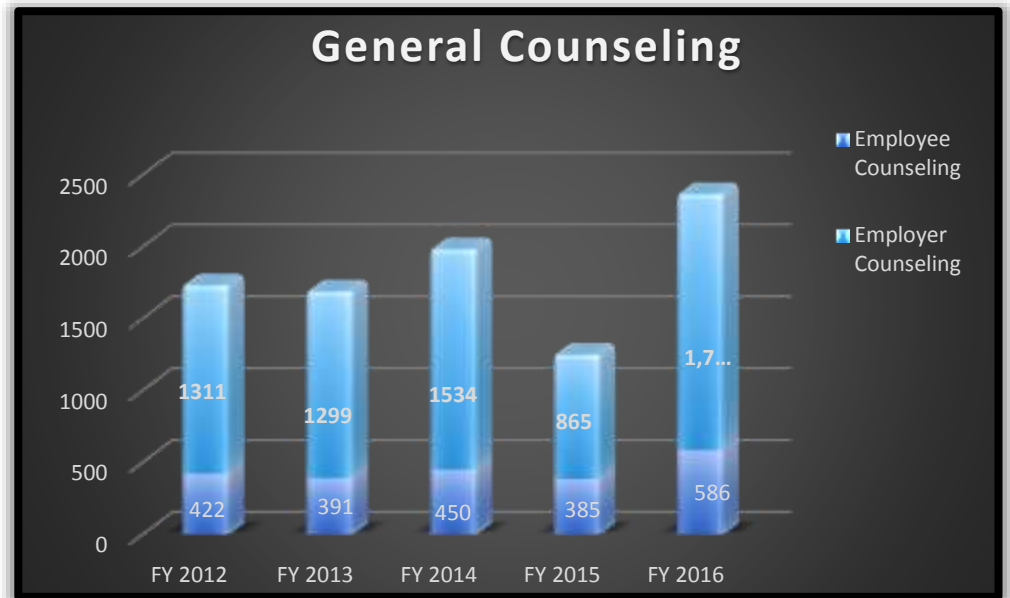


government and affiliated county health departments. During FY 2016, ER reviewed 24 draft internal agency policies to ensure that the policies conformed to merit principles.

The core function of ER is to provide technical assistance, advice, and guidance to state agencies and affiliated county health departments and their employees on a variety of employer/employee topics. These include federal and state employment-related laws and regulations, the DOP's statute and legislative rules, personnel policies, disciplinary actions, and grievances.

FY 2016 ACTIVITIES and ACCOMPLISHMENTS

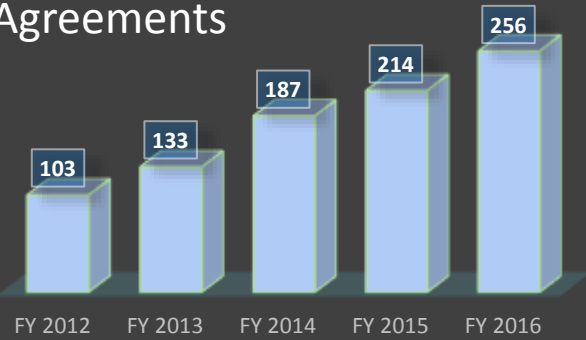
ER staff responded to 2,368 general inquiries. Of those, 586 were from employees, while 1,782 were from employers. In conjunction with individual technical assistance for employers and employees, the section also conducted 37 training sessions, which covered a variety of human resource topics including general personnel management, due process procedures, DOP rules and policies, maintaining a drug- and alcohol-free workplace, prohibited workplace harassment, and employment-related laws including the federal Family and Medical Leave Act (FMLA) and federal Fair Labor Standards Act (FLSA).



A major function of ER is to provide specialized grievance counseling by providing information from a neutral position to both employees and employers regarding all aspects of the grievance procedure. Guidance includes time frames for each step of the three-level process, notification requirements, burden of proof, and providing information about decisions made on similar cases. ER staff responded to 88 grievance-related inquiries from employees and 109 grievance-related inquiries from employers, for a total of 197 inquiries this fiscal year. ER staff also testified at two grievance hearings.



