



**West Virginia
Division of Personnel**

**ANNUAL REPORT
2025**



Sheryl R. Webb, Director
Eric L. Householder, Cabinet Secretary

December 29, 2025

The Honorable Patrick Morrisey, Governor
The Honorable Members of the West Virginia Legislature

Dear Friends of the Division of Personnel:

The Division of Personnel (DOP) has made significant changes to the agency's operations over this past year. While the DOP continues to support agencies by providing resources in the areas of recruitment, training and development, and employee relations, other resources have been implemented to expand human resources services for agencies and employees regardless of civil service status.

This change has been occurring over the past couple of years, however, the 2025 legislative session afforded the opportunity to recalibrate how the agency operates and provide services to support state agencies in the area of human resources outside of the merit system.

The DOP is committed to modernizing processes. We have provided specialized services for departments and agencies to assist in human resource challenges. We have continued to offer the best customer service possible. It is our goal to provide the consultative services that agencies cannot find other places to better serve the employees of this State. This year the DOP has focused on integrating artificial intelligence to further improve processes.

It is my pleasure to share with you the achievements of the West Virginia Division of Personnel for Fiscal Year 2025, 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".

Sheryl R. Webb
Director

c: Eric Householder, Cabinet Secretary, Department of Administration
State Personnel Board

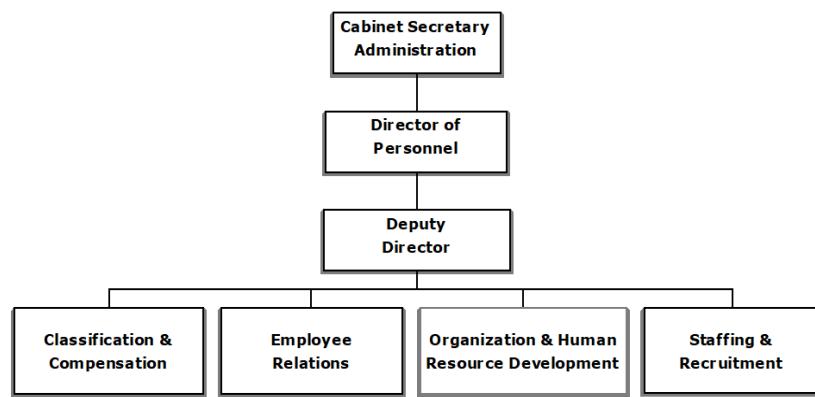
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THE DIVISION OF PERSONNEL IS AN EQUAL OPPORTUNITY EMPLOYER

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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 pertaining to 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. The 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.

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. The meeting is held in March, June, September, and December virtually. 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, 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

DOP Budget History

FY	Personal Services + Annual Increment	Benefits	Unclassified	Total
2020	\$ 3,677,028	\$ 1,083,655	\$ 1,399,231	\$ 6,159,914
2021	\$ 3,677,028	\$ 1,083,655	\$ 1,399,231	\$ 6,159,914
2022	\$ 3,515,053	\$ 758,541	\$ 743,683	\$ 4,017,276
2023	\$ 2,492,076	\$ 703,040	\$ 1,659,128	\$ 4,854,244
2024	\$ 2,428,875	\$ 746,826	\$ 666,632	\$ 3,842,333
2025	\$ 2,382,541	\$ 734,331	\$ 1,155,255	\$ 4,272,127

The DOP's budget consists of special revenue funds with revenue generated by fees for performing services for agencies that have classified and classified-exempt employees. As a special revenue agency, DOP lost revenue each time the legislature authorized agencies to create their own merit systems. A one-time interdepartmental transfer of funds from the General Services Division was provided to support the agency as a result.

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.

Senate Bill 837, passed during the 2025 regular session of the legislature and effective July 11, 2025, eliminated the West Virginia Office of Equal Opportunity as the office provided many services already provided by the DOP. The legislation continued the position of State Equal Opportunity Coordinator and required that a Department of Administration employee be appointed to the position. The Coordinator consults, trains, and collaborates with state agencies and employees on the federal Equal Employment Opportunity Act, Americans with Disabilities Act (ADA) and related issues. The Coordinator inspects and advises the Real Estate Division, General Services Division, and the Purchasing Division on physical properties owned or leased by the State of West Virginia for compliance with the ADA. The DOP Deputy Director was appointed to the position.

