



West Virginia
Division of Personnel

ANNUAL REPORT
FY 2017



West Virginia Division of Personnel

An agency under the Department of Administration

Sheryl R. Webb, Director

Jim Justice, Governor

John A. Myers, Cabinet Secretary

December 06, 2017

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

Dear Friends of the Division of Personnel:

In August 2017, I was given the honor of being named the Director of the Division of Personnel. I am looking forward to moving the agency forward by streamlining processes to ensure we are providing the best services possible.

It is my pleasure to share with you the achievements of the West Virginia Division of Personnel for Fiscal Year 2017, 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: John Myers, Cabinet Secretary
Department of Administration

State Personnel Board

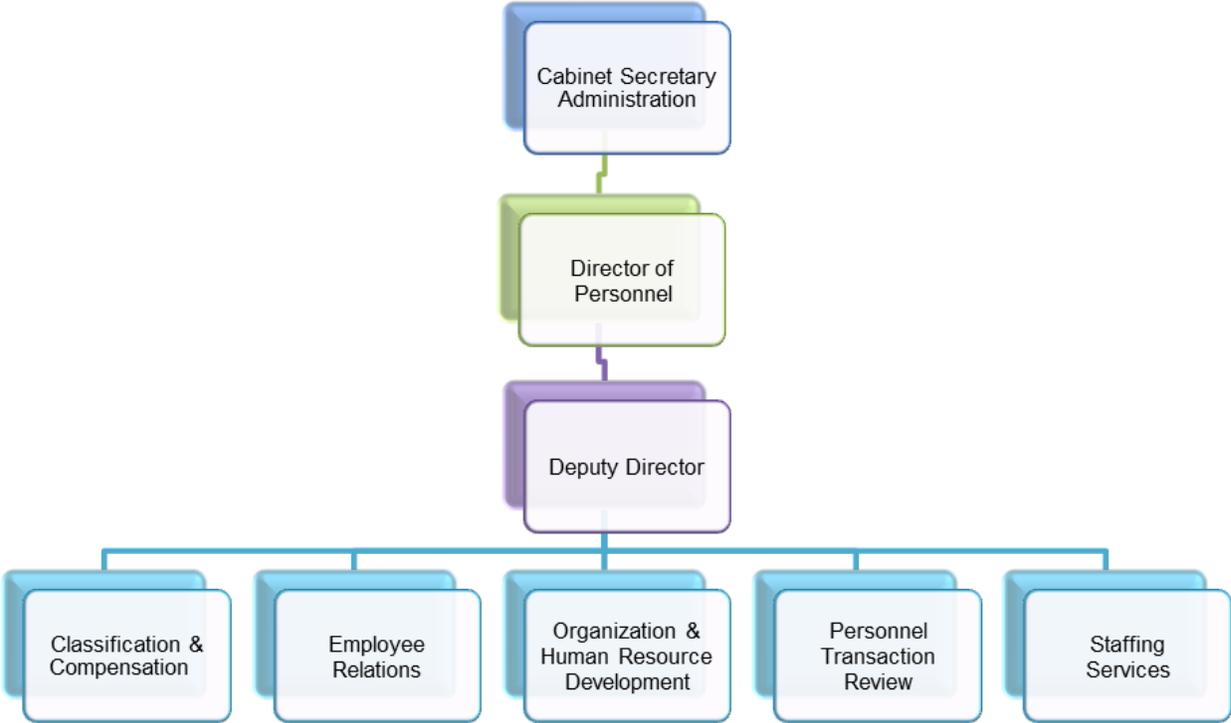
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THE DIVISION OF PERSONNEL IS AN EQUAL OPPORTUNITY EMPLOYER

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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 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 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. 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 Budget appropriation for Fiscal Year 2017 was \$5,141,821. The DOP’s budget has remained stable over the course of the past five fiscal years.

| DOP Budget History | | | | |
|--------------------|--------------------------------------|--------------|--------------|--------------|
| FY | Personal Services + Annual Increment | Benefits | Unclassified | Total |
| 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 |
| 2017 | \$ 2,875,410 | \$ 1,059,253 | \$ 1,207,158 | \$ 5,141,821 |

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 ERP 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. The current focal point for sharing information is the Bulletin Board portion of the DOP website. In coordination with *West Virginia Interactive*, DOP is developing a more 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 service as well as a classification plan for positions in the 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 classification 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.

