



west virginia  
DIVISION OF PERSONNEL

# West Virginia Division of Personnel

ANNUAL  
REPORT  
2019



Sheryl R. Webb, Director  
Allan L. McVey, Cabinet Secretary

December 17, 2019

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

Dear Friends of the Division of Personnel:

We have continued to make 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 2019, in accordance with West Virginia Code § 29-6-7(b) (11).

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

Respectfully submitted,

A handwritten signature in blue ink that reads "Sheryl R. Webb". The signature is written in a cursive, flowing style.

Sheryl R. Webb  
Director

c: Allan L. McVey, Secretary  
Department of Administration  
State Personnel Board

---

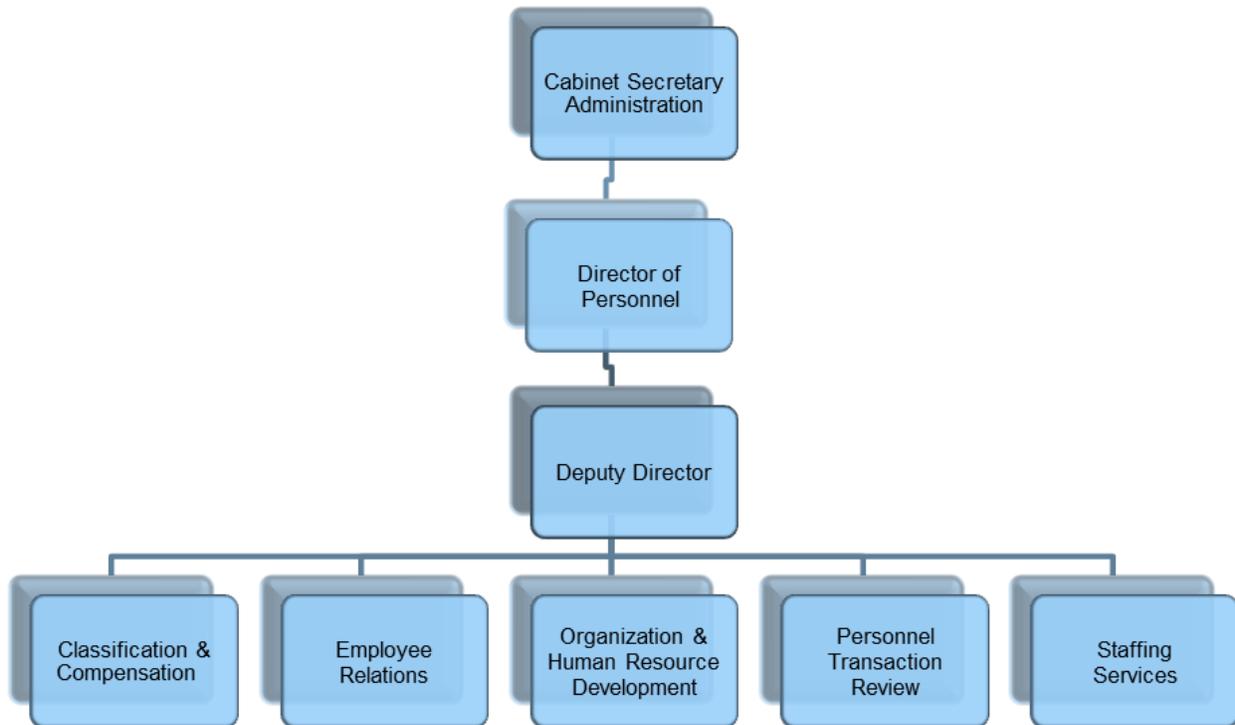
Building 3, Suite 500, 1900 Kanawha Boulevard, East, Charleston, West Virginia 25305-0139  
TEL: 304.558.3950 VISIT OUR WEBPAGE AT: [www.personnel.wv.gov](http://www.personnel.wv.gov) FAX: 304.957.0141

THE DIVISION OF PERSONNEL IS AN EQUAL OPPORTUNITY EMPLOYER

## Table of Contents

ORGANIZATIONAL CHART .....	3
DIVISION OF PERSONNEL OVERVIEW .....	4
MISSION .....	4
INTRODUCTION.....	4
BUDGET .....	5
ADMINISTRATION.....	6
CLASSIFICATION and COMPENSATION .....	6
EMPLOYEE RELATIONS.....	8
ORGANIZATION and HUMAN RESOURCE DEVELOPMENT.....	11
PERSONNEL TRANSACTION REVIEW .....	14
STAFFING SERVICES.....	16
FACTORS IMPACTING DOP in FY 2020 .....	19
CHANGES NEEDED .....	19

# 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. In addition, the DOP submits new or amended policies and class specifications to HRAC for review prior to issuance.