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 initiated or continued during FY 2025, as more fully described below, include:

- The DOP continues to improve customer outcomes and experiences through the offering of enhanced responsiveness, problem solving, coordination, and collaboration with agencies, and the provision of expanded executive coaching and consultation services to support agencies' major change efforts.
- As a regulatory agency, the DOP acknowledges the value in using innovative technologies such as artificial intelligence (AI) tools and solutions. The DOP is responsible for creating and maintaining a variety of systems to include processes that apply to state agencies that the DOP serves. The DOP has utilized AI to improve processes but committed to fully leveraging available AI tools to improve efficiency and accuracy, automate tasks, and provide an enhanced customer and decision-making experience.
- The Staffing and Recruitment section has placed a notable emphasis on recruitment for all state positions and has also improved the process for how the DOP works with agencies to promote critical needs positions.

- Continued to improve the capacity and effectiveness of internal operations through training and coaching of DOP staff, process improvement efforts, leadership and managerial development, and enhanced performance management, communication, and conflict management systems and practices. More specifically, the DOP has placed a focus on targeted agency training and consulting to assist with issues or to provide training on human resources trends.

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. This 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 technology in the workplace. Staff 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 2025, 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. In FY 2025, staff attended 3 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 2025 ACTIVITIES and ACCOMPLISHMENTS

This section processed 4,786 wvOASIS electronic transactions. In addition, Class and Comp evaluated 1,233 Position Description Forms (PDF), reviewed/processed 3,887 job posting request forms for job vacancy postings, reviewed 27 classification appeals, and conducted 58 on-site and virtual job audits.

In this fiscal year, the section presented 15 proposals for classification and compensation plan revisions to the State Personnel Board including creating and/or revising a total of 22 class specifications.

In FY 2025, this section reviewed 138 requests for discretionary pay differentials authorized under the DOP Pay Plan Policy. Of the 138 requests, 7 were denied, and 131 were approved, representing a 94.7% approval rate.

EMPLOYEE RELATIONS

OVERVIEW

The Employee Relations (ER) section is central to establishing and executing government-wide human resources law, policy, and programs. ER works across almost all levels of government to promote awareness, education, and compliance on policies and initiatives that impact agencies, employees, and their families.

Serving as a trusted resource, ER provides comprehensive, technical human resources consultation and guidance to state agencies and employees. This guidance covers the full spectrum of HR management policies and practices, including federal and state employment-related laws and regulations, the DOP's statute and legislative rules, personnel policies, disciplinary actions, and grievances.

FY 2025 ACTIVITIES and ACCOMPLISHMENTS

In FY 2025, ER focused on providing high-level support, guidance, and compliance assurance across the State:

- **Individual Consultation:** Provided 1,687 individual consultation services to state employees and agencies on various human resources policies and practices. This included a review of 73 agency-specific policies, procedural guidance documents, and correspondence.
- **Guidance Documents:** Authored and published 23 guides, job aids, sample policies, and documents, which are made available to state agencies and employees through the DOP website. Guidance was also provided during the HRAC quarterly meetings.
- **Training and Education:** Conducted eight (8) training sessions covering a range of personnel management topics. Four (4) new training courses were offered, including a comprehensive in-person workshop on agency compliance requirements for federal laws such as the Fair Labor Standards Act, Family and Medical Leave Act, Americans with Disabilities Act, Pregnant Workers Fairness Act, and the Providing Urgent Maternal Protections for Nursing Mothers Act.
- **Employment Law Monitoring:** Staff actively monitored federal and state employment laws, regulations, and court decisions to ensure technical guidance remained current, accurate, and relevant. This included participation in 41 complimentary webinars hosted by the U.S. Department of Labor, the EEOC, the ADA National Network, and reputable law firms. In response to evolving policy changes, an additional four (4) existing courses were updated or revised.

- **Grievance Counseling:** Provided specialized grievance consultation on 17 occasions and reviewed a total of 1,038 employee grievances. The section provides procedural guidance on all aspects of the grievance process, including notification, burden of proof, timeliness, and decisions in similar cases.

