



west virginia
DIVISION OF PERSONNEL

West Virginia Division of Personnel

ANNUAL
REPORT
2020



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

December 17, 2020

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 2020, 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

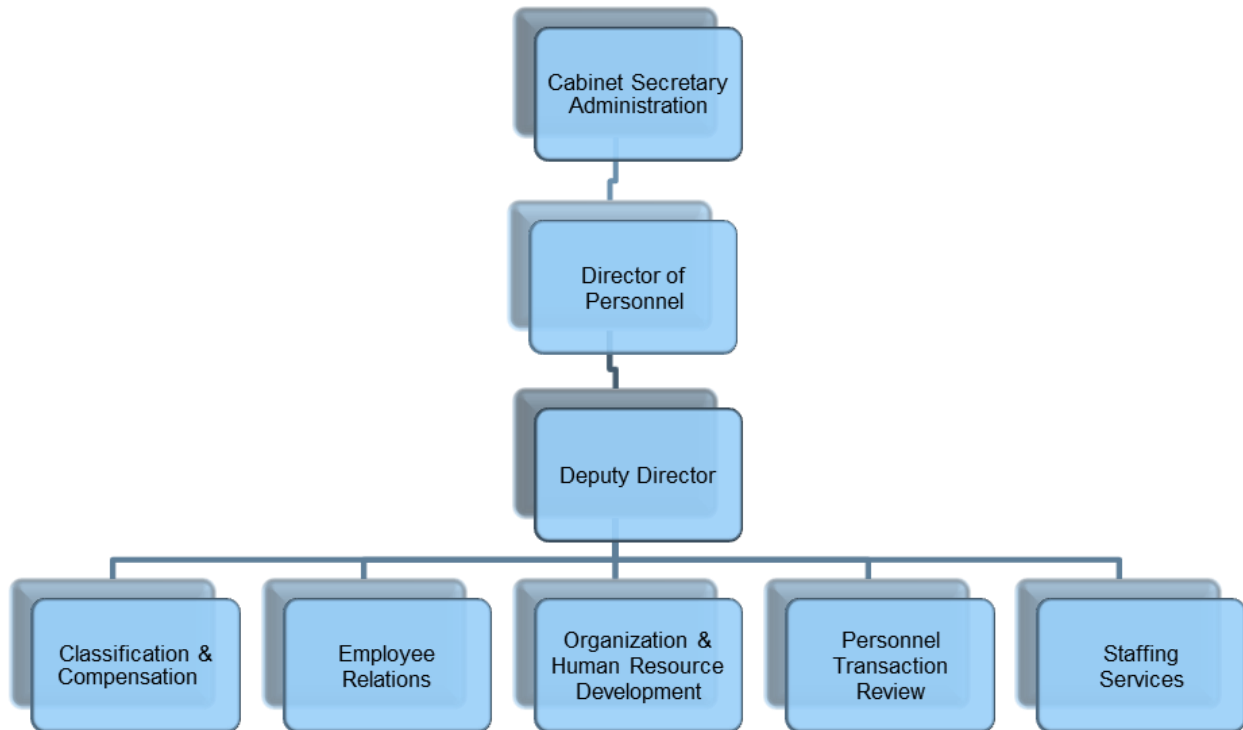
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THE DIVISION OF PERSONNEL IS AN EQUAL OPPORTUNITY EMPLOYER

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ORGANIZATIONAL CHART



DIVISION OF PERSONNEL OVERVIEW

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

MISSION

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

INTRODUCTION

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

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

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

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



The DOP serves as liaison and coordinator for the State Personnel Board. The five-member Board, appointed by the Governor and chaired by the Cabinet Secretary for the Department of Administration, meets monthly. Meetings are held at the West Virginia State Capitol complex in Building 3, Suite 500. The DOP coordinates regular and emergency rule-making processes and sets the agenda for meetings based on items requiring Board approval such as: creation or amendment of policies, amendments and updates to legislative rules and statute, requests for reductions-in-force, requests for approvals of secondary employment, and pay plan issues as well as similar items for affiliated county health departments.