Settlement Agreements

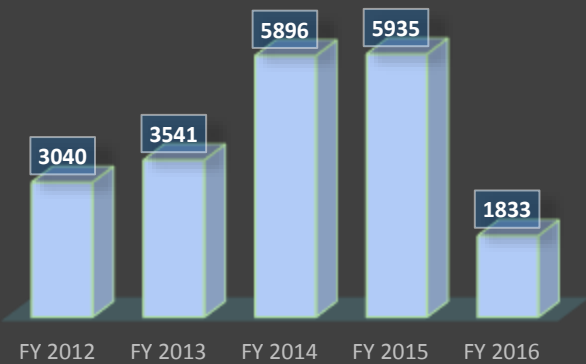


231 Settlements with Back Wages

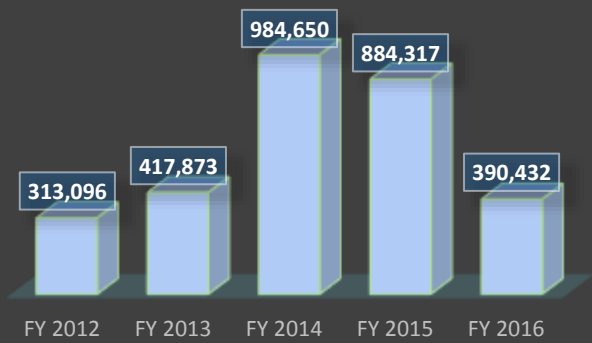
\$ 379,800	Back Wages
\$ 10,632	Interest
\$ 390,432	Grand Total
\$ 1,833	Average Dollar Amount

The ER section processed 256 settlement agreements in FY 2016. Of those, 213 included back wages. The average dollar amount of all settlement agreements decreased as did the total dollar value per agreement.

Average Settlement with Back Wages



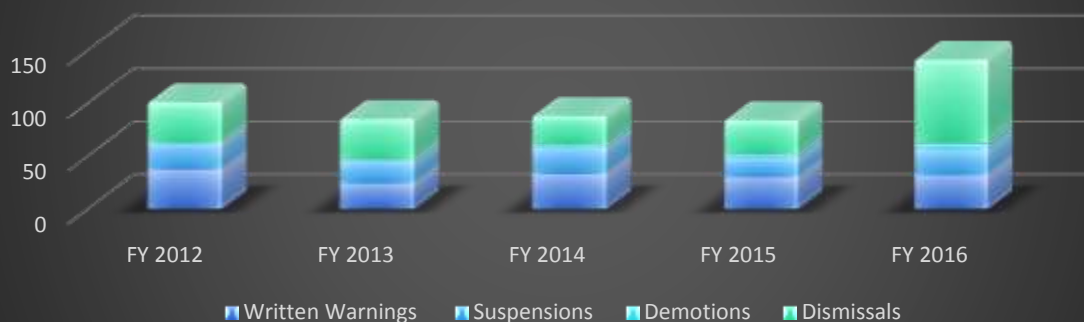
Total Dollar Amount Settlements



ER strives to ensure that disciplinary action is administered fairly and only for good cause. ER also seeks to ensure that employees' substantive and procedural due process rights are preserved.

ER staff assisted employers with 141 disciplinary actions: 32 written warnings, reprimands, or plans for performance improvement; 24 suspensions; seven disciplinary demotions; and 78 dismissals. In addition, ER added and updated sample letters, settlement agreements, and similar documents to the DOP website during FY 2016 in an effort to increase consistency in personnel actions taken by classified agencies.

Disciplinary Actions



The ER section is authorized by the West Virginia State Police and the FBI to obtain criminal history record information to make suitability determinations for employment in the classified service. ER processes applicant criminal record checks and makes determinations of suitability for certain classified agencies based upon these records. 207 criminal record reports were received from the West Virginia State Police and/or the Federal Bureau of Investigation.

ER staff is responsible for making suitability determinations regarding re-employment of individuals dismissed from agency employment in the state classified service. Written notice is provided to the former employee accordingly. During FY 2016, 292 re-employment suitability determinations were made and documented.

