



June 2015
PE 15-03-570

AGENCY REVIEW

DIVISION OF PERSONNEL DEPARTMENT OF ADMINISTRATION

AUDIT OVERVIEW

The Separation Rate of Employees Hired Through the Division of Personnel's Civil Service System Is Within an Average Range When Correctional Officer Classifications Are Excluded

The Division of Personnel Has Controls in Place That Ensure the Integrity of the Civil Service System

The Division of Personnel Should Consider the Implementation of Predictive Analytics for Positions Experiencing High Numbers of Appointments and Separations

The DOP States the Hay Group Has Completed Its Work As It Relates to the PLANS Project Which Is on Hold Until Implementation of OASIS Is Finished

The DOP Is In Compliance With 4 and Partial-Compliance With 2 Recommendations from PERD's 2008 and 2009 Reports on the Agency

The Division of Personnel's Website Scores Low on User-Friendliness But Needs Only Modest Improvements in Transparency



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EXECUTIVE SUMMARY

The Legislative Auditor conducted an agency review of the Department of Administration. As part of this process, a performance review of the Division of Personnel was conducted pursuant to *West Virginia Code* §4-10-8. Objectives of this audit were to assess the Division of Personnel's effectiveness in meeting its mission of providing qualified candidates for state agencies to hire for employment, the agency's internal controls that ensure the integrity of the civil service system, update compliance to recommendations made in PERD's 2008 and 2009 reports, and evaluate the agency's website for user-friendliness and transparency. As a result of findings related to high turnover identified while addressing the first objective, PERD decided to provide a separate informational issue to show the possible benefits of predictive analytics in addressing the DOP's issues with turnover. In addition, the Legislative Auditor requested that PERD provide a status report of the PLANS Project. This report contains the following issues:

Frequently Used Acronyms in This Report:

DOP: Division of Personnel

PLANS: Preparing, Leveling, Adopting, Negotiating, Structuring

OASIS: Our Advanced System for Integrated Systems

Report Highlights:

Issue 1: The Separation Rate of Employees Hired Through the Division of Personnel's Civil Service System Is Within an Average Range When Correctional Officer Classifications Are Excluded

- Initial analysis showed a one-year separation rate of 31.4 percent for a sample of first-year employees hired through the DOP's civil service system. This was nearly twice the national average of 16.4 percent for state and local governments.
- Correctional officers accounted for 64 percent of one-year job separations, which significantly skewed the one-year separation rate upward. The one-year separation rate for correctional officers alone was 60 percent.
- When correctional officers are removed from the calculation, the one-year separation rate for the remaining positions drops to 17.6 percent, which is slightly above the national average.
- Eighty-four (84) percent of one-year separations were resignations while the remaining 16 percent were dismissals. Only three percent of the one-year separations were dismissals related to poor job performance which shows that the DOP is providing qualified individuals for state agencies to hire.

Issue 2: The Division of Personnel Has Controls in Place That Ensure the Integrity of the Civil Service System

- The DOP is conducting proper controls over reviewing and approving appointments.
- The average referral roster ranking of candidates being appointed was 9.2. After candidates were disqualified and removed from the list, the average roster rank was 2.9.
- The DOP is conducting proper controls over reviewing and approving promotions.

Issue 3: The Division of Personnel Should Consider the Implementation of Predictive Analytics for Positions Experiencing High Numbers of Appointments and Separations

- Predictive analytics uses historical data to predict future behavior. Predictive analytics in the field of human resources uses historical employee data to identify the differing characteristics between successful and unsuccessful employees.
- Predictive analytics would be most beneficial for positions that account for a large number of appointments and also have a high number of separations and high separation rates such as correctional officers.
- Information gathered through the use of predictive analytics could be used to screen out individuals who are more likely to leave the job earlier from being hired and identify individuals who are more likely to stay on the job longer.
- The use of predictive analytics could reduce the number and rate of separations and save the State money through reduced separation costs.

Issue 4: The DOP States the Hay Group Has Completed Its Work As It Relates to the PLANS Project Which Is on Hold Until Implementation of OASIS Is Finished

- The DOP contracted with the Hay Group, beginning in 2007 and ending in 2013, for the purpose of utilizing the Hay Group's "point factor" method of job evaluation to reclassify state government positions to be implemented as part of the PLANS Project.

- The Hay Group has been paid a total of \$482,700 for work directly related to the PLANS Project, \$26,380 for training, and \$109,712 for subscription fees for use of its web-based Jobs Evaluation Manager (JEM) database system.
- The DOP states that the PLANS Project is complete and ready for implementation. However, due to the development of OASIS, the DOP's implementation of the PLANS Project will not be initiated until all phases of OASIS go live.

Issue 5: The DOP Is In Compliance With 4 and Partial-Compliance With 2 Recommendations from PERD's 2008 and 2009 Reports on the Agency

- The DOP is in compliance with four recommendations and partial compliance with two recommendations that were directed to the agency in the 2008 and 2009 PERD reports.
- The DOP should implement its comprehensive workforce planning policy.
- The DOP should measure the effectiveness of all the agency's various recruitment media.

Issue 6: The Division of Personnel's Website Scores Low on User-Friendliness But Needs Only Modest Improvement in Transparency

- The DOP overall has a good website that needs relatively modest improvements. However, more improvements are needed in the area of user-friendliness.

PERD'S Evaluation of the Agency's Written Response

The Office of the Legislative Auditor's Performance Evaluation and Research Division received the Division of Personnel's response to the draft copy of this performance review on May 29, 2015. The DOP concurs with the findings of the review. The DOP indicates that it is in agreement with recommendations 1, 2, and 4 and plans to comply with them. Regarding recommendation 4, the DOP is already working to enhance its website. The DOP states it will strongly consider recommendation 3 to the extent it is cost effective and complies with the principles of the merit system. The DOP continues to work towards compliance with recommendation 1 from PERD's 2008 report and states that it is continuing to work with the Governor's Office, and in cooperation with the Governor's Workforce Planning Council towards implementation of a comprehensive workforce planning strategy. The agency response can be found in Appendix E.

Recommendations

1. *The Legislative Auditor recommends the Division of Personnel should add a category for resignations addressing if compensation is a factor in order to determine the level of impact that this variable has on voluntary job separations.*
2. *The Legislative Auditor recommends that the Division of Personnel track the reasons why a state agency does not make an appointment from an initial referral list and use any appropriate results to improve the civil service system.*
3. *The Division of Personnel, along with the cooperation of certain hiring agencies, should consider incorporating the use of predictive analytics, either in house or contracted out, for positions that have a high number of placements and separations.*
4. *The Legislative Auditor recommends that the DOP enhance the user-friendliness and transparency of its website by incorporating more of the website elements identified.*

ISSUE1

The Separation Rate of Employees Hired Through the Division of Personnel’s Civil Service System Is Within an Average Range When Correctional Officer Classifications Are Excluded.

Issue Summary

The Legislative Auditor conducted an analysis of one-year separation rates of newly-employed individuals hired through the Division of Personnel’s (DOP) civil service system in order to determine if the DOP is successful in its mission of providing qualified individuals for the State to employ as required by §29-6-1 of the *West Virginia Code*, as amended. Initial analysis showed the one-year separation rate of 31.4 percent for the sample. Using the United States Bureau of Labor Statistics’ 2014 annual separation rate of 16.4 percent for state and local governments as a benchmark, West Virginia’s one-year separation rate was nearly twice the national average. However, it was noticed that correctional officers accounted for 64 percent of one-year job separations in PERD’s study. This significantly skewed the one-year separation rate upward. The one-year separation rate for correctional officers alone was 60 percent. If correctional officers are removed from the calculation, the one-year separation rate for the remaining positions dropped to 17.6 percent which is slightly above the national average.

Eighty-four (84) percent of those separations observed in PERD’s study were resignations while the remaining 16 percent were dismissals. Only three percent of the separations were dismissals related to poor job performance showing that the DOP is providing qualified individuals for state agencies to hire. The DOP tracks various reasons for resignations, however, it does not track salary as being a reason for resignation. The DOP should track salary in order to determine its impact on voluntary job separations.

The Division of Personnel’s Civil Service System Separation Rate Is 31.5 Percent and 17.6 Percent When Correctional Officer Classifications Are Excluded

The objective of this issue is to determine if the DOP’s civil service system is providing sustainable and qualified individuals for state agencies to hire. In order to determine this, a list of all individuals hired through the civil service system from January 1, 2013 through June 30, 2013 was obtained. This list comprised of 1,248 individuals. A new list showing the employment status, as of June 30, 2014, of these individuals was obtained. An individual no longer employed on that date would be considered a one-year separation.

Initial analysis showed the one-year separation rate of 31.4 percent for the sample. Using the United States Bureau of Labor Statistics’ 2014 annual separation rate of 16.4 percent for state and local governments as a benchmark, West Virginia’s one-year separation rate was nearly twice the national average.

If correctional officers are removed from the calculation, the one-year separation rate for the remaining positions dropped to 17.6 percent which is slightly above the national average.

The Legislative Auditor reviewed all original appointments that were subject to the DOP's civil service system during the designated reference period and found there were 392 one-year separations which corresponds to a one-year separation rate of 31.4 percent. According to the United States Bureau of Labor Statistics' 2014 Job Openings and Labor Turnover Survey, the separation rate for state and local governments was 16.4 percent. Using these data as a benchmark demonstrates that West Virginia's civil service system has nearly double the separation rate of the national average. However, PERD staff noticed that 251, or 64 percent, of the one-year separations were for correctional officers. The one-year separation rate for correctional officers alone was 60 percent. The one-year separation rate excluding correctional officers was 17.6 percent. It should be noted that the national average includes correction officers, however, one cannot determine what weight correctional officers represent within the national average.

One-Year Separation Rates Within Agencies Varied Significantly

There was a significant one-year separation rate variation between state agencies. Within the confines of the PERD study, 15 of 33 agencies had no separations during the survey period. However, two agencies, the Division of Corrections and the Regional Jail and Correctional Facility, which employ the majority of correctional officers in the state, had one-year separation rates above 50 percent (see Table 1). The Legislative Post Audit Division's January 2015 report to the Legislature detailed reasons for the high turnover of correctional officers such as stressful and dangerous work conditions, staffing shortages, mandatory overtime and low salary.

