



west virginia
DIVISION OF PERSONNEL

West Virginia Division of Personnel

ANNUAL REPORT

2021



Sheryl R. Webb, Director
Mark D. Scott, Cabinet Secretary

December 3, 2021

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

Dear Friends of the Division of Personnel:

It has been a challenging couple of years for many especially in the human resources arena. The Division of Personnel (DOP) has worked to support agencies by providing policies, guidance documents, and training regarding to COVID-19. Additionally, we have worked over the pandemic to support agencies to obtain qualified applicants as quickly as possible.

The DOP has been committed to modernizing processes. We have fully implemented online testing to allow applicants the ease of taking an exam from a convenient location instead of going to a test center for the positions that are tested. Other technology, such as auto-score of applications, has been implemented to cut down on the application review time. We have continued to offer the best customer service possible while upholding our statutory responsibilities. It is our goal to be a resource for state agencies.

It is my pleasure to share with you the achievements of the West Virginia Division of Personnel for Fiscal Year 2021, 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: Mark D. Scott, Secretary, Department of Administration

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THE DIVISION OF PERSONNEL IS AN EQUAL OPPORTUNITY EMPLOYER

State Personnel Board

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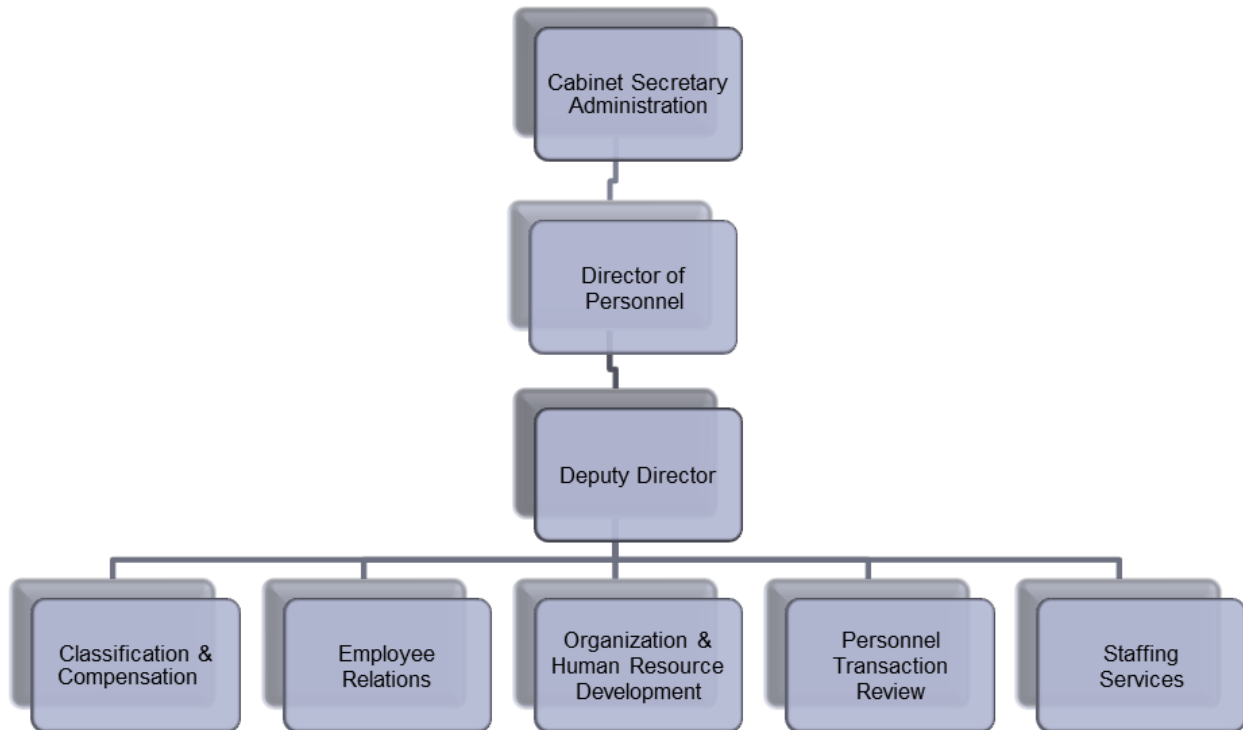
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ORGANIZATIONAL CHART