To encourage information exchange, the DOP holds a quarterly meeting of the Human Resource Advisory Committee (HRAC) for human resources employees in the Executive Branch and affiliated county health departments. The meeting is held in March, June, September and December at the West Virginia State Capitol Complex. This meeting serves as a platform for interaction and exchange between DOP leaders, DOP-covered state agency human resources staff, and representatives from wvOASIS and the Budget Office. Though not covered by the DOP merit system, many human resources employees from non-covered agencies also choose to attend the meetings to stay current on human resources trends and best practices. In addition, the DOP submits new or amended policies and class specifications to HRAC for review prior to issuance. DOP continued to hold these important meetings during FY 2020 through remote meeting software in response to the COVID-19 (“COVID”) pandemic.

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; 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.

DOP Budget History				
FY	Personal Services + Annual Increment	Benefits	Unclassified	Total
2016	\$ 2,875,410	\$ 1,059,253	\$ 1,207,158	\$ 5,141,821
2017	\$ 2,875,410	\$ 1,059,253	\$ 1,207,158	\$ 5,141,821
2018	\$ 3,304,628	\$ 1,137,962	\$ 1,449,231	\$ 5,891,821
2019	\$ 3,424,728	\$ 1,017,862	\$ 1,399,231	\$ 5,841,821
2020	\$ 3,677,028	\$ 1,083,655	\$ 1,399,231	\$ 6,159,914



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.

Key initiatives implemented or initiated during FY 2020, as more fully described below, include:

- Implementation of online applicant testing
- Participation in virtual career fairs
- Modernization of employee performance appraisal and offboarding processes
- Integration of the process for posting internal agency positions into the NEOGOV applicant tracking system
- Creation of a temporary classification transition policy to facilitate agency succession planning
- Creation of a new procedure to correct minor payroll errors without a settlement agreement
- Suspension of rules and creation of policy, guidance documents, and support systems for agencies and employees in response to the COVID pandemic

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 2020, the section made contributions to a major national survey and a variety of state and regional surveys, for a total of 33 salary surveys.

Class and Comp works in cooperation with the Attorney General's Office to represent the DOP at grievances filed by employees. Occasionally, agencies call upon the Class and Comp section to explain regulatory interpretations at Level 1 grievances. In FY 2020, staff attended 9 Level 2 grievance mediations and 5 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.