This section's role is significant in the development and ongoing refinement of the DOP laws, rules, and policies. In addition, ER authors a variety of human resources guidance documents made available on the DOP website. Several of these policies and guidance documents were updated during FY 2016. In addition, the *Administrative Rule of the Division of Personnel* (143CSR1) was successfully amended.

The DOP actively seeks input from employers and employees in the development of personnel policies and legislative rules. All employees are encouraged to participate in the development of policies and rules by attending public hearings, calling to share concerns and suggestions, or providing written comments.

ORGANIZATION and HUMAN RESOURCE DEVELOPMENT

STAFF

The Organization and Human Resource Development (OHRD) section consists of nine staff members including one Assistant Director, two Senior Training and Development Consultants, one Training and Development Consultant, one Senior Personnel Specialist, one Personnel Specialist, one Office Assistant III, and one Secretary II. In FY 2016, an Innovation and Change Leadership function was led by a Manager from OHRD with the part-time assistance of one Senior Personnel Specialist.

OVERVIEW

OHRD provides training programs, development strategies, and consulting services to increase the effectiveness and efficiency of state government.

OHRD's mission is to facilitate learning; guide visionary change efforts; and improve individual, team, and organizational performance. OHRD maintains a yearly schedule of interactive classroom, blended and online training; arranges special training, coaching, and consulting services upon request; administers the Supervisor/Manager Training DOP-P18 Program Policy; and directs the activities of the Center for Quality Government (CQG).

The OHRD goal is to foster higher competency in critical managerial functions, ensure that public funds are expended judiciously and public services are provided in an effective and efficient manner so that state government supervisors and managers are able to competently organize, direct, monitor, and evaluate personnel and programs. Courses are offered to ensure that all supervisors and managers in covered agencies possess the requisite knowledge, skills, and abilities to successfully carry out the duties and responsibilities of their positions.

The CQG was established in 1993 to provide a comprehensive management development curriculum for all state government administrators. The CQG focuses on strategies and skills that will enable managers and supervisors to provide responsive services to the citizens of West Virginia; effectively manage financial and human resources; and



promote high ethical standards. The CQG’s three principal learning components are *Supervising for Success*, *Managing for Excellence*, and *Train-the-Trainer: Developing Learning Leaders*.

Coursework offered by OHRD has been recognized by colleges and universities for conversion to academic credit and has qualified as Continuing Education Units (CEUs), and has also been submitted to licensing boards for consideration toward meeting mandatory continuing education requirements.

FY 2016 ACTIVITIES and ACCOMPLISHMENTS

The DOP is committed to offering programs based on the training and development needs of the state workforce. Two regional training conferences were conducted by OHRD to support the state’s goal of cost savings by reducing attendee travel expenses. These conferences took place at Canaan Valley Resort and Glenville Corrections Academy and resulted in 306 graduates.

In addition, this fiscal year, OHRD has played a key role in the development and facilitation of a DOP Human Resources (HR) Leadership Academy conference resulting in 40 graduates. The content of these conferences is designed to help HR staff in covered agencies meet the goal of increased quality and accuracy in personnel transactions.



OHRD conducted 100 regularly scheduled programs and two special-request programs constituting 121 days of training for 1,958 graduates. Online class attendance grew to 1,525 graduates, a 155% increase from FY 2015.

The following courses were offered in support of the DOP’s Supervisor/Manager Training DOP-P18 Program Policy.

- Preventing Harassment: A Shared Responsibility (online and classroom)
- The Drug-Free Workplace (online and classroom)
- Managing and the Law (blended)
- Employee Performance Appraisal: The Foundation for Performance Management (online and classroom)
- Discipline and Documentation (blended)
- Workplace Safety: Your Responsibility
- Supervising for Success II: Critical Skills for New Supervisors Navigating Difficult Conversations
- Conflict Management
- Leading Change in Turbulent Times
- Attendance Management

A total of 2,896 employees completed these programs in FY 2016.



