West Virginia
Division of Personnel

ANNUAL REPORT

FISCAL YEAR 2015

GOALS

To manage and monitor the West Virginia state government employment process from recruitment and testing through separation, and ensuring fair and equitable treatment in all aspects of employment.

To provide training and development opportunities to all state employees.

To provide accurate and meaningful information regarding work-related issues to all state employees.

To participate in the implementation of the wvOASIS Enterprise Resource Planning (ERP) system.

West Virginia Division of Personnel
An agency under the Department of Administration

Sara P. Walker, Director

Earl Ray Tomblin, Governor Jason C. Pizatella, Acting Cabinet Secretary

STATE PERSONNEL BOARD
Jason C. Pizatella, Chairman
Mark Carbone ✦ Sharon Lynch
Eugene Stump ✦ Elizabeth Walker
Erica Mani

December 1, 2015

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

Ladies and Gentlemen:

It is with pleasure that I submit to you the Fiscal Year 2015 Annual Report for the West Virginia Division of Personnel.

In accordance with West Virginia Code § 29-6-7(b) (11), we have prepared this report to share with you our achievements during Fiscal Year 2015. I hope you find this report informative, and I welcome your inquiries regarding any of the material it contains.

Sincerely,

Sara P. Walker
Director of Personnel

cc: Jason Pizatella, 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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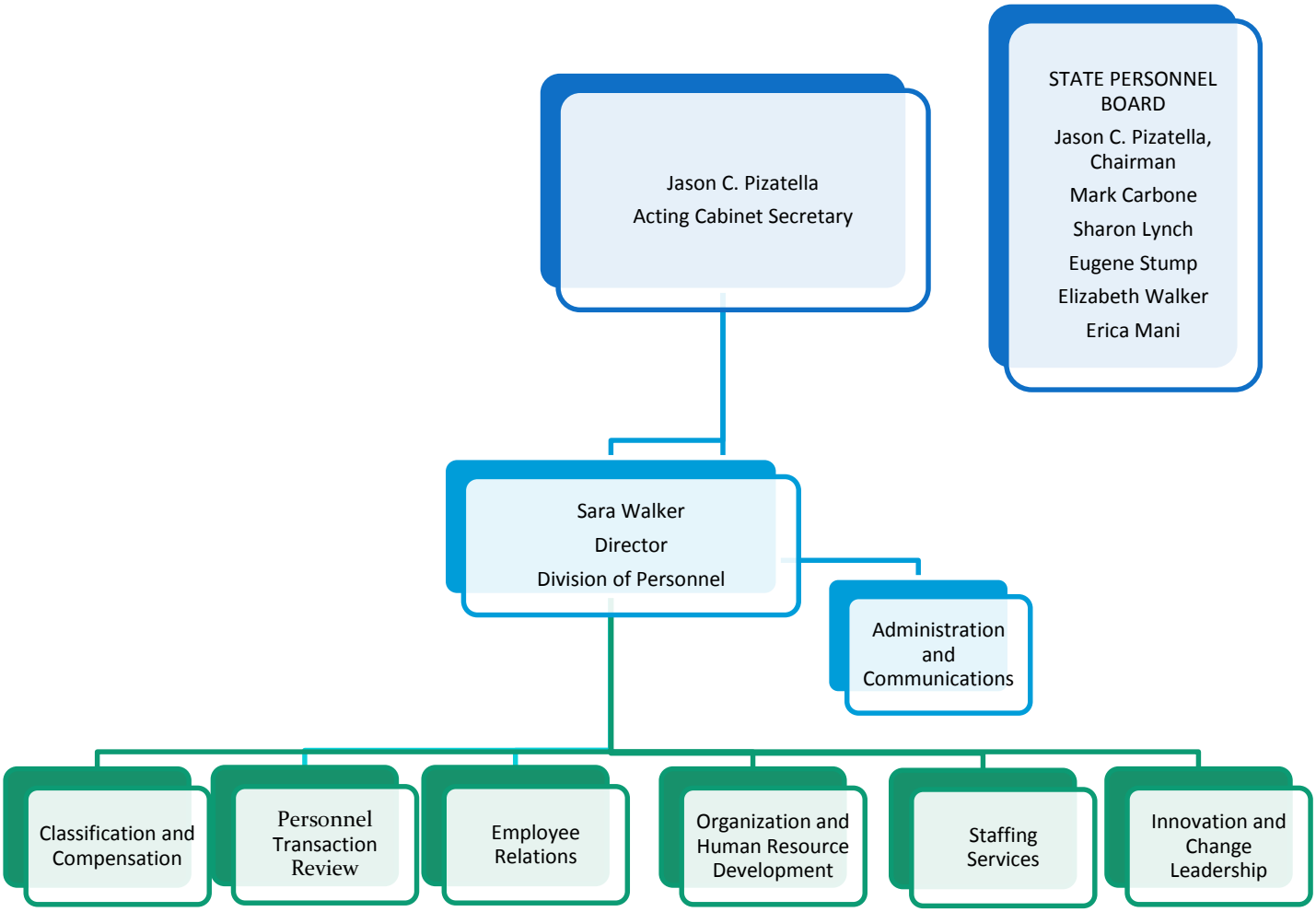
ORGANIZATIONAL CHART



OVERVIEW

MISSION

The mission of the Division of Personnel (DOP or Division) is to provide personnel management programs to support state agencies in employing and retaining individuals of the highest ability and integrity to provide efficient and effective governmental services for the citizens of West Virginia. Key to this mission is the creation of an environment that engenders trust and confidence at all levels, and promotes personal and professional growth.

INTRODUCTION

The Division of Personnel 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. Division of Personnel services touch all aspects of employment from application and hiring through separation or retirement.

The Division's goal is to ensure that state government is staffed by a diverse workforce which is skilled, dedicated, and 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 while assuring fair treatment of employees in all aspects of personnel administration.

The Division of Personnel serves as liaison and coordinator to the State Personnel Board. The six member Board, appointed by the Governor and chaired by the Cabinet Secretary for the Department of Administration, meets monthly on the third Tuesday at 1:00 P.M. Meetings are held at the West Virginia State Capitol in Building 6, Room 416. The Division 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, and requests for approvals of secondary employment, class specifications and pay plan issues as well as similar items for county health departments.

As a source for sharing current information, the Division sponsors the monthly Human Resource Advisory Committee (HRAC) to communicate with human resources employees in the Executive Branch. The meeting is held on the second Thursday of each month at 9:00 AM, at the West Virginia State Capitol in Building 6, Regents Room. This meeting serves as a platform for exchanging information between Division leaders and human resource staff members representing DOP-covered state agencies.