Two agencies, the Division of Corrections and the Regional Jail and Correctional Facility, which employ the majority of correctional officers in the state, had one-year separation rates above 50 percent.

Table 1
One-Year Separation Rate of Individuals Hired
Through the DOP's Civil Service System
From 1/1/2013 to 6/30/2013

Hiring Agency	Appointments	Separations	Separation Rate
Department of Military Affairs & Public Safety, Regional Jail & Correctional Facilities Authority	237	147	62.0%
Department of Military Affairs & Public Safety, Division of Corrections	177	93	53.0%
Department of Veterans' Assistance	30	9	30.0%
Department of Military Affairs & Public Safety, Division of Juvenile Services	56	16	28.6%
Department Of Education & the Arts, Division of Culture and History	8	2	25.0%
Department of Health & Human Resources	329	78	23.7%
Department Of Education & the Arts, Division of Rehabilitation Services	22	5	22.7%
Department of Revenue, Tax Division	9	2	22.2%
Alcohol Beverage Control Administration	5	1	20.0%
Public Service Commission	12	2	16.7%
Department of Transportation, Division of Motor Vehicles	48	7	14.6%
Department of Commerce, Workforce West Virginia	22	3	13.6%
Department of Commerce, Division of Labor	8	1	12.5%
Department of Transportation, Division of Highways	167	20	12.0%
Insurance Commission	9	1	11.1%
Department of Commerce, Division of Natural Resources	19	2	10.5%
Department of Environmental Protection	19	2	10.5%
Department of Administration	32	1	3.1%
Bureau of Senior Services	2	0	0.0%
Department of Commerce, Division of Energy	1	0	0.0%
Department of Commerce, West Virginia Development Office	6	0	0.0%
Fire Commission	5	0	0.0%
Department of Military Affairs & Public Safety, Division of Homeland Security & Emergency Management	6	0	0.0%
Department of Military Affairs & Public Safety, Division of Justice & Community Services	2	0	0.00%
Parole Board	1	0	0.0%
Division of Financial Institutions	4	0	0.0%
Human Rights Commission	2	0	0.0%
Library Commission	2	0	0.0%
Lottery Commission	3	0	0.0%
Department of Commerce, Miners' Health Safety & Training	1	0	0.0%
Department of Transportation, Office of Administrative Hearings	1	0	0.0%
Department of Commerce, Tourism Division	1	0	0.0%
Water Development Authority	2	0	0.0%
TOTALS	1248	392	31.4%

Source: Analysis conducted by PERD from data provided by the Division of Personnel on new hires from 1/1/2013 through 6/30/2013.

One-Year Separation Rates Within Job Classifications Varied Significantly

The one-year separation rates among the DOP's job classifications included in PERD's study varied significantly. Again, job classifications that have a history of high turnover, relatively low salaries, and stressful work environment experienced the highest one-year separation rates such as correctional officers. There were a few job classifications that experienced one-year separation rates as high as 100 percent, but those typically were for classifications with a single appointment and therefore, not as significant as classifications with a larger number of appointments. Table 2 shows the one-year separation rates for a selection of job classifications with at least 20 appointments made during the survey period.

Job classifications that have a history of high turnover, relatively low salaries, and stressful work environment experienced the highest one-year separation rates such as correctional officers.

Table 2
One-Year Separation Rates for Positions With 20 or More Appointments

Position Title	Appointments	Separations	Separation Rate
Correction Officer II	46	40	86.9%
Correction Officer I	372	211	56.7%
Licensed Practical Nurse	30	11	36.7%
Child Protective Service Worker Trainee	41	13	31.7%
Health Service Worker	38	11	28.9%
Office Assistant II	62	11	17.7%
Customer Service Representative	44	7	15.9%
Economic Service Worker	26	4	15.4%
Transportation Worker I	26	4	15.4%
Transportation Worker II	101	13	12.9%
Office Assistant III	25	2	8.0%

Source: Analysis conducted by PERD from data provided by the Division of Personnel on new hires from 1/1/2013 through 6/30/2013.

Eighty-four Percent of Job Separations Were Voluntary

Of the 392 separations, 331, or 84 percent, were voluntary, or what is commonly referred to as resignations by the DOP's Human Resources

Information System (see Table 3).

Table 3 Reasons for One-Year Separations		
Total Resignations	331	84%
Reasons for Resignation		
Resigned - Accepted Other Employment	145	37%
Resigned - Personal Reasons	91	23%
Resigned - Other Reasons	61	16%
Resigned - Dissatisfied With Job	17	4%
Resigned - Relocating	12	3%
Resigned - Returned To School	5	1%
Total Dismissals	62	16%
Reasons for Dismissals		
Dismissed - Job Abandonment	32	8%
Dismissed - Misconduct	16	4%
Dismissed - Poor Performance	10	3%
Dismissed - Other Reasons	3	1%
Dismissed - Absenteeism	1	<1%
<i>Source: PERD analysis of West Virginia Division of Personnel information on new hires from 1/1/2013 to 6/30/2014.</i>		

The DOP Does Not Track the Impact of Salary as a Reason for Voluntary Job Separation

The DOP has received comments from state agencies that salaries are no longer adequate to attract, motivate and retain quality candidates. Currently, the DOP does not track if compensation is an issue in relation to voluntary job separation. The top three reasons for resignations observed in the study were: 1) accepted other employment, 2) personal reason, and 3) other reason. Salary could have played a role in any of these reasons. In fact, salary could play a role in any of the reasons listed under resignations.

In addition, it should be noted that the top reason for dismissals was job abandonment in which salary could have played a role as well. Also, there is the effect of qualified individuals not applying for positions with the State because of the advertised salary. According to the DOP:

A more insidious problem is the effect salary has on the quality of the overall applicant pool. Since salaries are publically advertised, it is certainly probable that some highly-qualified persons simply do not apply. They have effectively screened themselves out based on advertised salary information. We have no way of knowing that this has happened, except from agency anecdotal comments

The DOP has received comments from state agencies that salaries are no longer adequate to attract, motivate and retain quality candidates.

The DOP does not track if compensation is an issue in relation to voluntary job separation.

that the overall quality of referral groups is low. Obviously, salary policy and market competitiveness probably have more effect on limiting the quality of the overall pool than the number of declined job offers. As salaries become increasingly non-competitive, even lesser-qualified applicants might decline jobs or not apply. In the long run this will inevitably lead to a decline in average employee productivity.

Therefore, the Legislative Auditor recommends the Division of Personnel should add a category for resignations addressing if compensation was a factor in order to determine the level of impact this variable has on voluntary job separations.

Twenty Percent of the DOP's Initial Referral Lists Result In No Appointments

Another way to determine if the DOP is providing qualified individuals for state agencies to hire is to find out how often initial referral lists provided by the DOP to state agencies result in an individual being hired. When asked this question, the DOP responded that for fiscal year 2014, it provided 4,528 referral lists. During that same time, 3,565 individuals were hired from those lists. From these numbers, it can be seen that approximately 20 percent of the DOP's initial referral lists resulted in no appointments being made.

The DOP states that it does not routinely track why a state agency did not appoint anyone after being provided a referral list. The fact that one-fifth of initial referral lists do not result in appointments can be the result of many causes. According to the DOP:

Agencies sometime make multiple appointments from the same referral list. Also, agencies may not use a referral list, instead, make an internal appointment. In some cases, the agency simply delayed the hiring decision and later requested a new referral list. It could be the agency could not find an acceptable candidate. Since an agency has six months to make a selection decision after a job vacancy is posted or a referral list is issued, they may decide to upgrade or change the job, or engage in more recruitment.

It would be beneficial for the DOP to know the breakdown of why state agencies did not hire from an initial referral list for many reasons. If agencies are delaying their hiring decisions for whatever reason, it is wasting the DOP's resources and efforts to provide agencies with referral lists since the DOP may need to provide new referral lists all over again in six months' time for the same vacancies. Also, if initial referral lists

In FY 2014,... approximately 20 percent of the DOP's initial referral lists resulted in no appointments being made.

The DOP states that it does not routinely track why a state agency did not appoint anyone after being provided a referral list.

It would be beneficial for the DOP to know the breakdown of why state agencies did not hire from an initial referral list for many reasons.

are not being used because acceptable individuals could not be located on them, then that would be of value for the DOP to know in order to identify why there were no acceptable individuals on the list and how to correct the situation for future lists. **Therefore, the Legislative Auditor recommends that the Division of Personnel track the reasons why a state agency does not make an appointment from an initial referral list and use any results to improve the civil service system.**

Conclusion

It can be concluded that the DOP is meeting its mission of providing qualified candidates for state agencies to employ, as can be seen by its one-year separation rate being relatively in line with the national average for state and local governments when correctional officers are excluded. However, there are some job classifications, such as correctional officers, with a history of high turnover, low pay, and stressful work environments, and other factors that are often outside the DOP's control. Still, this is having a detrimental impact on the state agencies where these job classifications reside. It is important for the DOP to ensure that its civil service system identifies and provides qualified job candidates to West Virginia's state agencies. If the DOP fails to accomplish this then increases in the one-year separation rate may result due to more new employees being either dismissed or feeling mismatched for the job and leaving on their own accord. High one-year separation rates within an agency lead to other costs such as overtime, interruptions to workflow, and reductions to productivity, and higher levels of stress for remaining employees which could lower morale. Also, high staff separation rates can cause increased costs to an agency, such as having to spend more on training, than if it had a lower separation rate.

It can be concluded that the DOP is meeting its mission of providing qualified candidates for state agencies to employ, as can be seen by its one-year separation rate being relatively in line with the national average for state and local governments when correctional officers are excluded.

Recommendations

1. *The Legislative Auditor recommends the Division of Personnel should add a category for resignations addressing if compensation is a factor in order to determine the level of impact that this variable has on voluntary job separations.*
2. *The Legislative Auditor recommends that the Division of Personnel track the reasons why a state agency does not make an appointment from an initial referral list and use any appropriate results to improve the civil service system.*

Issue 2

The Division of Personnel Has Controls in Place That Ensure the Integrity of the Civil Service System.