The DOP offered 24 additional training programs including:

- Accountability: Creating a Culture That Gets Results
- Anyone Can Lead
- Beyond Awareness: A Leader's Guide for Communicating Across Generations
- Coaching and Developing Employee Performance
- Creative Problem Solving
- Developing Leadership Survival Skills
- Dialogue and Listening: Relationship Building Skills for a New Era
- Effective Selection Interviewing: Skills Training in Questioning
- Heading into Retirement: Planning for a Secure Future
- Implementing Discipline: Getting Your Boss's Support
- Incivility in the Workplace: How Rudeness and Disrespect are Impairing Performance
- Interpersonal Communication: Building Relationships, Improving Performance
- Introduction to Adult Learning: Enhancing Performance Through Active Training
- Know Your State Government
- Leadership at the Movies
- Let Go and Stay Close: Skills and Techniques for Successful Delegation
- Managing Remote Workers and the Virtual Workforce: Skills and Strategies
- New Employee Orientation: Welcome to State Government (online only)
- Providing Exceptional Customer Service
- Running Effective Meetings
- Time Management
- Train the Trainer: Developing Learning Leaders
- Where Did Everybody Go? Employee Retention in Tough Times
- Writing for Results

A total of 587 employees completed these programs in FY 2016.

In FY 2016 OHRD's no-show rate for training sessions was 14.8%, up from 13.3% in FY 2016. OHRD emails the supervisors of all 'no-shows' to determine reasons for missed classes to find a common denominator and solution. The analysis of no-show data did not reveal any trends. It appears to be a general issue that is not connected to a certain course or time of year.

During FY 2016 OHRD began a new Cohort Program designed to provide an opportunity for new state government managers/supervisors to quickly enhance their management practices in an environment that fosters relationship building and facilitates completion of all DOP-P18 requirements within one year. Participants attend all courses as one group in a calendar year. Based on positive feedback from participants, this program will be offered again next year.

OHRD continues to expand and diversify the learning opportunities for supervisors/managers via online and blended course offerings. In FY 2016, OHRD released blended options for *Discipline and Documentation* and *Managing and The Law*: half of the content is completed online and half is completed face-to-face. To limit the amount of attendee travel to one day, the face-to-face portions of the classes were held on the same day with *Discipline and Documentation* in the morning and *Managing and The Law* in the afternoon. This allowed participants to save both travel costs and time away from the office.

OHRD also offered shorter, on-demand Learning Blasts: *Harassment in the Workplace* (a four-part learning blast) and the *Emergency Situations/Inclement Weather Policy*, became available in FY 2016. OHRD created, directed, filmed, and facilitated several webinars and Info Blasts that included such topics as DOP Administrative Rule revisions, employment law, and wvOASIS Wave II. These Learning Blasts are easily accessed from the DOP website.

OHRD conducted a training needs assessment which collected information on training issues from over 2,000 employees statewide. This needs assessment was meant to determine the needs and preferences of our participants and help



guide programming efforts. As a result, a new four-hour Resiliency course was created, since stress management was the highest requested topic from the survey.

In FY 2016, the section worked to revise its consultation offerings. Most consultation projects for FY 2016 were in the area of training design consultation with outside sections and agencies.

PERSONNEL TRANSACTION REVIEW

STAFF

The Personnel Transaction Review (PTR) section is made up of a staff of thirteen, including one Assistant Director, three Senior Personnel Specialists, six Personnel Specialists, one Personnel Specialist Associate, one Imaging Operator and one Office Assistant II.

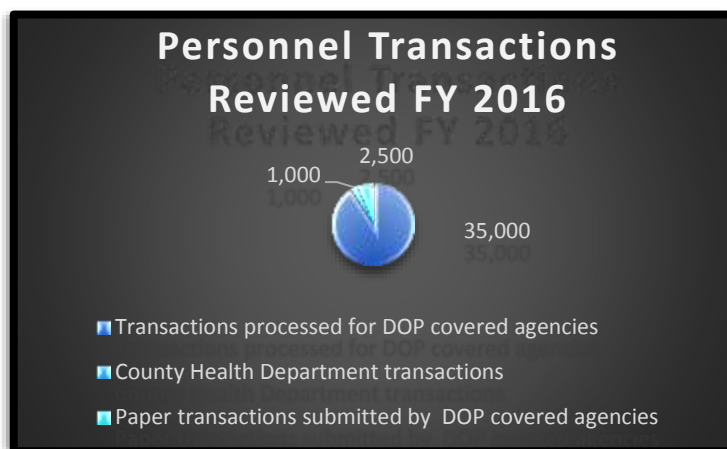
OVERVIEW

The PTR section establishes and maintains employee information systems and historical records for all state employees and affiliated county health departments. Staff of the section certify personnel transactions and ensure that all transactions are in compliance with applicable state statutes, regulations, policies, procedures, and compensation plans.

