



West Virginia Division of Personnel

ANNUAL REPORT
2022



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

December 8, 2022

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

Dear Friends of the Division of Personnel:

It has been a challenging few years for many especially in the human resources arena. The Division of Personnel (DOP) has worked to support agencies by providing resources in the areas of recruitment, training and development, and employee relations.

The DOP continues to be committed to modernizing processes. An electronic employee performance appraisal was implemented this year to allow managers/supervisors to track employee performance in electronic journals and complete the full appraisal including submission and signing electronically. We have continued to offer the best customer service possible while helping agencies navigate the current difficult times for recruitment. It is our goal to be a resource for state agencies.

It is my pleasure to share with you the achievements of the West Virginia Division of Personnel for Fiscal Year 2022, in accordance with West Virginia Code § 29-6-7(b) (11).

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

Respectfully submitted,

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

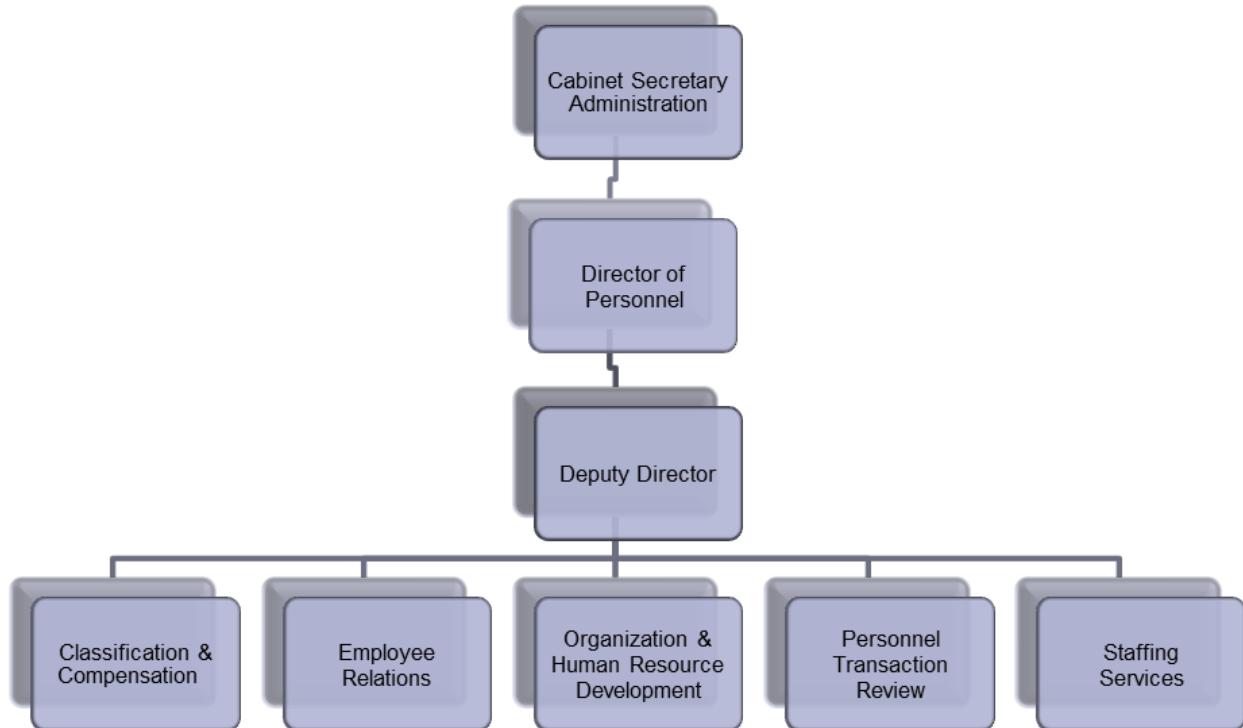
Sheryl R. Webb
Director

c: Mark D. Scott, Secretary, Department of Administration
State Personnel Board

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ORGANIZATIONAL CHART



DIVISION OF PERSONNEL OVERVIEW

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

MISSION

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

INTRODUCTION

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

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

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

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

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

A wealth of employee and supervisory information is also provided through the DOP website. Visitors to the DOP site, www.personnel.wv.gov, can find information specific to each DOP section, sample documents for supervisors; training tools; DOP law, rule, policies, and interpretive bulletins; frequently asked questions; an Announcement page for informational articles and many other resources for personnel administration and employee/applicant assistance. The State Personnel Board minutes, meeting schedule and meeting agenda can also be found on the website.