Issue Summary

PERD tested three key controls used by the DOP to ensure the integrity of the civil service system. PERD conducted a random test sample of 30 appointments to determine if the DOP was implementing controls that ensure the most qualified candidate is hired. Results from the sample show that the DOP is conducting proper controls over reviewing and approving appointments. The average referral roster ranking of candidates being appointed was 9.2. After candidates were disqualified and removed from the list, the average roster rank was 2.9. PERD also conducted a random test sample of 30 promotions to determine if the DOP was implementing controls to ensure that individuals who are promoted to higher-level positions meet the education and work experience of the higher position. Results from the sample show the DOP is conducting proper controls over reviewing and approving promotions.

The average referral roster ranking of candidates being appointed was 9.2. After candidates were disqualified and removed from the list, the average roster rank was 2.9.

DOP Has Proper Controls Ensuring the Integrity of the Civil Service System

PERD requested the DOP provide its internal controls used to ensure that the requirements of the civil service system are being met. From the list of controls provided by the DOP, PERD identified three key controls that are critical in determining if the DOP is ensuring that requirements of the civil service system are being met. The first control is the DOP's review of all agency register selections prior to the effective hire date, by an analyst and a manager, to ensure that the person selected meets official job requirements and that all documentation is complete. A second control is the DOP's review of all personnel transactions for hire to ensure that the person selected was within the selectable range on the referral list in accordance with the appointment rule, which requires that an individual selected for employment be from the top 10 candidates or top 10 percent of candidates on the referral list (after all candidates not interested or were unable to be contacted have been removed from consideration). The third control is the DOP's review of all transactions for transfer and promotion to ensure that the individual meets job requirements and that all pay guidelines have been met.

A review of documentation for the appointments within the sample showed that the DOP did have two levels of review, one by an analyst and the second by a manager, for all 30 appointments.

PERD tested these controls related to original appointments by conducting a random test sample of all appointments made through the civil service system from July 1, 2014 to September 30, 2014. A review of documentation for the appointments within the sample showed that the DOP did have two levels of review, one by an analyst and the second by

a manager, for all 30 appointments. Therefore, it could be concluded the DOP was conducting the first control.

A review of the referral rosters attributed to each of the 30 appointments showed that agencies were hiring within the top 10 candidates or any candidate scoring above the 90th percentile of candidates as required by 143CSR1 Section 9.2(a) of the *Code of State Rules*. The average referral ranking for all 30 appointments was 9.2 (see Table 4). After candidates who failed to reply to an interview request, declined an appointment, or the hiring agency chose not to hire after conducting an interview were disqualified and removed from the referral list, the average ranking goes to 2.9.

A review of the referral rosters attributed to each of the 30 appointments showed that agencies were hiring within the top 10 candidates or any candidate scoring above the 90th percentile of candidates as required by 143CSR1 Section 9.2(a) of the Code of State Rules.

Table 4
Original Appointments
List Ranking Internal Control Test

Employee Number	Position Title	Hire Date	Referral Ranking	Ranking after Disqualifications
1	Transportation System Analyst I	7/14/2014	1	1
2	Correctional Officer I	9/8/2014	52	Not Available*
3	Correctional Officer I	8/18/2014	17	2
4	Senior Service Program Specialist I	7/29/2014	2	2
6	Correctional Officer I	8/16/2014	35	Not Available*
7	Accounting Technician III	9/16/2014	1	1
8	Office Assistant II	8/25/2014	6	2
9	Child Support Paralegal	9/16/2014	11	5
10	Office Assistant II	8/18/2014	12	6
11	Employment Program Interviewer I	9/16/2014	5	1
12	HVAC Tech GSD	9/16/2014	1	1
13	Correctional Officer I	9/10/2014	17	Not Available*
14	Trans Worker II	7/7/2014	6	2
15	Correctional Officer I	8/1/2014	3	1
16	Trans Worker II	8/11/2014	9	2
17	Trans Worker II	8/11/2014	4	2
18	LPN	8/17/2014	1	1
19	Secretary I	9/16/2014	1	1
20	Correctional Officer I	7/21/2014	26	Not Available*
21	Correctional Officer I	7/21/2014	3	Not Available*
22	Child Protective Services Worker Trainee	8/18/2014	1	1
23	Transportation Worker II	9/2/2014	4	3
24	Customer Service Representative	8/12/2014	12	9
25	Housekeeper	9/2/2014	1	1
26	Natural Resources Police Officer	8/20/2014	1	1
27	Correctional Officer I	7/1/2014	21	7
28	Child Support Specialist I	9/2/2014	6	4
29	Administrative Secretary	8/1/2014	7	5
30	Transportation Worker II	8/18/2014	9	6
31	Economic Service Worker	8/1/2014	2	2
Average Ranking			9.2	2.9

*Referral lists for correctional officers who were hired by the Regional Jail and Correctional Facilities Authority did not identify disposition of candidates listed ahead of candidate hired due to the exemption established by WVC §31-20-27(c), therefore the final ranking could not be determined.

Source: PERD analysis of DOP data on a random sample of original appointments made from July 2014 to September 2014.

It should be noted that correctional officers hired by the Regional Jail and Correctional Facilities Authority are exempt from the DOP's roster position requirements and must only pass the correctional officer test to be hired as required by *West Virginia Code* §31-20-27(c) which states:

Notwithstanding the provisions of section ten, article six, chapter twenty-nine of this code, and any rule promulgated thereunder, on and after the first day of July, two thousand seven, any person applying for employment with the Regional Jail and Correctional Facility Authority shall be hired based on passage of the correctional officer examination without regard to his or her position on the correctional officer register and shall be placed in the civil service system as covered employees: Provided, That no such person shall be hired before an otherwise qualified person on a preference register.

PERD's review showed that all 30 candidates had met the required levels of education and work experience for the promoted positions.

After taking into consideration of the exemption allowed for correctional officers hired by the Regional Jail and Correctional Facilities Authority, it can be concluded the DOP is conducting the second control.

PERD conducted a different test sample of 30 randomly-selected promotions made from July 1, 2014 to September 30, 2014 to test if the third control related to review and approval of all promotion transactions was being done by the DOP. PERD reviewed documentation related to all 30 promotions within the sample to verify if education and work experience requirements were met in order to allow a promotion to move forward. PERD's review showed that all 30 candidates had met the required levels of education and work experience for the promoted positions. Therefore, it can be concluded the DOP is conducting the third control.

PERD's review of the DOP's system of controls, created to ensure the integrity of the civil service system, conclude that the DOP is operating sufficiently in this area.

Conclusion

One of the main duties of the DOP is to ensure that all appointments and promotions to positions in the civil service shall be made solely on the basis of merit and fitness as required by §29-6-1 of the *West Virginia Code*. The DOP must ensure that its procedures are fair and objective in order to meet this mandate. To do any less could risk a loss in confidence by the state agencies it serves, those currently employed in the civil service, those trying gain employment into the civil service, and the public in general in the agency's ability to provide qualified candidates for employment by the State. PERD's review of the DOP's system of controls, created to ensure the integrity of the civil service system, conclude that the DOP is operating sufficiently in this area.

Issue 3

The Division of Personnel Should Consider the Implementation of Predictive Analytics for Positions Experiencing High Numbers of Appointments and Separations

Issue Summary

Most occupations that the DOP provides services for experience separation rates that fall in a normal range. However, some occupations identified in PERD's study experienced high separation rates. It should be noted that some of these occupations were for only a small number of appointments and not statistically significant. Still, there are a small number of these positions that account for a large number of appointments and also have a high number of separations and separation rates such as correctional officers. Implementing predictive analytics for these types of occupations may be the most cost effective and beneficial in identifying differing characteristics between individuals who leave within a year and those who stay in the position for a significantly longer period of time. The information gathered through the use of predictive analytics could be used to screen out individuals who are more likely to leave the job earlier from being hired and identify individuals who are more likely to stay on the job longer. This would reduce the number and rate of separations and save the State money through reduced separation costs.

The DOP along with the cooperation of hiring agencies should consider implementing the use of predictive analytics for positions that have a high number of appointments and separations.

Predictive Analytics Could Help Identify and Address Some of the Issues for Positions With High Numbers of Hirings and Separations

Predictive analytics uses historical data to predict future behavior. Predictive analytics in the field of human resources uses historical employee data to identify the differing characteristics between successful and unsuccessful employees. This information is placed into an algorithm that is used to help identify job candidates for future hiring who possess work characteristics that are desired by the hiring agency. The DOP along with the cooperation of hiring agencies should consider implementing the use of predictive analytics for positions that have a high number of appointments and separations. The purpose of limiting this recommendation to positions that have a high volume of both appointments and separations is that there would be more hiring and separation data available to be put into a predictive analytical model. The more data that can be put into a predictive analytical model, the better the results will be.

Another reason for limiting this recommendation to these positions is for reasons of cost efficiency. Applying predictive analytics is more likely to have a beneficial impact where separation costs are high and there is a better opportunity for cost savings, applying it to positions that have lower separation costs will yield less in cost savings. In the case of correctional officers, the number of one-year separations from the three state agencies that employ them, the Regional Jail and Correctional Facilities Authority, the Division of Corrections, and the Division of Juvenile Services, totaled 252 separations (see Table 5).

Table 5
One-Year Separation Rate of Correctional Officers
Observed in PERD Study

Agency	Number of Hires	Number of Separations	Separation Rate
Regional Jail and Correctional Facilities Authority	225	150	66.7%
Division Of Corrections	152	88	57.9%
Division of Juvenile Services	43	14	32.5%
Totals	420	252	60.0%

Source: Analysis conducted by PERD from data provided by the Division of Personnel on new hires from 1/1/2013 through 6/30/2013 who were still employed on June 30, 2014.