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. 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 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. As a special revenue agency, DOP lost approximately 25% of its revenue when the Department of Transportation was authorized to create its own merit system upon passage of HB 2720 during the 2021 regular session of the Legislature.

DOP Budget History				
FY	Personal Services + Annual Increment	Benefits	Unclassified	Total
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
2021	\$ 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 2021, as more fully described below, include:

- Implementation of Autoscore to assist with application reviews
- Workplace resources for COVID-19
- Training classes were integrated into a virtual environment
- Modernization of employee performance appraisal and offboarding processes
- Trained DOP covered agencies on posting internal agency positions into the NEOGOV applicant tracking system

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 2021, the section made contributions to a major national survey and a variety of state and regional surveys, for a total of 60 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 2021, staff attended 23 Level 2 grievance mediations and 10 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.

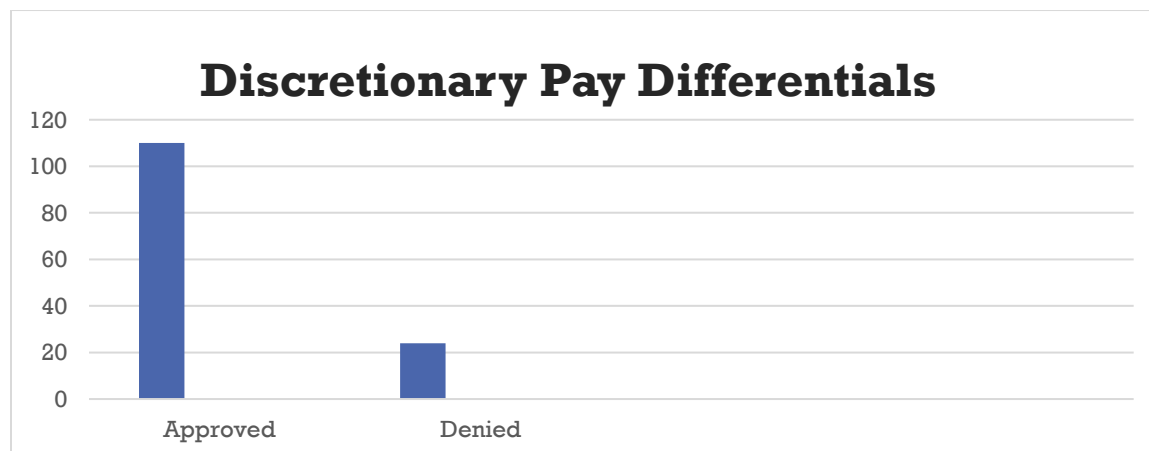
FY 2021 ACTIVITIES and ACCOMPLISHMENTS

The section processed 5,859 wvOASIS electronic transactions, which included 1,302 employee-related transactions (ESMTs), and 4,557 position-related transactions (PSMTs) affecting classification or compensation. In addition, the section evaluated 2,272 Position Description Forms (PDF), reviewed/processed 5,207 job posting request forms for job vacancy postings, reviewed 85 classification appeals, and conducted 55 on-site and virtual 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 38 proposals for classification and compensation plan revisions to the State Personnel Board including creating and/or revising a total of 56 class specifications.

In FY 2021, the section reviewed 134 requests for discretionary pay differentials authorized under the DOP Pay Plan Policy. Of the 134 requests, 110 were approved, representing an 82.08% 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), West Virginia Wage Payment and Collections Act, federal Family Medical Leave Act(s) (FMLA) as well as the DOP's statute and legislative rules, personnel policies, disciplinary actions, and grievances.

