

West Virginia Division of Personnel

ANNUAL REPORT
FY 2018



West Virginia Division of Personnel

An agency under the Department of Administration

Sheryl R. Webb, Director

December 17, 2018

The Honorable Jim Justice, Governor
The Honorable Members of the West Virginia Legislature

Dear Friends of the Division of Personnel:

We have made many improvements over the past year at the Division of Personnel. We have worked to offer the best customer service possible while upholding our statutory responsibilities.

In addition, we have been making improvements to our internal processes to ensure efficiency and timeliness in the hiring process. It is imperative that we continue to modernize and evolve with the changes in the employment arena. Hopefully, these improvements will continue to be noticed by agencies, employees and applicants.

It is my pleasure to share with you the achievements of the West Virginia Division of Personnel for Fiscal Year 2018, in accordance with West Virginia Code § 29-6-7(b) (11).

I welcome your inquiries regarding any of the material contained herein.

Respectfully submitted,

Sheryl R. Webb
Director

c: Mary Jane Pickens, Deputy Secretary
Department of Administration
State Personnel Board

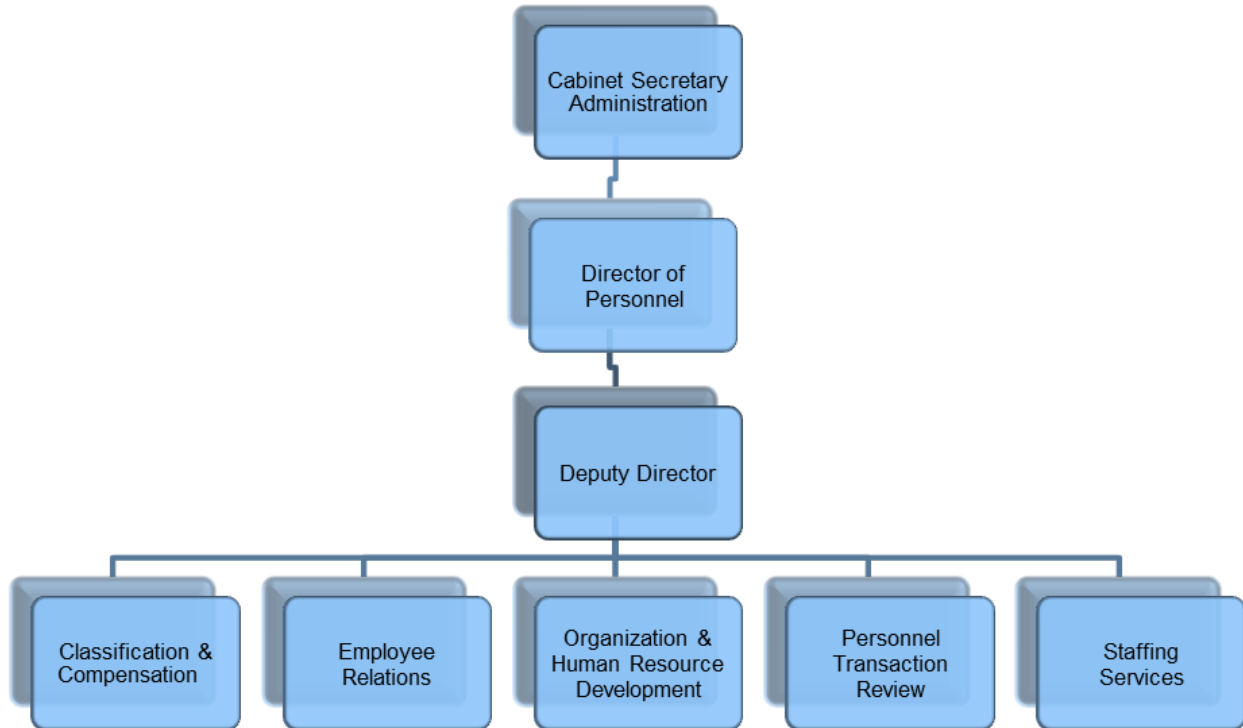
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THE DIVISION OF PERSONNEL IS AN EQUAL OPPORTUNITY EMPLOYER

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ORGANIZATIONAL CHART



DIVISION OF PERSONNEL OVERVIEW

- 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.

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**
- **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. Meetings are held at the West Virginia State Capitol complex in Building 3, Suite 500. 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 holds 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 Complex. 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. Though not covered by the DOP merit system, many human resources employees from non-covered agencies also choose to attend the meetings to stay current on human resources trends and best practices.

A wealth of employee and supervisory information is also provided through the DOP website. 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’s budget is comprised of special revenue funds with revenue generated by fees for performing services for agencies that have classified and classified-exempt employees. It should be noted that the budget was increased in Fiscal Year 2018 to cover expenses resulting from DOP moving from Building 6 on the Capitol Complex to the newly renovated Building 3.