BUDGET

DOP Budget History				
FY	Personal Services + Annual Increment	Benefits	Unclassified	Total
2017	\$ 2,875,410	\$ 1,059,253	\$ 1,207,158	\$ 5,141,821
2018	\$ 3,304,628	\$ 1,137,962	\$ 1,449,231	\$ 5,891,821
2019	\$ 3,424,728	\$ 1,017,862	\$ 1,399,231	\$ 5,841,821
2020	\$ 3,677,028	\$ 1,083,655	\$ 1,399,231	\$ 6,159,914
2021	\$ 3,677,028	\$ 1,083,655	\$ 1,399,231	\$ 6,159,914
2022	\$ 2,515,053	\$ 758,541	\$ 743,683	\$ 4,017,276

The DOP’s budget is comprised of special revenue funds with revenue generated by fees for performing services for agencies that have classified and classified-exempt employees. As a special revenue agency, DOP lost approximately 25% of its revenue when the Department of Transportation was authorized to create its own merit system upon passage of HB 2720 during the 2021 regular session of the Legislature. Upon passage of SB 3020 during the third extraordinary session of the Legislature in 2021, the DOP received a supplemental appropriation from general revenue in the amount of \$500,000 for Fiscal Year 2022.

ADMINISTRATION

OVERVIEW and ACCOMPLISHMENTS

The Administration section coordinates the financial, purchasing, human resources, information technology and communications functions of the DOP. This section also serves as advisor to the Director, providing DOP generalist knowledge, workforce analytics, project management, and input into key functions within the DOP. In addition, the Director's Office manages the communication, scheduling, and recordkeeping functions of the State Personnel Board.

The DOP continues to support the wvOASIS system development by providing training, posting wvOASIS information on its website, and assimilating DOP policies and procedures into the design of the system and maintaining strong communication between DOP and the wvOASIS teams. DOP continues to have regular meetings with wvOASIS representatives to resolve issues and find efficiencies in processes.

Additionally, the Administration section maintains the DOP website and performs research, writing, editing, design, and distribution of important news and information.

Key initiatives implemented or initiated during FY 2022, as more fully described below, include:

- Fully implemented a modernized employee performance appraisal process.
- Transitioned the job posting process from a mainframe application to the NEOGOV cloud-based platform.
- Provided flexibility with minimum qualification preference and substitutions to assist agencies with recruitment in an extremely challenging labor market.
- Developed a fully online compliance option for the *Supervisor/Manager Training Program* policy (P-18).

CLASSIFICATION and COMPENSATION

OVERVIEW

The Classification and Compensation (Class and Comp) section is responsible for the development, maintenance, and revision of the classification and compensation plans for positions covered under the DOP merit system. The classification and compensation plans establish job classifications and a pay structure to ensure that the same title, qualifications, and compensation range are applied equitably across state government. The section is also responsible for updating the Pay Plan Policy and ensuring that discretionary pay differentials comport with the policy requirements.

Class and Comp staff reviews personnel transactions and agency staffing requests for compliance with state classification and compensation law, rule, and policies. The section works cooperatively with user agencies in the development of new and revision of existing job class specifications based on new programs, reorganizations, and new technology in the workplace. Staff also assists user agencies in responding to recruitment and retention problems and other compensation related issues.

This section also conducts and participates in a variety of salary surveys on a national, regional, and local basis. In FY 2022, the section made contributions to a major national survey and a variety of state and regional surveys, for a total of 21 salary surveys.