A wealth of employee and supervisory information is provided through the Division website. It is a subsection of the West Virginia site, www.wv.gov and accessible through links for Employment and Division of Personnel. Once in the Division website, www.personnel.wv.gov, visitors can find information specific to each Division section, sample documents for supervisors; training tools; DOP law, rules, policies and interpretive bulletins; frequently asked questions; a Bulletin Board and many other resources for personnel administration and employee assistance.

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

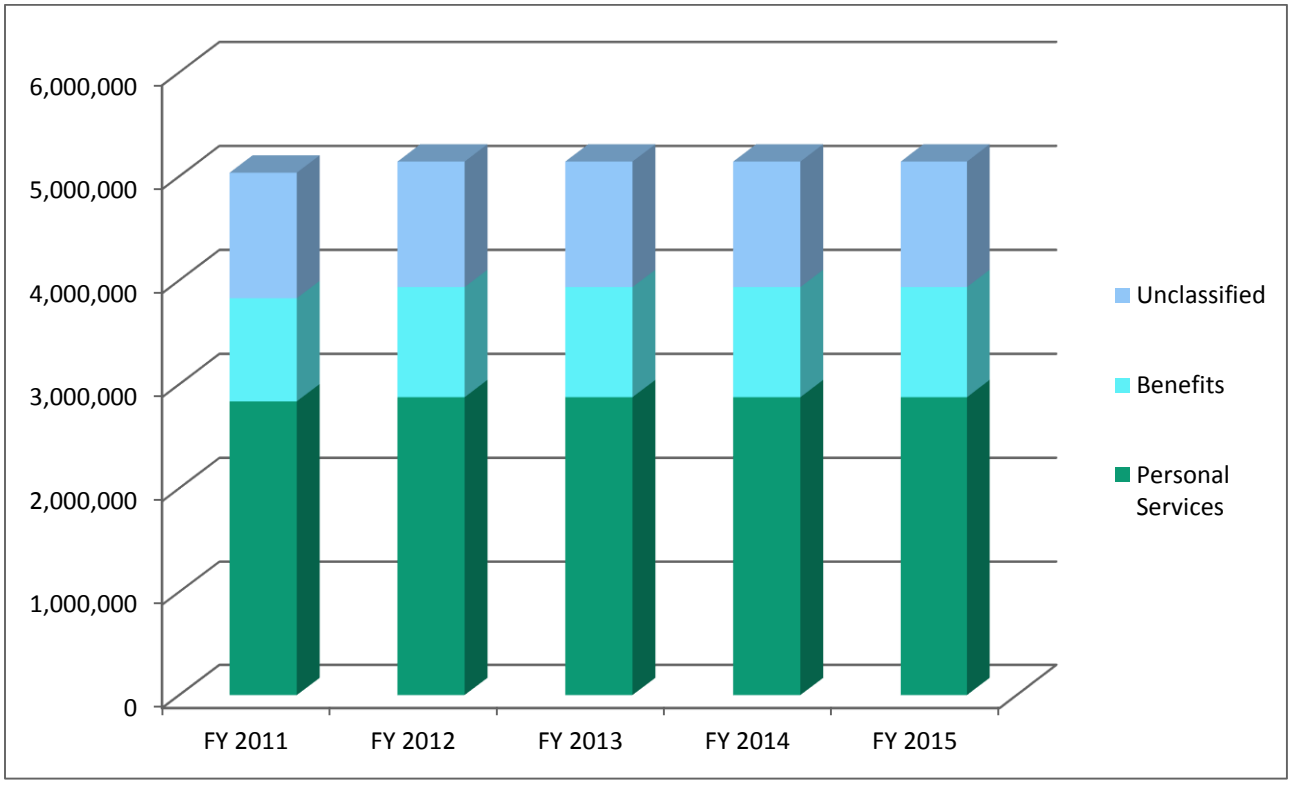
- **Administration and Communications**
- **Classification and Compensation**
- **Employee Relations**
- **Innovation and Change Leadership**
- **Organization and Human Resource Development**
- **Personnel Transaction Review**
- **Staffing Services**

BUDGET

The Division of Personnel's Budget for 2015 was $5,141,821. The Division's budget has remained stable over the course of the past five fiscal years, increasing by $107,298 from 2011 to 2012. Over $67,665 of this budget increase is attributable to increases in the cost of employee benefits over this period of time.

Division of Personnel Budget Information

DOP Budget History				
FY	**Personal Services and Annual Increment**	**Benefits**	**Unclassified**	**Total**
2011	$ 2,835,777	$ 991,588	$ 1,207,158	$ 5,034,523
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



ADMINISTRATION and COMMUNICATIONS

STAFF

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

OVERVIEW and ACCOMPLISHMENTS

The Administration and Communications section coordinates the financial and communications (including mail service) functions of the Division as well as the functions of the State Personnel Board. The employees serve as advisors to the Director providing workforce analytics, project management, and input into key functions within the Division.

The Division has supported the wvOASIS, ERP system development for several years through the loan of employees. A returning DOP employee provided the support for the roll-out of the system which will continue into FY 2016. Much of the work in FY 2015 involved assimilating Division policies and procedures into the design of the new system and maintaining strong communication between DOP and the wvOASIS team.

In order to provide a mobile-friendly and improved web experience for visitors to the Division website, www.personnel.wv.gov, DOP has contracted with *West Virginia Interactive*, the www.wv.gov webhost, for a redesign of the site. Improved functionality along with a design that complements the West Virginia state site is the focus for the changes. The project is scheduled for completion during 2016.

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 Division website. To research information about policies, agencies' activities, honors/awards, training opportunities, insurance and retirement information, as well as other work and employment news, back copies of the *Stateline* newsletter, formerly printed by DOP, can be accessed at: www.personnel.wv.gov/employees/Stateline-Newsroom/Pages/default.aspx .