DOP Budget History				
FY	Personal Services + Annual Increment	Benefits	Unclassified	Total
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
2017	\$ 2,875,410	\$ 1,059,253	\$ 1,207,158	\$ 5,141,821
2018	\$ 3,304,628	\$ 1,137,962	\$ 1,449,231	\$ 5,891,821



ADMINISTRATION

OVERVIEW and ACCOMPLISHMENTS

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

The DOP continues to support the wvOASIS system development by providing training, posting wvOASIS information on its website, and assimilating DOP policies and procedures into the design of the system and maintaining strong communication between DOP and the wvOASIS teams. DOP continues to have regular meetings with wvOASIS representatives to resolve issues and find efficiencies in processes.

Additionally, the Administration section maintains the DOP website, performs research, writing, editing, design, and distribution of important news and information. In coordination with *West Virginia Interactive*, DOP is developing a mobile-friendly site.

CLASSIFICATION and COMPENSATION

OVERVIEW

The Classification and Compensation (Class and Comp) section is responsible for the development, maintenance, and revision of the classification and compensation plans for positions in the classified and classified-exempt service. The classification and compensation plans establish job classifications and a pay structure to ensure that the same title, qualifications, and compensation range are applied equitably across state government. The section is also responsible for updating the Pay Plan Policy and ensuring that discretionary pay differentials comport with the policy requirements.

Class and Comp staff reviews 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 class specifications based on new programs, reorganizations, and new technology in the workplace. Staff also assist user agencies in responding to recruitment and retention problems and other compensation related issues.

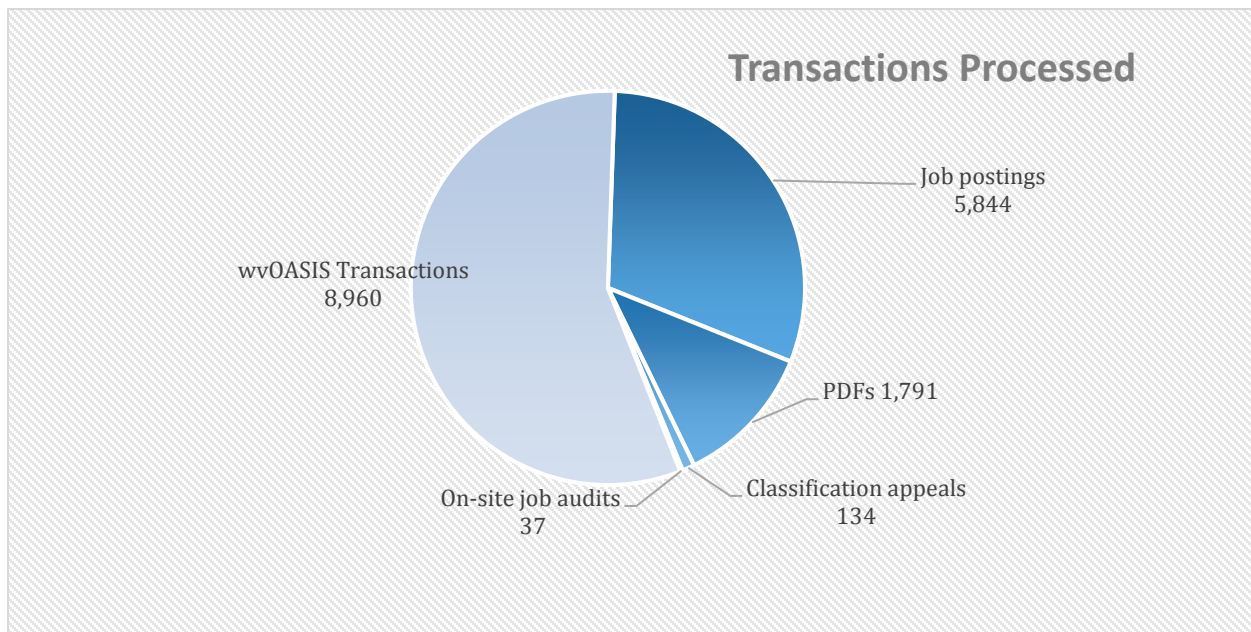
This section also conducts and participates in a variety of salary surveys on a national, regional, and local basis. In FY 2018, the section made contributions to a major national survey and a variety of state and regional surveys, for a total of 33 salary surveys.

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. In FY 2018, staff attended 33 Level 2 grievance mediations and 19 Level 3 grievance hearings. During mediations, the Class and Comp representative provides information regarding the rationale for classification or compensation determinations. In a Level 3 hearing, testimony is provided regarding the classification determination, classification and compensation plans, law, rule, and policy governing these determinations.