A wealth of employee and supervisory information is also provided through the DOP website. Visitors to the DOP site, [www.personnel.wv.gov](http://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; an Announcement page for informational articles and many other resources for personnel administration and employee/applicant 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.

<b>DOP Budget History</b>				
<b>FY</b>	<b>Personal Services + Annual Increment</b>	<b>Benefits</b>	<b>Unclassified</b>	<b>Total</b>
<b>2015</b>	<b>\$ 2,875,410</b>	<b>\$ 1,059,253</b>	<b>\$ 1,207,158</b>	<b>\$ 5,141,821</b>
<b>2016</b>	<b>\$ 2,875,410</b>	<b>\$ 1,059,253</b>	<b>\$ 1,207,158</b>	<b>\$ 5,141,821</b>
<b>2017</b>	<b>\$ 2,875,410</b>	<b>\$ 1,059,253</b>	<b>\$ 1,207,158</b>	<b>\$ 5,141,821</b>
<b>2018</b>	<b>\$ 3,304,628</b>	<b>\$ 1,137,962</b>	<b>\$ 1,449,231</b>	<b>\$ 5,891,821</b>
<b>2019</b>	<b>\$ 3,424,728</b>	<b>\$ 1,017,862</b>	<b>\$ 1,399,231</b>	<b>\$ 5,841,821</b>



# 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 and performs research, writing, editing, design, and distribution of important news and information.

## 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 covered under the DOP merit system. 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.

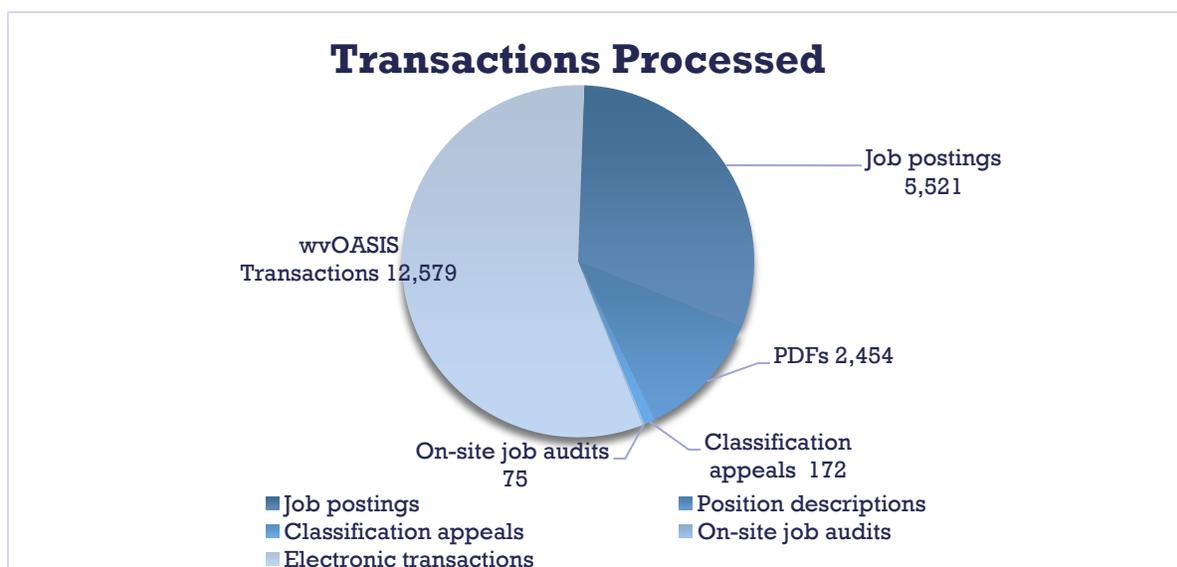
Class and Comp staff reviews personnel transactions and agency staffing requests for compliance with state classification and compensation law, rule and policies. The section works cooperatively with user agencies in the development of new and revision of existing job class specifications based on new programs, reorganizations, and new technology in the workplace. Staff also assists 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 2019, the section made contributions to a major national survey and a variety of state and regional surveys, for a total of 47 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 2019, staff attended 26 Level 2 grievance mediations and 33 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 as well as the classification and compensation plans, law, rule, and policy governing these determinations.