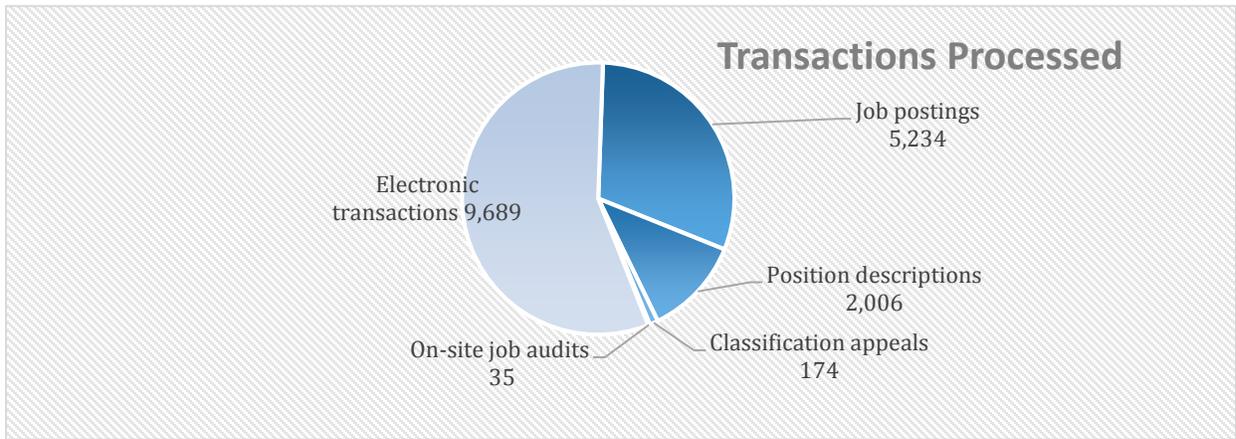
This section also conducts and participates in a variety of salary surveys on a national, regional, and local basis. In FY 2017, the section made contributions to a major national survey and a variety of state and regional surveys, for a total of 18 salary surveys.

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. Primarily, staff attend Level 2 grievance mediations and 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.

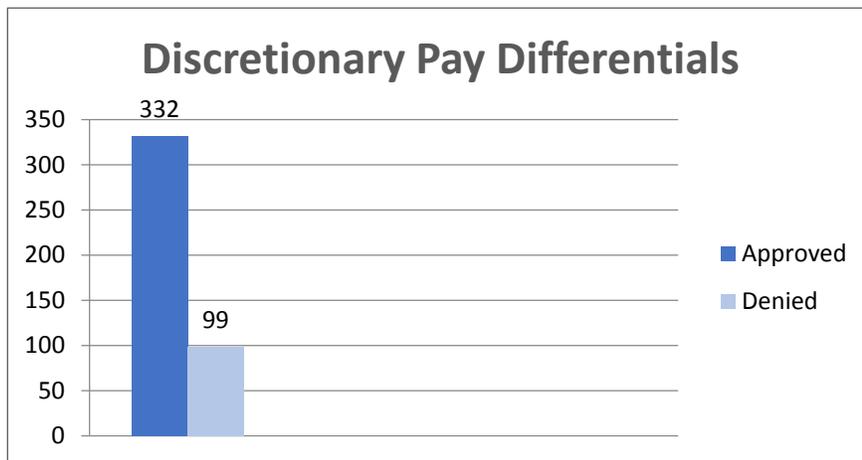
FY 2017 TRANSACTION ACTIVITIES and ACCOMPLISHMENTS

The section processed 9,689 electronic transactions, which included 3,588 employee-related transactions (ESMTs), and 6,101 position-related transactions (PSMTs) affecting classification or compensation. In addition, the section evaluated 2,006 position description forms, reviewed/processed 5,234 staffing request forms for job vacancy postings, reviewed 174 classification appeals, and conducted 35 on-site job audits.