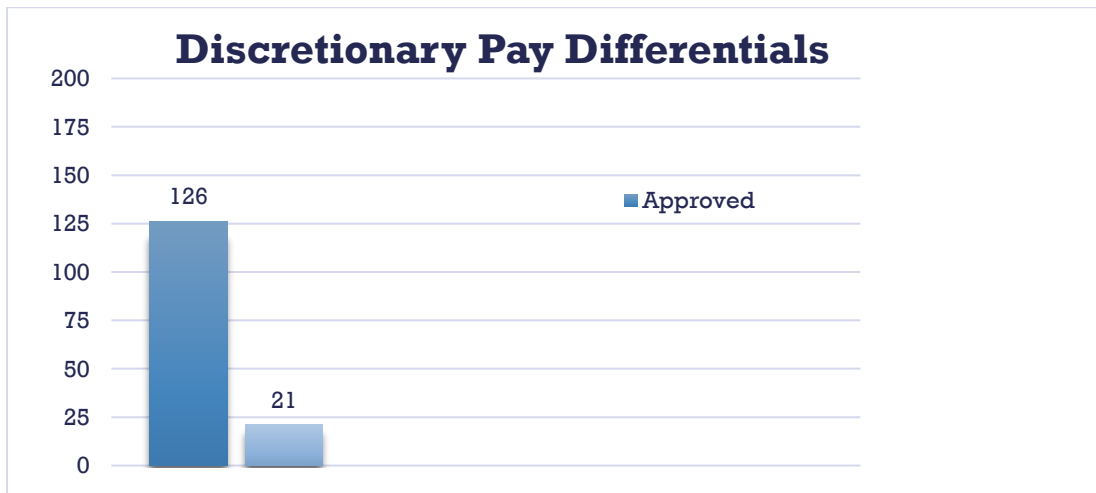
FY 2020 ACTIVITIES and ACCOMPLISHMENTS

The section processed 11,983 wvOASIS electronic transactions, which included 1,947 employee-related transactions (ESMTs), and 10,036 position-related transactions (PSMTs) affecting classification or compensation. In addition, the section evaluated 2,330 Position Description Forms (PDF), reviewed/processed 4,660 job posting request forms for job vacancy postings, reviewed 109 classification appeals, and conducted 103 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 presented 20 proposals for classification and compensation plan revisions to the State Personnel Board including creating and/or revising a total of 78 class specifications. In addition, Class and Comp updated the Temporary Classification Transition Policy approved by the Board to be a permanent policy effective June 1, 2020.

In FY 2020, the section reviewed 147 requests for discretionary pay differentials authorized under the DOP Pay Plan Policy. Of the 147 requests, 126 were approved, representing an 85.7% 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.

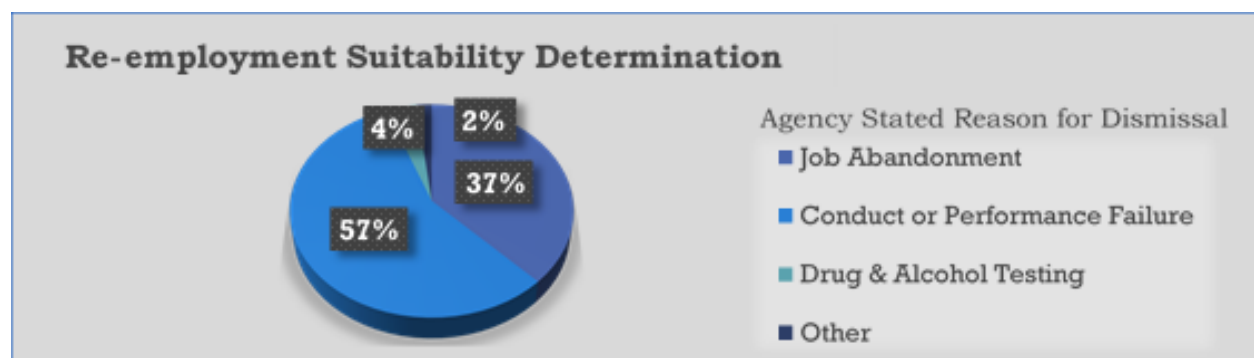
Serving as a trusted resource for professional human resources consultation, ER provides comprehensive guidance and technical assistance to West Virginia State agencies and employees regarding the full range of human resources management policies and practices. These include federal and state employment-related laws and regulations, such as the Fair Labor Standards Act (FLSA), Wage Payment and Collections Act, Family Medical Leave Act(s) (FMLA) as well as the DOP's statute and legislative rules, personnel policies, disciplinary actions, and grievances.

FY 2020 ACTIVITIES and ACCOMPLISHMENTS

ER provided 2,019 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 26 agency-specific policies, handbooks, and procedural guidance 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 2020 ER provided guidance to state agencies in 98 corrective and disciplinary actions including 57 suspensions, 9 demotions, and 32 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 2020, ER staff responded to 30 grievance-related inquiries from employees and 60 grievance-related inquiries from employers, for a total of 90 inquiries this fiscal year. ER staff also testified at 2 grievance hearings.

In FY 2020 ER created the Families First Coronavirus Response Act (FFCRA) Policy (DOP-P25). The purpose of the policy is to ensure a clear and uniform understanding and administration of leave and pay under the federal FFCRA for employees affected by the COVID pandemic. In addition to the policy, ER created 4 guidance documents to assist agencies with compliance with the FFCRA, including three frequently asked questions documents addressing the impacts on the workplace of the reopening of State agencies and schools.

In FY 2020, ER also updated the Workplace Security Policy to comply with amendments to W. VA. CODE § 61-6-19 and § 61-7-2 from the passage of Senate Bill 46 in the 2020 Regular Session of the Legislature. Updates to the Fair Labor Standards Act and Whistleblower Law Interpretive Bulletins were made to reflect changes to the applicable federal rule and state statute.