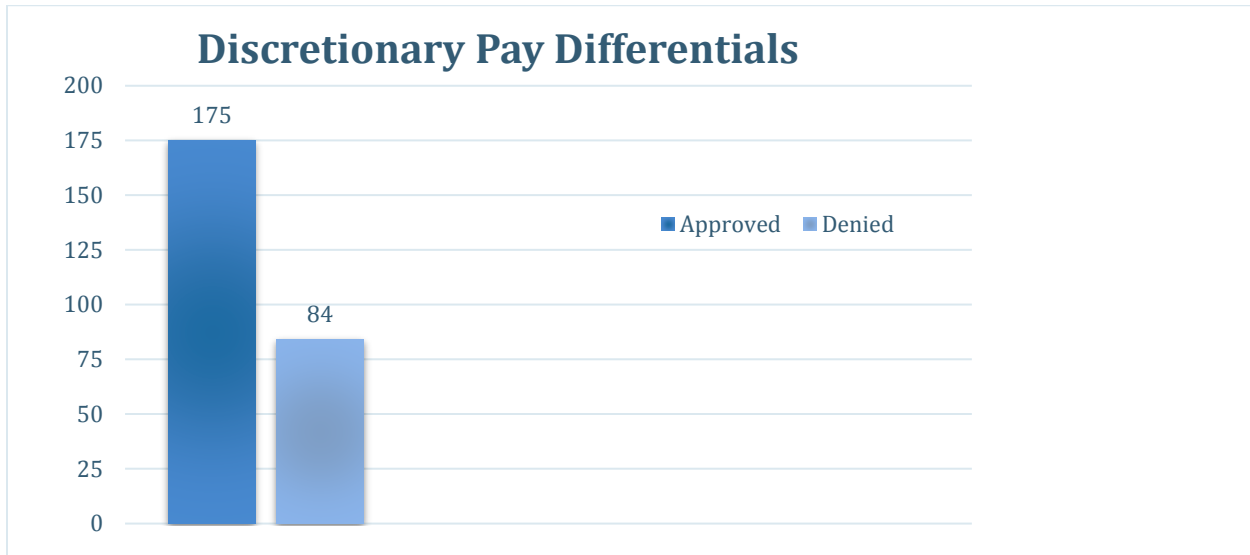
FY 2018 TRANSACTION ACTIVITIES and ACCOMPLISHMENTS

The section processed 8,960 wvOASIS electronic transactions, which included 2,847 employee-related transactions (ESMTs), and 6,113 position-related transactions (PSMTs) affecting classification or compensation. In addition, the section evaluated 1,791 Position Description Forms (PDF), reviewed/processed 5,844 job posting request forms for job vacancy postings, reviewed 134 classification appeals, and conducted 37 on-site job audits.



In this fiscal year, the section provided 88 specialized consultations to agencies on matters of classification and compensation, presented 32 proposals for classification and compensation plan revisions to the State Personnel Board (SPB) including creating 21 class specifications and abolishing 54. In addition, Class and Comp updated the Pay Plan Policy and created a Pilot Temporary Classification Transition Policy, approved by the SPB effective May 1, 2018, for a 12-month period. The purpose of the pilot policy is to provide agencies flexibility to transition a permanent employee into a classification that is allocated to a lower or lateral classification without a loss in pay when the employee returns to work on limited duty or is separating from employment due to retirement or resignation.

In FY 2018, the section reviewed 259 requests for discretionary pay differentials authorized under the DOP Pay Plan Policy. Of the 259 requests, 175 were approved, representing a 68% approval rate.