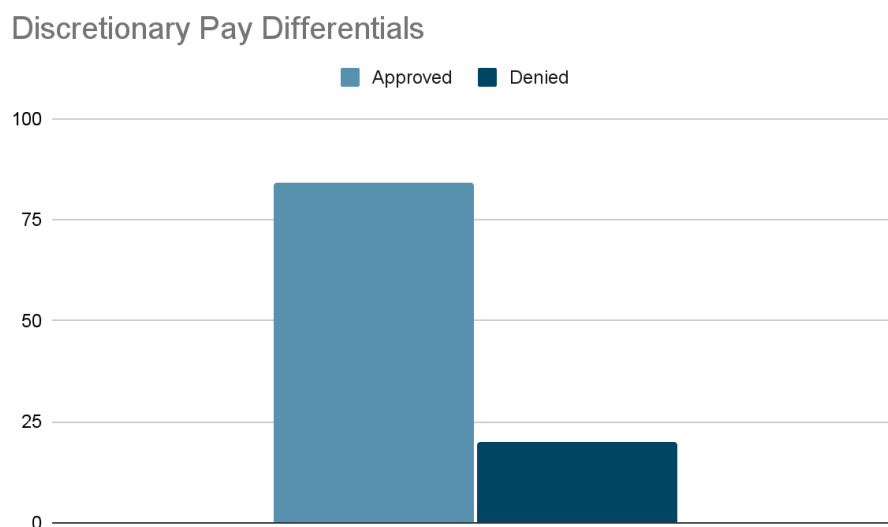
Class and Comp works in cooperation with the Attorney General’s Office to represent the DOP at grievances filed by employees. Occasionally, agencies call upon the Class and Comp section to explain regulatory interpretations at Level 1 grievances. In FY 2022, staff attended 34 Level 2 grievance mediations and 20 Level 3 grievance hearings. During mediations, the Class and Comp representative provides information regarding the rationale for classification or compensation determinations. In a Level 3 hearing, testimony is provided regarding the classification determination as well as the classification and compensation plans, law, rule, and policy governing these determinations.

FY 2022 ACTIVITIES and ACCOMPLISHMENTS

The section processed 5,027 wvOASIS electronic transactions, which included 251 employee-related transactions (ESMTs), and 4,776 position-related transactions (PSMTs) affecting classification or compensation. In addition, the section evaluated 1,478 Position Description Forms (PDF), reviewed/processed 5,267 job posting request forms for job vacancy postings, reviewed 71 classification appeals, and conducted 75 on-site and virtual job audits.

The DOP has updated the job posting process which now allows agencies to submit and track job postings through the NEOGOV applicant tracking system instead of the current mainframe application. In this fiscal year, the section presented 60 proposals for classification and compensation plan revisions to the State Personnel Board including creating and/or revising a total of 39 class specifications. The section also revised the Pay Plan Policy and updated the Schedule of Salary Grades.

In FY 2022, the section reviewed 204 requests for discretionary pay differentials authorized under the DOP Pay Plan Policy. Of the 204 requests, 184 were approved, representing a 90.19% approval rate.



EMPLOYEE RELATIONS

OVERVIEW

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

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

FY 2022 ACTIVITIES and ACCOMPLISHMENTS

ER provided 2,286 individual consultation services to employees and State agencies regarding a variety of human resources policies and practices, including a review of 26 agency-specific policies, procedural guidance documents, and correspondence.

In addition to providing individualized consultation, ER authors a variety of human resources guidance documents made available to State agencies and employees through the DOP website and guidance during quarterly meetings of the Human Resources Advisory Committee. ER published 21 guides, job aids, sample policies, and documents during the fiscal year.

To ensure a clear and uniform understanding and administration of human resources law, rule, and policy, ER conducted 13 training sessions covering a broad range of personnel management topics including workplace harassment, FMLA, exempt positions in the merit system, and developed an online training course for the *Settlement Agreements/Back Wages* policy (DOP-P24).

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

During FY 2022, four (4) DOP policies were revised by ER, including the *Workers' Compensation/Sick Leave* policy (DOP-P7), *Other Employment and Certain Volunteer Activities* policy (DOP-P21), *Employee Performance Appraisal and Evaluation Management* policy (DOP-P17), and the *Education Expense Reimbursement/Leave Program* policy (DOP-P16).

The *Administrative Rule of the West Virginia Division of Personnel*, W. Va. Code R. §143-1-1 *et seq.*, implements the provisions set forth in W. Va. Code §29-6-1 *et seq.*, regarding the classification plans, pay plans, competitive examinations, appointments, promotion, demotions, dismissal, layoff and recall and other matters consistent with §29-6-1 *et seq.* In accordance with §29A-3-1 *et seq.*, amendments to

the *Administrative Rule* were filed in August 2021 and approved effective July 1, 2022. The amendments are intended to provide clarification to certain sections of the *Rule*, assure due process rights prior to suspension and dismissal, provide greater discretion to covered agencies concerning discretionary increases, and amended language for consistency with statutory revisions with the passing of HB2011, which removed any time restrictions for temporary employment and abolished the term seasonal employees.