STATE EQUAL OPPORTUNITY

Effective July 11, 2025, with the passage of SB 837 (2025), responsibilities performed by the former Office of Equal Opportunity were officially transferred to the DOP. In this transition, DOP's Deputy Director, Joe Thomas, was appointed as the State Equal Opportunity Coordinator (EOC). Since the transfer, the DOP has served as an advisor to appointing authorities in formulating agency policies for complaint resolution and has focused on developing essential resources to support the state agency-appointed Equal Employment Opportunity (EEO) Counselors and Coordinators. These efforts include:

- **Establishing Support Channels:** Following a September 2025 survey to gauge the Coordinators' and Counselors' training interests, quarterly online meetings were established. These meetings provide valuable information, resources, and a platform for EEO staff to share feedback and receive assistance from the DOP.
- **Developing New Guidance and Training:**
 - An introductory training, *The Basics of Equal Employment Opportunity*, was released in November for new EEO Counselors.
 - Two procedural resolution guides were published. The *Guide to the Equal Employment Opportunity (EEO) Complaint Process and Alternative Dispute Resolution for State of West Virginia EEO Counselors and Coordinators* and the *Workplace Investigations Guide*. Both of which include a comprehensive selection of sample correspondence, forms, and reports for the dispute remediation process. Additional harassment prevention training available to state agencies includes:
 - Harassment Prevention Training: A selection of harassment prevention training is available to all state agencies, including *Facing Bullying at Work*, *Harassment in the Workplace*, and *Mastering the Respectful Workplace*.
 - Supervisor-Specific Training: Additional training tailored for agency Supervisors includes *Preventing Harassment: A Shared Responsibility* and *Cultivating a Respectful and Civil Workplace: A Manager's Guide*.

EMPLOYMENT SUITABILITY

The State has a duty to exercise reasonable care to avoid hiring individuals who are unfit for positions in state government. Failure to exercise this care can expose public resources and citizens to risks and hazards due to negligent hiring. Based on the authority provided in West Virginia Code §29-6-10(8) and West Virginia Code R. §143-1-6.4, DOP's centralized services aid in identifying candidates who fail to comply with reasonable requirements. This is achieved through background checks, employment reference policies, and other information available to the DOP, such as previous dismissal from public employment, thereby reducing the threat of liability.

- **Re-employment Suitability Assessments:** The ER section meets regularly to assess the re-employment suitability of individuals dismissed from positions within the DOP classified service and, in limited cases, from public service more broadly. Determinations are made by carefully considering the dismissing agency's stated reasons for the separation and the surrounding circumstances.
 - In FY 2025, ER reviewed 303 dismissal cases.
 - 268 individuals were determined to be unsuitable for re-employment in the classified service due to the nature of their misconduct.

Individuals deemed ineligible for re-employment may appeal the determination in writing, providing the Director with a rationale for why they believe they should not be excluded as eligible applicants. During FY 2025, 26 individuals appealed, resulting in five (5) disqualification decisions being amended or reversed by the Director.

- **Criminal History Record Information (CHRI) Checks:** Authorized by Legislative Rule 143CSR4 of the DOP, the West Virginia State Police, and the Federal Bureau of Investigation (FBI), the ER section is permitted to obtain CHRI to determine an applicant's suitability for employment within classified state agencies and affiliated county health departments. Due to strict confidentiality requirements, ER is prohibited from disclosing CHRI details to requesting agencies and therefore independently evaluates each applicant's suitability based on the specific job duties and disqualifying offenses identified by the agency. In FY 2025, ER conducted suitability assessments for 99 applicants under this authority.

SETTLEMENT AGREEMENT PROCESS

Covered agencies seeking to enter into a settlement agreement and release with a current or former classified employee must obtain review and certification from the DOP, unless otherwise exempted by statute. This certification ensures the settlement terms comply with DOP law, rule, and policy, including the DOP *Administrative Rule* (West Virginia Code R. §143-1-21.1) and *Settlement Agreements/Back Wages* policy (DOP-P24).

The ER section provided technical assistance on 490 settlement agreements and payroll correction requests in FY 2025. At the request of DOP-covered agencies, ER completed reviews on 302 settlement agreements and Payroll Correction Payment Request Forms (PAYC). Of these, the Director certified 46 settlement agreements and 247 PAYC requests, totaling \$604,268 in back wages and \$80,636 in lump-sum payments. Furthermore, three (3) Level 3 grievance decisions resulted in certified back wages totaling \$15,655.

ORGANIZATION and HUMAN RESOURCE DEVELOPMENT

OVERVIEW

The Organization and Human Resource Development (OHRD) section currently consists of six (6) staff members including one Assistant Director, one Senior Training and Development Consultant, one Training and Development Consultant two (2) Training and Development Consultant 1s, and one (1) Administrative Services Assistant 1. It receives additional support from one Manager, one Help Desk Analyst 1 and one Content and Media Design Specialist, who are assigned to the Director's Office.