Back pay awards may be granted to employees as a result of a grievance procedure, court order, settlement agreement, or an order from the United States Department of Labor. The DOP assists state agencies in processing back pay awards to render them in an efficient manner and in compliance with existing statutes and legislative rules. PTR is responsible for verifying calculations of the monetary awards and compensation changes as well as calculating interest.

When a layoff is approved by the State Personnel Board, the PTR section is responsible for verifying the tenure of state employees who may be effected. Layoffs caused by a reduced workload, curtailment of funds, or reorganization of departments, agencies, or work units that affect permanent employees are structured according to job classification on the basis of tenure.

FY 2016 ACTIVITIES and ACCOMPLISHMENTS

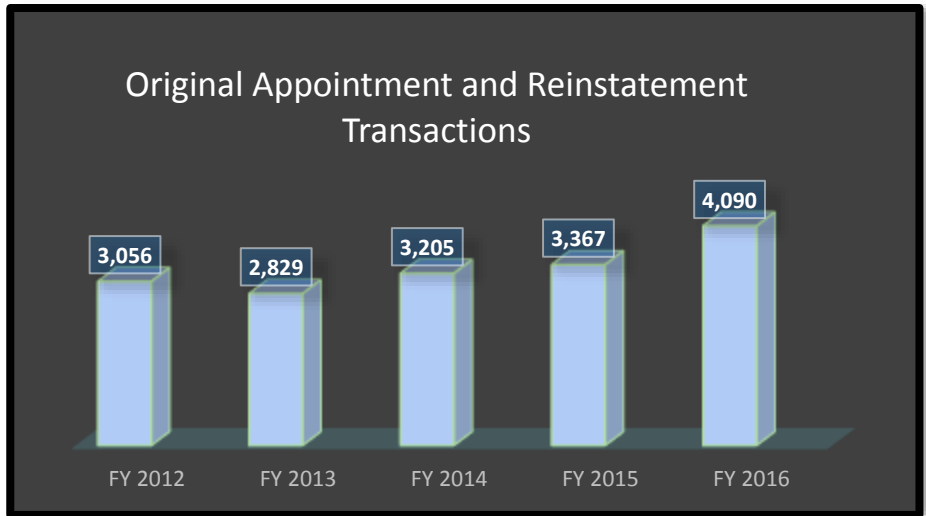


There were over 35,000 personnel transactions processed on behalf of covered state agencies for review by the PTR section of the DOP. PTR staff also processed nearly 1,000 transactions for county health departments, and over 2,500 transactions were processed on paper. This is a 69% increase over last year. Each transaction was reviewed for compliance with applicable state statutes, regulations, policies, procedures, and compensation plans. During FY 2016, transactions were processed in parallel systems for several months during the production phases of the conversions to wvOASIS from HRIS.