The Division of Corrections provided PERD with its most recent cost per separation breakdown of \$14,417 per correction officer (see Appendix C). Since correctional officers in all three agencies must meet the same requirements, it is fair to project the Division of Corrections' per capita separation cost on separations for correctional officer separations experienced by the other two agencies. Therefore, applying the Division of Corrections' calculations, this totals over \$3.6 million spent on one-year separation costs experienced for all three agencies (see Table 6).

The DOC provided PERD with its most recent cost per separation breakdown of \$14,417 per correction officer.

Table 6
Correctional Officer One-Year Separation Costs
Based on the Division of Corrections' Estimate of \$14,417 per Separation

Agency	Amount
Regional Jail and Correctional Facilities Authority	\$2,162,550
Division Of Corrections	\$1,268,696
Division of Juvenile Services	\$201,838
Total	\$3,633,084

Source: Analysis conducted by PERD from data provided by the Division of Personnel on new hires from 1/1/2013 through 6/30/2013 who were still employed on June 30, 2014 and Division of Corrections 2013 CY Correctional Officer Separation Costs.

In order to determine the total annual cost of correctional officers separations to the State, not just the one-year separations identified above, PERD obtain the total number of correctional officer separations from all three agencies for FY 2014. Applying the Division of Corrections’ calculations to the total number of correctional officer separations, all three agencies combined experienced over \$14.6 million in separation costs for FY 2014 (see Table 7). Understanding that there will always be some level of job separation and that separation costs will never be reduced to zero, there is still a significant amount of money that predictive analytics can potentially save.

Applying the DOC’s calculations to the total number of correctional officer separations, all three agencies combined experienced over \$14.6 million in separation costs for FY 2014.

Table 7 Correctional Officer Separation Costs for FY 2014 Based on the Division of Corrections Estimate of \$14,417 per Separation		
Agency	Number of Separations	Separation Cost
Regional Jail and Correctional Facilities Authority	519	\$7,482,423
Division Of Corrections	424	\$6,112,808
Division of Juvenile Services	78	\$1,124,526
Totals	1015	\$14,719,757
<i>Source: Analysis conducted by PERD from data provided by the Regional Jail and Correctional Facilities Authority, the Division of Corrections and Division of Juvenile Services.</i>		

Predictive Analytics Is Not Cost Prohibitive

The cost of conducting predictive analytics does not necessarily need to be high. The DOP can determine if it is less expensive to either do the predictive analytic work in house or contract it to an outside research firm. PERD contacted a company that provides predictive analytical services to obtain an idea on how much such services cost. The company provided a rough estimate of \$60,000 per occupation type with the caveat that certain specific and overall assumptions on staff data quality are met. Naturally, the cost may go up if the DOP and the hiring agencies do not have good data from which to work. However, the DOP and the hiring agencies can work together or with a contractor to ensure that the necessary data for predictive analytics to work is collected.

Predictive Analytics Can Reduce Recruiting Costs

Predictive analytics can also benefit the DOP and hiring agencies by including more efficient and effective job sourcing. A hire can be

traced back to the original hiring source and then link that to quality of hire. This enables the DOP and the hiring agencies to optimize their recruitment marketing and save money by not recruiting from historically poor hiring sources. **Therefore, the Legislative Auditor recommends that the DOP, with the cooperation of hiring agencies, consider implementing the use of predictive analytics for positions that have a high volume of appointments and separation rate.**

Conclusion

Predictive analytics is increasingly being used in the private sector to recruit top talent. Predictive analytics can be used to complement and improve the DOP's ability to find job candidates for positions that have both a high number of appointments and separations. It can also be beneficial in identifying job candidates that are more likely to stay on the job longer as well as any other preferred work characteristics hiring agencies desire. For the State to benefit from this approach, the DOP and the hiring agencies need to work together to identify key characteristics of past employees in order to identify desired characteristics they want to find in future employees for positions that meet the criteria of high numbers of appointments and separations. Looking at the separation costs experienced by the State for correctional officers, one can see the potential for cost savings.

Recommendation

3. *The Division of Personnel, along with the cooperation of certain hiring agencies, should consider incorporating the use of predictive analytics, either in house or contracted out, for positions that have a high number of placements and separations.*

Predictive analytics can also benefit the DOP and hiring agencies by including more efficient and effective job sourcing.

Predictive analytics can be beneficial in identifying job candidates that are more likely to stay on the job longer as well as any other preferred work characteristics hiring agencies desire.

Issue 4

The DOP States the Hay Group Has Completed Its Work As It Relates to the PLANS Project Which Is on Hold Until Implementation of OASIS Is Finished

Issue Summary

This issue is a status report on the DOP's PLANS Project, which was created to update the DOP's classification plan and modernize its compensation plan. The DOP contracted with the Hay Group, beginning in 2007 and ending in 2013, for the purpose of utilizing the Hay Group's "point factor" method of job evaluation to reclassify state government positions to be implemented as part of the PLANS Project. The Hay Group has been paid a total of \$482,700 for work directly related to the PLANS Project, \$26,380 for training, and \$109,712 for subscription fees for use of its web-based Jobs Evaluation Manager (JEM) database system. The DOP states that the PLANS Project is complete and ready for implementation. However, due to the development of the new enterprise resource planning system, better known as OASIS, the DOP's implementation of the PLANS Program will not be initiated until all phases of OASIS go live.

The Hay Group Has Completed Its Work Related to the PLANS Project

The DOP last overhaul of its job classification structure was in 1994. The DOP created the PLANS Project to update the agency's classification plan and modernize its compensation plan. Objectives of the PLANS Project, as identified on the DOP's PLANS Project website, are as follows:

- *Preparing for the future with updated and accurate job classifications.*
- *Leveling the playing field for all employees and agencies – All jobs will be evaluated against a common set of factors: know how, problem solving, and accountability.*
- *Adopting a new job evaluation method – The point factor method is designed to work in organizations that are large and complex, like state government.*

The DOP created the PLANS Project to update the agency's classification plan and modernize its compensation plan.

- *Negotiating a sound compensation philosophy – This compensation philosophy will be cooperatively developed by state government leadership.*
- *Structuring our system to adapt to changing needs – Our updated classification plan will be based on common standards that can be used for existing and new jobs.*

The DOP contracted with the Hay Group in 2007 for the purpose of utilizing the Hay Group’s “point factor” method of job evaluation to reclassify state government positions to be implemented as part of the PLANS Project. Services provided by the Hay Group included the following:

1. implementation of the web-based JEM database system;
2. leadership of the Job Evaluation Committees in the review of benchmark job evaluations;
3. leadership of the Job Evaluation Committees in the slotting of questionnaires against the benchmark job evaluations;
4. leadership of the Job Evaluation Committees in the review of all job evaluations;
5. completion of a classification framework showing occupational groups, job families, and levels within job families;
6. oversight of the allocation of employees to classifications based on the job evaluation process and the employees completed job content questionnaire;
7. oversight of the preparation of classification specifications;
8. completion of the State of West Virginia Compensation Philosophy;
9. development of new grade and salary structures;
10. estimation of the fiscal impact of the proposed new salary structures;
11. preparation and presentation of reports for project outcomes;
12. development of a transition and implementation plan; and
13. project management and presentations as mutually agreed between the DOP and the Hay Group.

The DOP contracted with the Hay Group in 2007 for the purpose of utilizing the Hay Group’s “point factor” method of job evaluation to reclassify state government positions to be implemented as part of the PLANS Project.

The Hay Group completed its work for the PLANS Project in 2013. The Hay Group has been paid \$482,700 for its services directly related to the PLANS Project (see Table 8). It should be noted, that the two subsequent contracts following the initial contract were not for additional work but to extend the time to complete the project. Therefore, totaling the value of all three contracts listed in Table 8 would be a misrepresentation of the actual amount of money allotted for contractual services provided by the Hay Group. The DOP required additional training on the new “points factor” method for newly-employed staff within the agency in 2011 and 2013. This additional training accounted for an additional \$26,380 in payments to the Hay Group (see Table 9). Also, the DOP has subscription to the Hay Group’s proprietary web-based JEM database system that the agency uses to track the changes and development of all of the agency’s job classifications within state government. The DOP’s use of the JEM database system replaces a paper-file system. The DOP has paid the Hay Group a total of \$109,712 for the last three years’ annual subscription fees (see Table 10). The DOP’s subscription to the JEM database system is set to expire September 1, 2016 unless the agency chooses to renew it. The Hay Group has received a total of \$618,792 for all of it services including work for PLANS Project, additional training, and annual subscription fees for JEM.

The Hay Group completed its work for the PLANS Project in 2013.

The Hay Group has received a total of \$618,792 for all of it services including work for PLANS Project, additional training, and annual subscription fees for JEM.

Table 8
Contract Amounts and Payments
Made to the Hay Group for the PLANS Project

Contract Number	Contract Date	Contract Amount	Amount Paid
PEL760040A	2/15/2007	\$497,700	\$257,000
PEL116100	7/1/2011	\$240,700	\$149,168
PEL136031	7/1/2012	\$124,532	\$76,532
Total			\$482,700

Source: Data from the Division of Personnel and verified through the State Auditor’s Office.

Table 9
Contract Amounts and Payments
Made to the Hay Group for Training

Contract Number	Contract Date	Contract Amount	Total Paid
PEL116050	7/13/2011	\$13,180	\$13,180
PEL126030	12/23/2011	\$6,000	\$6,000
PEL130018	7/31/2013	\$10,200	\$7,200
Totals		\$29,380	\$26,380

Source: Data from the Division of Personnel and verified through the State Auditor’s Office.

Table 10
Payments Made to the Hay Group
for Annual JEM* Subscription Fee

Check Number	Date of Payment	Amount Paid
1011845235	11/19/2012	\$37,150
1013083590	11/1/2013	\$36,281
1000320614	10/23/2014	\$36,281
Total		\$109,712

**Jobs Evaluation Manager is a proprietary database system developed by the Hay Group and used by the DOP to track the changes in job classifications. Previously, the DOP conducted this function through the use of a paper file.
Source: Data from the Division of Personnel and verified through the State Auditor's Office.*

Implementation of OASIS Has Postponed the DOP's Implementation of the PLANS Project

The DOP states that the PLANS Project is complete and ready for implementation. Using the new "point factor" method, the DOP has reclassified all positions and the Hay Group has monitored and verified the accuracy of the work. The new position classifications have been shared with all covered state agencies and can be found on the PLANS Project website. According to the DOP, the current implementation of OASIS within the DOP and throughout state government has caused resource pressures on staff time in both the DOP and state agencies covered by the civil service system. Therefore, the DOP has postponed implementation of the PLANS Project until all phases of OASIS go live.