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, virtual, and online training; arranges special training, coaching, and consulting services upon request; administers the *Supervisor/Manager Training Program* policy (DOP-P18); administers the new NEOGOV Perform Program; and directs the activities of the Center for Quality Government.

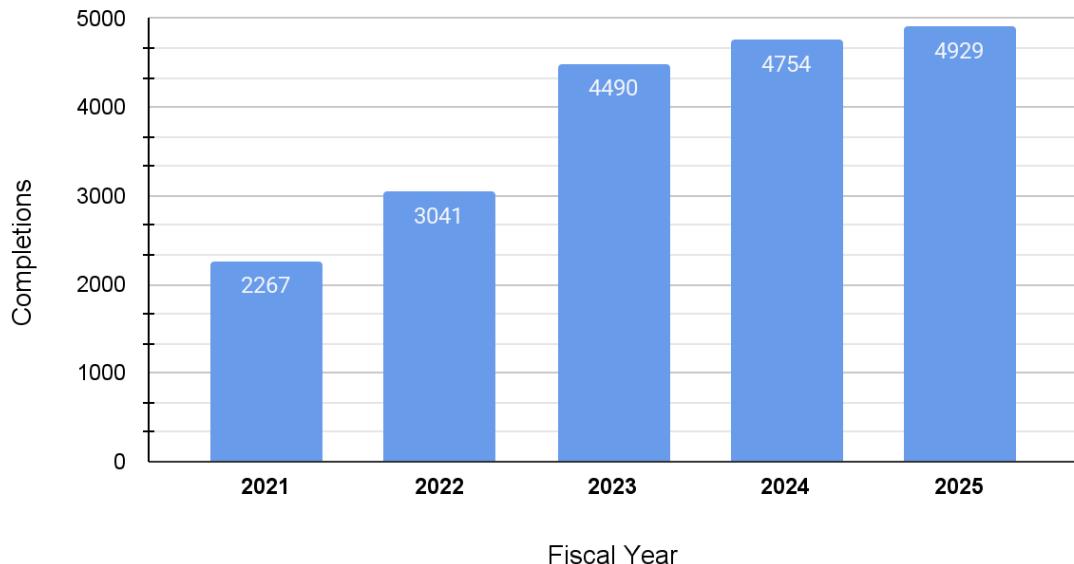
OHRD's goal is to foster higher competency in critical managerial functions, ensure that public funds are expended judiciously, and public services are provided in an effective and efficient manner. It is imperative that state government supervisors and managers are able to competently organize, direct, 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 the DOP Trainer Certification Program.

FY 2025 ACCOMPLISHMENTS

In FY 2025, OHRD conducted 49 face-to-face classes resulting in 874 completions, 48 virtual classes resulting in 1,048 completions, and administered 19 standalone, fully online classes resulting in 3,007 completions. The live training sessions accounted for 585 hours of instruction, and across all formats a total of 4,929 graduates were recorded.

Participant Completions - by FY



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

- *Supervising for Success I: Critical Skills for Supervisors (f2f and virtual)*
- *Preventing Harassment: A Shared Responsibility (online)*
- *The Drug-Free Workplace (online)*
- *Employee Performance Appraisal: The Foundation for Performance Management (online)*
- *Discipline and Documentation (virtual & f2f)*
- *Managing and the Law (online)*
- *Workplace Safety: Your Responsibility (online)*
- *Attendance Management (online & f2f)*
- *Conflict Management (f2f)*
- *Navigating Difficult Conversations (f2f & virtual)*
- *Coaching and Developing Employee Performance (f2f)*
- *Let Go and Stay Close: Skills and Techniques for Successful Delegation (virtual)*
- *Leading Change in Turbulent Times: Improving Your Team's Adaptability and Performance (f2f)*

A total of 2,122 employees completed these programs in Fiscal Year 2025.