In FY 2017, the section reviewed 431 requests for discretionary pay differentials authorized under the DOP *Pay Plan Policy*. Of the 431 requests, 332 were approved, representing a 77% approval rate.



In this fiscal year, the section provided 53 specialized consultations to agencies on matters of classification and compensation, presented 13 proposals for classification and compensation plan revisions to the State Personnel Board, and represented the DOP in 28 Level 2 mediation hearings and seven Level 3 grievance hearings.

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 2017, ER reviewed 46 draft internal agency policies to ensure that the policies conformed to merit principles.

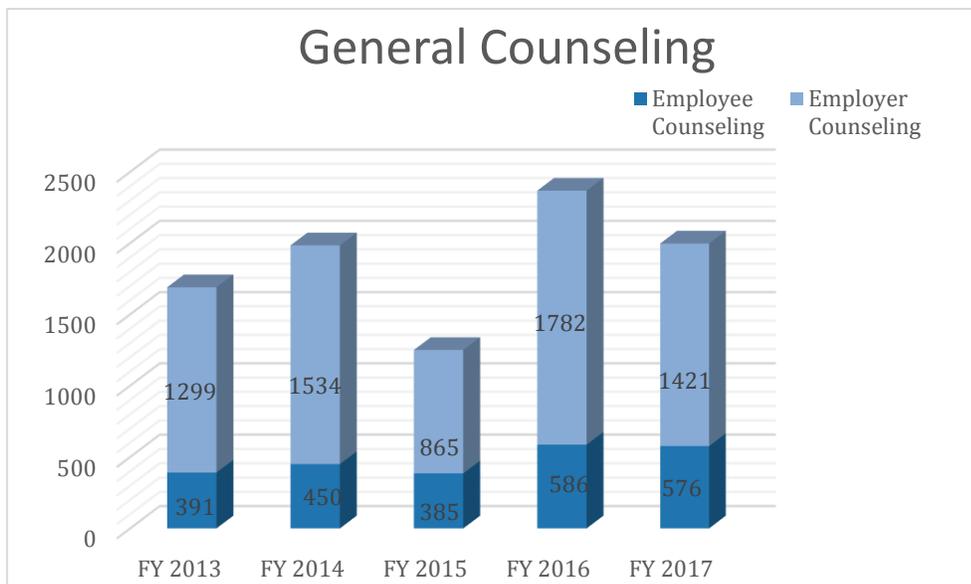


The core function of ER is to provide technical assistance, advice, and guidance to state agencies and affiliated county health departments and their employees on a variety of employer/employee topics. These include federal and state employment-related laws and regulations, the DOP's statute and legislative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

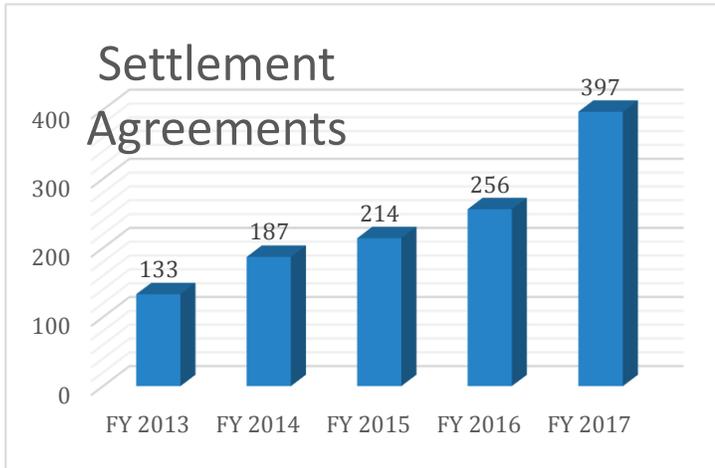
2017 ACTIVITIES and ACCOMPLISHMENTS

ER staff responded to 1,997 general inquiries. Of those, 576 were from employees, while 1,421 were from employers. In conjunction with individual technical assistance for employers and employees, the section also conducted eight 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 15 grievance-related inquiries from employees and 26 grievance-related inquiries from employers, for a total of 41 inquiries this fiscal year. ER staff also testified at two grievance hearings.