CLASSIFICATION and COMPENSATION

STAFF

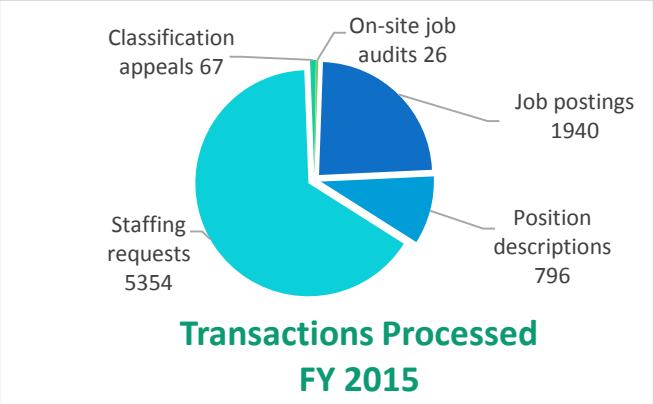
The Classification and Compensation section has nine employees consisting of an Assistant Director, one Administrative Services Manager I, one Personnel Specialist Senior, five Personnel Specialists, and one Secretary II.

OVERVIEW

The Classification and Compensation section is responsible for the development, maintenance, and revision of the classification and compensation plans for all positions in the classified service and a classification plan for all positions in the classified-exempt service. The classification and compensation plan organizes job classifications into related and meaningful groups for legally required hiring standards and pay relationships.

The Classification and Compensation section spent much of the fiscal year focusing on the new **PLANS** (**P**reparing, **L**eveling, **A**dopting, **N**egotiating, **S**tructuring) classification project. The **PLANS** project was put on indefinite hold in May 2015 until the payroll/human resources portion of wvOASIS is fully implemented.

This section also reviews all personnel transactions and agency staffing requests for compliance with the classification and compensation rules, policies, and practices. They work cooperatively with user agencies in the development of new and revised job classifications based on new programs, reorganizations, and new technology in the workplace. Further, the staff assists user agencies in responding to severe recruitment and retention problems and other compensation related issues.



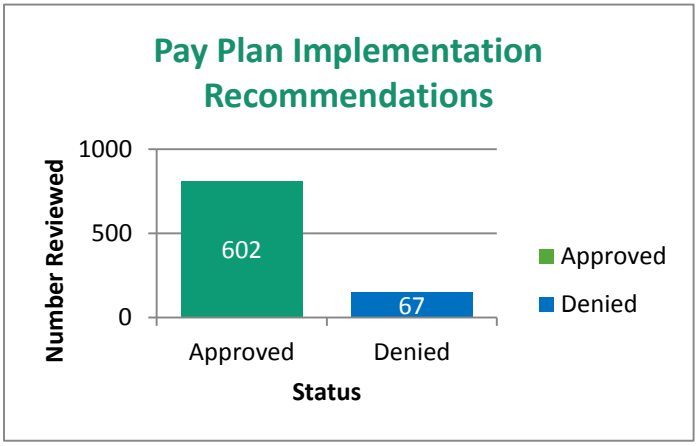
An important element of this analytical work involves conducting and participating in a variety of salary surveys on a national, regional, and local basis. In FY 2015, the section made contributions to four major national surveys and a variety of state and regional surveys, resulting in a total of 40 salary surveys in FY 2015.

A significant responsibility of the Classification and Compensation section is to present technical data and regulatory interpretations at Level 2 and Level 3 grievance hearings in defense of the classification and compensation plans. Also, agencies may call upon the Classification and Compensation section to explain regulatory interpretations at Level 1 grievances. This section works in cooperation with the Attorney General's Office to represent the Division of Personnel at grievances filed by employees.

FY 2015 ACTIVITIES and ACCOMPLISHMENTS

Currently the Classification and Compensation section is consulting with state agencies on the allocation of positions into the new classification structure. A compensation report is being developed by the staff for the **PLANS** Project Steering Committee.

During FY 2015, the section reviewed 602 recommendations for salary adjustments authorized under the DOP Pay Plan Implementation Policy. Of the 602 recommendations, 67, representing 11%, were denied.



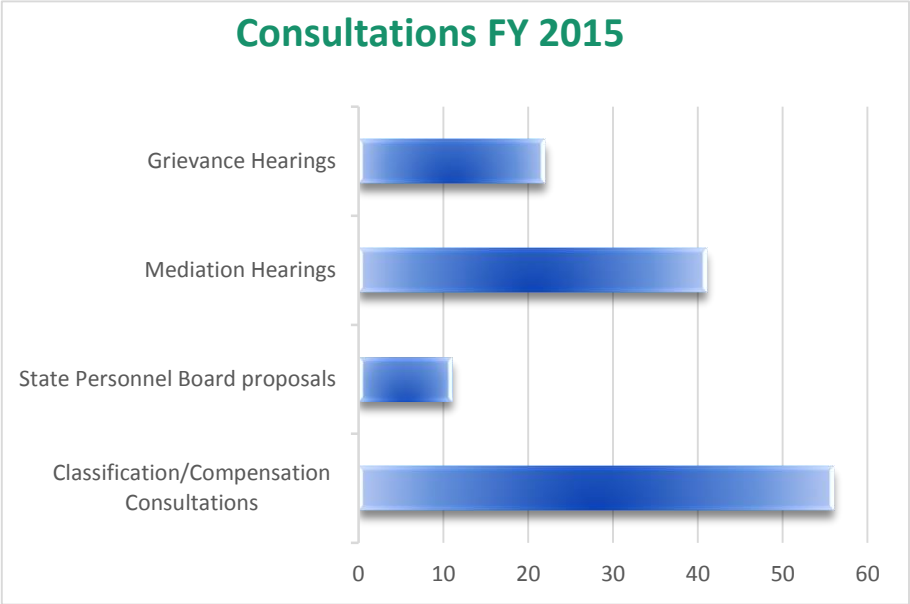
FY 2015 TRANSACTION ACTIVITY

The section also processed 1,940 personnel transactions related to classification or compensation, evaluated 796 position description forms, reviewed/processed 5,354 staffing request forms for job vacancy postings, reviewed 67 classification appeals, and conducted 26 on-site job audits. This total of 8,183 transactions does not include the email and telephone consultations plus walk-in visitors that are a regular part of daily activity for all Classification and Compensation staff members.

The Classification and Compensation section continues to implement and maintain the current classification and compensation plan, while developing a new classification and compensation plan.

CLASSIFICATION and COMPENSATION CONSULTATIONS

In this fiscal year, the section provided 56 specialized consultations to agencies on matters of classification and compensation, presented 11 proposals for classification and compensation plan revisions to the State Personnel Board, and represented the Division in 41 mediation hearings and 22 grievance hearings. The number of agency consultations increased this fiscal year by 41 for two reasons: (1) agencies are facing more recruitment and retention issues, and (2) staff is consulting with agencies on the proposed classification and compensation plan.