The DOP offered 44 additional training programs including:

<p><i>OHRD Classes:</i></p> <ul style="list-style-type: none">• <i>Avoiding Burnout: Strategies for Managers to Create Better Work Culture (virtual)</i>• <i>Conducting Selection Interviewing Remotely (virtual)</i>• <i>Digital Communication: Better Emails and IMs (virtual)</i>• <i>Early Planning for Financial Security (webinar)</i>• <i>Heading into Retirement Webinar Series (virtual)</i>• <i>How to Improve 1-1 Performance Conversations (virtual)</i>• <i>How to Write Measurable Performance Expectations (virtual)</i>• <i>Interpersonal Communication: Building Relationships, Improving Performance (virtual)</i>• <i>Know Your State Government (f2f)</i>• <i>Leadership Skills for Non-Managers (f2f)</i>• <i>Managing a Distributed Workforce: Skills and Strategies (virtual)</i>• <i>Managing for Excellence I: Developing the Leader Within</i>• <i>Onboarding Employees: It's More Important Now Than Ever (virtual)</i>• <i>Customer Service (online)</i>• <i>The Resilience Factor: How to Build Resilience in Challenging Times (virtual)</i>• <i>Running Effective Meetings (f2f)</i>• <i>Supervising for Success II: Leadership Essentials (f2f)</i>• <i>Time Management for Employees (virtual)</i>• <i>Time Management for Managers (virtual)</i>• <i>Webquest-Effective Meetings Using Agendas and Minutes (online)</i>	<p><i>HR Classes:</i></p> <ul style="list-style-type: none">• <i>Application Review: Ensuring Selected Candidates Meet Minimum Qualifications (f2f)</i>• <i>A Beginner's Guide to Due Process (online)</i>• <i>A Manager's Guide to EPA-1 (online)</i>• <i>A Manager's Guide to EPA-2 (online)</i>• <i>A Manager's Guide to EPA-3 (online)</i>• <i>Completing a Position Description Form</i>• <i>Facing Bullying at Work (online)</i>• <i>Fair Labor Standards Act (FLSA): Tools and Strategies for Understanding the 2025 Amendments (virtual)</i>• <i>FMLA Module 1: Untangling the Web of State Leave with the federal Family and Medical Leave Act (online)</i>• <i>FMLS Module 2: Federal Family and Medical Leave Act, Beyond the Basics (online)</i>• <i>HR Compass: The Journey to Compliance (f2f)</i>• <i>HR Foundations: History of the Merit System (online)</i>• <i>HR Foundations: Definitions of Personnel Terms (online)</i>• <i>Introduction to Personnel Transactions (f2f)</i>• <i>Introduction to WV State Personnel Board Proposals</i>• <i>Leave as an Accommodation</i>• <i>Leaves of Absence: Understanding the Basics (online)</i>• <i>Mastering the Respectful Workplace (online)</i>• <i>NEOGOV Perform Training for Employees (online)</i>• <i>Progression Dates Calculator: The Basics (f2f)</i>
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- *Writing for Results - Grammar and Punctuation (online)*
- *Registers 101 (online)*
- *Smart Selection: Interviewing and Evaluation Essentials (f2f)*
- *Tools for Strategic Recruitment: Attracting Talent and Drafting Board Proposals (f2f)*

A total of 2,807 employees completed these programs in Fiscal Year 2025.

OHRD staff also offered the Cohort Program for two groups during FY 2025. The Cohort Program is an accelerated compliance initiative under the *Supervisor/Manager Training Program Policy* (DOP-P18). This program enables supervisors and managers to complete Components I-III, along with the first year of the 12-hour Component IV Continuing Education Requirement outlined in DOP-P18, all within a single year. Two Cohort Programs are typically offered each year.

Enhancing Development Opportunities for State Employees

In FY 2025, OHRD expanded its portfolio of learning opportunities through new course development, program innovation, compliance initiatives, and strategic collaborations with other sections of the DOP and external agencies. These efforts ensured that training opportunities were timely, relevant, and responsive to workforce needs, while also laying the groundwork for long-term improvements in compliance tracking and professional recognition.

Human Resource Learning Portal (HRLP) Enhancements

As part of these efforts, OHRD worked to strengthen the HRLP through both new course additions and platform improvements:

- *Site Redesign and Launch:* The HRLP underwent a full redesign in early 2025, providing employees with a more streamlined and user-friendly experience.
- *Definitions 101*, developed with Classification and Compensation, providing foundational clarity on essential HR terminology and practices.
- *Leave as an Accommodation*, created with Employee Relations, and uploaded to the Content Management system, the DOP website, and HRLP, with a formal announcement to HRAC to ensure broad visibility and adoption.
- Additional courses developed by Classification and Compensation and Staffing Services were also added to HRLP, including resources on recruitment fundamentals and effective interviewing and evaluation practices. While OHRD did not participate in the design of these offerings, our role in linking them to HRLP ensured broader access and visibility for employees across agencies.