FY 2021 ACTIVITIES and ACCOMPLISHMENTS

ER provided 2,295 individual consultation services to state agencies and employees regarding a variety of human resources policies and practices including a review of 28 agency-specific policies, handbooks, and procedural guidance documents prior to issuance by DOP covered state agencies.

In addition to providing individualized consultation, the ER section authors a variety of human resources guidance documents made available to agencies and employees through quarterly meetings of the Human Resources Advisory Committee and the DOP website.

To ensure a clear and uniform understanding and administration of personnel human resources law, rule, policy, affected by the COVID pandemic, in FY 2021 ER created ten guides, sample policies and documents directly related to the suspension of DOP Rules and pandemic response.

The DOP Drug- and Alcohol-Free Workplace Policy was revised in FY 2021 to incorporate guidance on the use of Medical Cannabis in the workplace following the passage of the West Virginia Medical Cannabis Act, W.Va. Code § 16A-1-1 et. seq., which legalized the use, possession, and distribution of medical cannabis to treat serious medical conditions, while also providing employees with protection from discrimination based on the employee's certification for use of medical cannabis. A Frequently Asked Question (FAQ) document specifically on medical cannabis rights and responsibilities was developed to accompany the policy. Agencies were invited to participate in two trainings offered by ER regarding the policy updates and medical cannabis in the workplace.

Effective upon passage, HB 2011 eliminated work hour restrictions on temporary employees during a twelve-month period, including temporary (previously referred to as "seasonal") employees in state forests, parks, and recreational areas on March 16, 2021. Passage of the bill requires amendments to sections of the DOP *Administrative Rule*, W. Va. Code R. §143-1-1 et seq., regarding the limit of 1,000 hours per twelve-month period for temporary employees and 1,733 work hours of seasonal employment. Proposed amendments to the Rule have been filed with the Legislative Rule-Making

Review Committee and the Secretary of State’s Office in accordance with the provisions of W. Va. Code § 29A-3-1 *et seq.*

The ER section revised seven supervisor and employee guides and conducted 11 training sessions covering a broad range of personnel management topics such as maintaining a drug- and alcohol-free workplace, prohibited workplace harassment, employment law, the Employee Referral Program, and the Employee Guide to Layoff.

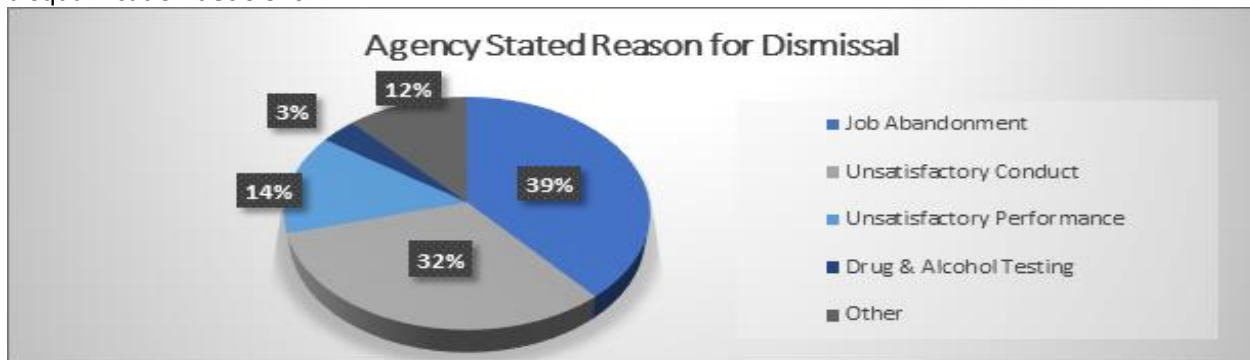
The DOP actively seeks input from employers and employees in the development of personnel policies and legislative rules. All employees are encouraged to participate in the development of policies and rules by attending public hearings, calling to share concerns and suggestions, or providing written comments.