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. ER developed 4 new job aids and updated 11 Supervisors Guides and 6 sample letters during FY 2020. 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 FMLA and 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 re-employment are notified in writing and provided the procedures to appeal the decision.

In FY 2020, 263 former employees were notified they were ineligible for re-employment in the classified service due to the nature of their misconduct and subsequent dismissal from public service. 9 individuals exercised their right to appeal the eligibility determination, resulting in the Director amending, repealing, or amending 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 120 criminal record reports from the West Virginia State Police and/or the FBI during FY 2020.

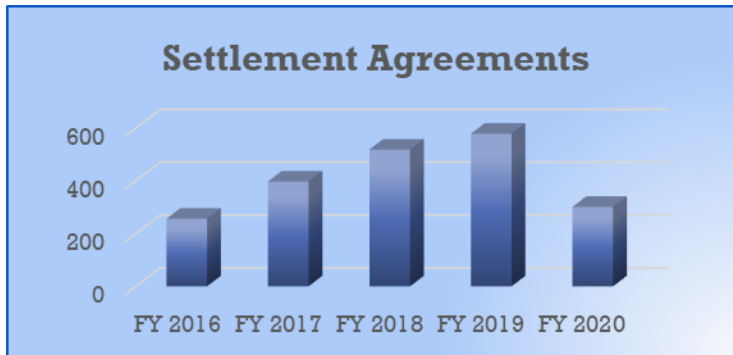
SETTLEMENT AGREEMENT PROCESS

Unless otherwise exempted by statute, agencies desiring to enter into a settlement agreement with current or former classified employees, 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 Agreements/Back Wages policy (DOP-P24).



The ER section provided technical assistance and completed reviews on over 301 settlement agreements at the request of various DOP covered agencies. Of the 301 settlements reviewed, 212 were certified by the Director with 204 involving payment of back wages; 1 providing back wages and a lump sum payment; 6 providing lump-sum payments; and 1 was a non-monetary settlement.

During FY 2020 ER worked with DOP’s Personnel Transaction Review (PTR) section and the State Auditor’s Office to develop a new procedure for paying back wages owed as a result of minor payroll corrections. The Payroll Correction form may be used in circumstances when the amount is less than \$500 and is designed to be more efficient than the certification process for Settlement Agreements.



Settlements Agreements Involving Back Wages - 212	
\$259,390.33	Back Wages
\$10,877.00	Interest
\$270,267.03	Grand Total

ORGANIZATION and HUMAN RESOURCE DEVELOPMENT

OVERVIEW

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, one Project Coordinator, and one Secretary.

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.

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

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

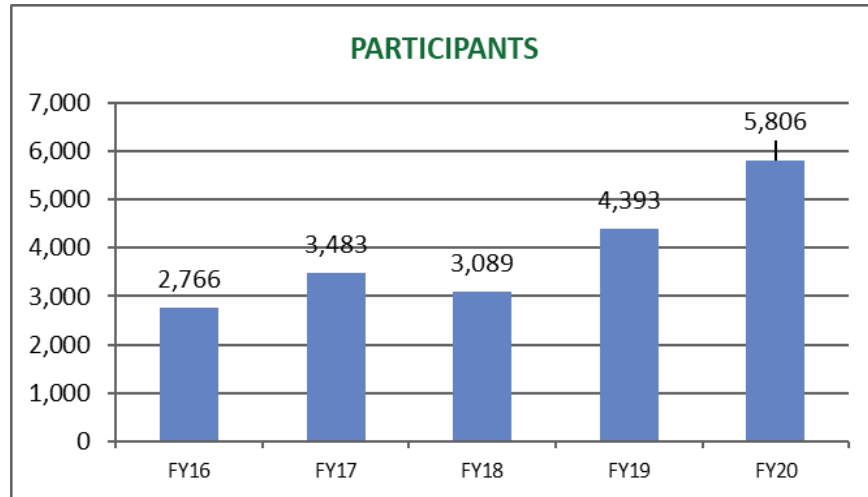
Coursework offered by OHRD may be recognized by State colleges and universities for conversion to academic credit. It may qualify as Continuing Education Units (CEUs) and may also be submitted to State licensing boards for consideration towards meeting their mandatory continuing education requirements.