New Class: *Early Planning for Financial Security*

In FY 2025, OHRD launched a new two-hour virtual course, *Early Planning for Financial Security*, in response to newer employees not fully utilizing or being aware of retirement planning options. Offered on May 28, the program brought together expertise from the Consolidated Public Retirement Board (CPRB), Empower, and the Treasurer's Office to provide both informational content and motivational guidance.

By reaching employees early in their careers, when financial decisions have the greatest long-term impact, the course encourages proactive engagement with retirement resources while equipping participants with practical strategies to strengthen their financial futures.

New H.E.L.P. Program

In addition, OHRD launched the *Holistic Employee Learning Pathway (H.E.L.P.) Pilot Program*, a targeted compliance initiative designed to ensure employees meet mandatory training requirements under the Supervisor/Manager Training Policy (DOP-P18). The program focused on targeted outreach to individuals who had completed four or more classes but required support to finish their compliance training. OHRD staff worked directly with these employees to create personalized training plans, handled all enrollment logistics, and provided ongoing check-ins and guidance to ensure successful completion. This hands-on approach reflects OHRD's commitment to not only offering training, but also actively supporting employees in achieving compliance and professional growth.

P-18 Compliance Data Integration Project

Beginning in FY 2025 and continuing into FY 2026, OHRD launched the Compliance Data Integration Project, a multi-year initiative to establish the infrastructure necessary for tracking and supporting mandatory training compliance. A key milestone was the successful creation of the first centralized compliance database, which merges historic training records with current participation data.

While the historic data requires ongoing refinement, this foundational achievement represents a significant step toward a more data-driven approach to compliance management. Once fully updated, the database will allow OHRD to enhance outreach by targeting specific classes to specific individuals, ensuring employees receive the training most relevant to their compliance needs.

This project underscores OHRD's commitment to modernizing compliance oversight, improving workforce support, and laying the groundwork for measurable improvements in training completion rates in FY 2026 and beyond.

Trainer Certification Program Completion

In early FY 2025, OHRD successfully closed out another cohort of the *Trainer Certification Program*, a year-long initiative that begins in one fiscal year and concludes in the next. Of the 20 participants enrolled, 18 completed the program, earning certification that ensures agencies have qualified staff equipped with foundational educational theory and active learning principles to strengthen skill development within their organizations.

Comparable programs offered by national providers such as the Association for Talent Development (ATD) are priced between \$1,500 and \$2,500 per participant, not including travel costs. Based on these market rates, OHRD's in-house delivery of the program represents an estimated cost savings of \$27,000 to \$45,000 to the state. By administering this program internally, OHRD delivers high-quality training at a fraction of the market cost while expanding the pool of certified trainers available to agencies.

This accomplishment highlights OHRD's commitment to building a sustainable network of skilled trainers, ensuring that agencies can provide effective, engaging training tailored to their workforce needs without incurring substantial external expenses.

SHRM Recertification Provider Status:

As an important enhancement, OHRD successfully obtained approval to serve as a SHRM Recertification Provider. This designation elevates the professional value of OHRD training by enabling participants to earn recertification credits recognized by the Society for Human Resource Management, further aligning OHRD's offerings with national standards of HR excellence.

Together, these new offerings underscore OHRD's role in fostering collaboration across DOP sections and external partners to deliver innovative, high-quality learning solutions that empower employees to navigate complex HR policies while preparing for future challenges.

Special Collaborations

In FY 2025, OHRD advanced its role as a strategic partner in organizational growth by continuing to deliver targeted assistance through Special Requests. These initiatives included customized training programs and performance consulting services designed to address critical performance gaps and support emerging opportunities for improvement.

Special Training Sessions

Over the course of the year, OHRD delivered two targeted and high value training engagements for the Office of the Inspector General. These sessions focused on leadership development, customer service excellence, conflict resolution, and interpersonal communication. Designed for deeper application and practice, the sessions strengthened workforce capabilities in areas essential to mission success and reinforced OHRD's role as a strategic partner in building agency capacity.

Collaborations with Non-Fee Paying Agencies

In FY 2025, OHRD engaged in long term cross functional collaborations with agencies not affiliated with the Division of Personnel as well as individuals from non fee paying agencies who chose to purchase OHRD training to support their internal development plans. These efforts resulted in nine training sessions and a total of 214 graduates at a total cost to agencies of \$28,405. The training delivered represented 1,905 cumulative instructional hours across all sessions.