## FY 2019 TRANSACTION ACTIVITIES and ACCOMPLISHMENTS

The section processed 12,579 wvOASIS electronic transactions, which included 2,093 employee-related transactions (ESMTs), and 10,486 position-related transactions (PSMTs) affecting classification or compensation. In addition, the section evaluated 2,454 Position Description Forms (PDF), reviewed/processed 5,521 job posting request forms for job vacancy postings, reviewed 172 classification appeals, and conducted 75 on-site job audits.



DOP is currently updating the job posting process, which will allow agencies to submit and track job postings through the NEOGOV applicant tracking system instead of the current mainframe application. Class specifications have already been migrated to NEOGOV in support of the project. These changes will provide a more streamlined job posting process.

In this fiscal year, the section provided 75 specialized consultations to agencies on matters of classification and compensation, presented 34 proposals for classification and compensation plan revisions to the State

Personnel Board including creating 38 class specifications, revising 18, and abolishing 40. In addition, Class and Comp updated the Pay Plan Policy and modified the Pilot Temporary Classification Transition Policy,

approved by the Board effective May 1, 2019, 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 2019, the section reviewed 181 requests for discretionary pay differentials authorized under the DOP Pay Plan Policy. Of the 181 requests, 119 were approved, representing a 66% approval rate.



## EMPLOYEE RELATIONS

### OVERVIEW

Designed to establish and enable the execution of Government-wide human resources law, rule, policy and programs, Employee Relations (ER) works broadly with all levels of government and is uniquely positioned to promote awareness, education and compliance on policies and initiatives that impact agencies, workers, and their families.

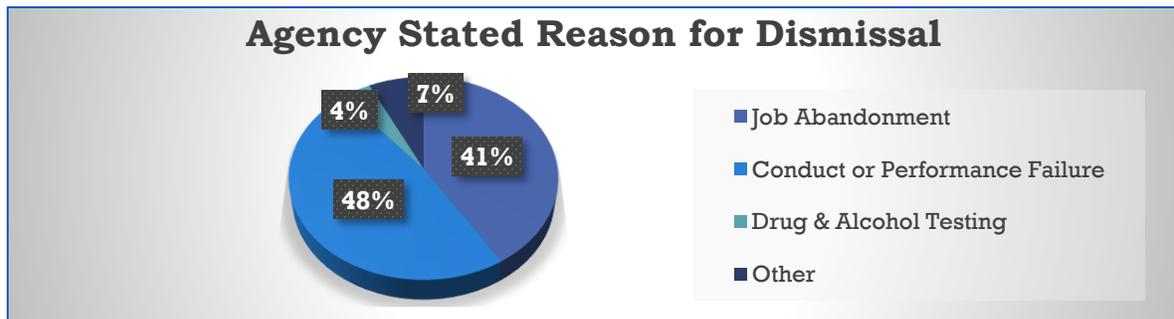
Serving as a trusted resource for professional human resources consultation, ER provides comprehensive guidance and technical assistance to West Virginia State agencies and employees regarding the full range

of human resources management policies and practices. 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.

## 2019 ACTIVITIES and ACCOMPLISHMENTS

ER provided 1511 individual consultation services to state agencies and employees regarding a variety of human resources policies and practices. To ensure compliance with current and emerging employment regulations, the section reviewed 17 agency-specific policies, handbooks, procedural guidance, or corrective action documents prior to issuance by DOP covered state agencies.