EMPLOYEE RELATIONS

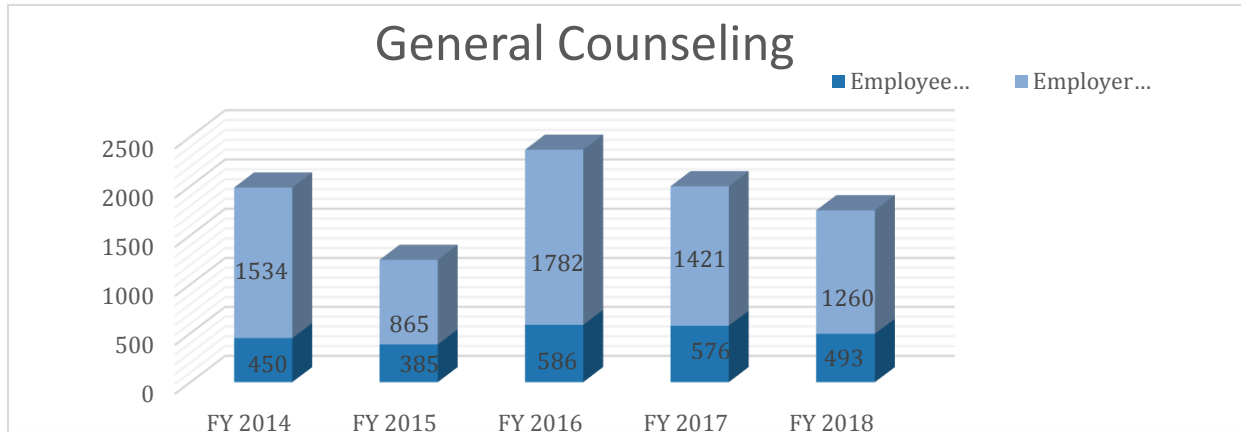
OVERVIEW

The Employee Relations (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 2018, ER reviewed 38 draft internal agency policies, handbooks and documents to ensure compliance with state and federal employment law regulations and conformance 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, such as the Fair Labor Standards Act, Wage Payment and Collections Act, Family Medical Leave Acts as well as the DOP's statute and legislative rules, personnel policies, disciplinary actions, and grievances.

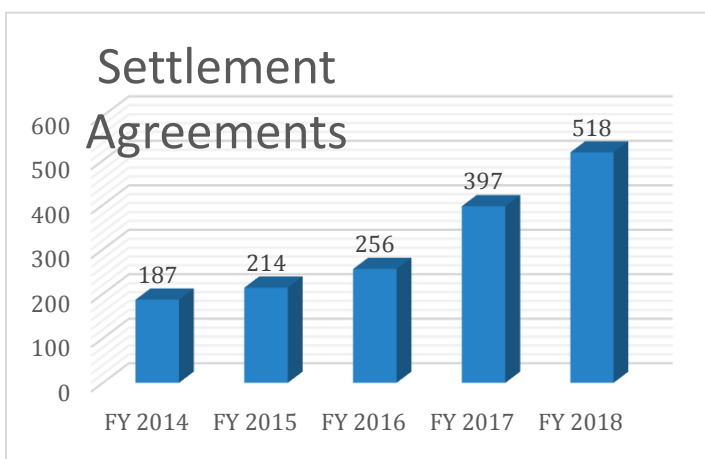
2018 ACTIVITIES and ACCOMPLISHMENTS

ER staff responded to 1,753 requests for individual technical assistance during FY 2018. Of those, 493 were from employees, while 1,260 were from employers.



The ER section also provides specialized grievance counseling to both employees and employers regarding all aspects of the grievance procedure. ER provides procedural guidance which includes time frames for each step of the Level 3 process, notification requirements, burden of proof, and providing information about decisions made on similar cases. During FY 2018, ER staff responded to four grievance-related inquiries from employees and 70 grievance-related inquiries from employers, for a total of 74 inquiries this fiscal year. ER staff also testified at six grievance hearings and attended two mediations.

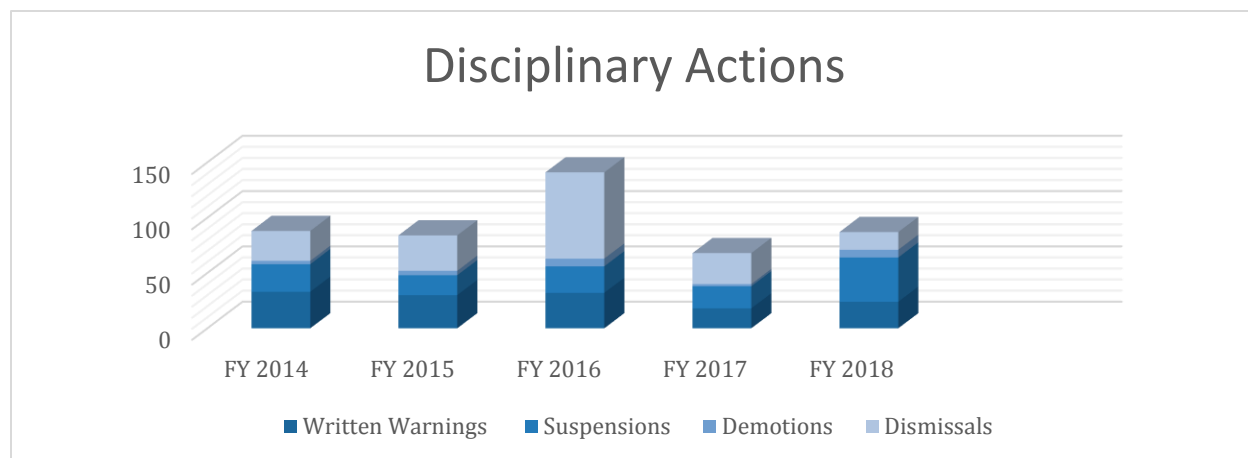
The ER section reviewed and completed over 518 settlement agreements at the request of various covered agencies. Of the 518 processed settlement agreements, 376 involved payment of back wages only; the remaining agreements included non-monetary settlements (40), L3 backwages (8), lump sums only (79), and lump sum and back wages (15).