The DOP endorses a policy of progressive discipline, which provides employees with notice of deficiencies and an opportunity to improve prior to imposing disciplinary action. The State civil service statute (§29-6-1 *et seq.*) requires disciplinary actions for classified employees to be only for cause and that the employee be provided due process. Aimed to ensure that employees' substantive and due process rights are preserved, and discipline is administered in a fair manner and only for good cause, in FY 2022, ER provided guidance to state agencies in 63 corrective and disciplinary actions.

EMPLOYMENT SUITABILITY

The DOP *Administrative Rule* provides that employees previously dismissed from any public service for delinquency, misconduct, or other similar cause may be disqualified from future employment. The ER section meets regularly to determine the re-employment suitability of individuals dismissed from employment in the DOP state-classified service and, in limited situations, public service in general. When making such a decision, ER considers the work-related offense resulting in dismissal and the circumstances surrounding the separation. Individuals determined to be ineligible for re-employment are notified in writing and provided the procedures to appeal the decision.

In FY 2022, 228 dismissals were reviewed. Based on the agency-stated reason for dismissal, 184 former employees were notified they were ineligible for re-employment in the classified service due to the nature of their misconduct and subsequent dismissal from public service. Seventeen individuals exercised their right to appeal the eligibility determination, resulting in the DOP Director amending or reversing eight (8) disqualification decisions.

The ER section is also authorized by the West Virginia State Police and the Federal Bureau of Investigation (FBI) to obtain applicant criminal history record information to make suitability determinations for employment in the classified service. At the request of the classified state agency and affiliated health departments, ER arranges for the applicant to be fingerprinted to secure State and federal criminal records. Prohibited from discussing criminal history record information with the agencies, ER makes the determination of suitability for employment based upon the specific job functions and disqualifying offenses submitted by the agency. ER provided State agencies with suitability determinations for 89 applicants in FY 2022.

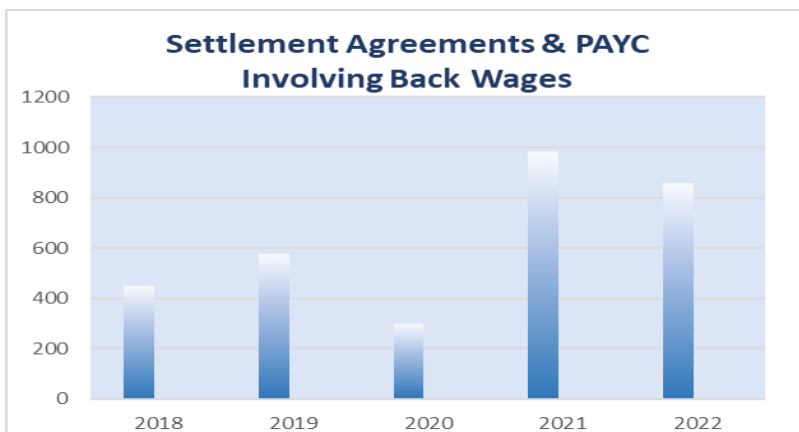
The ER section also provides specialized grievance counseling to both employees and employers regarding all aspects of the grievance procedure. ER provides procedural guidance, which includes time frames for each step of the process, notification requirements, burden of proof, and providing information about decisions made on similar cases. During FY 2022, ER staff reviewed 1,501 grievances and responded to 29 grievance-related inquiries from employees and nine (9) grievance-related inquiries from employers, for a total of 38 inquiries this fiscal year.

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SETTLEMENT AGREEMENT PROCESS

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

The ER section provided technical assistance on 856 settlement agreements and payroll correction requests. At the request of DOP-covered agencies, ER completed reviews on 494 settlement agreements and Payroll Correction Payment Request Forms (PAYC) in FY 2022. Of those reviewed, the Director certified 165 settlement agreements and 289 PAYC requests. A total of \$802,795 in back wages, \$27,091 interest and \$72,848 lump-sum payments were certified by the Director.



\$802,795	Back Wages
\$ 27,091	Interest
\$829,886	Total

ORGANIZATION and HUMAN RESOURCE DEVELOPMENT

OVERVIEW

The Organization and Human Resource Development (OHRD) section currently consists of nine (9) staff members including one Assistant Director, one Manager, one Senior Training and Development Consultant, one Training and Development Consultant 1, one Staff Development Specialist, one Content & Media Design Specialist, one Help Desk Analyst 1, and one Secretary. There is one vacant position in the process of being filled.