OHRD training services are provided at a fraction of the cost of private providers. Comparable national training organizations such as Fred Pryor, Maxwell Leadership, and the American Management Association charge hourly rates ranging from \$45 to \$180 per hour. Based on these market rates, the training delivered by OHRD in FY 2025 represents an estimated cost savings of between \$57,000 and \$314,000 for the state.

OHRD demonstrated its value by ensuring that agencies received high quality and cost effective training that maximized taxpayer value while expanding access to professional development across the state.

Consulting Projects

Beyond training delivery OHRD provided strategic consulting services to agencies seeking to improve internal processes, strengthen compliance systems, and identify workforce development needs. In FY

2025, these engagements supported organizations such as the West Virginia State Police, the Department of Environmental Protection, the Bureau for Family Assistance, the Bureau for Public Health, the Division of Corrections and Rehabilitation, and the Office of Epidemiology and Prevention Services. Through these collaborations OHRD helped agencies address operational challenges, enhance organizational effectiveness, and build the internal capacity needed to sustain long term improvement.

Employee Performance Appraisal (EPA) Administration

In addition to delivering training and consulting services, OHRD is responsible for administering and providing technical support for the State's performance evaluation system, NEOGOV Perform. This system is used statewide to document performance expectations, monitor progress, and support continuous employee development.

Throughout FY 2025, OHRD provided comprehensive administrative oversight for the online performance appraisal process for all DOP covered employees. This included working with ten departments to maintain and support approximately 12,000 active users in the system, ensuring that agencies had uninterrupted access to the tools needed to complete evaluations accurately and on time.

OHRD also managed a significant volume of system support requests. In FY 2025, the team processed 206 access update requests, 154 transfer requests, and 73 gap period evaluation requests, along with 740 requests for exceptions to the evaluation timeline. These activities reflect the ongoing technical and administrative demands required to sustain a statewide performance management system and highlight OHRD's role in ensuring consistency, compliance, and system reliability across agencies.

STAFFING & RECRUITMENT

OVERVIEW

This section establishes and maintains employee information systems and historical records for all DOP merit system 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. S&R is responsible for verifying calculations of the monetary awards and compensation changes, as well as calculating interest. The S&R section verified approximately 317 calculations for potential back pay awards and reviewed the corresponding settlement agreements or Payroll Correction Payment Request Forms.

In FY 2025, the S&R section presented 23 proposals to the State Personnel Board. This section presents proposals to the State Personnel Board when affiliated county health departments request an across-the-board increase for their employees or for layoffs. When a layoff is approved by the State Personnel Board, the S&R 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.

In addition, S&R 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 eligible lists of qualified applicants to state agencies and affiliated county health departments for employment consideration. S&R maintains the applicant tracking records, via NEOGOV, and record-keeping 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.

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.

The DOP has reduced the number of titles that require examination, making the application process easier and more efficient. Currently, only 3 titles require examination. The DOP is committed to maintaining convenient and accessible online testing opportunities for applicants. Since the beginning of this fiscal year, 333 applicants have taken online exams. Online testing provides applicants greater convenience and allows testing accessibility. Though DOP staff continues to provide reasonable accommodations to applicants with disabilities, applicants now have the benefit via online exams of utilizing their own equipment and software with which they are familiar.

In collaboration with the Office of Technology, the DOP continues to provide online Deputy Sheriff testing for county commission offices that wish to participate. In some cases, staff will still process and score these manually as necessary. The online testing process continues to expedite the hiring process for Deputy Sheriff positions and reduce administrative costs for the DOP and participating commissions.

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 (2) business days of the request. Recruitment often begins the same day the request is received. Generally, there are between 100 and 150 open announcements at any given time. This includes continuously announced job titles and current job vacancies open for a limited time.

Job availability recommendation 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 informational sessions via phone, email, or in-person, the DOP provides an online tutorial to guide applicants through the State of West Virginia's online application process which may be found at www.personnel.wv.gov under Employment Opportunities.

S&R also represented the DOP in 6 Level 2 grievance mediations and 2 Level 3 hearings conducted by the West Virginia Public Employees Grievance Board.

FY 2025 ACTIVITIES and ACCOMPLISHMENTS

Personnel Transactions

There were 18,101 personnel transactions reviewed and processed on behalf of covered state agencies during FY 2025. S&R staff also processed 614 transactions for affiliated county health departments. Each transaction S&R processes is reviewed for compliance with applicable state statutes, regulations, policies, procedures, and compensation plans.

Prior Review Program

The S&R section continues to offer reviews of applications for classified positions prior to a personnel transaction being submitted in an effort to reduce the number of transactions rejected due to qualifications. In FY 2025, S&R completed 185 prior reviews for agencies.