376 Settlements with Back Wages	
\$502,664.35	Back Wages
\$10,729.11	Interest
\$ 513,393.46	Grand Total



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. In addition to the requests for technical assistance previously mentioned, ER staff assisted employers with 87 disciplinary actions: 24 written warnings, reprimands, or plans for performance improvement; 40 suspensions; seven disciplinary demotions; and 16 dismissals. ER added and updated sample letters, settlement agreement samples, and similar documents to the DOP website during FY 2018 in an effort to increase consistency in personnel actions taken by classified agencies.



ER staff is also responsible for making suitability determinations regarding the re-employment of individuals dismissed from agency employment in the state classified service based on the circumstances surrounding the separation. Written notice regarding the determination and appeal procedure is provided to the former employee accordingly. During FY 2018, 330 re-employment suitability determinations were made and documented.

The ER section is authorized by the West Virginia State Police and the Federal Bureau of Investigation (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. There were 118 criminal record reports received from the West Virginia State Police and/or the FBI during FY 2018.

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. Policy and guidance documents updated during FY 2018 includes the Settlement Agreements Policy DOP-P24, and Agreement Sample Letters.

In an effort to promote the consistent and effective application of the laws, rules and policies, the ER section also conducted 13 agency training sessions. Classroom and live web training provided by ER 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).

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

OVERVIEW

Organization and Human Resource Development (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 Program Policy; and directs the activities of the Center for Quality Government (CQG).

The 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. It is imperative that State government supervisors and managers can competently organize, direct, monitor, and evaluate the personnel and programs for which they are responsible. To that end, the DOP offers courses to ensure that all supervisors and managers in affiliated agencies possess the requisite knowledge, skills, and abilities to successfully carry out the duties and responsibilities of their positions.

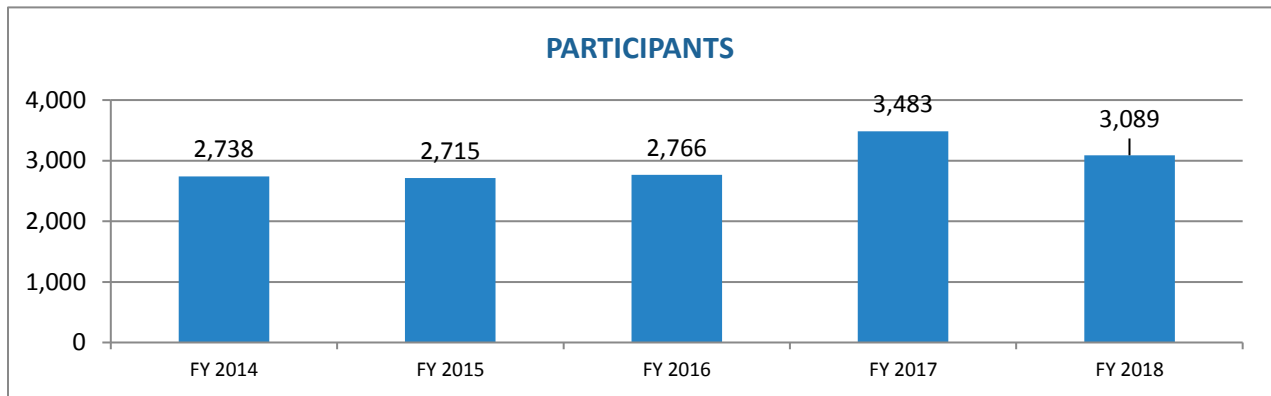
The Center for Quality Government was established in 1993 to provide a comprehensive management development curriculum for all State government administrators. The Center focuses on strategies and skills that will enable managers and supervisors to provide responsive services to the citizens of West Virginia; effectively manage financial and human resources; and promote high ethical standards. The Center's three principal components are *Supervising for Success*, *Managing for Excellence*, and *Train-the-Trainer: Developing Learning Leaders*.

Coursework offered by OHRD may be recognized by State colleges and universities for conversion to academic credit. It may qualify as Continuing Education Units (CEUs) and may also be submitted to State licensing boards for consideration towards meeting their mandatory continuing education requirements.

FY 2018 ACTIVITIES and ACCOMPLISHMENTS

The OHRD section continued its commitment to offering programs based on the training and development needs of the State workforce. Two regional training conferences were conducted in support of cost savings goals by reducing attendees' expenditures for travel expenses. These conferences took place at the Canaan Valley Resort and Lakeview Golf Resort and Spa, which resulted in 219 graduates overall. In addition, based on feedback from agencies, OHRD has offered two additional off-site trainings (one per quarter beginning January 2018) to bring training opportunities closer to those working in the field. These one-day, off-site training events resulted in 34 graduates.