OHRD provides training programs, development strategies, and consulting services to increase the effectiveness and efficiency of State government. OHRD's mission is to facilitate learning; guide visionary

change efforts; and improve individual, team, and organizational performance. OHRD maintains a yearly schedule of interactive classroom, virtual, and online training; arranges special training, coaching, and consulting services upon request; administers the *Supervisor/Manager Training Program* policy (DOP-P18); administers the new NEOGOV Perform Program; and directs the activities of the Center for Quality Government.

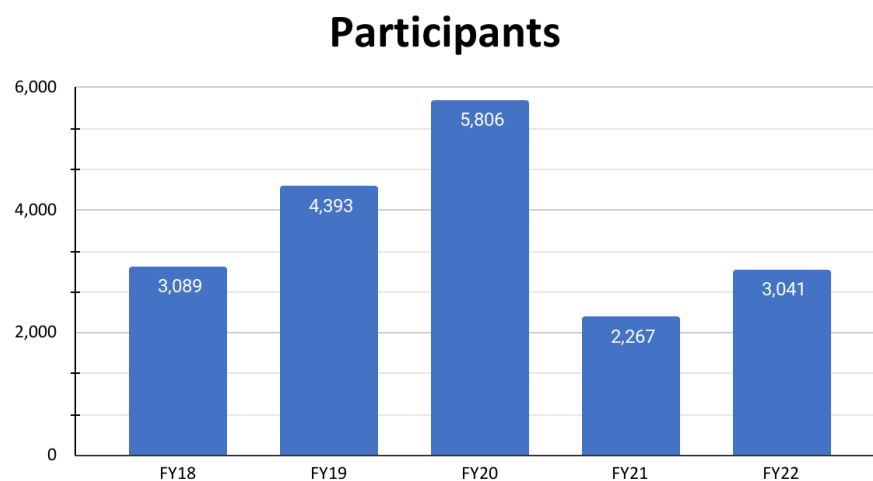
OHRD’s goal is to foster higher competency in critical managerial functions, ensure that public funds are expended judiciously, and public services are provided in an effective and efficient manner. It is imperative that the State government supervisors and managers are able to competently organize, direct, monitor, and evaluate the personnel and programs for which they are responsible. The DOP offers courses to ensure that all supervisors and managers in affiliated agencies possess the requisite knowledge, skills, and abilities to successfully carry out the duties and responsibilities of their positions.

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

FY 2022 ACTIVITIES and ACCOMPLISHMENTS

The OHRD section continued its commitment to offering programs based on the training and development needs of the State workforce. Due to Covid restrictions this year, no regional conferences or off-site trainings were offered. We plan to reinstitute off-site training in FY 2023.

In FY 2022, OHRD conducted 13 face-to-face classes resulting in 211 completions, 73 virtual classes resulting in 1,579 completions, and administered 11 standalone, fully online classes resulting in 1,251 completions. The live training sessions resulted in 308.5 hours of training.



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

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

A total of 1,462 employees completed these programs in Fiscal Year 2022.

The DOP offered 16 additional training programs including:

- *Introduction to Adult Learning: Enhancing Performance Through Active Training*
- *Avoiding Burnout: Strategies for Managers to Create a Better Work Culture (virtual)*
- *Onboarding Employees: It's More Important Now Than Ever (virtual)*
- *Heading into Retirement: Planning for a Secure Future (virtual)*
- *Know Your State Government*
- *Leadership in a Post Pandemic World (Parts 1 & 2)*
- *Time Management (virtual)*
- *Train the Trainer*
- *Digital Communications: Better Emails and IMs (virtual)*
- *Conducting Selection Interviewing Remotely (virtual)*
- *How to Improve 1-1 Performance Conversations (virtual)*
- *The Resilience Factor: How to Build Resilience in Challenging Times (virtual)*
- *Writing for Results (online)*
- *How to Write Measurable Performance Expectations (virtual)*
- *A Manager's Guide to EPA2s (online)*

A total of 1,579 employees completed these programs in Fiscal Year 2022.