DOP endorses a policy of progressive discipline in which it attempts to provide employees with notice of deficiencies and an opportunity to improve prior to imposing disciplinary action. The State civil service statute (§29-6-1 *et seq.*) requires that disciplinary actions for classified employees be only for cause, and that the employee be provided due process. Aimed to ensure that employees’ substantive and due process rights are preserved, and discipline is administered in a fair manner and only for good cause, in FY 2019 ER provided guidance to state agencies in 137 corrective and disciplinary actions and reviewed 272 suspensions, 3 demotions, and 270 dismissals, with the agency-stated reason for dismissal being conduct or performance failure, job abandonment, drug and alcohol testing, or other reasons.



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 process, notification requirements, burden of proof, and providing information about decisions made on similar cases. During FY 2019, ER staff responded to 8 grievance-related inquiries from employees and 87 grievance-related inquiries from employers, for a total of 95 inquiries. ER staff also testified at 3 grievance hearings.

In addition to providing technical assistance and guidance previously mentioned, to promote the consistent and effective application of the laws, rules and policies, the ER section authors a variety of

human resources guidance documents made available on the DOP website. In FY 2019 ER added 6 new sample letters and 3 new job aids; updated 2 Supervisors Guides and 16 sample letters. The section conducted 6 training sessions covering a broad range of personnel management topics including due process, 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.

## **EMPLOYMENT SUITABILITY**

The *Administrative Rule of the West Virginia Division of Personnel*, W. VA. CODE R. § 143-1-6.4(a), provides that employees previously dismissed from any public service for delinquency, misconduct, or other similar cause may be disqualified from future employment. The ER section meets regularly to determine re-employment suitability of individuals dismissed from employment in the state classified service. When making such a decision, ER considers the work-related offense resulting in dismissal and the circumstances surrounding the separation. Individuals determined to be ineligible for reemployment are notified in writing and provided the procedures to appeal the decision. In FY 2019, 245 former employees were notified they were ineligible for reemployment in the classified service due to the nature of their misconduct and subsequent dismissal from public service. 17 individuals exercised their right to appeal the eligibility determination, resulting in the Director amending or repealing 5 disqualification decisions.

The ER section is also authorized by the West Virginia State Police and the Federal Bureau of Investigation (FBI) to obtain applicant criminal history record information to make suitability determinations for employment in the classified service. At the request of the classified state agency and affiliated health departments, ER will arrange for the applicant to be fingerprinted to secure State and federal criminal records. Prohibited from discussing criminal history record information with the agencies, ER makes the determination of suitability for employment based upon the specific job functions and disqualifying offenses submitted by the Agency. ER requested 141 criminal record reports from the West Virginia State Police and/or the FBI during FY 2019.

## **SETTLEMENT AGREEMENT PROCESS**

Unless otherwise exempted by statute, agencies desiring to enter into a settlement agreement with current or former classified employee, may only do so after the review and certification by the DOP. This process ensures the terms of the settlement agreement comply with DOP law, rule and policy or other state or federal law and is pursuant to the *DOP Administrative Rule*, W. VA. CODE R. §143-1-21.1, and the *DOP Settlement Agreement* policy (DOP-P24).



The ER section provided technical assistance, reviewed and completed over 578 settlement agreements at the request of various covered agencies. Of the 578 processed settlement agreements, 515 involved payment of back wages only; 46 provided backwages and a lump sum payment; 2 provided lump sum payments; and 11 were non-monetary settlements.



Settlements Agreements Involving Back Wages - 515	
\$678,675.35	Back Wages
\$41,124.48	Interest
\$ 719,799.83	Grand Total

## ORGANIZATION and HUMAN RESOURCE DEVELOPMENT

### STAFF

The Organization and Human Resource Development (OHRD) section currently consists of nine staff members including one Assistant Director, one Manager, two Senior Training and Development Consultants, one Training and Development Consultant, one Content & Media Design Specialist, one Instructional Designer, a Project Coordinator, and one Secretary.

### 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 (DOP-P18); and directs the activities of the Center for Quality Government (CQG) including the newly revised *Managing for Excellence Certification* program.

OHRD’s 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 CQG 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 principal components are the *Supervising for Success* series, the *DOP Managing for Excellence Certification Program*, and *DOP Trainer Certification Program*.