OHRD conducted 130 regularly scheduled programs and seven special request programs constituting 154.5 days of training and 2,226 face-to-face graduates. Online class attendance consisted of 863 graduates.

The following courses were offered in support of DOP's *Supervisor/Manager Training Program Policy (DOP-P18)*:

- *Preventing Harassment: A Shared Responsibility (online & classroom)*
- *The Drug-Free Workplace (online & classroom)*
- *Managing and the Law (blended)*
- *Employee Performance Appraisal: The Foundation for Performance Management (online & 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 2,309 employees completed these programs in Fiscal Year 2018.

The DOP offered 17 additional training programs:

- *Anyone Can Lead*
- *Beyond Awareness: A Leader's Guide for Communicating Across Generations*
- *Building Resilience in Times of Change*
- *Coaching and Developing Employee Performance*
- *Creative Problem Solving*
- *Heading into Retirement: Planning for a Secure Future*
- *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*
- *New Employee Orientation: Welcome to State Government (online only)*
- *Project Management Primer: Communication Essentials*
- *Running Effective Meetings*
- *Train the Trainer: Developing Learning Leaders*
- *Writing for Results*

A total of 780 employees completed these programs in Fiscal Year 2018.



In FY 2018, OHRD's face-to-face no-show rate (i.e., the percentage of participants that do not show up for a training session) was 14.3%, which is up from last years' rate of 11%. OHRD has continued its practice of emailing the supervisors of all no-shows to determine reasons for missed classes.

In addition, during FY 2018, OHRD began its third and fourth annual Cohort Programs, which were 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. In addition to completing DOP-P18, the participants are eligible to receive one-on-one coaching and support from OHRD's Training and Development staff. Based on positive feedback from participants again this year, and a high number of applicants, a second session was added in June 2018.

OHRD is just about to complete production of the *Workplace Safety Online* class with the goal of offering it in FY 2019. This class is a 5-module, 6-hour class that is a DOP-P18 requirement. Participants will soon be allowed to take this class while remaining at their office and avoiding travel expenses. This brings the total DOP-P18 online-offered classes to six out of 11 classes.

OHRD engaged in 13 special requests for services in FY 2018. Of these, seven were strictly off-site training services, which resulted in a total of 109 participants. OHRD also provided consulting services with several different agencies, including six Needs Assessments, two of which resulted in long-term consulting projects.

OHRD has worked closely with the Director's office to develop the new Human Resources Academy (HRA) trainings for agency human resource managers and was able to support the design and delivery of 15 sessions this fiscal year including: Navigating the Registers Process for Online Hiring Center (OHC) Users (offered one time); The Life of a Position Description Form (offered one time); wvOASIS Transactions and Transitions: Requirements, Documents and Exceptions (offered two times); The HR Professionals Guide to EPAs (offered two times); About Time: Learning the Basics of Leave Usage (offered two times); Staffing the HR Function – Part 1 (offered two times); Before You Choose: Application Review at the Agency Level (offered two times); Leave Basics: Understanding the FLMA Process (offered two times); and The Pay Plan Policy: Making it Work for Your Agency (offered one time).

PERSONNEL TRANSACTION REVIEW

OVERVIEW

The Personnel Transaction Review (PTR) section establishes and maintains employee information systems and historical records for all covered state employees and affiliated county health departments. The section certifies personnel transactions and ensures 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 decision, 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 ensure compliance with existing statutes and legislative rules. PTR is