OHRD's GENERAL STATISTICS and ACTIVITIES

In FY 2022, OHRD began offering face-to-face classes again in addition to the virtual offerings developed as a result of the COVID-19. This allowed OHRD to reinstitute, or schedule anew, the certification and cohort programs that were either paused or not offered during the pandemic. The DOP has opted to keep virtual offerings active as well in order to provide participants with the full breadth of learning options (online, live virtual, or face-to-face).

Because of the transition back to classroom teaching, OHRD successfully concluded the first offering of the *Managing for Excellence* (MFE) certification program (with 14 graduates successfully completing the certification). The MFE program is a series of three, three-day trainings, online coaching, and a management change case. The certification was redesigned in 2019 in order to provide a rigorous leadership program geared toward current or aspiring middle managers. The final two face-to-face sessions were delayed by the COVID-19 pandemic, but were offered in March and June of 2022.

OHRD also began another offering of the *Train-the-Trainer* Certification with a scheduled completion date in December 2022. In addition to scheduling certification programs, OHRD staff were also able to reschedule and support completion of two cohort programs that had been paused due to the pandemic. They also began taking applications for a new Cohort program in May 2022 and plan to begin a new session in July 2022.

OHRD completed production of the *Attendance Management Online* class and began offering it formally in October 2021. Since its release it has had 189 completers, and was the final course needed to allow a fully online/virtual path to P18 compliance. Staff are currently in the process of revising the *Employee Performance Appraisal Online* class to reflect changes in the new online process (see below) with a goal of offering early in FY 2023.

OHRD engaged in eight (8) special requests for services in FY 2022. Of these, five (5) were virtual training services which resulted in a total of 127 completers. The remaining three (3) were face-to-face and resulted in 80 completers. OHRD also provided consulting services with different agencies, which included assistance with projects such as customer service, dealing with covid burnout, interpersonal skill development, and creating vision and values.

Employee Performance Appraisal (EPA) Online Transition Project

The OHRD section has played a key role in the Division's efforts to implement a new, online performance appraisal system for all DOP covered employees. During the course of FY 2021, OHRD worked with nine (9) departments to successfully upload roughly 12,500 employees and worked closely with each department to address and fix any errors in reporting. The OHRD section worked with the Employee Relations section and the Director's Office to redesign the evaluation forms and update the *Employee Performance Appraisal and Evaluation Management policy* (DOP-P17). OHRD staff developed mandatory technical training for both managers and employees on the NEOGOV Perform system and the new Employee Performance Appraisal (EPA) forms a total of 2,156 managers and 9,203 employees have completed these technical training sessions since their release.

The system successfully went live January 1, 2022. From the go live date through the end of June, 10,571 EPA-1s were completed in the system. Two non-covered agencies, BRIM and CPRB have opted into the new EPA program despite not being required to because of the user friendliness of the system.

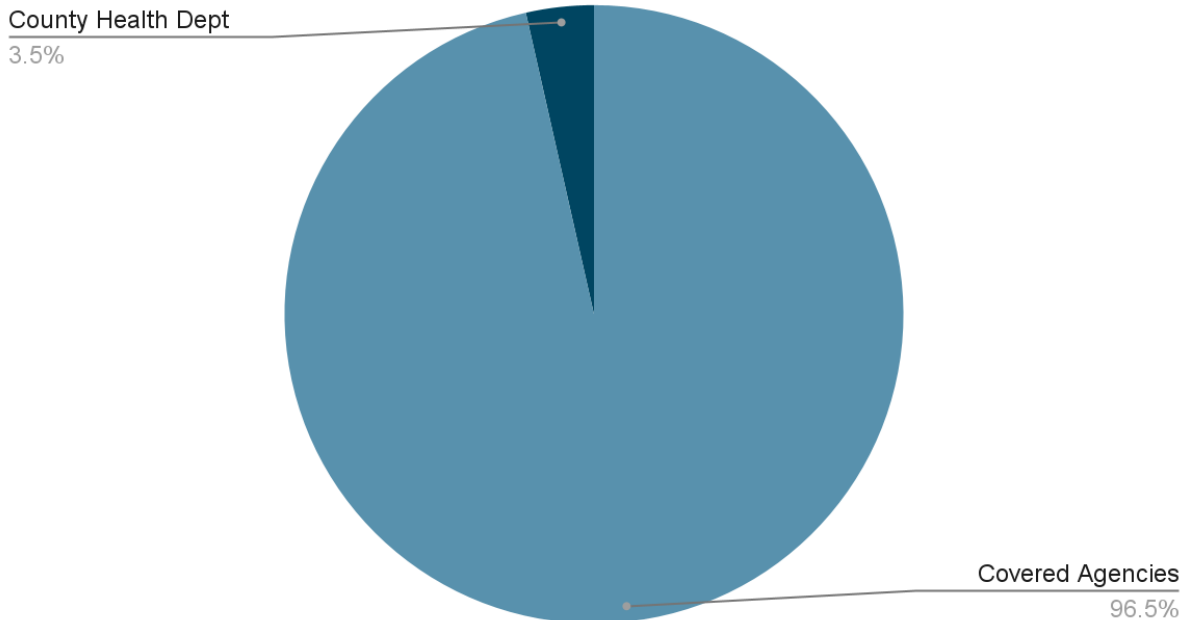
To support positive and productive use of the NEOGOV Perform platform, the OHRD section has also developed shorter topic-specific training in addition to larger summary classes. These classes are on important soft skills and processes needed to be successful in completing EPAs such as goal setting and one-on-one conversations. The OHRD section also developed very short technical walkthroughs on how to complete each form and created a [NEOGOVS resource page](#) for managers and employees to access help as needed. They have worked actively with HR users in the different departments and agencies to create training and [standard operating procedures](#) on best practices for keeping the system up to date, and continue to meet with them monthly to address questions and ensure EPA issues are being addressed. They have also worked with individual agencies to provide additional training on the system as needed.