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 2019 ACTIVITIES and ACCOMPLISHMENTS**

The OHRD section continued its commitment to offering programs based on the training and development needs of the State workforce. Two (2) regional training conferences were conducted in support of both the Division’s and Department’s cost savings goals and reducing attendees’ expenditures for travel expenses. These conferences took place at the Canaan Valley Resort and Glenville Training Academy which resulted in 304 graduates overall. In addition, based on feedback from agencies, OHRD has offered four (4) additional off-site trainings (one per quarter) to bring training opportunities closer to those working in the field. These one-day, off-site training events resulted in 81 graduates.

OHRD conducted 121 regularly scheduled programs and three (3) special request programs constituting 132 days of training and 2,491 face-to-face graduates. The online class attendance consisted of 1,902 graduates.



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 (blended)*
- *Workplace Safety: Your Responsibility (online)*
- *Supervising for Success II: Critical Skills for New Supervisors*
- *Navigating Difficult Conversations*
- *Conflict Management*
- *Leading Change in Turbulent Times*
- *Attendance Management*

**A total of 1,843 employees completed these programs in Fiscal Year 2019.**

The DOP offered 16 additional training programs including:

- *Anyone Can Lead*
- *Coaching and Developing Employee Performance*
- *Creative Problem Solving*
- *Effective Selection Interviewing: Skills Training in Questioning*
- *Foundations for Successful Hiring: From Identifying Needs to Working the Register*
- *Heading into Retirement: Planning for a Secure Future*
- *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*
- *Train the Trainer: Developing Learning Leaders*
- *Writing for Results*

**A total of 648 employees completed these programs in Fiscal Year 2019.**

In FY 2019, OHRD's face-to-face no-show rate (i.e., the percentage of participants that do not show up for a training session) was 11.9%, which is down from last years' rate of 14.3%.

In addition, during FY 2019, OHRD began its 5<sup>th</sup> – 8<sup>th</sup> 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 (1) 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. On top of the two (2) regular Cohort sessions, OHRD was able to accommodate two (2) more special request cohorts from different agencies. With approximately 30 people graduating in each session, that brings a total of 120 supervisors/managers who will have completed their DOP-P18 training within one years' time.

In FY2019, OHRD also began work on revising the DOP-P18 policy. These revisions were approved and put into effect September 1, 2019. In addition to this, OHRD successfully offered the newly redesigned

*Trainer Certification* program in FY 2019 and will be offering the first component of the newly revised *Managing for Excellence Certification* program in early FY2020. Both certifications provide reasonable options for state employees to gain more advanced training and obtain a potential discretionary increase via the Pay Plan Policy (DOP-P12).

OHRD has increased its outreach efforts to supervisors/manager via the development of a monthly *eNewsletter*. This *eNewsletter* highlights upcoming classes and different requirements of the DOP-P18 training program. It is part of the Division's effort to help ensure supervisors/managers are aware of the requirements and know how to enroll, unenroll, and/or ask for special requests. This came about after several participants stated they were unsure why they were in class or did not know what classes were being offered.

OHRD is currently in production of the *Attendance Management Online* class with the goal of offering it this next fiscal year. This class is a 2-module, 6-hour class that is a DOP-P18 requirement. Participants will be allowed to take this class while remaining at their office and avoiding travel expenses. This will bring the total DOP-P18 online-offered classes to 7 out of 11 classes.

OHRD engaged in 20 special requests for services in FY19. Of these, 3 were strictly off-site training services which resulted in a total of 41 participants. OHRD also provided consulting services with 8 different agencies, which included assistance with projects such as EPA coaching, inter-personal skill development and creating vision and values.

OHRD has continued work with other sections to develop the Human Resources Academy (HRA) trainings for agency HR managers and was able to support the design and delivery of 17 sessions this fiscal year including: *The Pay Plan Policy: Making it Work for Your Agency*, *Tools and Strategies for Understanding the FLSA*, *Staffing the HR Function: Part 1 (2 times)*, *Staffing the HR Function Part 2 (2 times)*, *Using the Progression Dates Calculator: How to Ensure Accurate Leave Transactions*, *Where Credit is Due: Maintaining Accurate Tenure Records (9 times)*, and *Demystifying Board Proposals: Setting your Agency up for Success*.