FY 2020 ACTIVITIES and ACCOMPLISHMENTS

The OHRD section continued its commitment to offering programs based on the training and development needs of the State workforce. One regional training conference was conducted in support of both the Division's and Department's cost savings goals, reducing attendees' expenditures for travel expenses. OHRD usually does two conferences a year, but due to COVID only had one, which took place at RETI Training Center in Sutton, and resulted in 143 graduates. In addition, based on feedback from agencies, to bring training opportunities closer to those working in the field, OHRD offered two additional off-site trainings (we usually offer one per quarter (4) but due to COVID only had (2)). These one-day, off-site training events resulted in 44 graduates.

OHRD conducted 69 regularly scheduled face-to-face classes, 25 virtual classes, and 5 special request classes constituting 103 days of training and 1,610 face-to-face graduates, and 480 virtual graduates. Online class attendance consisted of 3,716 graduates.

In FY 2020, OHRD's face-to-face no-show rate (i.e., the percentage of participants that do not show up for a training session) was 8.3%, which is down from last year's rate of 11.9%.



The following courses were offered in support of the DOP’s Supervisor/Manager Training Program policy (DOP-P18):

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

A total of 4,025 employees completed these programs in Fiscal Year 2020.

The DOP offered 16 additional training programs including:

- *Anyone Can Lead*
- *Coaching and Developing Employee Performance*
- *Creative Problem Solving*
- *Heading into Retirement: Planning for a Secure Future*
- *Interpersonal Communication: Building Relationships, Improving Performance*
- *Introduction to Adult Learning: Enhancing Performance Through Active Training*
- *Let Go and Stay Close: Skills and Techniques for Successful Delegation*
- *Managing for Excellence I: Developing the Leader Within*
- *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 1,781 employees completed these programs in Fiscal Year 2020.

OHRD's COVID RESPONSE ACTIVITIES

Due to COVID, all face-to-face classes were cancelled beginning in March 2020 and much of the State's workforce was sent to telework. In response, the OHRD section began offering virtual training sessions to assist both employees and supervisors with the transition to remote work. These mini sessions were typically 1.5 hours long and included some homework for additional credit (see table below).

While OHRD continued to offer and expand these mini-sessions, the section also began redesigning and offering the remaining face-to-face DOP-P18 classes for virtual delivery. This allowed the section to continue fulfilling OHRD's mission to provide supervisors and managers with the resources and tools they need. It also allowed us to broaden our virtual learning class catalogue. OHRD expects to have an entirely virtual compliance option by the end of 2020 (see table below).

Classes Transitioned to Virtual (with graduates)	Mini Trainings (with graduates)
Discipline & Documentation* (9)	OHRD Telework Support Hours (94)
Navigating Difficult Conversations (13)	Getting Started with Telework (148)
	Improving your Virtual Meetings (41)
	The Resilience Factor: How to Build Resilience in Challenging Times (85)
	Conducting Selection Interviewing Remotely (29)
	Digital Communication: Better Emails and IMs (56)
	How to Improve 1-1 Performance Conversations (5)

*we did not offer *Managing & the Law* until July 6

OHRD increased its outreach efforts to supervisors/managers in response to COVID via the DOP-OHRD eNewsletter. Prior to COVID, the eNewsletter normally highlighted upcoming classes and different requirements of the DOP-P18 training program, but this year, it has also become an integral part of DOP's COVID response by adding First Responder Resources, Families First Coronavirus Response Act information, and Curated Development Opportunities. When telework began in March of 2020, OHRD restructured it to a weekly eNewsletter, which highlighted topics that could assist with COVID challenges. As the State's workforce settled in their new work environments, OHRD switched from weekly eNewsletters to bi-weekly and then to monthly.