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Staff from this section continue to work with NEOGOV to administer the system and look for ways to improve processes. They serve as primary technical support for users in the system.

PERSONNEL TRANSACTION REVIEW

Personnel Transactions Reviewed FY 2022



OVERVIEW

The Personnel Transaction Review (PTR) section establishes and maintains employee information systems and historical records for all covered state employees and affiliated county health departments. The section certifies personnel transactions and ensures that all transactions are in compliance with applicable state statutes, regulations, policies, procedures, and compensation plans.

Back pay awards may be granted to employees as a result of a grievance decision, court order, settlement agreement, or an order from the United States Department of Labor. The DOP assists state agencies in processing back pay awards to ensure compliance with existing statutes and legislative rules. PTR is responsible for verifying calculations of the monetary awards and compensation changes, as well as calculating interest.

This section also presents proposals to the State Personnel Board for layoff or when affiliated county health departments request an across-the-board increase for their employees. When a layoff is approved by the State Personnel Board, the PTR section is responsible for verifying the tenure of state employees who may be affected. Layoffs caused by a reduced workload, curtailment of funds, or reorganization of

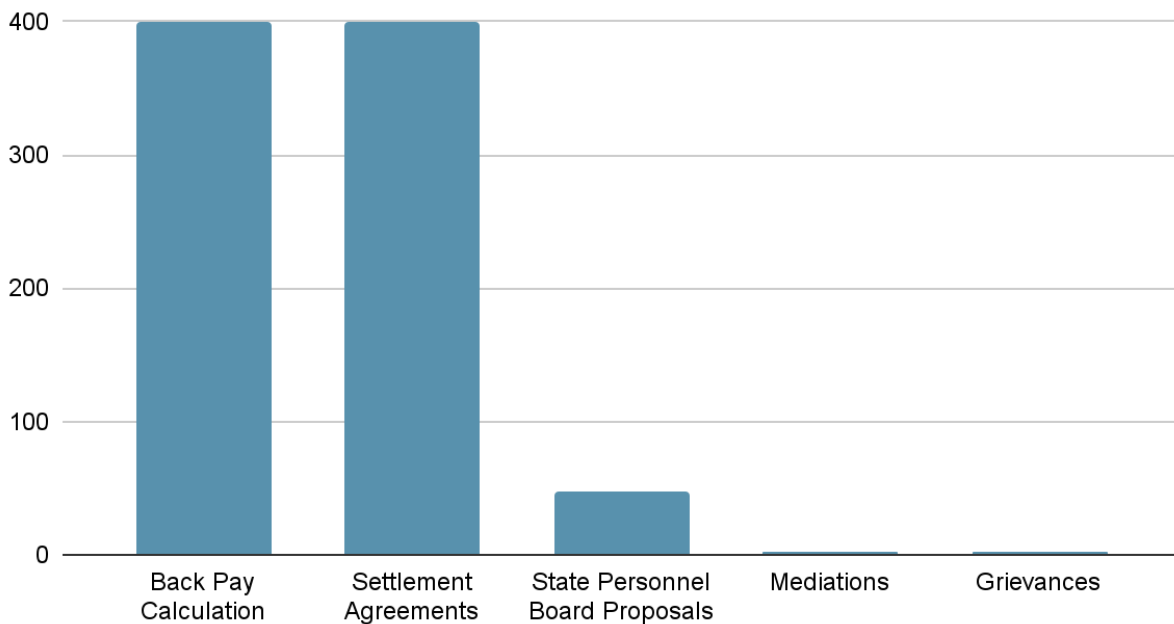
departments, agencies, or work units that affect permanent employees are structured according to job classification based on tenure.