## PERSONNEL TRANSACTION REVIEW

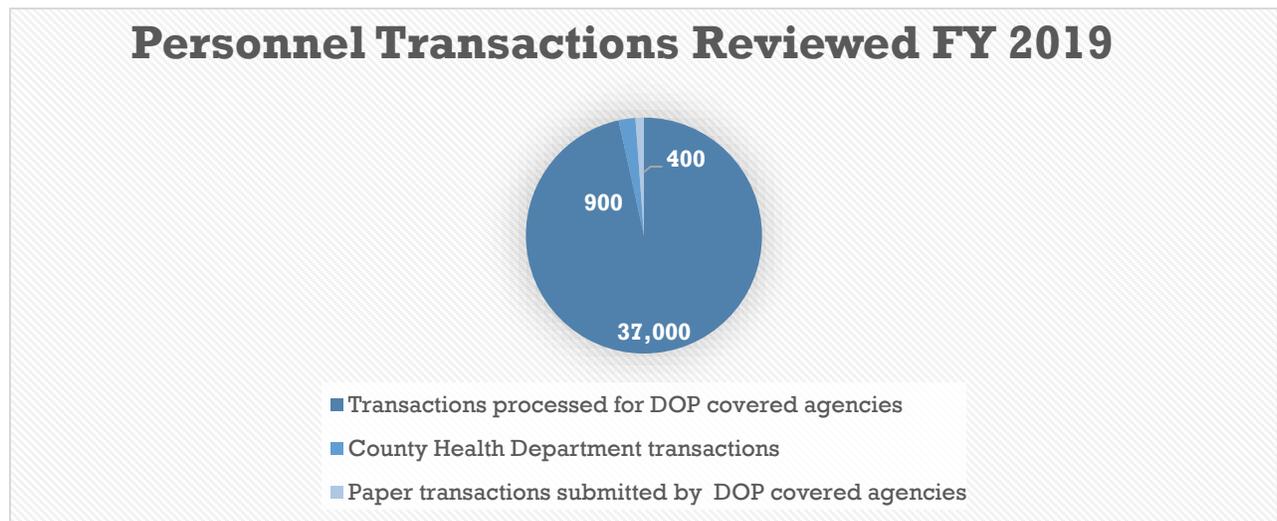
### OVERVIEW

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.