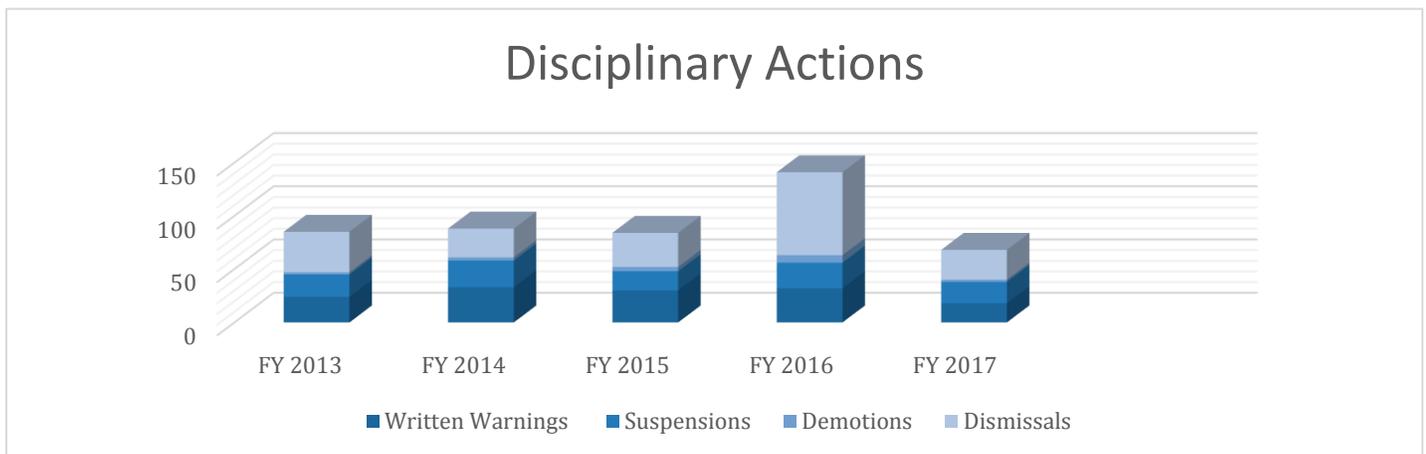


The ER section processed 397 settlement agreements in FY 2017. Of those, 375 included back wages. The average dollar amount of all settlement agreements decreased as did the total dollar value per agreement.



| 375 Settlements with Back Wages | |
|--|------------------------------|
| \$ 770,696 | Back Wages |
| \$ 15,733 | Interest |
| \$ 786,428 | Grand Total |
| \$ 2,097 | Average Dollar Amount |

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 68 disciplinary actions: 18 written warnings, reprimands, or plans for performance improvement; 20 suspensions; two disciplinary demotions; and 28 dismissals. In addition, ER added and updated sample letters, settlement agreements, and similar documents to the DOP website during FY 2017 in an effort to increase consistency in personnel actions taken by classified agencies.

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. There were 159 criminal record reports received from the West Virginia State Police and/or the Federal Bureau of Investigation during FY 2017.

ER staff is also responsible for making suitability determinations regarding 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 2017, 230 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 2017.

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

The Organization and Human Resource Development (OHRD) section provides training programs, development strategies, and consulting services to increase the effectiveness and efficiency of State government.