In addition to expanding our e-learning offerings, OHRD curated resource webpages for first responders, supervisors and managers, and employees on the DOP website. These pages include information on working from home with and without children; leading through change; returning to work; employee rights under the CARES Act; and information on managing stress and burnout in these unprecedented times. Updates to these resources are ongoing as new information and insights become available.

OHRD's GENERAL STATISTICS and ACTIVITIES

During FY 2020, OHRD began its 9th & 10th Annual Cohort Programs, which are 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. Because of COVID, OHRD had to put these on hold mid-way through. When in-person classes resume, OHRD will be finishing up the started Cohorts and resume accepting applications for the next Cohort program, which is scheduled to start in either July 2021 or January 2022.

In FY 2020, OHRD successfully offered the newly re-designed Trainer Certification program and facilitated the first component of the newly designed Managing for Excellence Certification program. 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). The face-to-face training classes for the Trainer Certification were completed in February 2020. After that, candidates continued to a pre-existing online class and were able to progress in the certification process. The last candidates of this Trainer Certification program are expected to graduate from the program by January 2021.

Candidates for the Managing for Excellence Certification have been able to progress as well. They had completed the first set of sessions in October 2019 and were in the stage where they received regular personal coaching. In the next phase, candidates were supposed to meet again for a set of face-to-face sessions. Due to COVID, OHRD is exploring options on how to continue this certification program until meetings can resume.

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 4-module, 6-hour class that is a DOP-P18 requirement. This will bring the total DOP-P18 online-offered classes to 7 out of 11 classes and will be the last class required to fully complete DOP-P18 in online or virtual formats.

OHRD engaged in 15 special requests for services in FY 2020. Of these, 5 were strictly off-site training services which resulted in a total of 113 participants. OHRD also provided consulting services with 15 different agencies, which included assistance with projects such as customer service, interpersonal skill development, and creating vision and values.

During FY 2020, the OHRD section worked with the DOP Director's office to establish a fee for classes system where agencies that are not covered under DOP are able to request our services and pay per class or service. To date, OHRD entered into contract with two agencies, WV Department of Agriculture and WV State Treasurer's Office. The WV Department of Agriculture requested three sessions of the three-day Supervising for Success I: Critical Skills for New Supervisors class. OHRD was able to conduct two out of the three classes before classes were canceled due to COVID. Per contract with the WV State Treasurer's Office, OHRD agreed on two sessions of the three-hour customer service class. Due to COVID,

OHRD was unable to hold either of these sessions as they were scheduled for April and May. Contract obligations will be revisited when in-person classes may resume.

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.

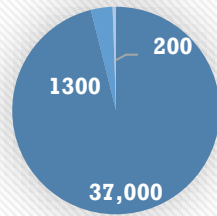
Back pay awards may be granted to employees as a result of a grievance decision, court order, settlement agreement, or an order from the United States Department of Labor. The DOP assists state agencies in processing back pay awards to ensure compliance with existing statutes and legislative rules. PTR 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 2020 ACTIVITIES and ACCOMPLISHMENTS

There were over 37,000 personnel transactions reviewed and processed on behalf of covered state agencies during FY 2020. PTR staff also processed over 1,300 transactions for affiliated county health departments, and over 200 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.