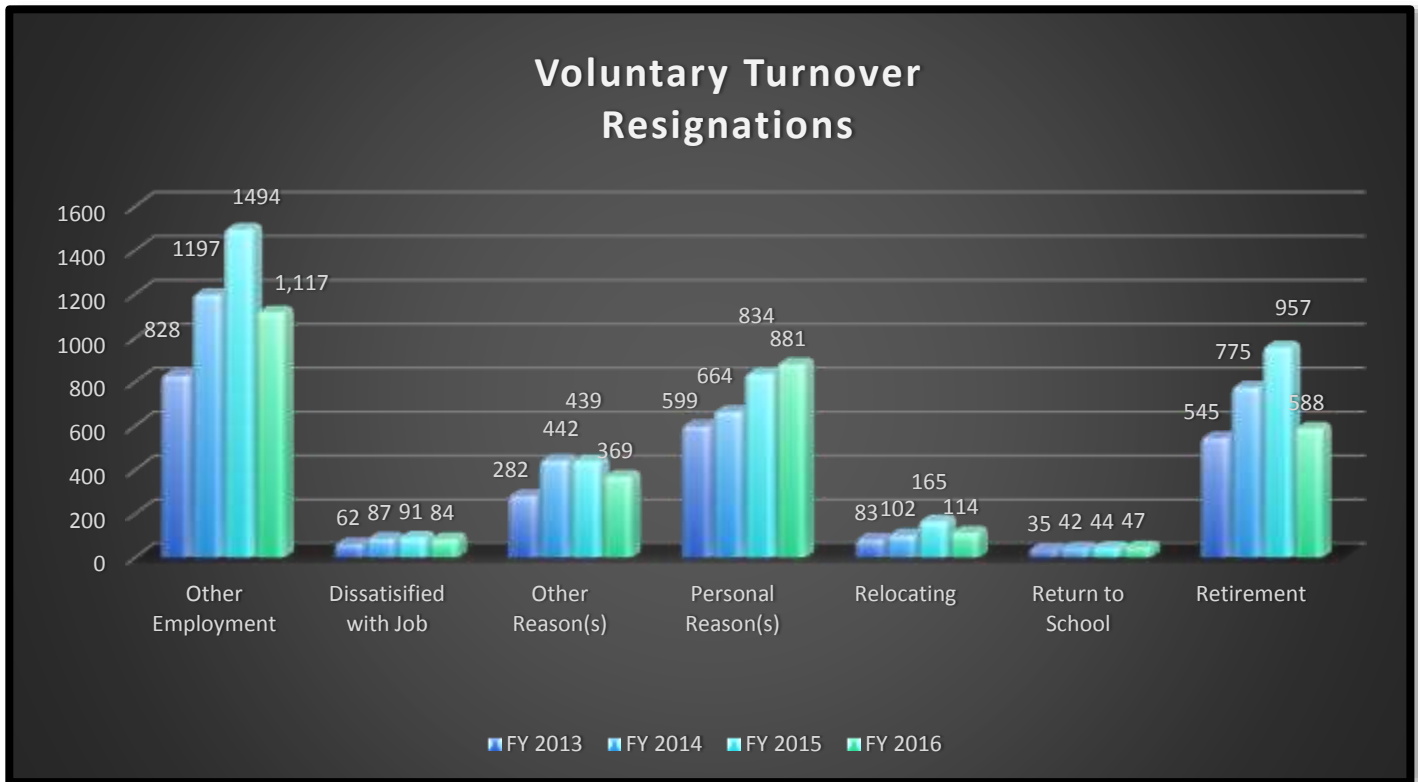


Effective May 14, 2016, approximately 30 more agencies were converted to the wvOASIS payroll/human resource system. During FY 2016, the DOP now processes all agencies' transactions in this system with the exception of the Department of Health and Human Resources, Division of Juvenile Services, and the Public Service Commission.

The number of original appointments (new to West Virginia DOP-covered state employment) and reinstatements (previous DOP-covered employees of West Virginia) has increased by 26% over the past five years. In FY 2016, there were 4,090 original appointment and reinstatement transactions included in the 35,000 personnel transactions processed by the PTR section.



In FY 2016, 3,200 DOP-covered employees left employment with the state for the reasons charted below.



STAFFING SERVICES

STAFF

The Staffing Services (Staffing) section consists of twenty one employees including one Assistant Director, two Administrative Services Managers II, six Senior Personnel Specialists, eight Personnel Specialists, two Personnel Specialists Associate, one Personnel Assistant and one Office Assistant II. Staffing is grouped into the following units: Applicant Services (Series/Continuous classifications) and Recruitment-Research (Registers and written classifications).

OVERVIEW

Staffing administers the hiring system for the classified service by establishing valid and reliable selection procedures for recruiting, assessing, and evaluating applicants. This section provides lists of qualified applicants to state agencies and affiliated county health departments for consideration. Staffing maintains the applicant tracking records and recordkeeping system for the classified service. Staffing is responsible for the development and improvement of applicant selection procedures. The section assists state agencies and affiliated county health departments in creating a quality workforce that reflects the rich diversity of the state, recognizes merit and, welcomes, respects, and values the contributions of all people.