According to the DOP, the current implementation of OASIS within the DOP and throughout state government has caused resource pressures on staff time in both the DOP and state agencies covered by the civil service system.

Conclusion

The Hay Group has finished its work on the PLANS Project. The DOP has finished its work on the PLANS Project with the updating of all job classifications. The ongoing implementation of OASIS has tied-up staff within the DOP as well as personnel staff within state agencies that DOP must work with, which has impacted the implementation of the PLANS Project. According to DOP, once OASIS has been completed, implementation of the PLANS Project should begin.

Issue 5

The DOP Is In Compliance With 4 and Partial-Compliance With 2 Recommendations from PERD’s 2008 and 2009 Reports on the Agency Updated Issue 1 of December 2008 PERD Report

The Division of Personnel Has Developed a Comprehensive Strategic Workforce Planning Policy, However It Has Not Been Implemented Due to a Shift in Agency Priorities From Workforce Planning to Education

Recommendation 1 (2008)

The Legislative Auditor recommends that the Division of Personnel develop and implement a comprehensive strategic workforce planning policy. The Division should include and coordinate the participation of state agencies, and be responsible for monitoring compliance with the policy.

The Division of Personnel (DOP) developed a comprehensive strategic workforce planning policy during calendar year 2009. Former Director Otis Cox approved this policy on March 1, 2009, but it was never taken to the State Personnel Board for approval and thus, not implemented.

Level of Compliance: Partial Compliance

In response to the Legislative Auditor’s recommendation, the Division of Personnel (DOP) developed a comprehensive strategic workforce planning policy during calendar year 2009. The purpose of this policy is to “ensure that each State government agency has a plan in place to employ sufficient qualified staff to carry out the present and future responsibilities of the agency.” Former Director Otis Cox approved this policy on March 1, 2009, but it was never taken to the State Personnel Board for approval and, thus, not implemented. Therefore, this recommendation is in partial compliance.

The DOP responded by stating the policy was not implemented due to a shift in priorities from workforce planning to education. The DOP hopes that emphasizing the education of employees as leaders and subject-matter experts will create a larger pool of applicants when positions are available. It is believed that this shift to education will more successfully address the State’s diverse workforce needs.

Recommendation 2 (2008)

The Legislative Auditor recommends that the Division of Personnel report to the Joint Committee on Government Organization and Joint Committee on Government Operations in February 2009 with target dates for the completion of a workforce planning policy.

Level of Compliance: In Compliance

The DOP met with the Joint Committee on Government Organization and Joint Committee of Government Operations on February 10, 2009 and returned in March 2009 with a completed comprehensive strategic workforce planning policy. Therefore, the DOP is in compliance with this recommendation.

Updated Issue 1 for 2009 PERD Report

Improvements Have Been Made in West Virginia's Civil Service System to Further Ensure That Individuals Are Being Hired Based on Merit

Recommendation 1 (2009)

The Legislative Auditor recommends that the Legislature modify Legislative Rule §143-1-8.2(e) by clarifying the intent of the rule as it relates to the order and time frame for state agencies to contact applicants from the Division of Personnel register.

Level of Compliance: In Compliance

Legislative Rule §143-1-8.2(e) was modified to include language stating that "an eligible may be considered not available by the Director if he or she fails to reply to electronic communication [i.e., telephone or electronic mail] or a written inquiry by mail after five (5) days in addition to the time required for the transmission of the inquiry to his or her last-known address and the reply to the inquiry." Previously, legislative rule stated that telecommunication required a response within 48 hours and a written inquiry was required within 5 days in addition to the time required for transmission. The Legislature has included language to clarify that all forms of agency communication must now be replied to within a five-day time frame. Additionally, electronic mail was included as an acceptable

The Legislature has included language to clarify that all forms of agency communication must now be replied to within a five-day time frame.

form of correspondence. Therefore, the Legislature made changes as PERD recommended. These changes became effective on July 1, 2012.

Recommendation 2 (2009)

The Legislative Auditor recommends that the Legislature clarify whether West Virginia Code §31-20-27(c) exempts the Regional Jail and Correctional Facility Authority from Legislative Rule §143-1-8.2(e) which requires state agencies to contact applicants from a Division of Personnel register by written inquiry.

Level of Compliance: Requires Legislative Action

The Legislature has chosen not to act on this recommendation. Previously the Legislative Auditor found that the Regional Jail and Correctional Facility Authority (RJFCA) was not in compliance with the requirement to provide a written inquiry to individuals on the hiring register. At the time of the previous PERD report, the staff of the RJFCA stated that individuals on their registers were notified exclusively by telephone. To date, *West Virginia Code §31-20-27(c)* does not include any new language that exempts the RJFCA from *Legislative Rule §143-1-8.2(e)*, which requires state agencies to contact applicants from a DOP register by written inquiry.

To date, West Virginia Code §31-20-27(c) does not include any new language that exempts the RJFCA from Legislative Rule §143-1-8.2(e), which requires state agencies to contact applicants from a DOP register by written inquiry.

Recommendation 3 (2009)

The Legislative Auditor recommends that the Legislature require state agencies to contact individuals on the Division of Personnel registers in chronological order starting with the individual ranked in the first position.

Level of Compliance: Requires Legislative Action

The Legislature has not acted on this recommendation. The Legislative Auditor found that while the DOP recommends that agencies evaluate candidates in top-down order and interview as many selectable candidates as practical, there is no language contained within West Virginia Code or Legislative Rule that requires the hiring agencies to contact individuals in chronological order starting with the highest ranked candidate. The only differentiation for contacting individuals by rank deals with candidates on the preference register. All preference candidates are required to be contacted first and then the hiring agency may proceed to the remaining candidates that rank within the top ten on the referral list. Currently Legislative Rule §143-1-9.2.a. states:

All preference candidates are required to be contacted first and then the hiring agency may proceed to the remaining candidates that rank within the top ten on the referral list.

Appointing authorities shall make all original appointments to classified positions in accordance with this rule. An appointing authority shall select for each position first from the eligibles on an appropriate preference register in accordance with subdivision 12.4.(i) of this rule. Upon exhaustion of the preference register, the appointing authority shall select for each position from the top ten (10) names on the register, including any persons scoring the same as the tenth name, or any persons scoring at or above the ninetieth percentile on the open competitive examination, as provided by subsection 8.2 of this rule. The appointing authority may exclude the names of those eligibles who failed to answer or who declined appointment or of those eligibles to whom the appointing authority offers an objection in writing based on subsection 6.4 of this rule and the objection is sustained by the Director.

Recommendation 4 (2009)

The Legislative Auditor recommends that the Legislature require state agencies to submit a statement of justification along with supporting documentation to the Division of Personnel when the state agency hires someone from the Division of Personnel register with a lower ordinal ranking than 10.

Level of Compliance: In Compliance

Currently *Legislative Rule §143-1-9.2.b* requires all hiring of classified employees to be reported in writing by the appointing authority to the DOP. This includes a statement certifying why the selection was made. The rule ensures that all final selections must be justified by stating that:

...final selection shall be reported in writing by the appointing authority to the Director and shall include a statement by the appointing authority or his or her designee certifying that the person charged with making the selection: complied with the requirements of this subdivision; did not make the selection based on favoritism shown or patronage granted; and, considered all available eligibles for the position.

Additionally, the DOP ensures that all individuals hired meet the statutory requirement of being within the top ten or top ten percent of available eligible applicants set forth in *Legislative Rule §143-1-9.2.a*. Therefore, the DOP is in compliance with this recommendation.

Currently *Legislative Rule §143-1-9.2.b* requires all hiring of classified employees to be reported in writing by the appointing authority to the DOP.

Recommendation 5 (2009)

The Legislative Auditor recommends that the Division of Personnel review state agencies that are regularly hiring individuals at ordinal number rankings lower than 10.

Level of Compliance: In Compliance

Previously, the Legislative Auditor identified some issues with six state agencies that on average were hiring individuals ranked outside the top ten percent of their referral lists. Since the 2009 PERD report, the DOP has begun reviewing the hiring of all classified employees in order to guarantee that every candidate hired meets the statutory requirement to stay within the top ten or ninetieth percentile of available eligible applicants set forth in *Legislative Rule §143-1-9.2(a)* which states *the appointing authority shall select for each position from the top ten (10) names on the register, including any persons scoring the same as the tenth name, or any persons scoring at or above the ninetieth percentile on the open competitive examination, as provided by subsection 8.2 of this rule.* Additionally, as stated in the update to Recommendation 4, the DOP reviews all individuals hired in the merit system with supporting documentation. Therefore, the DOP is in compliance with this recommendation.

Since the 2009 PERD report, the DOP has begun reviewing the hiring of all classified employees in order to guarantee that every candidate hired meets the statutory requirement to stay within the top ten or ninetieth percentile of available eligible applicants set forth in Legislative Rule §143-1-9.2(a).