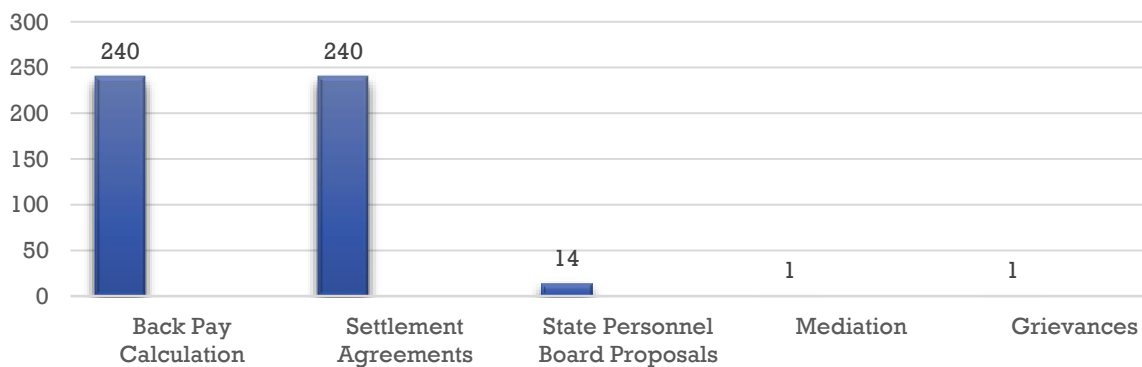
Personnel Transactions Reviewed FY 2020



- Transactions processed for DOP covered agencies
- County Health Department transactions
- Paper transactions submitted by DOP covered agencies

In this fiscal year, the PTR section presented 14 proposals to the State Personnel Board. PTR also represented the DOP in one (1) Level 2 mediation hearings and one (1) Level 3 grievance hearing conducted by the West Virginia Public Employees Grievance Board. The PTR section verified 240 calculations for potential back pay awards and reviewed the corresponding settlement agreements.

Non-Transactional Services FY 2020



Filing of the biennial EEO-4 Report is required by all public sector organizations under Section 709(c) of Title VII of the Civil Rights Act of 1964, as amended, and Sections 1602.30 through 1602.38, Chapter XIV, Title 29 of the Code of Federal Regulations. Under these statutes and Executive Order No. 6-90, the DOP has the responsibility to compile the EEO-4 Reports for all State agencies under the jurisdiction of the Governor and submit each compilation to the Equal Employment Opportunity Commission.

This report was submitted in FY 2020 based on data from FY 2019. Information was received from all departments except one, which did not submit timely. The report submitted included 20,754 State employees and 4,202 temporary employees.

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.

Eligible lists of qualified applicants are provided to state agencies and affiliated county health departments for employment consideration. Staffing maintains applicant tracking records, via NEOGOV, for the classified service and is responsible for the development and improvement of applicant selection procedures. Creating a quality workforce that reflects the rich diversity of the state is one of DOP's goals. DOP recognizes merit and welcome, respect, and value the contributions of all people.

The DOP is committed to maintaining convenient and accessible testing opportunities for applicants. In the beginning of FY 2020, written examinations were administered at 11 locations statewide and were strategically located to serve every county. However, in April 2020, DOP's online testing project was launched having 1,829 applicants take online exams to date. DOP collaborated with the Office of Technology to bring this project to fruition. Online testing provides applicants greater convenience and allows testing accessibility, expanding recruitment to ensure diversity, equity, and inclusiveness. Though DOP staff continues to provide reasonable accommodations to applicants with disabilities, applicants now have the benefit through online exams of utilizing their own equipment and software with which they are familiar. Online testing was also crucial to providing applicant services during the continuing COVID pandemic.

DOP also provides Civil Service Commission testing materials to 54 counties for the Deputy Sheriff classification series and scores the examinations, as necessary. DOP is working with the county commissions to implement online testing for these Deputy Sheriff positions in FY 2021. This will not only expedite the hiring process for Deputy Sheriff positions, but also reduce DOP administrative costs.

All job recruitment announcements are available on the DOP website. 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, online 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 unlimited open positions.