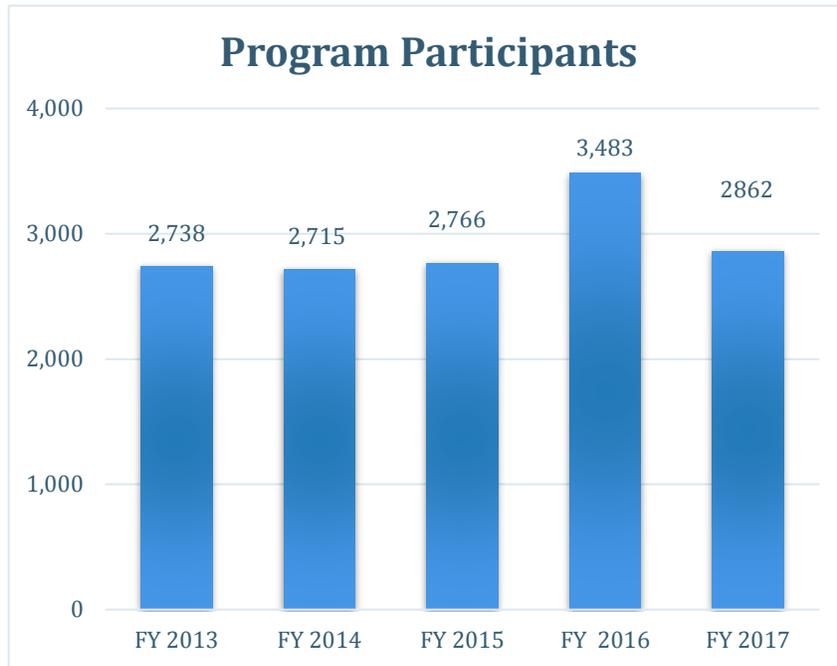
OHRD's mission is to facilitate learning; guide visionary change efforts; and improve individual, team, and organizational performance. OHRD maintains a yearly schedule of interactive classroom, blended and online training; arranges special training, coaching, and consulting services upon request; administers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

The goal of this section 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 are able to competently organize, direct, monitor, and evaluate the personnel and programs for which they are responsible. To that end, 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





2017 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 Canaan Valley Resort and the Morgantown Marriott at Waterfront Place, which resulted in 296 graduates.

OHRD conducted 119 regularly scheduled programs and four special request programs constituting 141 days of training and 1,925 face-to-face graduates. Online class attendance consisted of 937 graduates.

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 2,308 employees completed these programs in FY 2017.



The DOP offered 23 additional training programs including:

- Accountability: Creating a Culture That Gets Results
- 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
- Dialogue and Listening: Relationship Building Skills for a New Era
- 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)
- Project Management Primer: Communication Essentials
- Providing Exceptional Customer Service
- Running Effective Meetings
- Time Management
- Where Did Everybody Go? Employee Retention in Tough Times
- Writing for Results

A total of 554 employees completed these programs in FY 2017.