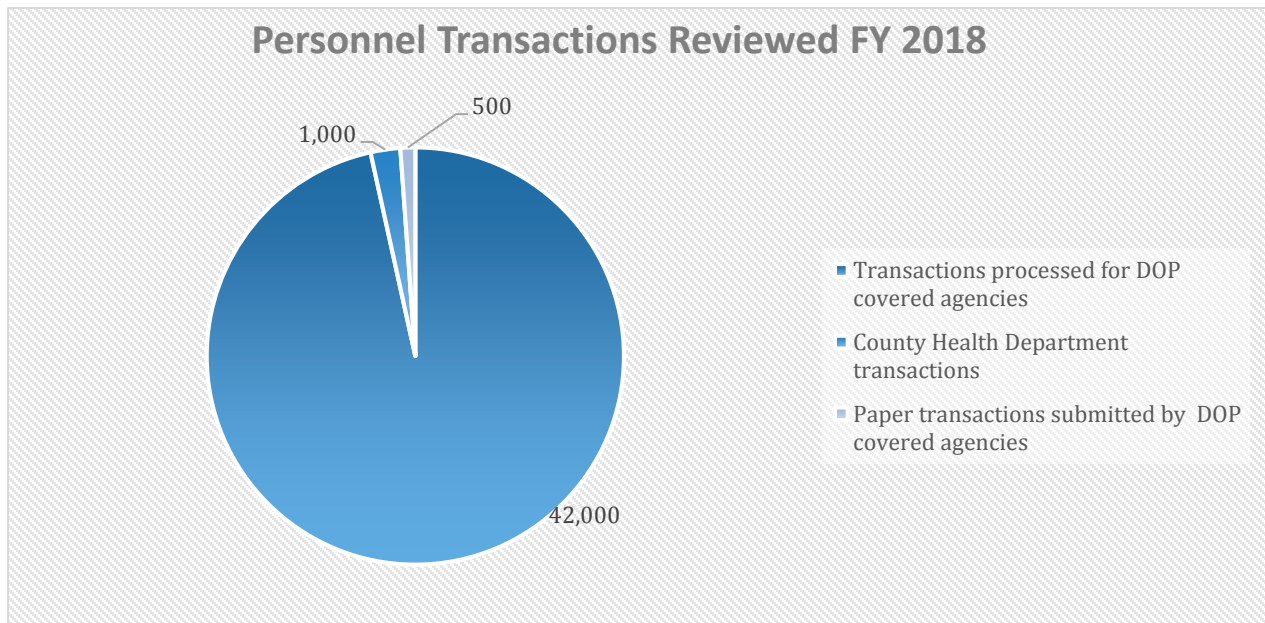
responsible for verifying calculations of the monetary awards and compensation changes, as well as calculating interest.

This section also presents proposals to the State Personnel Board for layoff or when county health departments request an across the board increase for their employees. 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 affected. 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 based on tenure.

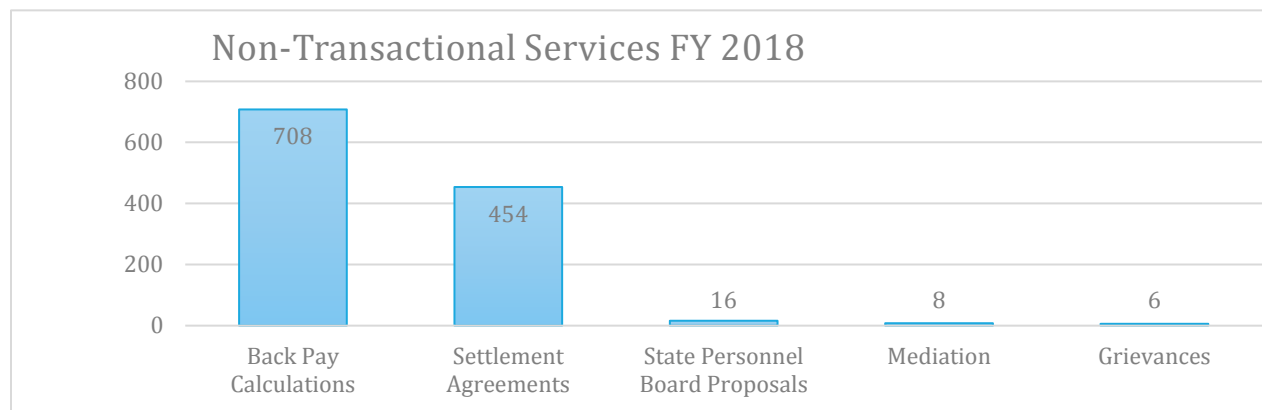
FY 2018 ACTIVITIES and ACCOMPLISHMENTS

There were over 42,000 personnel transactions reviewed and processed on behalf of covered state agencies. PTR staff also processed over 1,000 transactions for affiliated county health departments, and over 500 paper transactions were processed for various agencies.

Each transaction PTR processes is reviewed for compliance with applicable state statutes, regulations, policies, procedures, and compensation plans.



In this fiscal year, the PTR section presented 16 proposals to the State Personnel Board. PTR also represented the DOP in eight Level 2 mediation hearings and six Level 3 grievance hearings conducted by the West Virginia Public Employees Grievance Board. The PTR section verified 708 calculations for potential back pay awards and reviewed 454 settlement agreements.



STAFFING SERVICES

OVERVIEW

Staffing Services (Staffing) administers the application and selection process 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 employment consideration. Staffing maintains the applicant tracking records and recordkeeping system for the classified service and 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. Written examinations are administered at 11 locations throughout the state and are strategically located in order to serve every county. During FY 2018, Staffing conducted an audit of these locations to access onsite inventory, ensure security of the testing materials, and to establish highly accessible yet cost-effective testing schedules. Due to the consistently low volume of applicants testing at the Farmington and Welch locations, those test centers were closed, resulting in an annual savings of approximately \$2,280.