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 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 2021 ER provided guidance to state agencies in 36 corrective and disciplinary actions.

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 and, in limited situations, public service in general. 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 2021, 287 dismissals were reviewed, with the agency-stated reason for dismissal being conduct or performance failure, job abandonment, drug and alcohol testing, or other reasons. 270 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. 18 individuals exercised their right to appeal the eligibility determination, resulting in the DOP Director amending or reversing 5 disqualification decisions.



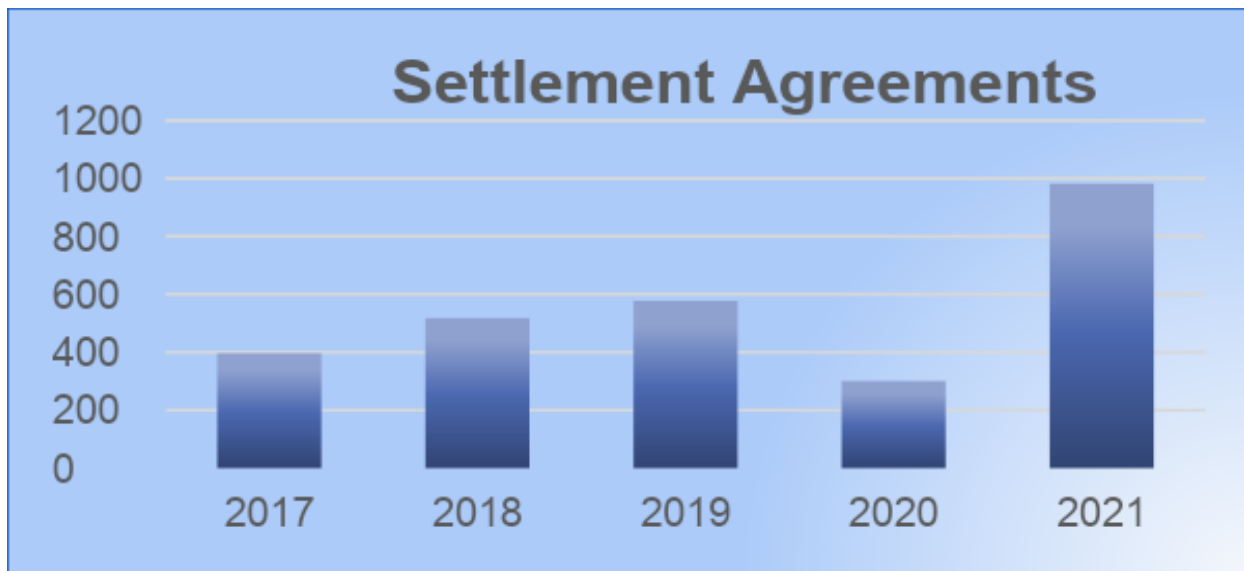
The ER section is also authorized by the West Virginia State Police and the Federal Bureau of Investigation (FBI) to obtain applicant criminal history record information to make suitability determinations for employment in the classified service. At the request of the classified state agency and affiliated 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 94 criminal record reports from the West Virginia State Police and/or the FBI during FY 2021.

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 2021, ER staff responded to 19 grievance-related inquiries from employees and 6 grievance-related inquiries from employers, for a total of 25 inquiries this fiscal year.

SETTLEMENT AGREEMENT PROCESS

Unless otherwise exempted by statute, covered 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).

At the request of DOP covered agencies, the ER section provided technical assistance and completed reviews on 983 settlement agreements and payroll correction payment request forms (PAYC) in FY 2021. Of the total reviewed, the Director certified 721 settlement agreements and 262 payroll correction payment requests forms; 730 involved payment of back wages; 249 provided lump-sum payments; and 4 were non-monetary settlements.