EMPLOYEE RELATIONS

STAFF

The Employee Relations section employs five staff members consisting of: one Assistant Director, two Personnel Specialists Senior, one Personnel Specialist, and one Secretary II.

OVERVIEW

The Employee Relations 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. During Fiscal Year 2015, Employee Relations reviewed 20 draft internal agency policies to ensure that the policies conformed to merit principles.

The core function of Employee Relations 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 Division's statute, DOP legislative rules, personnel policies, disciplinary actions, and grievances.

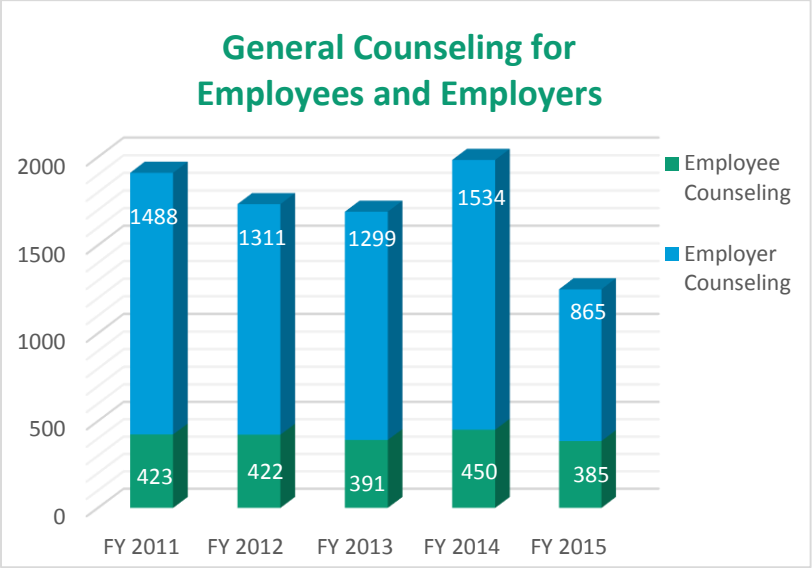
FY 2015 ACTIVITIES and ACCOMPLISHMENTS

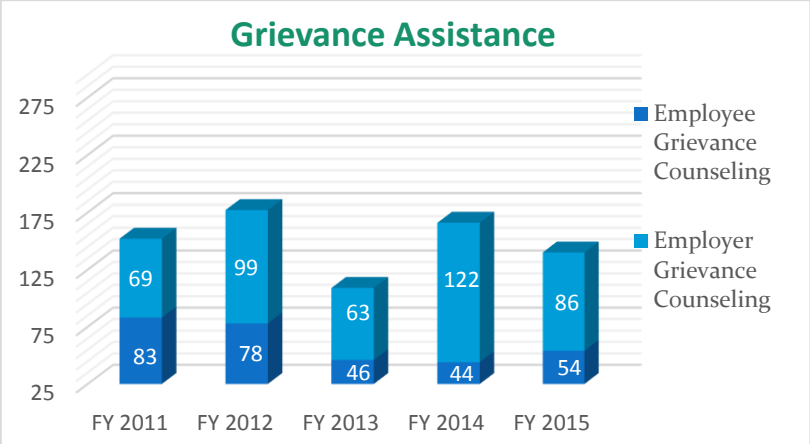
Staff responded to 1,250 general inquiries. Of those, 385 were from employees, while 865 were from employers. In conjunction with individual technical assistance for employers and employees, this section also conducted 41 training

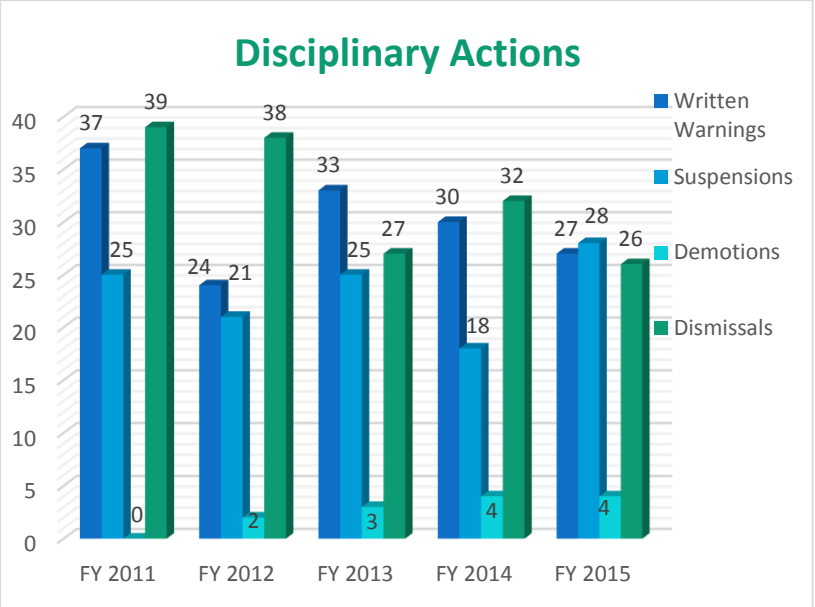
sessions, which covered a variety of human resource topics including general personnel management, due process procedures, Division of Personnel rules and policies, maintaining a drug- and alcohol-free workplace, prohibited workplace harassment, and employment-related laws including the federal Family and Medical Leave Act (FMLA) and Fair Labor Standards Act (FLSA).

A major function of the Employee Relations section is to provide specialized grievance counseling. This is accomplished by providing information from a neutral position to both employees and employers regarding all aspects of the grievance procedure. Some of the topics covered are time frames for each step of the three-level process, notification requirements, burden of proof, and providing information about decisions made on similar cases. Employee Relations staff responded to 54 grievance-related inquiries from employees and 86 grievance-related inquiries from employers, for a total of 140 inquiries this fiscal year. Employee Relations staff also testified at three grievance hearings.

Employee Relations strives to ensure that disciplinary action is administered fairly and only for good cause. Employee Relations also seeks to ensure that employees' substantive and procedural due process rights are preserved. Employee Relations staff assisted employers with 85 disciplinary actions. These consisted of 27 written warnings, reprimands, or plans for performance improvement; 28 suspensions; four disciplinary demotions; and 26 dismissals. In addition, the Employee Relations section added and updated sample letters, settlement agreements, and similar documents to the Division of Personnel website during Fiscal Year 2015 in an effort to increase consistency in personnel actions taken by classified agencies.