In addition to three weekly walk-in testing sessions in Charleston, Saturday testing is now offered twice per month. The implementation of Saturday testing has received positive feedback. Applicants also have frequent opportunities for walk-in testing in Beckley, Bluefield, Bridgeport/Clarksburg, Elkins, Huntington, Martinsburg, Moorefield, Parkersburg, 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. As a courtesy, the DOP sends testing reminders to applicants who have applied for positions requiring written examinations but have not tested.

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, public libraries and mobile devices. 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 recruitment 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 175 and 200 open announcements at any given 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 also available on a walk-in basis at the DOP office in Charleston.

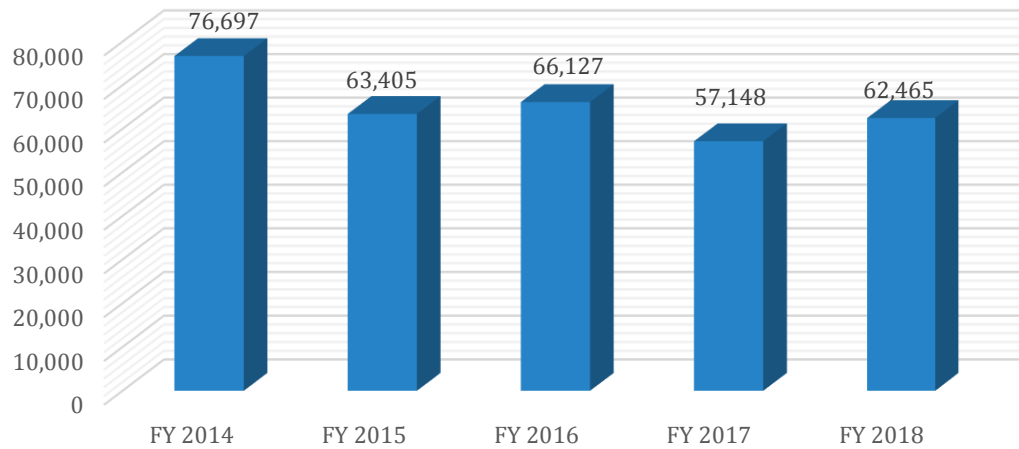
In addition to job counseling, DOP developed an online tutorial to guide applicants through the State of WV's online application process. The tutorial may be found at **www.personnel.wv.gov** under the Job Seekers tab.

FY 2018 ACTIVITIES and ACCOMPLISHMENTS

Staffing conducted a significant number of job counseling sessions and responded to approximately 13,000 phone, email and in-person requests for assistance and information about state employment opportunities. For FY 2018, continuous examination announcements were supplemented by 591 Public Service Announcements (PSAs). PSAs are used to establish lists of qualified applicants for positions with special critical skills requirements and/or those that have infrequent vacancies. Staffing created a dedicated email address for agencies to request PSAs to improve efficiency in the announcement process. The email address allows any staff member on the DOP announcement team to retrieve and process the request in a timely and efficient manner. 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.



Applications Reviewed



In the fiscal year, 12,865 online Interest Cards were completed. A total of 62,465 applications were reviewed and scored this fiscal year. Overall, application numbers remain consistently high. In FY 2018, 5,138 referral lists of qualified eligible applicants were certified to DOP covered agencies for hiring consideration, an increase of 412 lists as compared to FY 2017 and more than 800 compared to FY 2016. 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 an online typing skill assessment process for ease and efficiency of clerical job testing. Additionally, the DOP has been working diligently with the Office of Technology to migrate all DOP pre-employment exams to an online format.

Staffing participated in 40 recruitment events and spoke with approximately 900 potential applicants. These events consisted of externally sponsored job fairs as well as agency specific recruiting events in which Staffing provided a one-stop shop regarding application process guidance and intake, job counseling and on-site testing. Other events include informational sessions as well as minority and veterans career fairs aimed at enhancing the diversity of the State's workforce.

In addition, Staffing continued its partnership with the Department of Education and the Arts (now known as the Department of Arts, Culture, and History) for implementation of the 2018 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 goal of encouraging these students to remain in West Virginia after graduation. This year the Governor's Internship Program had 454 student applicants. A total of 20 state agencies and other organizations made one or more successful intern placement, providing 58 students from several colleges and universities with meaningful employment.



FACTORS IMPACTING DOP in FY 2019

- Although the moratorium was temporarily lifted on merit increases, 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 issues 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 decreased in FY 2018, 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.

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 schedule and compensation plan
- Offer flexible benefit options for workers seeking non-traditional benefits such as educational loan repayment
- Encourage promotion within, compensate strong performances, job progression, continuing education, and succession planning