Update Issue 2 of February 2009 PERD Report

Salary Is Still a Significant Contributing Factor in Frequent Turnover in the Position of the Director of the Division of Personnel

Recommendation 6 (2009)

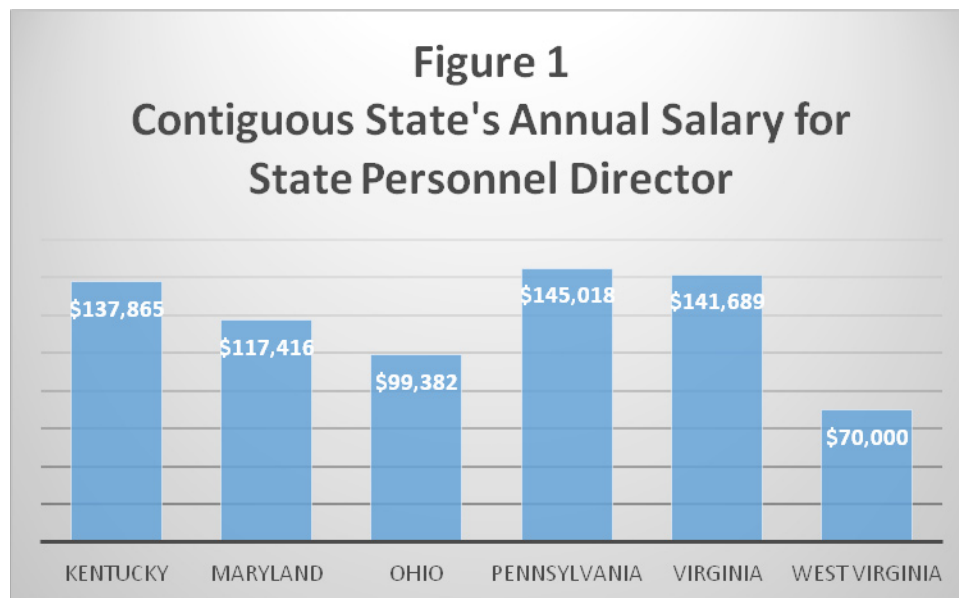
The Legislative Auditor recommends that the Legislature consider reviewing the salary for the position of director with the Division of Personnel in order to maintain continuity in the Division's operations.

Level of Compliance: Requires Legislative Action

The Legislature has not acted on this recommendation. In the 2009 review of the DOP, the Legislative Auditor found that West Virginia had the lowest salary for personnel director of all other states with comparable data. This report identified that the low salary was likely a significant contributing factor to the high turnover rate in the director position since 1990. This conclusion was drawn from a survey of six of the seven most recent former directors in which all six cited salary as either a primary or

secondary reason for either resigning from the position of director or not accepting the director position permanently. It is important to note that reasons other than salary were also cited for not remaining with the DOP, although none were consistent among the respondents.

The salary for West Virginia's personnel director is \$70,000, while the National annual salary for this position, in 2014, was \$120,340. According to the Council on State Government's *The Book of States*, 2014 edition, from which the Legislative Auditor had data from 47 states, this ranks West Virginia's salary last. The following figure displays the annual compensation of West Virginia's contiguous states and offers a comparison of annual salaries. Of the surrounding states, Ohio's personnel director salary of \$99,382 is the closest to West Virginia's \$70,000 per year (see Figure 1).



Source: *The Book of States*, 2014 edition. A publication of the Council of State Governments

Updated Issue 3 of February 2009 PERD Report

The Division of Personnel Has Increased Its Presence on the Internet and Will Advertise on Free Internet Sites Such as Craigslist if Requested by the Hiring Agency

Recommendation 7 (2009)

The Legislative Auditor recommends that the Division of Personnel utilize free, reputable internet job sites, such as Craigslist to increase exposure and reach potential qualified applicants.

Level of Compliance: In Compliance

The previous report stated that the increased usage and accessibility of computers to people of all ages led to more job seekers browsing the internet for job openings. It was therefore concluded that the DOP should utilize free job websites, such as Craigslist to potentially increase exposure to qualified candidates. The DOP currently supports the use of fee-paid or free internet job websites and will consult with agencies to determine which methods might be the best to address their particular situation. Additionally, the Director of Personnel indicated *the Division has elected to be a part of the NeoGov system that includes more than 15 states and over 1000 other governmental jurisdictions and organizations.* NeoGov has become an important tool for recruitment and accounts for 32 percent of all applications received by the agency. Considering these two factors, the DOP has increased its online presence and thus, is in compliance with this recommendation.

NeoGov, which can be accessed through the DOP's website, has become an important tool for recruitment and accounts for 32 percent of all applications received by the agency.

Updated Issue 4 of February 2009 PERD Report

The Division of Personnel Has Begun To Measure the Source of State Agency Hires But Still Needs to Improve

Recommendation 8 (2009)

The Legislative Auditor recommends that the Division of Personnel consider reviewing the answer choices provided for this application question and consider amending the list to allow for a wider range of more specific selections.

Level of Compliance: In Compliance

In the previous report, the Legislative Auditor recommended the DOP review the answer choices provided for the application question and consider amending the list to include the category of job/career fairs. The DOP revised the list and made changes as PERD recommended by including “career fairs” as an option, thus the agency is in compliance with the recommendation.

Recommendation 9 (2009)

The Legislative Auditor recommends that the Division of Personnel develop a system for measuring the effectiveness of recruitment efforts.

Level of Compliance: Partial Compliance

In the 2009 PERD report, the Legislative Auditor suggested the DOP develop a way to measure recruiting efforts in order to provide guidance to hiring agencies on the most effective methods of recruiting. At the time of the report, the DOP recorded and tracked data on the sources that initially attracted individuals to apply with the State. This was done on a section of the application. These data are still documented and analyzed by the DOP. The only new activity DOP has done is tracking the number of hires that result from career fairs that it attends. PERD commends the DOP for tracking the effectiveness of career fairs, however, this is only one method of recruitment done by the agency. The DOP does not determine the impact of its other methods of recruitment. This is why the DOP is in partial compliance with this recommendation. The DOP already collects information on the job application form that identifies how applicants learned of the position. The DOP should use this information to track the number of hires resulting from all its methods of recruitment in order to determine the most successful. This measure would be the number of hires out of the number of applications sourced from a specific recruitment method.

The only new activity DOP has done is tracking the number of hires that result from career fairs that it attends.

The DOP does not determine the impact of its other methods of recruitment.

Conclusion

The DOP is in compliance with four recommendations and partial compliance with two recommendations that were directed to the agency in the 2008 and 2009 PERD reports. The DOP's compliance with the majority of PERD's recommendations directed toward the agency should improve the civil service system through ensuring fairness of the hiring process and increasing its recruiting using the internet. However, the DOP should implement its comprehensive workforce planning policy and measure the effectiveness of all the agency's various recruitment media.

Issue 6

The Division of Personnel’s Website Scores Low on User-Friendliness But Needs Only Modest Improvement in Transparency.

Issue Summary

The Legislative Auditor’s Office conducted a literature review on assessments of governmental websites and used this information to develop a tool for the evaluation of West Virginia’s state agency websites (see Appendix D). This website evaluation tool has two components, User-Friendliness and Transparency, which are used to formulate a total score for the agency. The Legislative Auditor finds that the DOP integrates 52 percent of the checklist items in its website (see Table 11). Although the overall score of 52 percent indicates only modest improvements are needed, the user-friendliness component is in need of more improvements.

Although the overall score of 52 percent indicates only modest improvements are needed, the user-friendliness component is in need of more improvements.

Table 11 West Virginia Division of Personnel Website Evaluation			
Substantial Improvement Needed	More Improvement Needed	Modest Improvement Needed	Little or No Improvement Needed
0-25%	26-50%	51-75%	76-100%
		DOP 52%	
<i>Source: The Legislative Auditor’s review of the Board’s website as of November 10, 2014.</i>			

More Improvements to the DOP’s Website Are Needed to Enhance User-Friendliness.

The DOP’s scores in each category of the website evaluation is shown in Table 12. The DOP’s website scored 8 out of 18 points, or 44 percent, in user-friendliness for the Legislative Auditor’s assessment. This shows that the DOP needs to make more improvements to the functionality and usefulness of the website. Nevertheless, the site is easily navigable due to the inclusion of a search box on each page and accessible to the homepage from every page. Additionally, there are multiple Frequently Asked Questions sections for all applicable areas of the Division of Personnel, which could be helpful to users who are looking for solutions to common inquiries. The DOP’s website readability is at the 9th grade level according to the Flesch-Kincaid Test, which is widely used by Federal and State agencies to measure readability. The 9th grade readability level is close to the standardized 8th grade level laid out in a report published by the Brookings Institute. Therefore, the DOP’s website should be easily understood by most of the site’s visitors.

The DOP’s website scored 8 out of 18 points, or 44 percent, in user-friendliness for the Legislative Auditor’s assessment.

Table 12
West Virginia Division of Personnel
Website Evaluation Scores

Category	Possible Points	Agency Points	Percentage
User-Friendly	18	8	44%
Transparency	32	18	56%
Total	50	26	52%

Source: The Legislative Auditor's calculations based on a criteria checklist of common website features.

User-Friendly Considerations

Some notable components that the DOP should consider incorporating to the site to improve user-friendliness are as follows:

- **Site Functionality** – The website should include buttons to adjust the font size, and resizing of text should not distort site graphics or text.
- **Mobile Functionality** – The agency's website should be available in a mobile version and/or the agency should create mobile applications.
- **Online Survey/Poll** – A short survey that pops up and requests users to evaluate the website.

The Legislative Auditor's website assessment indicates that the DOP's website has 18 of 32 core transparency criteria, or 56 percent.

The DOP's Website Scored Relatively High in Transparency.

A website that is transparent will have elements such as email contact information, the geographical location of the agency, the agency's phone number, budget information, and performance measures. A transparent website also allows interaction between the agency and citizens concerning a host of issues. The Legislative Auditor's website assessment indicates that the DOP's website has 18 of 32 core transparency criteria, or 56 percent.

Transparency Considerations

The DOP has many elements of transparency such as address and phone number for the agency office, event calendars, access to public records, and online agency publications that are downloadable. However, the DOP should consider integrating other components into its website to further enhance transparency, such as:

- **Email** – A general website contact address.
- **Location of Agency Headquarters** – An embedded map showing the agency's geographical location.

- **Administrator(s) Biography** – A biography explaining the administrator(s) professional qualifications and experience.
- **Complaint Form** – A specific page that contains a form to file a complaint, preferably an online form.
- **Budget** – Budget data are available at the checkbook level, ideally in a searchable database.
- **Performance Measures/Outcomes** – A page linked to the homepage explaining the agencies performance measures and outcomes.