Settlements Agreements & PAYC Involving Back Wages - 730	
\$1,052,969.76	Back Wages
\$55,958. 82	Interest
\$1,108,928.58	Grand Total

ORGANIZATION and HUMAN RESOURCE DEVELOPMENT

OVERVIEW

The Organization and Human Resource Development (OHRD) section currently consists of ten (10) staff members including one Assistant Director, one Manager, two Senior Training and Development Consultants, two Training and Development Consultants, 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.

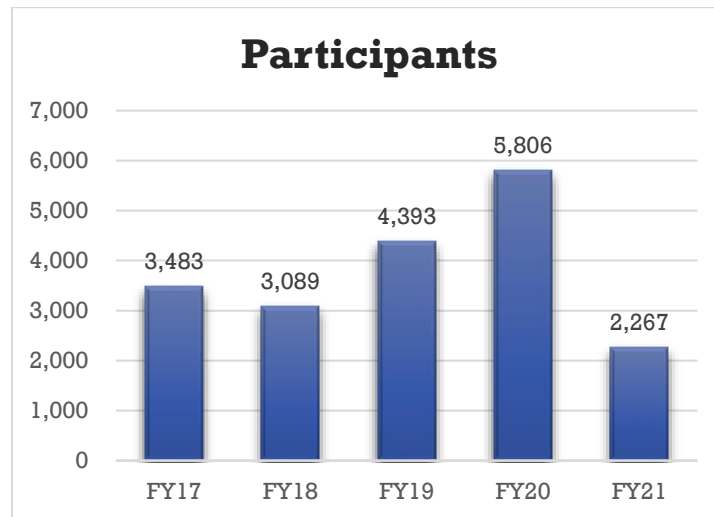
OHRD’s goal is to foster higher competency in critical managerial functions, ensure that public funds are expended judiciously, and public services are provided in an effective and efficient manner. It is imperative that the State government supervisors and managers are able to competently organize,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

FY 2021 ACTIVITIES and ACCOMPLISHMENTS

The OHRD section continued its commitment to offering programs based on the training and development needs of the State workforce. Due to Covid restrictions this year, no regional conferences or off-site trainings were offered. This usually generates around 190 graduates.

OHRD conducted one (1) face-to-face class, three (3) special request classes, and 70 virtual classes, constituting 176.5 hours of training, 9 face-to-face and 1,348 virtual graduates. Online class attendance consisted of 910 graduates.



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

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

A total of 1,256 employees completed these programs in Fiscal Year 2021.

The DOP offered 8 additional training programs including:

- *Introduction to Adult Learning: Enhancing Performance Through Active Training (face to face)*
- *Avoiding Burnout: Strategies for Managers to Create a Better Work Culture (virtual)*
- *Onboarding Employees: It’s More Important Now Than Ever (virtual)*
- *Heading into Retirement: Planning for a Secure Future (virtual)*
- *Digital Communications: Better Emails and IMs (virtual)*
- *Conducting Selection Interviewing Remotely (virtual)*
- *How to Improve 1-1 Performance Conversations (virtual)*
- *The Resilience Factor: How to Build Resilience in Challenging Times (virtual)*

A total of 1,011 employees completed these programs in Fiscal Year 2021.

OHRD's GENERAL STATISTICS and ACTIVITIES

Due to Covid, all face-to-face classes were cancelled beginning in March 2020, and OHRD continued to move forward by redesigning and offering 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 OHRD to broaden the virtual learning class catalogue.

In FY 2021, OHRD successfully completed the newly re-designed *Trainer Certification* program (with 11 graduates). Candidates for the *Managing for Excellence Certification* program 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 created three new workshops concentrating on Covid-related challenges such as: *Brain Fog, Catastrophic Thinking, and Stress-Induced Meltdowns, Thinking Through the Pandemic, and Leading in a Post-Pandemic World*. OHRD also continued virtual coaching sessions that worked on specific organizational change within their departments.