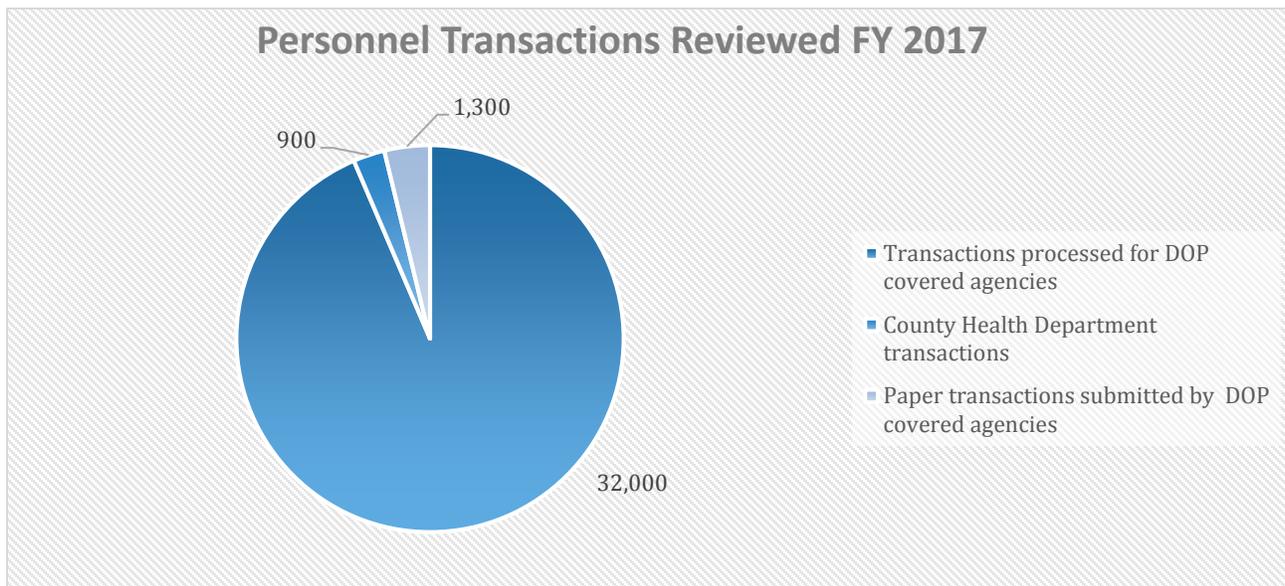
In addition, during FY 2017 OHRD began its second Annual Cohort Program which was designed to provide an opportunity for new state government managers/supervisors to quickly enhance their management practices in an environment that fosters relationship building and facilitates completion of all DOP-P18 requirements within one (1) year. Participants move through the courses as one group over the course of the year. In addition, 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, the program will be offered again next year.

OHRD continues to work to expand and diversify the learning opportunities available to supervisors/managers via online and blended course offerings. In FY 2017, OHRD offered blended options for *Discipline and Documentation* and *Managing and The Law*, in which half the content is completed online and half is completed face-to-face. In order to allow attendees to travel only one day, the face-to-face portions of these classes were scheduled 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.

In addition to offering its regularly scheduled programs, OHRD has worked with the Classification and Compensation section to develop a *Pay Plan Policy* eligible internal certification for Agency trainers. This is the first year it has been offered and we hope to market it more in the next year.

In FY 2017, OHRD engaged in 14 consulting projects. Of these, 10 were related to facilitation, consulting, and coaching while four were related to external training designs for other DOP sections. OHRD has worked closely with the Director's office to develop the new Human Resources Academy (HRA) trainings for agency HR managers and was able to support the design and delivery of one such program before the end of the fiscal year. These HRA sessions were developed to support the DOP's efforts to increase knowledge of human resources practices in the agencies and sessions will be held more frequently in the next fiscal year.





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. 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 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.

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 on the basis of tenure. PTR staff also meets with affected employees to explain the layoff procedure and options for retaining or returning to classified employment.

FY 2017 ACTIVITIES and ACCOMPLISHMENTS

There were over 32,000 personnel transactions processed on behalf of covered state agencies for review by the PTR section of the DOP. PTR staff also processed nearly 900 transactions for affiliated county health departments, and over 1,300 transactions were processed on paper. Each transaction was reviewed for compliance with applicable state statutes, regulations, policies, procedures, and compensation plans. During FY 2017, transactions were processed in parallel systems for several months during the production phases of the conversion to wvOASIS from HRIS.



In this fiscal year, the section provided 18 specialized consultations, presented four proposals to the State Personnel Board, represented DOP in four mediation hearings, and seven grievance hearings.

Effective May 13, 2017, the final wave of agencies was converted to the wvOASIS payroll/human resource system. Transactions have been reduced due to not having to process dual transactions in two different systems during the implementation process.

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 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 13 locations throughout the state and are strategically located in order to serve every county. During FY 2017, Staffing conducted an audit of these locations in order to access onsite inventory, ensure security of the testing materials, and establish highly accessible yet cost-effective testing schedules.

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, 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. As a courtesy, DOP has also implemented 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. 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 175 and 200 open announcements at any given time. This includes continuously announced job titles and current job vacancies open for a limited time.