Conclusion

The Legislative Auditor finds that the DOP overall has a good website that needs only relatively modest improvements. However, more improvements are needed in the area of user-friendliness.

Recommendation

4. *The Legislative Auditor recommends that the DOP enhance the user-friendliness and transparency of its website by incorporating more of the website elements identified.*

Appendix A Transmittal Letter

WEST VIRGINIA LEGISLATURE *Performance Evaluation and Research Division*

Building 1, Room W-314
1900 Kanawha Boulevard, East
Charleston, West Virginia 25305-0610
(304) 347-4890
(304) 347-4939 FAX



John Sylvia
Director

May 21, 2015

Ms. Sara Walker, Director
Division of Personnel
Building 6 Room 420
1900 Kanawha Blvd E
Charleston WV 25305-0139

Dear Director Walker:

This is to transmit a draft copy of the agency review of the Division of Personnel. This report is scheduled to be presented during the June 7, 2015 interim meetings of the Joint Committee on Government Operations, and the Joint Committee on Government Organization. We will inform you of the exact time and location once the information becomes available. It is expected that a representative from your agency be present at the meeting to orally respond to the report and answer any questions the committees may have.

If you would like to schedule an exit conference to discuss any concerns you may have with the report, please notify no later than Tuesday, May 26, 2015. Please notify us to schedule an exact time. In addition, we need your written response by noon on Friday, May 29, 2015 in order for it to be included in the final report. If your agency intends to distribute additional material to committee members at the meeting, please contact the House Government Organization staff at 304-340-3192 by Thursday, June 4, 2015 to make arrangements.

We request that your personnel not disclose the report to anyone not affiliated with your agency. Thank you for your cooperation.

Sincerely,

A handwritten signature in blue ink that reads "John Sylvia".

John Sylvia

Enclosure

Joint Committee on Government and Finance

Appendix B

Objectives, Scope and Methodology

The Performance Evaluation and Research Division (PERD) within the Office of the Legislative Auditor conducted this performance review of the Division of Personnel (DOP) as part of the agency review of the Department of Administration required by West Virginia Code §4-10-8(b)(2). The purpose of the DOP, as established in West Virginia Code §29-6-1, is to provide qualified job candidates for state agencies, covered by the civil service system, to select for employment.

Objectives

There are four objectives in this review. The first objective is to determine whether the DOP is accomplishing its mission of providing qualified job candidates for state agencies to employ. The second objective is to determine whether the DOP has controls in place that ensure the integrity of the civil service system. The third objective is to update recommendations made in PERD's 2008 and 2009 reports on the DOP. The fourth objective is to assess the DOP's website for user-friendliness and transparency. As a result of findings related to high turnover identified while addressing the first objective of this report, PERD decided to provide a separate informational issue to show the possible benefits of predictive analytics in addressing the DOP's issues with turnover. In addition, the Legislative Auditor requested that PERD provide a status report of the PLANS Project.

Scope

The scope of this review for Issue 1 is limited to the DOP's providing qualified job candidates by looking at a one-year separation rate of employees hire between January 1, 2013 and June 30, 2013. The scope for Issue 2 is limited to the DOP's controls that ensure the integrity of the civil service system for new hires and promotions made between July 1, 2014 and September 30, 2014. The scope of Issue 3 is limited to the positions within the civil service, identified through the one-year separation study conducted in Issue 1, that experience a high number of placements and separations and how such positions could benefit from predictive analytics. The scope of Issue 4 is limited to giving a status-report of DOP's PLANS Project as of May 6, 2014, the Hay Group's involvement with the project and how much the Hay Group has been paid for contractual services related to the project from February 15, 2007 to May 6, 2015. The scope of Issue 5 is limited to determining the levels of compliance the DOP is with recommendations made in PERD's 2008 and 2009 reports on the agency. The scope of Issue 6 is limited to a review of the DOP's website on November 25, 2014.

Methodology

PERD gathered and analyzed several sources of information and conducted audit procedures to assess the sufficiency and appropriateness of the information used as evidence. The information gathered and the audit procedures are described below.

In order to complete this review, PERD staff used testimonial and documentary evidence. PERD obtained a list from the DOP of all new hires made from January 1, 2013 to June 30, 2013 to determine the effectiveness of the DOP in providing qualified job candidates for state agencies to employ. This list was compared to another list from DOP showing the employment status as of June 30, 2014 of all individuals listed in the first list. The results were grouped by agency and position type for comparison purposes.

In order to determine if the DOP has controls to ensure the integrity of the civil service system, PERD requested the DOP to identify its controls with regard to administration of the civil service system that ensure individuals are hired based on merit. PERD then made a determination the controls were sufficient. PERD conducted two surveys, one with a random sample of 30 new hires made between July 1, 2014 and September 30, 2014 and the other with a random sample of 30 promotions made during the same time period to determine if the controls were being practiced. The purpose for doing two different surveys is that there are different procedures followed by DOP when approving new hires and promotions.

Issue 3 of this report is not a performance audit of the DOP in that it does not assess the effectiveness or compliance of the agency. As a result of findings identified in Issue 1, PERD decided to provide a separate informational issue to show the possible benefits of predictive analytics in addressing the DOP's issues with turnover. PERD reviewed documentation related to explaining how predictive analytics is used to identify better job candidates and improve the hiring process to determine the benefits of predictive analytics for certain position types that have a large number of placements and separations. PERD also showed the separation cost suffered by agencies experiencing high turnover to frame the argument for the implementation of predictive analytics for such agencies.

Issue 4 of this report is not a performance audit in that it does not assess the effectiveness or compliance of the agency. The Legislative Auditor requested PERD to give a status update of the PLANS Project. PERD requested information from the DOP on the project's current status including: the involvement of the Hay Group, the amount Hay Group has been paid for its contractual services, and why the project has not been completed to give a status report of the PLANS Project. PERD reviewed DOP's response and verified information relating to contracts made to the Hay Group and money amounts paid the Hay Group for its contractual services related to the PLANS Project with information from the State Auditor's Office and the Division of Purchasing.

PERD sent a letter to the DOP detailing all of the recommendations made in PERD's 2008 and 2009 reports that were attributed to the agency to update compliance with those recommendations. In DOP's response, the agency provided what it has done to comply with the recommendations and, when applicable, supplied documentation that supported compliance. After a review of the DOP's response, PERD determined if any of the agency's responses needed to be further tested through additional documentation requests. PERD verified compliance with recommendation 2 of the 2008 report by reviewing the meeting agendas of the Joint Committee on Government Organization and Joint Committee on Government Operations that showed the DOP did meet with the committees about its workforce planning policy. PERD reviewed salaries for state personnel directors listed in the Council of State Governments' *The Book of the States 2014* to verify how the salary for the position of director for the DOP compares with other states.

PERD conducted a literature review of government website studies, reviewed top-ranked government websites, and reviewed the work of groups that rate government websites in order to establish a list of essential website elements that would enhance transparency and user-friendliness to evaluate the DOP's website. It is understood that not every element listed in the master list is to be found in an agency website because some of the technology may not be practical or useful for some state agencies. Therefore, PERD compared the DOP's website to the established criteria for user-friendliness and transparency so that the agency can determine if it is progressing in step with the e-government movement and if improvements to its website should be made.

We conducted this performance audit in accordance with generally-accepted government auditing standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives.

Appendix C Turnover Cost Calculations for CO Positions

Turnover Cost Calculations for CO Positions		Notes:
TYPE OF COST	TOTAL COSTS CY2005 & CY2013	
SEPARATION COSTS		
Exit interviewer's time, 30 minute interview at \$15.88 per hour (x 303)	2,405.82	CPM sal-per hour \$15.88
Clerical time to terminate the employee, 30 minutes at \$9.84 per hour (x 303)	1,490.76	OAll sal-per hr. \$9.84
Other administrative functions relating to separation = \$20.00 per separation (x 303)	6,060.00	Est. \$5.00 increase to \$20.00 per separation
Separation Processing Materials (10 Pages at \$ 0.05 Per separation) (x303)	151.50	Est. .05 cent per page HR estimated 10 pages
REPLACEMENT COSTS		
Test scoring Costs = \$185.00 per Test (x 303)	56,055.00	Only test on selected individuals
Supervised CSI-(Job Matching Instrument) 10 groups of 30 @ \$63.52 per group	635.20	Estimated 303/30=10 groups of 30 people CPM administers 4 hours @ \$15.88 per hour= (\$63.52)
Interview time - 30 minute x 3 interviewer(s) at \$ 15.88 Per hour (x 909)	21,652.38	CPM hourly Sal. \$15.88 (est. 3 applicants for each vacancy 303*3=909)
New Hire Processing Materials (155 pages at \$0.05) (x 303)	2,348.25	est. .5cents per copy 155 pages
Drug tests (insta Kits = 2.85) (x 303)	863.55	\$2.85 per kit (administered to those hired)
NCIC reports (15 minutes each for OAll) (x303)	745.38	Only perform NCIC background check on selected individuals
TRAINING COSTS		
Basic Training - Meals & Lodging per week at \$147 (7 weeks) x(303)	311,787.00	Figures from Corrections Academy
Basic Training - Instructor cost per trainee at \$80 per week (7 weeks) x (303)	169,680.00	Figures from Corrections Academy
Pay during Basic Training Academy \$428 weekly x (303)	907,788.00	Figures from Corrections Academy
Orientation (Trainer & new employee average cost for 2 weeks = \$701.42 x (303)	212,530.26	Ave. Trainer salary * 2 Trainers * 2 Weeks = \$2460/7 per class + \$350 materials = \$701.42
Paper/Supplies/Miscellaneous \$50 x (303)	15,150.00	Figures from Corrections Academy
Linen \$35 x (303)	10,605.00	Figures from Corrections Academy
Ammunition & Chemical Agents \$200 x (303)	60,600.00	Figures from Corrections Academy
Benefits during training (40% of salary)	363,115.00	Figures from Corrections Academy
VACANCY COSTS		
Overtime for C.O. Vacancies	2,207,415.00	Submitted on monthly basis on monthly report by facilities
DOC Advertising	17,320.84	submitted by Fiscal Dept.
TOTAL COSTS OF C.O. SEPARATIONS	\$ 4,368,398.94	
Cost Per Separation	\$ 14,417.16	