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 5-module, 6-hour class that is a DOP-P18 requirement. This will bring the total DOP-P18 online-offered classes to 10 out of 12 classes and will be the last class required to fully complete DOP-P18 in online or virtual formats.

OHRD engaged in five (5) special requests for services in FY 2021. Of these, three (3) were virtual training services which resulted in a total of 70 participants. OHRD also provided consulting services with different agencies, which included assistance with projects such as customer service, dealing with covid burnout, interpersonal skill development, and creating vision and values.

In 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. During FY 2021, OHRD entered into a contract with the WV State Treasurer's Office, and OHRD agreed on two (2) sessions of the three-hour customer service class. OHRD was able to finish those two (2) sessions with 14 graduates, and bill for 20, as per the contract.

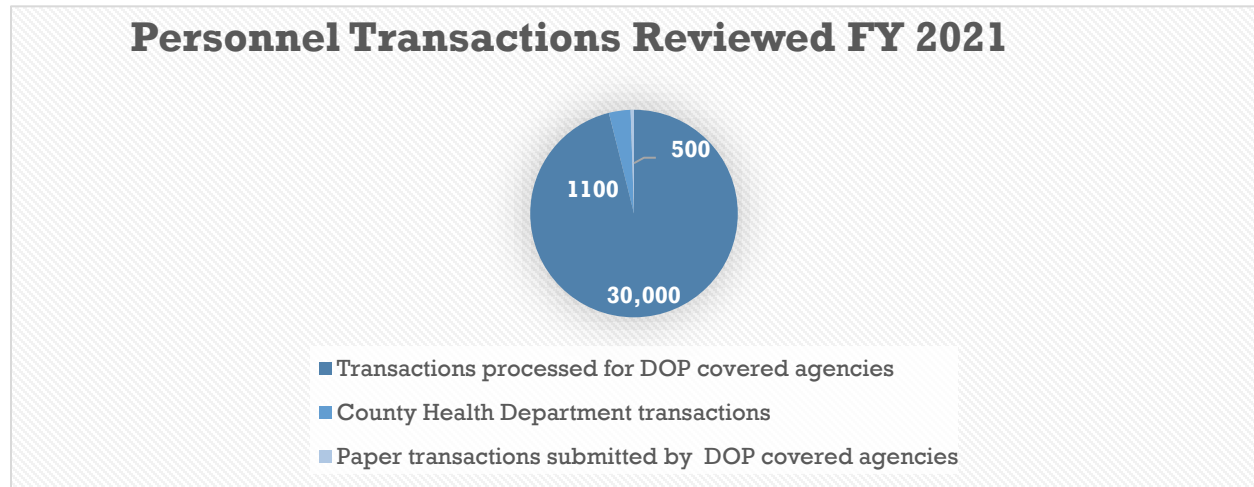
The OHRD section has played a key role in the Division's efforts to implement a new, online performance appraisal system for all DOP covered employees. In addition, some agencies not covered by the DOP have opted in and expressed interest in utilizing the system. This transition is set to go into effect on January 1, 2022.

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.