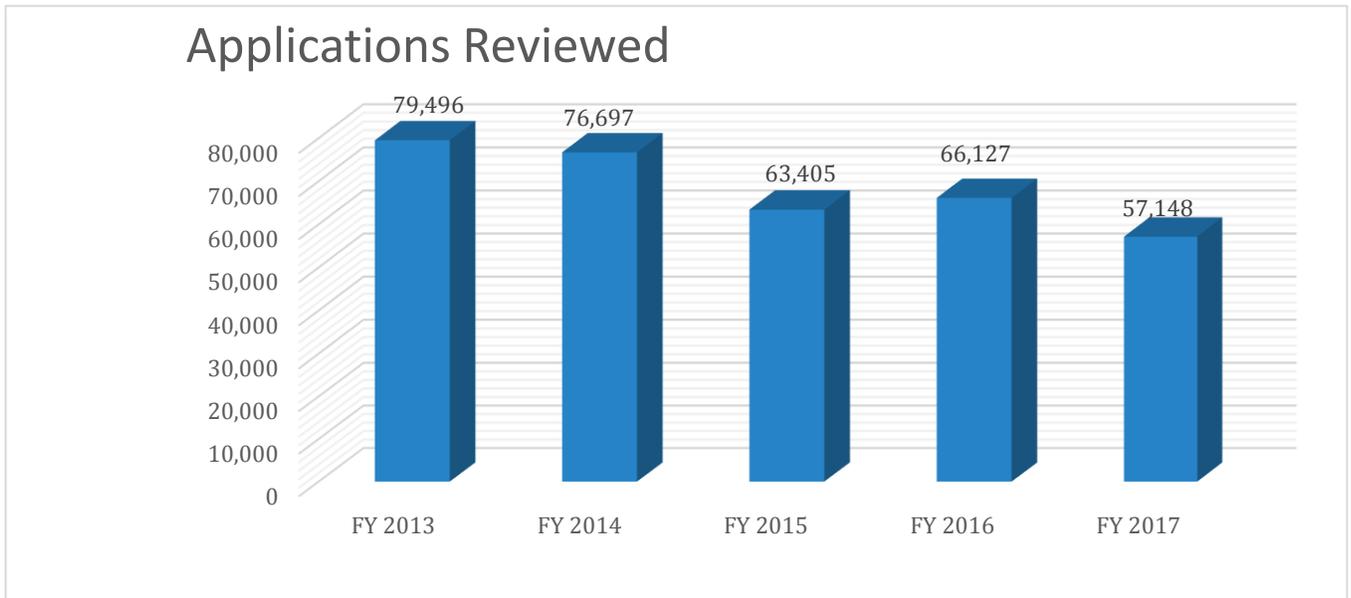
Job counseling is a widely used public service provided by the DOP. Individuals seeking employment in state government can visit or call to speak with an employment counselor who is trained to assess their qualifications and interests, and assist them in applying for appropriate jobs. Individualized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

In addition to job counseling, DOP has 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 2017 ACTIVITIES and ACCOMPLISHMENTS

Staffing 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. For FY 2017, continuous examination announcements were supplemented by 600 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. In FY 2017, 13,667 online Interest Cards were completed.

A total of 57,148 applications were reviewed and scored this fiscal year. Overall, application numbers remain consistently high. In FY 2017, approximately 4,726 referral lists of qualified eligible applicants were certified to DOP covered agencies for hiring consideration, an increase of more than 400 lists as 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. In addition, General Written and Clerical testing dates were combined to make all examinations available at each of the 13 test sites on any test date.

Staffing participated in 35 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 in regards to 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 for implementation of the 2017 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 372 student applicants. A total of 16 state agencies and other organizations made one or more successful intern placement, providing 66 students from several colleges and universities with meaningful employment.

FACTORS IMPACTING DOP in FY 2018

- The moratorium lifted on merit increases has helped begin the process of updating an out-of-date salary schedule and compensation plan. 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 2017, 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