CPM Salary-\$33,036 yearly/ \$15.88 hourly
 OAll Salary-\$20,472 yearly/ \$9.84 hourly
 COI pay \$22,254 yearly / \$428 weekly
 Ave. Trainer Salary--\$32,000/\$615 weekly

Appendix D Website Criteria Checklist and Points System

Department of Administration – Division of Personnel			
User-Friendly	Description	Total Points Possible	Total Agency Points
Criteria	The ease of navigation from page to page along with the usefulness of the website.	18	8
		Individual Points Possible	Individual Agency Points
Search Tool	The website should contain a search box (1), preferably on every page (1).	2 points	2
Help Link	There should be a link that allows users to access a help section (1) and agency contact information (1) on a single page. The link’s text does not have to contain the word help, but it should contain language that clearly indicates that the user can find assistance by clicking the link (i.e. “How do I...”, “Questions?” or “Need assistance?”)	2 points	1
Foreign language accessibility	A link to translate all webpages into languages other than English.	1 point	0
Content Readability	The website should be written on an 8th grade reading level. The Flesch-Kincaid Test is widely used by Federal and State agencies to measure readability.	No points, see narrative Readability Score:	
Site Functionality	The website should use sans serif fonts (1), the website should include buttons to adjust the font size (1), and resizing of text should not distort site graphics or text (1).	3 points	1
Site Map	A list of pages contained in a website that can be accessed by web crawlers and users. The Site Map acts as an index of the entire website and a link to the department’s entire site should be located on the bottom of every page.	1 point	1
Mobile Functionality	The agency’s website is available in a mobile version (1) and/or the agency has created mobile applications (apps) (1).	2 points	0
Navigation	Every page should be linked to the agency’s homepage (1) and should have a navigation bar at the top of every page (1).	2 points	2
FAQ Section	A page that lists the agency’s most frequent asked questions and responses.	1 point	1

Department of Administration – Division of Personnel			
Feedback Options	A page where users can voluntarily submit feedback about the website or particular section of the website.	1 point	0
Online survey/poll	A short survey that pops up and requests users to evaluate the website.	1 point	0
Social Media Links	The website should contain buttons that allow users to post an agency’s content to social media pages such as Facebook and Twitter.	1 point	0
RSS Feeds	RSS stands for “Really Simple Syndication” and allows subscribers to receive regularly updated work (i.e. blog posts, news stories, audio/video, etc.) in a standardized format.	1 point	0
Transparency	Description	Total Points Possible	Total Agency Points
Criteria	A website which promotes accountability and provides information for citizens about what the agency is doing. It encourages public participation while also utilizing tools and methods to collaborate across all levels of government.	32	18
		Individual Points Possible	Individual Agency Points
Email	General website contact.	1 point	0
Physical Address	General address of stage agency.	1 point	1
Phone Number	Correct phone number of state agency.	1 point	1
Location of Agency Headquarters	The agency’s contact page should include an embedded map that shows the agency’s location.	1 point	0
Administrative officials	Names (1) and contact information (1) of administrative officials.	2 points	2
Administrator(s) biography	A biography explaining the administrator(s) professional qualifications and experience.	1 point	0
Privacy policy	A clear explanation of the agency/state’s online privacy policy.	1 point	1

Department of Administration – Division of Personnel			
Public Records	<p>The website should contain all applicable public records relating to the agency’s function. If the website contains more than one of the following criteria the agency will receive two points:</p> <ul style="list-style-type: none"> • <u>Statutes</u> • <u>Rules and/or regulations</u> • <u>Contracts</u> • <u>Permits/licenses</u> • <u>Audits</u> • <u>Violations/disciplinary actions</u> • <u>Meeting Minutes</u> • <u>Grants</u> 	2 points	2
Complaint form	A specific page that contains a form to file a complaint (1), preferably an online form (1).	2 points	0
Budget	Budget data is available (1) at the checkbook level (1), ideally in a searchable database (1).	3 points	0
Mission statement	The agency’s mission statement should be located on the homepage.	1 point	1
Calendar of events	Information on events, meetings, etc. (1) ideally imbedded using a calendar program (1).	2 points	1
e-Publications	Agency publications should be online (1) and downloadable (1).	2 points	2
Agency Organizational Chart	A narrative describing the agency organization (1), preferably in a pictorial representation such as a hierarchy/organizational chart (1).	2 points	1
Graphic capabilities	Allows users to access relevant graphics such as maps, diagrams, etc.	1 point	1
Audio/video features	Allows users to access and download relevant audio and video content.	1 point	0
FOIA information	Information on how to submit a FOIA request (1), ideally with an online submission form (1).	2 points	0
Performance measures/outcomes	A page linked to the homepage explaining the agencies performance measures and outcomes.	1 point	0

Department of Administration – Division of Personnel

Agency history	The agency's website should include a page explaining how the agency was created, what it has done, and how, if applicable, has its mission changed over time.	1 point	1
Website updates	The website should have a website update status on screen (1) and ideally for every page (1).	2 points	2
Job Postings/links to Personnel Division website	The agency should have a section on homepage for open job postings (1) and a link to the application page Personnel Division (1).	2 points	2

Appendix E Agency Response



Sara P. Walker, Director

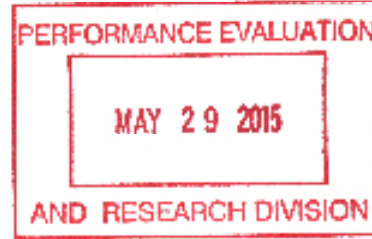
Earl Ray Tomblin, Governor

Jason Pizatella, Acting Cabinet Secretary

STATE PERSONNEL BOARD
 Jason Pizatella, Chairman
 Mark Carbone + Sharon Lynch
 Eugene Stump + Elizabeth Walker
 Erica Kord

May 29, 2015

John Sylvia
 West Virginia Legislature
 Performance Evaluation and Research Division
 Building 1, Room W-314
 1900 Kanawha Blvd., E.
 Charleston, WV 25305-0610



Dear Mr. Sylvia:

I appreciate the opportunity to respond to your letter dated May 21, 2015 wherein you enclosed a draft copy of the agency review of the Division of Personnel. The Division of Personnel ("DOP") is always looking for ways to improve its business processes and better support State agencies in employing and retaining individuals of the highest ability and integrity. DOP will use the thoughtful recommendations made by the Performance Evaluation and Research Division ("PERD") toward furthering these goals.

Recommendation #1

The Legislative Auditor recommends the Division of Personnel should add a category for resignations addressing if compensation is a factor in order to determine the level of impact that this variable has on voluntary job separations.

Response:

DOP agrees with this recommendation. We will work within wvOASIS to begin collecting this data as quickly as possible. In addition, DOP will collaborate with our state agency partners to structure exit interviews that will help us gather additional data pertaining to reasons for voluntary job separations.

Recommendation #2

The Legislative Auditor recommends the Division of Personnel track the reasons why a state agency does not make an appointment from an initial referral list and use any appropriate results to improve the civil service system.

Response:

DOP agrees with this recommendation. DOP will require agencies to provide an explanation for appointments not selected from a referral list.

Building 6, Room 420, 1900 Kanawha Boulevard, East, Charleston, West Virginia 25305-0139
 TEL: 304-558-3950 ♦ VISIT OUR WEBPAGE AT: www.personnel.wv.gov ♦ FAX: 304-957-0141

THE DIVISION OF PERSONNEL IS AN EQUAL OPPORTUNITY EMPLOYER



Recommendation #3

The Division of Personnel, along with the cooperation of certain hiring agencies, should consider incorporating the use of predictive analytics, either in house or contracted out, for positions that have a high number of placements and separations.

Response:

DOP will strongly consider this recommendation. To the extent it is cost effective and complies with the principles provided for in a merit system, DOP will work with hiring agencies to incorporate the use of predictive analytics. At the present time DOP does not have historical data to use for this purpose. DOP anticipates that wvOASIS will collect this information and we will pursue the possibility of utilizing it in accordance with the PERD recommendation.

Recommendation #4

The Legislative Auditor recommends the DOP enhance the user-friendliness and transparency of its website by incorporating more of the website element identified.

Response:

The DOP agrees with this recommendation. DOP is currently working to enhance its website and is eager to showcase the new user-friendly features that will also be more transparent to the various users.

For those PERD recommendations where DOP was in partial compliance, the agency offers the following responses below:

Recommendation #1 (2008)

The Legislative Auditor recommends the Division of Personnel develop and implement a comprehensive strategic workforce planning policy. The Division should include and coordinate the participation of state agencies, and be responsible for monitoring compliance with the policy.

Response:

DOP continues to work towards compliance with this recommendation. In a merit system, an agency is not at liberty to pre-select an individual to prepare that person for future opportunities. Rather, in partnership with DOP, an agency may train and develop employees interested in applying for future opportunities. Emphasizing education of all employees to become both leaders and subject matter experts will create a larger applicant pool when positions are available. We will continue to work with the Governor's Office, and in cooperation with the Governor's Workforce Planning Council, towards implementing a comprehensive workforce planning strategy.



Recommendation #9 (2009)

The Legislative Auditor recommends the Division of Personnel develop a system for measuring the effectiveness of recruitment efforts.

Response:

DOP agrees with this recommendation. The agency is working with other state agencies to improve their recruiting efforts. DOP will continue to look for more efficient ways to measure our effectiveness in not only employee recruitment, but also retention.

Sincerely,

A handwritten signature in blue ink that reads "Sara P. Walker".

Sara P. Walker
Director

SPW/dg

c: Jason Pizatella, Cabinet Secretary



WEST VIRGINIA LEGISLATIVE AUDITOR

PERFORMANCE EVALUATION & RESEARCH DIVISION

Building 1, Room W-314, State Capitol Complex, Charleston, West Virginia 25305

telephone: 1-304-347-4890 | www.legis.state.wv.us/Joint/PERD/perd.cfm | fax: 1-304-347-4939