The DOP is committed to maintaining convenient and accessible testing opportunities for applicants. Testing locations for written examinations are available in 13 locations throughout the state and are strategically located in order to serve every county. During FY 2016, Staffing conducted annual audits of these locations in order to access onsite inventory and ensure the security of the testing materials.

In addition to three weekly walk-in testing sessions in Charleston, applicants have frequent opportunities for walk-in testing in Beckley, Bluefield, Bridgeport, Elkins, Farmington, Huntington, Martinsburg, Moorefield, Parkersburg, Welch, Wheeling, and White Sulphur Springs. DOP staff provides reasonable accommodations to applicants with disabilities, which include large print examination booklets and answer sheets, access to readers or interpreters, and extended time to complete examinations.

All job recruitment announcements are available on the DOP website and in paper form upon request. Applicants may review online job announcements from private computers, public access computers located at WorkForce West Virginia offices, college placement offices, and public libraries. All of the information pertaining to available job opportunities, testing, and the hiring process is available at: www.personnel.wv.gov. The online application process enables applicants to view and print any job announcement, create a single online application, attach supporting documents, and apply for any number of open jobs.

Job classifications are selected for announcement based upon the needs of state agencies. The DOP typically responds to an agency request to announce an open position within two business days of the request. Recruitment often begins the same day the request is received. Generally, there are between 130 and 150 open announcements at any time. This includes continuously announced job titles and current job vacancies open for a limited time.

Job counseling is a widely used public service provided by the DOP. Individuals seeking employment in state government can visit or call to speak with an employment counselor who is trained to assess their qualifications and interests, and assist them in applying for appropriate jobs. Individualized counseling is available on a walk-in basis at the DOP office in Charleston.



In addition, Staffing continues to maintain joint responsibility with the Division of Rehabilitation Services in administering the Selective Placement Program for Persons with Severe Disabilities for the evaluation and placement of qualified persons into state government employment. This program enables qualified applicants with severe disabilities to establish eligibility through a special position-based assessment. The program also provides an opportunity for state agencies and affiliated county health departments to better accommodate and match the applicant's training and skills with the needs of a specific position. The Staffing section cooperated with the Division of Rehabilitation Services to process seven referrals in the Selective Placement Program for Persons with Severe Disabilities.

FY 2016 ACTIVITIES and ACCOMPLISHMENTS

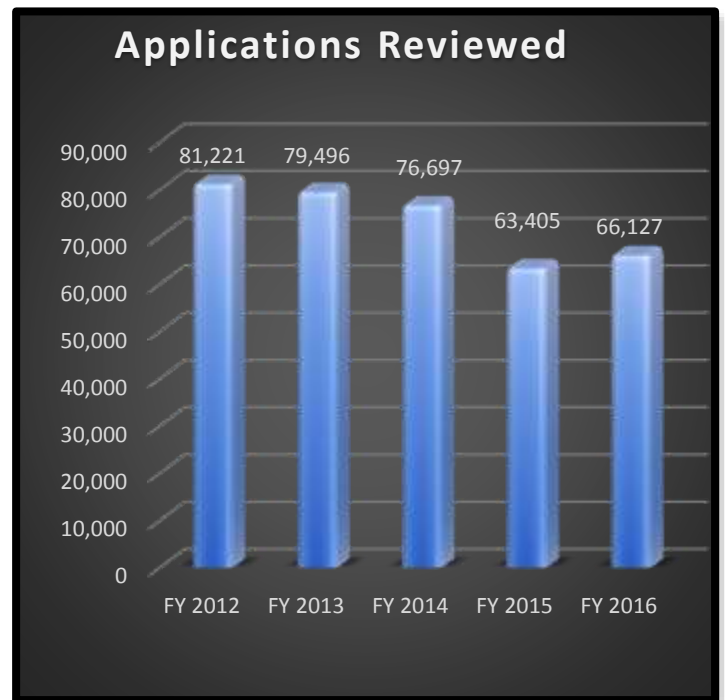
To improve efficiency in the announcement process, Staffing continued to reduce the number of continuously open jobs. This has allowed the section to focus on announcing specific position vacancy job opportunities and to tailor the announcement to the specific agency, location, and position duties. Continuous examination announcements were supplemented by 625 special limited-time announcements, a significant increase from FY 2015. These are used to establish lists of qualified applicants for positions with special critical skills requirements and/or those that have infrequent vacancies.