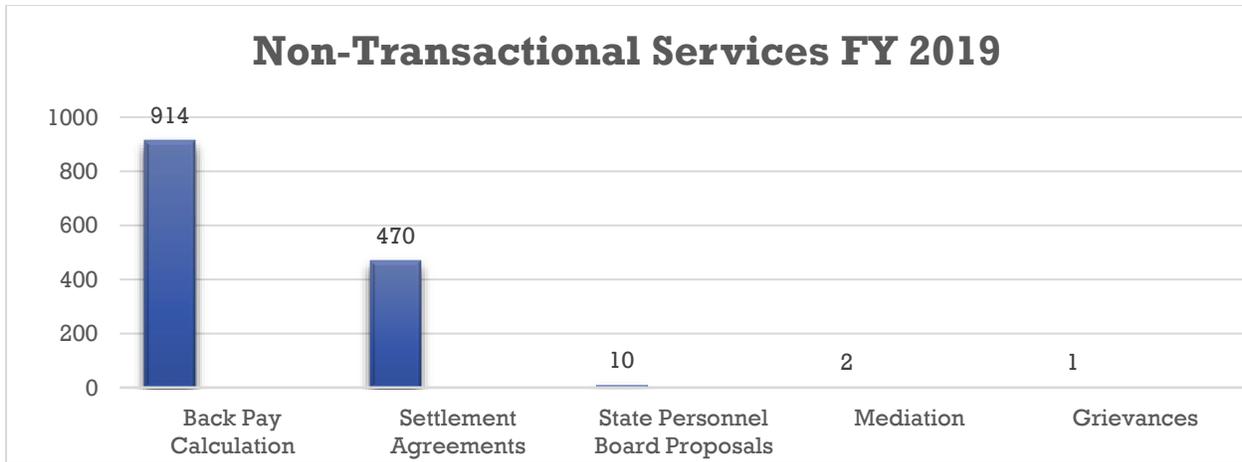


## FY 2019 ACTIVITIES and ACCOMPLISHMENTS

There were over 37,000 personnel transactions reviewed and processed on behalf of covered state agencies. PTR staff also processed over 900 transactions for affiliated county health departments, and over 400 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 10 proposals to the State Personnel Board. PTR also represented the DOP in two (2) Level 2 mediation hearings and one (1) Level 3 grievance hearing conducted by the West Virginia Public Employees Grievance Board. The PTR section verified 914 calculations for potential back pay awards and reviewed 470 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 2019, the DOP collaborated with the Office of Technology to begin the initial phase-of migrating all paper tests to an online format. Online testing will provide applicants greater convenience and make testing accessible to a wider applicant pool. This project is expected to be completed during FY 2020.

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. Additionally, DOP provides each county's Civil Service Commission testing materials for the Deputy Sheriff classification series.

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 HR Specialist 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.

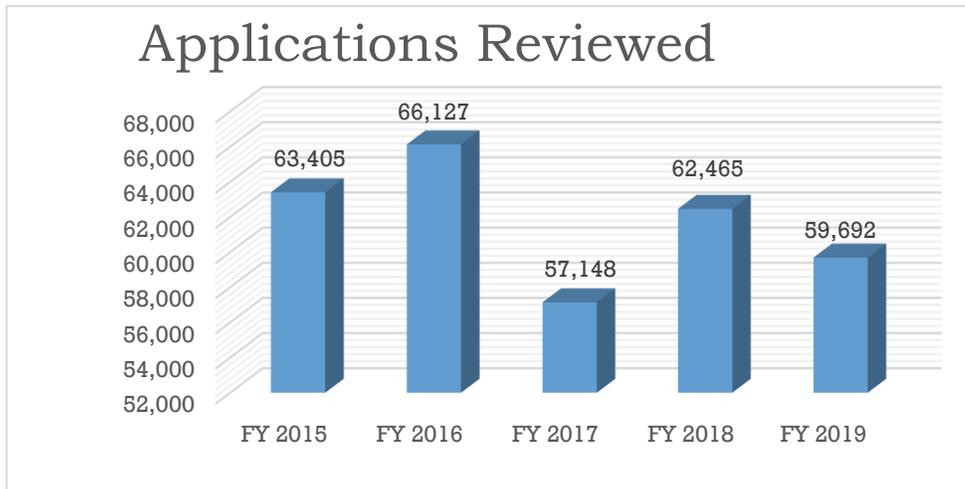
In addition to job counseling, DOP developed an online tutorial to guide applicants through the State of WV's online application process. The tutorial may be found at **www.personnel.wv.gov** under the Job Seekers tab.

## **FY 2019 ACTIVITIES and ACCOMPLISHMENTS**

Staffing conducted a significant number of job counseling sessions and responded to approximately 24,633 [phone (10,354), email (14,192) and in-person (87)] requests for assistance and information about state employment opportunities. For FY 2019, continuous examination announcements were supplemented by 766 Public Service Announcements (PSAs), an increase of 175 from FY 2018. 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 the fiscal year, 10,829 online Interest Cards were completed.



A total of 59,692 applications were reviewed and scored this fiscal year. Overall, application numbers remain consistently high.



In FY 2019, 6,618 referral lists of qualified eligible applicants were certified to DOP covered agencies for hiring consideration, an increase of 1,480 lists as compared to FY 2018. 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 22 recruitment events and spoke with approximately 900 potential applicants. DOP's annual State Government Career Fair alone boasted 226 applicants, 25 in person counseling sessions, and 4 hires. In addition to DOP's career fair, events also 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. Commerce Communications also collaborated with DOP to develop a recruitment video highlighting the diverse job opportunities that exist within the State of WV.

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 2019 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 28 state agencies and other organizations made one or more successful intern placement, providing 71 students from several colleges and universities with meaningful employment.

## FACTORS IMPACTING DOP in FY 2020

- 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 compensation limitations.
  - The result is increased expenses related to grievances, new hires, training and turnover.
- It is imperative for the State to continuously update the 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.

- More frequent updates to the 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
- Authorize DOP to update the entire DOP statute to create efficiencies in the hiring process and address pay stagnancy rather than having agencies pursuing legislation for partial exemptions from DOP law, rule and policy