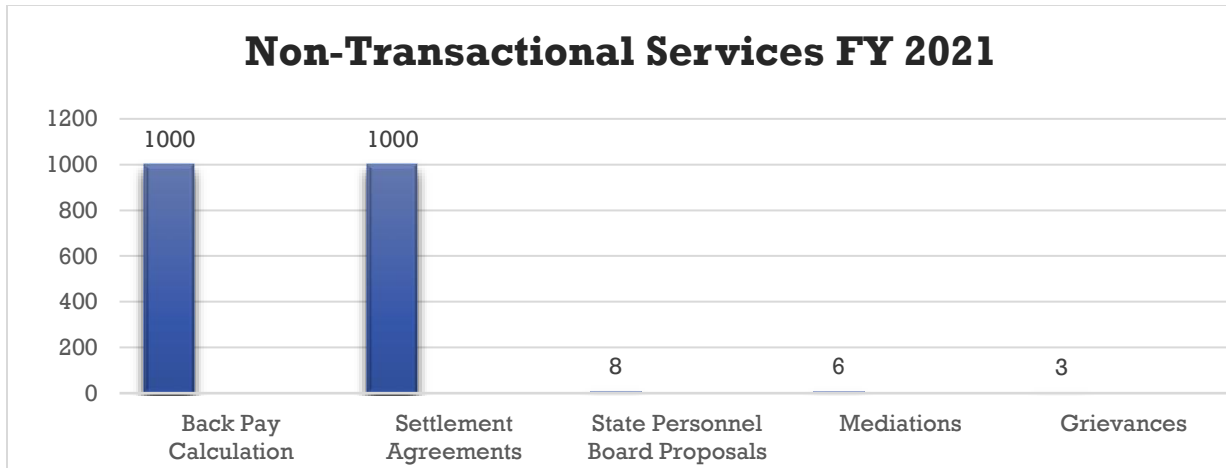


This section also presents proposals to the State Personnel Board for layoff or when county health departments request an across-the-board increase for their employees. When a layoff is approved by the State Personnel Board, the PTR section is responsible for verifying the tenure of state employees who 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 2021 ACTIVITIES and ACCOMPLISHMENTS

There were over 30,000 personnel transactions reviewed and processed on behalf of covered state agencies during FY 2021. PTR staff also processed over 1,100 transactions for affiliated county health departments, and 500 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. The decrease in transactions from the previous reports was due to Division of Highways transactions no longer being processed through the DOP.

In this fiscal year, the PTR section presented eight (8) proposals to the State Personnel Board. PTR also represented the DOP in six (6) Level 2 grievance mediation hearings and three (3) Level 3 grievance hearings conducted by the West Virginia Public Employees Grievance Board. The PTR section verified 1,000 calculations for potential back pay awards and reviewed the corresponding settlement agreements.



STAFFING SERVICE

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 eligible lists of qualified applicants to state agencies and affiliated county health departments for employment consideration. Staffing 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.

The DOP is committed to maintaining convenient and accessible online testing opportunities for applicants. Since the beginning of this fiscal year, 2,892 applicants have taken online exams. 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 via online exams of utilizing their own equipment and software with which they are familiar. Online testing continues to be crucial in providing applicant services during the continuing COVID-19 pandemic.

In collaboration with the Office of Technology, DOP now also provides online Deputy Sheriff testing for county commission offices that wish to participate. In some cases, staff will still process and score these as necessary. The online testing process has expedited the hiring process for Deputy Sheriff positions and reduced 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 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 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 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, 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 2021 ACTIVITIES and ACCOMPLISHMENTS

Staffing responded to numerous requests for assistance and information pertaining to state employment opportunities. In FY 2021, 1,034 Public Service Announcements (PSAs) were provided to the public, 9 job classification titles were processed via auto-score implementation, and 59 Deputy Sheriff online exams were administered

Six (6) virtual career fairs were attended which are online events for applicants to learn about state government opportunities and how to apply for our positions. With these open and flexible events, DOP is able to reach a larger applicant pool within the global market. Two (2) in-person events were attended. Both the virtual and in-person events enable DOP to develop strong brand awareness among those seeking employment.

Auto-Score Implementation

Auto-scoring 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. Implementing this process has significantly reduced the scoring and referral process, allowing the agencies DOP serves to fill vacancies more efficiently.