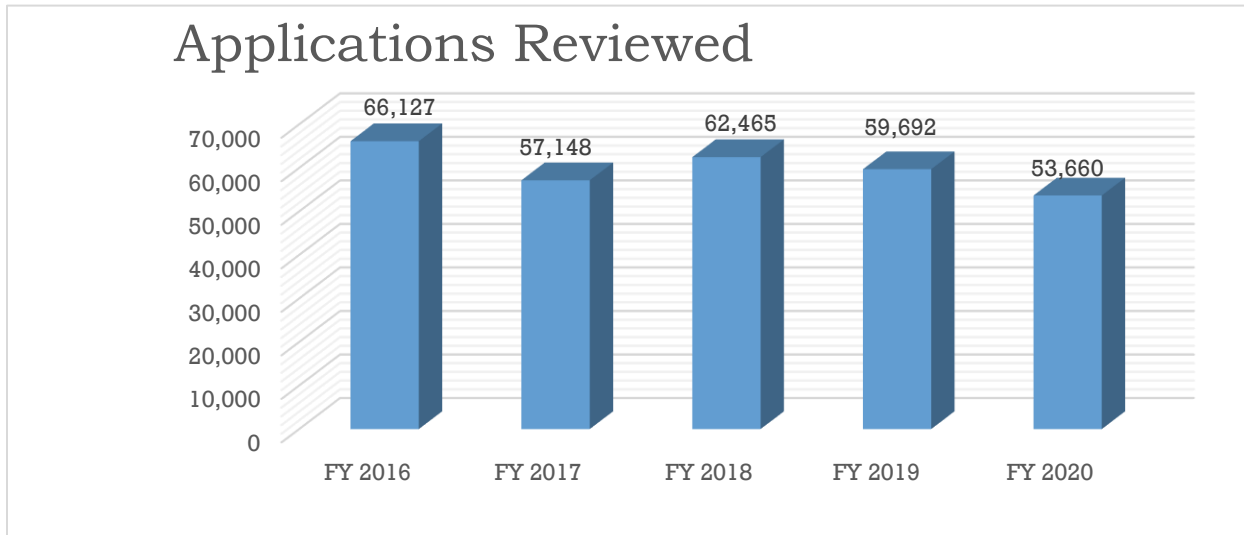
Job classifications are selected for announcements based upon the recruitment needs of state agencies. The DOP typically responds to an agency request to announce an open position within two business days of the request. Recruitment often begins the same day the request is received. Generally, there 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 may visit or call to speak with a Human Resources Specialist who is trained to assess their qualifications and interests and assist them in applying for appropriate jobs. In addition to job counseling, DOP provides an online tutorial to guide applicants through the State of WV's online application process which may be found at www.personnel.wv.gov under the Job Seekers tab.

FY 2020 ACTIVITIES and ACCOMPLISHMENTS

Staffing responded to numerous requests for assistance and information pertaining to state employment opportunities. For FY 2020, continuous examination announcements were supplemented by approximately 600 Public Service Announcements (PSAs). These type of vacancy announcements are used to establish lists of qualified applicants for positions with special critical skill requirements and/or those that have infrequent vacancies. In this fiscal year, 9,446 online Interest Cards were completed with the most applicants expressing interest in the Administration field making up 6% (540) and the least being in the Physician field making up 1% (64) of the total number of applications received. The amount of interest cards completed this year decreased by 1,383.

A total of 53,660 applications were reviewed and scored this fiscal year. Overall, application numbers remain constant. In FY 2020, 4,626 referral lists of qualified eligible applicants were certified to DOP covered agencies for hiring consideration, a decrease of 307 lists as compared to FY 2019 with 4,933 lists. 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. This FY 2020 year, we referred 125,742 applicant names to agencies. This is a decrease of 8,712 applicant referrals from the 134,457 referred last FY 2019 year.



Staffing participated in 6 recruitment events and spoke with approximately 900 potential applicants. In FY 2020, DOP began participating in virtual career fairs (these are job fairs that are hosted online for applicants to learn about agencies and apply for jobs.) which has provided a new way to recruit applicants for in demand positions. It does not require the travel time and resources that are needed to participate in an in-person job fair. Traditional job fairs are still a very important recruitment tool. However, under many circumstances, such as the current pandemic, virtual career fairs have allowed DOP to continue to participate in job fairs for recruitment purposes. Staffing will continue to attend informational sessions as well as minority and veterans career fairs aimed at enhancing the diversity of the State’s workforce.

Staffing continued its partnership with the Department of Arts, Culture, and History for implementation of the 2020 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. Twelve (12) agencies participated this past summer hiring a total of twenty-eight (28) candidates out of the 245 that applied.

Staffing continues to serve as an advisor for the Governor’s Internship Program. Staffing also continues to closely monitor inclusion and diversity recruitment efforts by updating recruitment information and applications while joining forces with the private sector with the exchange of ideas.

FACTORS IMPACTING DOP in FY 2021

- 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.

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.