The Employee Relations section also processes applicant criminal records checks and makes determinations of suitability for certain classified agencies based upon these records. Employee Relations expanded their services in Fiscal Year 2015 by establishing a process by which agencies may request state-only criminal record checks for temporary and exempt positions. The Employee Relations staff received 136 criminal record reports from the West Virginia State Police and/or the Federal Bureau of Investigation. Employee Relations was audited by the Federal Bureau of Investigation March 11, 2015. Results of the audit confirmed that the Division of Personnel was in full compliance and was, in fact, the most compliant agency among all state agencies audited during the audit period.

Employee Relations staff is responsible for making suitability determinations regarding re-employment of individuals dismissed from agency employment in the classified service. Written notice is provided to the former employee accordingly. During Fiscal Year 2015, 194 re-employment suitability determinations were made and documented.

The role of Employee Relations is significant in the development and ongoing refinement of the Division of Personnel's laws, rules, and policies. In addition, Employee Relations authors a variety of human resource guidance documents made available on the Division of Personnel website. Several of these policies and guidance documents were updated during FY 2015. The updates included:

- **Rescinded the Delayed Payroll Assignment policy (*all employees with current pay status were moved to arrears July 1, 2014, as part of the wvOASIS ERP system implementation*)**
- **Emergency Situations/Inclement Weather policy**
- **Supervisor's Guide to Attendance Management**
- **Supervisor's Guide to Employee Conduct**
- **Reference Guide to Federal Family and Medical Leave & West Virginia Parental Leave**
- **Supervisor's Guide to Crediting the Annual Military Leave Allotments**
- **Return to Work Guidelines**

The Division 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.

INNOVATION AND CHANGE LEADERSHIP

STAFF

The Innovation and Change Leadership (ICL) section consists of one Assistant Director and part-time support from one Personnel Specialist in the Organizational and Human Resource Development section.

OVERVIEW

In June 2015, the Division of Personnel created a new section, the Office of Innovation and Change Leadership (ICL). The purpose of the section is to initiate, accelerate, and facilitate change efforts that enhance the effectiveness of human resource services in West Virginia state government. ICL serves as an organizational operating system within DOP that helps to lead and manage strategic change initiatives.

ICL works collaboratively with state human resource practitioners, subject-matter experts, and government leaders to solve tough problems and embrace improvement opportunities. ICL also provides training and consultation to leaders on effective change strategies and practices.

Projects are chosen based on potential for positive outcomes and strategic impact in addition to the alignment with merit system principles and existing law, rule, and policy. Further criteria includes the best interest of taxpayers and the client's willingness to develop a partner relationship with DOP.

PERSONNEL TRANSACTION REVIEW

STAFF

The Personnel Transaction Review (PTR) section is made up of a staff of eleven, consisting of one Assistant Director, three Personnel Specialists Senior, four Personnel Specialists, one Personnel Specialist Associate, and two Office Assistants.

OVERVIEW

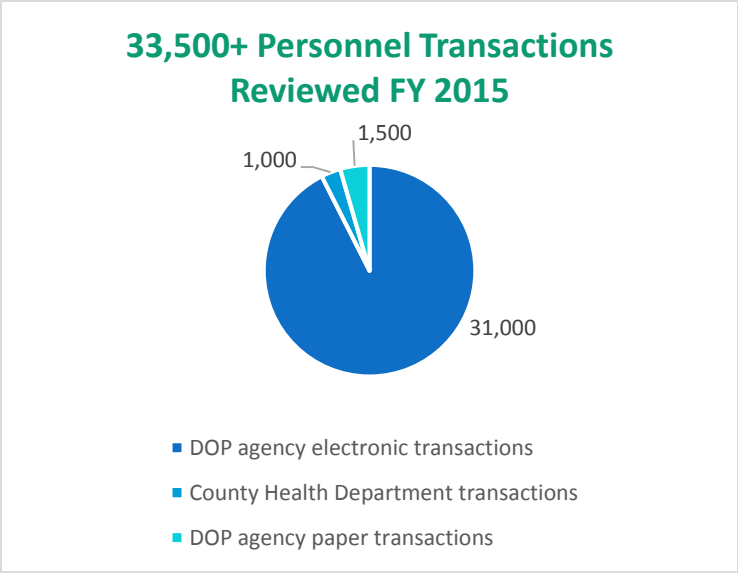
The Personnel Transaction Review section establishes and maintains employee information systems and historical records for all State employees and many county health departments. Staff of the section certify personnel transactions and assure that all transactions are in compliance with applicable state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

Back pay awards may be granted as a result of a grievance procedure, court order, settlement agreement, or an order from the United States Department of Labor. The Division of Personnel assists state agencies in processing back pay awards to render them in an efficient manner and in compliance with existing statutes and administrative rules. This section is responsible for verifying calculations of the monetary awards and compensation changes, and 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 affected. Layoffs are most often caused by a reduced workload, curtailment of funds, or reorganization of departments, agencies, or work units. Layoffs affecting permanent employees are structured according to job classification on the basis of tenure.

FY 2015 ACTIVITIES and ACCOMPLISHMENTS

There were over 31,000 personnel transactions processed on behalf of covered state agencies for review by the Division of Personnel. PTR staff also processed over 1,000 transactions for county health departments, and around 1,500 transactions were processed on paper. Each transaction was reviewed for compliance with applicable state statutes, regulations, policies, procedures, and compensation plans.