Online testing for Deputy Sheriffs

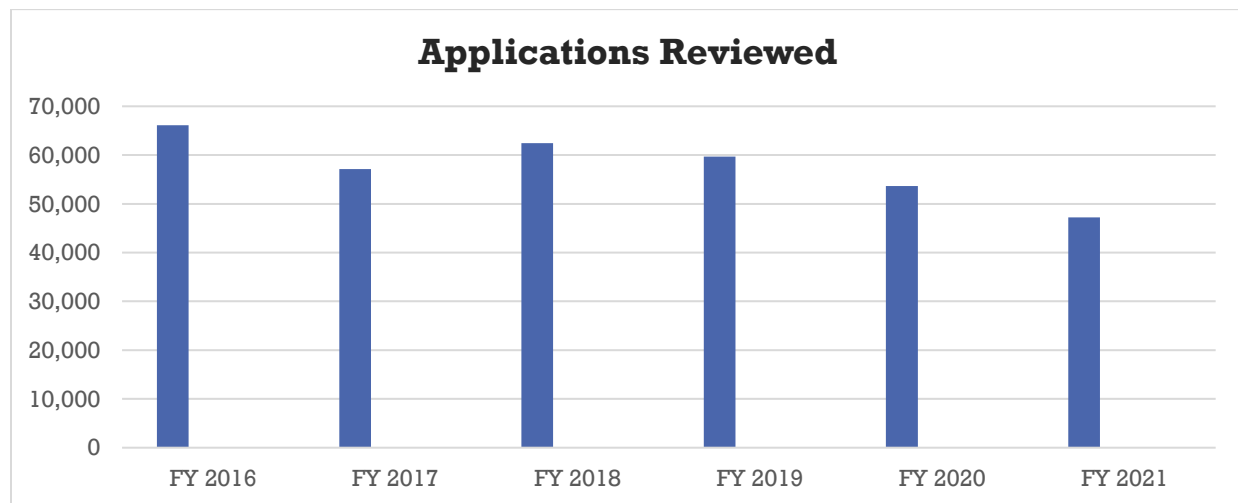
In FY 2021, DOP extended online testing for Deputy Sheriffs to the county commissions. This not only reduced hiring time but also resulted in a reduction in administrative costs associated with manual testing and scoring. Approximately one-third (1/3) of the county commission offices participate and the remaining offices are provided test booklets and materials upon requests. With online testing, DOP no longer has expenses related to the 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. DOP continues to work with the other county commissions to offer and implement this service.

Transition of the Job Posting Process from HRIS to NEOGOV

In support of the transition of the job posting process from HRIS (Human Resources Information Systems) to NEOGOV, Staffing provided many training sessions and created job aids. All training was completed on November 17, 2021, but Staffing will provide ongoing training as needed.

During FY 2021, continuous examination announcements were supplemented by approximately 1,034 PSAs. These types 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, 11,234 online Interest Cards were completed with the most applicants expressing interest in the Administration field making up 6% (628) and the least being in the Physician field making up 1% (78) of the total number of applications received.

A total of 47,203 applications were reviewed and processed this fiscal year. Overall, application numbers remain constant In FY 2021, 4,551 referral lists of qualified eligible applicants were certified to DOP covered agencies for hiring consideration, a decrease of 75 lists as compared to FY 2020 with 4,626 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 complete. In FY 2021, DOP referred 102,658 applicant names to agencies. This is a decrease of 23,084 applicant referrals from the 125,742 referred last FY 2020 year.



Staffing employees spoke with approximately 700 potential applicants at virtual career fairs. 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. However, under many circumstances, such as the current pandemic, virtual career fairs have allowed DOP to continue to participate in job fairs and promote our career opportunities. 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 2021 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-five (25) candidates out of the 150 that applied.

Staffing continues to serve as an advisor for the Governor’s Internship Program, closely monitoring diversity and inclusion recruitment efforts. Staffing collaborated in two (2) events with the private sector by attending both an in-person informational exchange meeting and a virtual meeting. In furtherance of diversity and inclusion initiatives, DOP will enhance efforts and seek more involvement in private sector events.

FACTORS IMPACTING DOP in FY 2022

- The DOP must provide leadership in human resources to classified agencies with limited resources and in a time of rapidly evolving political, social, legal and demographic trends. The COVID pandemic has also created unprecedented human resources challenges.
- 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.