Staffing also conducted a significant number of job counseling sessions and responded to approximately 30,000 phone, email and in-person requests for assistance and information about state employment opportunities. In addition, the online Interest Card system enables applicants to sign up for automatic email notification when jobs matching their interests are open for applications. This year 16,078 online Interest Cards were completed.

A total of 66,127 applications were reviewed and scored this fiscal year. Overall, application numbers remain consistently high. In FY 2016, approximately 4,300 referral lists of qualified eligible applicants were certified to DOP covered agencies for hiring consideration. The DOP has continued to improve referral efficiency and significantly reduce the time it takes to issue a certified list of eligible applicants after the applicant screening process is completed.

Staffing continued to offer online typing skill assessment process for ease and efficiency of clerical job testing. In addition, General Written and Clerical testing dates were combined to make all examinations available at each of the thirteen test sites on any test date.

Job counselors participated in 39 outreach recruitment events. These events included those sponsored by colleges and universities, veterans' organizations, technical schools, and community organizations. Special recruitment events were conducted for facilities with critical hiring needs, such as William R. Sharpe, Jr. Hospital and Hopemont Hospital. Recruiters spoke with more than 1,600 prospective employees this fiscal year.



Staffing coordinated the fifth annual State Government Career Fair sponsored by the DOP in collaboration with WorkForce West Virginia. This major event was held on May 7, 2016, in The Great Hall of the Culture Center. State agency support continued to exceed expectations with 18 hiring agencies participating. A total of 280 job seekers attended to learn about the opportunities and benefits of public service.

In addition, Staffing continued its partnership with the Department of Education and the Arts for implementation of the 2016 Governor's Internship Program. This program offered top ranked college students the opportunity to work in paid internships with state agencies and private businesses with the ultimate goal of encouraging these students to remain in West Virginia after graduation. This year the Governor's Internship Program had 415 student applicants. A total of 36 state agencies and other organizations made one or more successful intern placements, providing 75 students from several colleges and universities with meaningful summer employment.

FACTORS IMPACTING DOP in FY 2016

- With no merit increases since 2005 and an out of date salary schedule, the state is challenged with employee retention issues, salary compression, and employees moving from agency to agency to improve their salary.
 - The DOP is left without tools to address these needs due to these compensation limitations.
 - The result is increased expenses related to grievances, new hires, training and turnover.
- It is imperative for the state to implement a new compensation plan.
 - The pay grades have compressed due to the absence of merit increases over the past decade which is compounded by the increase in minimum wage.
 - The floor of the salary schedule has been raised to meet the minimum wage; yet, there is minimal movement occurring for current employees within the schedule.
- Compensation restrictions coupled with continuously diminishing benefits are barriers to competitive recruiting as evidenced by recruiting and retention problems regularly encountered by DOP-covered agencies.
 - To mitigate the recruiting problem, agencies frequently request special hiring rates.
 - Until the compensation parameters are updated, the impact of pay compression and turnover will continue to put a strain on all state agencies attempting to recruit and retain a quality workforce.
- While voluntary turnover has decreased in FY 2016, the net result in loss of knowledge, increased recruiting and training costs, diminished interest in state government employment and other related factors continues to impact the employment outlook for the state.
- Transaction processing and human resources records have evolved during this fiscal year from mainframe application to dual system processing for implementation of wvOASIS HRM to transition of all state employee records in the new wvOASIS system; the HRIS system will be maintained for history.

CHANGES NEEDED

The following options should be considered by all stakeholders to provide better tools for recruiting and retaining well educated and skilled workers who can replace retirees and individuals effected by relocation and to potentially decrease the number of workers who leave the state for other employment.

- Update salary structure and pay plan
- Provide tools for improving compensation for strong performers, i.e. merit increases
- Offer flexible benefit options for workers seeking non-traditional benefits such as educational loan repayment
- Encourage promotion within, job progression, continuing education and succession planning