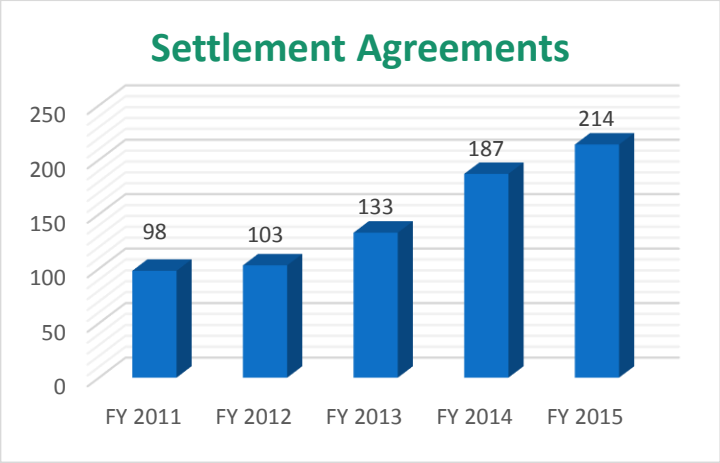


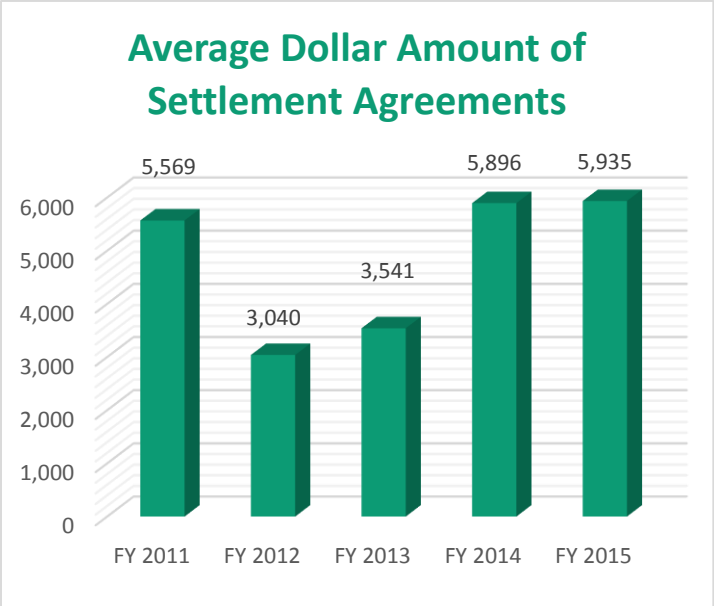
Effective May 16, 2015, the wvOASIS payroll/human resource system was implemented. The Division began processing transactions in that system for the Division of Natural Resources, Department of Transportation, and Department of Administration.

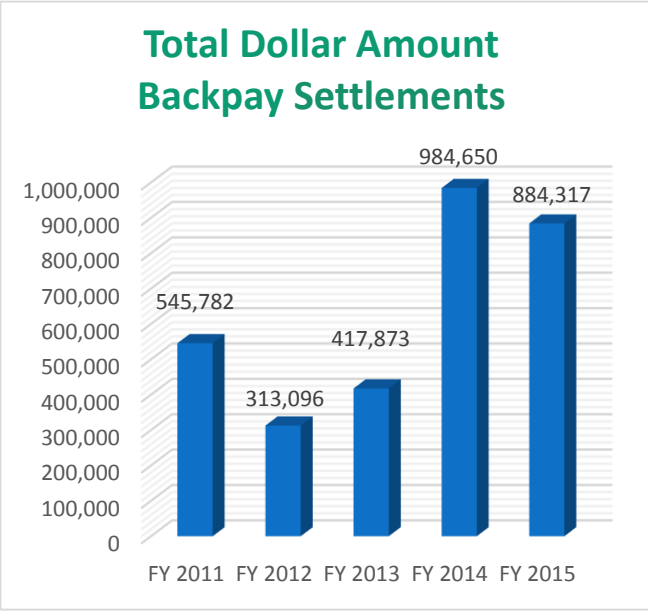
The Personnel Transaction Review section processed 214 settlement agreements in 2015. Of those, 149 included back wages.

$ 845,370	Back Wages
$ 38,948	Interest
$ 884,317	Grand Total
$ 5,935	Average Dollar Amount

The average dollar amount of all settlement agreements increased, while the total dollar value per agreement decreased this fiscal year.







ORGANIZATION and HUMAN RESOURCE DEVELOPMENT

STAFF

The Organization and Human Resource Development (OHRD) section consists of seven staff members including one Assistant Director, two Training and Development Consultants, two Personnel Specialists, an Office Assistant III, and one Secretary II.

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 Program Policy; and directs the activities of the *Center for Quality Government* (CQG).

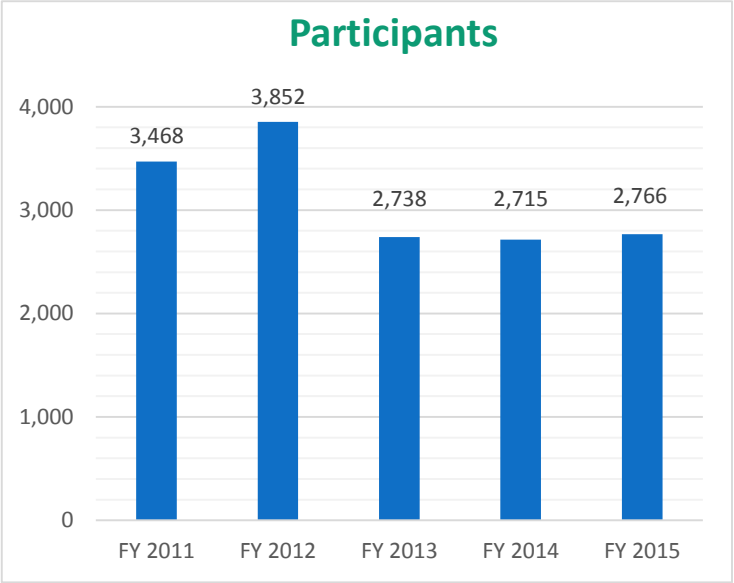
The goal of OHRD is to foster higher competency in critical managerial functions, ensure that public funds are expended judiciously and public services are provided in an effective and efficient manner. It is imperative that the state government supervisors and managers are able to competently organize, direct, monitor, and evaluate the personnel and programs for which they are responsible. To that end, the Division of Personnel 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 *Teaching: The Heart of Leadership*.

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 2015 ACTIVITIES and ACCOMPLISHMENTS

The Division of Personnel 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 both the Division's and section's cost savings goals, reducing attendees' expenditures for travel expenses. These conferences took place at Canaan Valley Resort and Glenville Corrections Academy and resulted in 225 graduates.



In addition, this fiscal year, OHRD has played a key role in the development and facilitation of a DOP HR Leadership Academy conference resulting in 40 graduates. These conferences are meant to support HR personnel in supported agencies with the goal of increasing quality and accuracy in personnel transactions.

OHRD conducted 117 regularly scheduled programs and four special request programs constituting 126 days of training and 2,170 graduates. Online class attendance continued to grow with 596 graduates.

OHRD is also working to expand and diversify the learning opportunities available to supervisors/managers via online and blended course offerings. In FY 2015, OHRD released an online option for the *Employee Performance Appraisal* course. This addition allows supervisors/managers to complete three-fifths of the Component I requirements of the DOP-P18 policy online. OHRD is also offering shorter, on demand OHRD Learning Blasts on certain topics; the newest ones are *Harassment in the Workplace* and the *Emergency Situations/Inclement Weather Policy*, which will be available in FY 2016.