Applications, Public Service Announcements (PSA), & Registers

S&R responded to numerous requests for assistance and information pertaining to state employment opportunities. In FY 2025, 1,868 PSAs were provided to the public. A total of 38,232 applications were reviewed and processed during FY 2025. In FY 2025, 3,352 referral lists of qualified eligible applicants were certified to DOP covered agencies for hiring consideration. The DOP has continued to improve referral efficiency and significantly reduce the time it takes to issue a certified list of eligible applicants once the applicant screening process is complete. In FY 2025, the DOP referred 34,300 applicant names to agencies.

S&R continues to offer monthly Question and Answer sessions to statewide agencies to share agency thoughts or concerns with one another or to seek clarification on S&R processes. These have proven to be successful and meaningful for the agencies.

Special Testing Events for Natural Resources Police Officers (NRPO)

A total of 19 tests were administered at the request of the Division of Natural Resources during one (1)(2) special testing event for NRPOs.

Auto-Screen Progress

Auto-screening is the process of passing and filtering applicants based on their own responses to job-specific questions. This procedure is used to automate the process of screening applicants for minimum qualifications. Proactively utilizing this process has significantly reduced the scoring and referral process, allowing agencies the DOP serves to fill vacancies more efficiently. Currently, there are 263 titles that utilize this process.

Online testing for Deputy Sheriffs

The DOP continued to utilize online testing for Deputy Sheriffs for the county commissions, administering 251 online Deputy Sheriff exams in FY 2025. This not only reduced hiring time but also resulted in a reduction in administrative costs associated with manual testing and scoring. Approximately one-third (1/3) of the county commission offices participate in online testing and the remaining offices

are provided test booklets and materials upon request. With online testing, the DOP no longer has expenses related to mailing test booklets and materials, the county commission offices no longer have the expense of returning the test booklets and all pertinent materials, and manual scoring of exams is eliminated. The DOP continues to work with the other county commissions to offer and implement this service.

Non-Covered Classification Requests

The DOP continues to advertise positions for agencies exempt from the merit system. The DOP advertised 186 exempt positions during FY 2025.

Recruitment

In April 2025, S&R's recruitment team held the first DOP sponsored career fair since 2018, hosting 7 different agencies. The recruitment team also attended 19 virtual career fairs in FY 2025. These online events allow applicants to learn about state government opportunities and how to apply for our positions. With these open and flexible events, the DOP is able to reach a larger applicant pool within the global market. These events do not require the travel time and resources needed to participate in an in-person job fair. Traditional job fairs are still a very important recruitment tool and the recruitment team participated in 18 in-person career fairs during FY 2025. However, virtual career fairs have allowed the DOP to continue to participate in job fairs and promote other career opportunities. Both the virtual and in-person events enable the DOP to develop strong brand awareness among those seeking employment. S&R will continue to attend informational sessions as well as minority and veterans career fairs.

Governor's Internship Program

S&R continued its partnership with the Department of Arts, Culture, and History for implementation of the 2025 Governor's Internship Program. This program offered top ranked college students the opportunity to work in paid internships with state agencies with the goal of encouraging these students to remain in West Virginia after graduation. Fourteen agencies participated this past summer, hiring a total of 18 candidates out of the 269 that applied. S&R continues to serve as an advisor for the Governor's Internship Program.

FACTORS IMPACTING DOP in FY 2026

- The DOP must provide leadership in human resources to classified agencies, including agencies with classified-exempt employees, with limited resources and in a time of rapidly evolving political, social, legal and demographic trends.
- The State continues to be 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.
 - Employee dissatisfaction results in 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 longstanding absence of merit increases which is compounded by increases in minimum wage.

- The floor of the salary schedule has been raised to comply with minimum wage requirements; yet, there is minimal movement occurring for current employees within the schedule.
- The DOP has been permitted to make updates over the past several years. However, the many years of stagnancy prior to these changes have not allowed agencies, employees and applicants to fully feel or understand the benefits.
- 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.
- Individual agency exemptions from the DOP merit system continue to create challenges that are hard to navigate. The different systems can make it difficult to know how to accurately apply law, rules and policies. In many instances, exempted agencies copy DOP's rules and policies and apply them as they see fit.

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 affected 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, compensation for meritorious performance, 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.
- Discontinue authorizing agency-specific exemptions from the DOP's merit system or creating duplicate merit systems.