In FY 2015 OHRD's no-show rate (i.e., the percentage of participants that do not show up for a training session) was 13.3%, which is down from previous years (16% in FY 2014). However, further investigation indicates that increased enrollments in online courses artificially decreased the no-show rate as online no-shows (i.e., people who do not attempt to take an online training course) are not currently being tracked. New monitoring tools are in development.

The following courses were offered in support of the Division's Supervisor/Manager Training Program Policy:

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
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 2,066 employees completed these programs in Fiscal Year 2015.

The Division of Personnel offered 22 additional training programs including:

Accountability: Creating a Culture That Gets Results
Anyone Can Lead
Business Etiquette and Professionalism
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
Ethics in Action: An Introduction to the WV Ethics Act
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
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
Supervising for Success III: Leadership Essentials
Time Management
Train the Trainer: Developing Learning Leaders
Where Did Everybody Go? Employee Retention in Tough Times
Writing for Results

In Fiscal Year 2015, 700 employees graduated from these programs.

In addition to providing educational opportunities through traditional and online training courses, OHRD also has been experiencing an increase in the number of requests for coaching/consultation interventions. During FY 2015, OHRD engaged in 22 consultation projects for various state agencies including the Department of Administration, the Department of Transportation, the Department of Health and Human Resources, the Auditor's Office (wvOASIS Project), the Department of Tax and Revenue, the Department of Military Affairs and Public Safety, and the Department of Education and the Arts. These consulting projects ranged in scope; yet together, the projects spanned consulting solutions in these six areas:

- **Executive coaching**
- **Trainer/subject-matter-expert coaching and consultation**
- **Change leadership/management**
- **Team development**
- **Coaching/development of individual performers**
- **Performance management**

STAFFING SERVICES

STAFF

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

OVERVIEW

Staffing Services administers the hiring system for the classified service by establishing valid and reliable selection procedures for recruiting, assessing, and evaluating applicants; creating lists of qualified applicants; providing the best-qualified applicants to state agencies for interviews; and evaluating the qualifications and credentials of applicants applying for internal job vacancy postings.

The Division of Personnel is committed to maintaining convenient and accessible testing opportunities for applicants. Testing locations for written examinations are available in 13 locations throughout the state. The final audit of these locations was completed this fiscal year accessing onsite inventory and assuring 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. The Division of Personnel 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 Division of Personnel 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 Division typically responds to an agency request to open a recruitment announcement 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 may include 40-50 continuously announced written tested job titles and 50-80 jobs which are continuously open for applicant evaluation on the basis of education and experience.

Job counseling is a widely used public service provided by the Division of Personnel. Individuals seeking employment in state government can visit the Division of Personnel 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 Division office in Charleston.

Staffing Services is responsible for the development and improvement of applicant selection procedures, which ensure that only the most qualified candidates are referred for appointment to state jobs. The section assists state agencies

in creating a quality workforce that reflects the rich diversity of the state and that recognizes merit and welcomes, respects and values the contribution of all people.

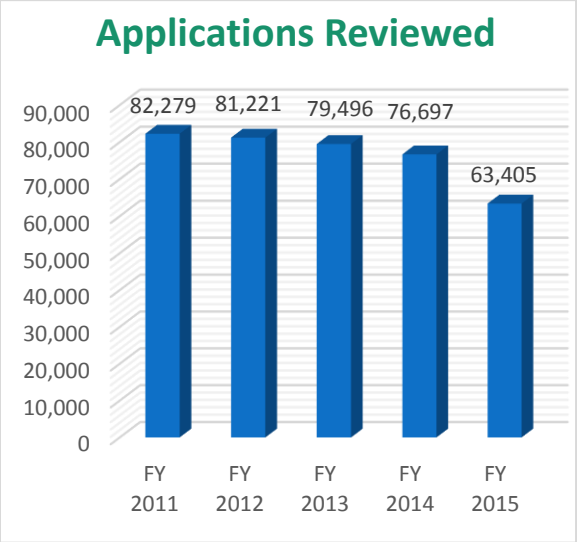
In addition, Staffing Services continues to maintain joint responsibility with the Division of Rehabilitation Services in administering the Selective Placement Program for the evaluation and placement of qualified persons with severe disabilities in state government employment. This program enables qualified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

FY 2015 ACTIVITIES and ACCOMPLISHMENTS

The Staffing Services section cooperated with the Division of Rehabilitation Services to process seven referrals in the Selective Placement Program for Persons with Severe Disabilities.

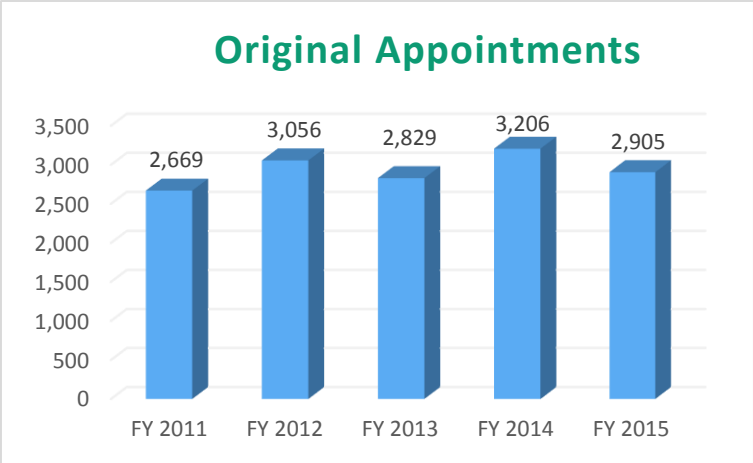
To improve efficiency in the announcement process, this section continued to reduce the number of continuously open jobs. This has allowed the section to focus on announcing specific position vacancy job opportunities and tailor the announcement to the specific agency, location, and position duties. Continuous examination announcements were supplemented by 443 special limited-time announcements. These are used to establish lists of qualified applicants for positions with special critical skills requirements and/or have infrequent vacancies.

Staffing Services staff 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 opened for applications. This year 15,869 online Interest Cards were completed.



A total of 63,405 applications were reviewed and scored this fiscal year. Overall, application numbers remain consistently high.

In FY 2015, approximately 5,602 referral lists of qualified eligible applicants were certified to DOP-covered agencies for hiring consideration. Agencies made 2,905 original appointments (new hires to DOP-covered agencies in state government) from these referral lists. The Division 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 Services continued to make the application process more efficient by implementing an online typing skill assessment process. This procedure has greatly improved the ease and efficiency of clerical job testing. In addition, we combined General Written and Clerical testing dates to make all examinations available at each of the thirteen test sites on any test date.

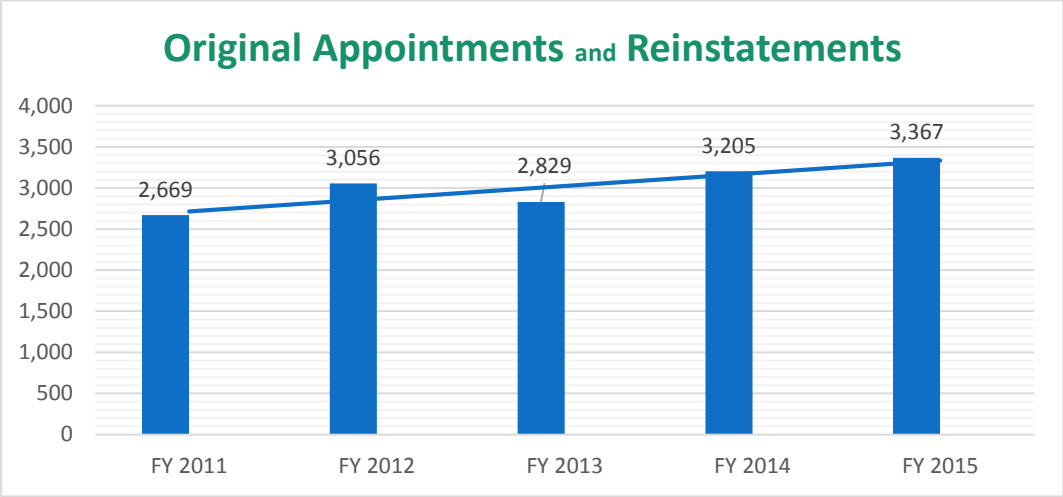
Personnel Specialists participated in 44 outreach recruitment events. These events included those sponsored by colleges and universities, veterans' organizations, technical schools, and community organizations. Recruiters spoke with more than 1,600 prospective employees this year.

Staffing Services coordinated the fourth annual State Government Career Fair sponsored by the Division in collaboration with WorkForce West Virginia. This major event was held on May 7 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 Services continued its partnership with the Department of Education and the Arts for implementation of the 2015 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 465 student applicants. A total of 32 state agencies and other organizations made one or more successful intern placements, providing 96 students from several colleges and universities with meaningful summer employment.

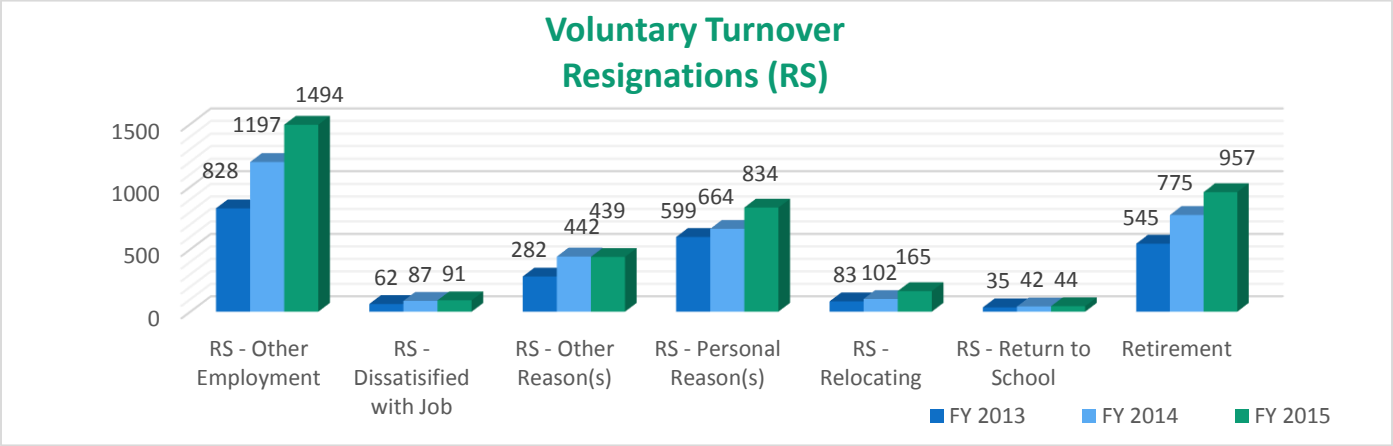
FACTORS IMPACTING STATE EMPLOYMENT

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 2015, there were 3,367 original appointment and reinstatement transactions included in the 33,500 personnel transactions processed by the Personnel Transaction Review section.



In FY 2015, 4,077 DOP-covered employees left employment with the state of West Virginia for the following reasons:

- **Accept other employment**
- **Dissatisfied with job**
- **Personal**
- **Return to school**
- **Retirement**
- **Death**
- **Relocation**



The impact on state employment from Voluntary Turnover as charted above for FY 2013, FY 2014 and FY 2015 results in loss of knowledge, increased recruiting and training costs, diminshed interest in state government employment, and many other residual effects.

Retirements statewide represent 23% of the 4,077 DOP-covered employees who left West Virginia state employment in FY 2015. An additional 1,494 employees (37% of FY 2015 resignations) left state government to accept other employment. Feedback indicates that employees leave for other employment to eliminate the impact of static merit/salary movement and salary compression. The absence of merit increases over the past decade, combined with the increase in minimum wage, has raised the floor of the salary schedule with minimal movement occurring for current employees within the schedule. The pay plan and minimum wage issues will be compounded by the minimum wage increase mandated for January 2016.

These compensation restrictions are a barrier 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.

Public sector employment has traditionally been appealing to applicants seeking job security and stable benefits. In this fiscal year, West Virginia state employment has been impacted by spending cuts and elimination of jobs, slowed wage growth and increased employee benefit costs. These factors diminish interest in public sector employment and impact recruiting as well as retention. The generous annual, sick and holdiay leave and rich retirement plans are not meeting the needs of college graduates concerned with education expenses. While there is still appeal for public sector employment and serving the needs of the state, the cost of low salaries often outweighs the benefits of public service for many applicants.

OPTIONS FOR CONSIDERATION

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 affected by relocation and to potentially decrease the number of workers who leave state employment.

- **Salary structure and pay plan**
- **Merit increases, promotional increases and salary alignment**
- **Flexible benefit options to address educational loan repayment**
- **Promotional opportunities, job progression and succession planning**