FY 2022 ACTIVITIES and ACCOMPLISHMENTS

There were over 30,000 personnel transactions reviewed and processed on behalf of covered state agencies during FY 2022. PTR staff also processed over 1,100 transactions for affiliated county health departments. Each transaction PTR processes is reviewed for compliance with applicable state statutes, regulations, policies, procedures, and compensation plans.

In this fiscal year, the PTR section presented 48 proposals to the State Personnel Board. PTR also represented the DOP in 11 Level 2 grievance mediation hearings and three (3) Level 3 grievance hearings conducted by the West Virginia Public Employees Grievance Board. The PTR section verified around 400 calculations for potential back pay awards and reviewed the corresponding settlement agreements or Payroll Correction Payment Request Forms.

Non-Transactional Services FY 2022



STAFFING SERVICES

OVERVIEW

Staffing Services (Staffing) administers the application and selection process for the classified service by establishing valid and reliable selection procedures for recruiting, assessing, and evaluating applicants. This section provides eligible lists of qualified applicants to state agencies and affiliated county health departments for employment consideration. Staffing maintains the applicant tracking records, via NEOGOV, and record-keeping system for the classified service and is responsible for the development and improvement of applicant selection procedures. The section assists state agencies and affiliated county health departments in creating a quality workforce that reflects the rich diversity of the state, recognizes merit and welcomes, respects, and values the contributions of all people.

The DOP is committed to maintaining convenient and accessible online testing opportunities for applicants. Since the beginning of this fiscal year, 1,862 applicants have taken online exams. Online testing provides applicants greater convenience and allows testing accessibility, expanding recruitment to ensure diversity, equity, and inclusiveness. Though DOP staff continues to provide reasonable accommodations to applicants with disabilities, applicants now have the benefit via online exams of utilizing their own equipment and software with which they are familiar. Online testing continues to be crucial in providing applicant services during the continuing COVID-19 pandemic.

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

All job recruitment announcements are available on the DOP website. Applicants may review online job announcements from private computers, public access computers located at WorkForce West Virginia offices, college placement offices, public libraries, and mobile devices. Information pertaining to available job opportunities, online testing, and the hiring process is available at: www.personnel.wv.gov. The online application process enables applicants to view and print any job announcement, create a single online application, attach supporting documents, and apply for unlimited open positions.

Job classifications are selected for announcement based upon the recruitment needs of state agencies. The DOP typically responds to an agency request to announce an open position within two (2) business days of the request. Recruitment often begins the same day the request is received. Generally, there are between 175 and 200 open announcements at any given time. This includes continuously announced job titles and current job vacancies open for a limited time.

Job availability recommendation is a widely used public service provided by the DOP. Individuals seeking employment in state government may visit or call to speak with a Human Resources Specialist who is trained to assess their qualifications and interests and assist them in applying for appropriate jobs. In addition to job informational sessions via phone, email, or in-person, the DOP provides an online tutorial to guide applicants through the State of WV's online application process which may be found at www.personnel.wv.gov under the Job Seekers tab.

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FY 2022 ACTIVITIES and ACCOMPLISHMENTS

Staffing responded to numerous requests for assistance and information pertaining to state employment opportunities. In FY 2022 1,034 Public Service Announcements (PSAs) were provided to the public, 136 job classification titles were processed via auto-screen (an increase of 127 job classification titles processed via auto-screen since the last fiscal year) and 59 Deputy Sheriff online exams were administered.

Seven (7) virtual career fairs were attended which are online events for applicants to learn about state government opportunities and how to apply for our positions. With these open and flexible events, the DOP is able to reach a larger applicant pool within the global market. Twelve (12) in-person career fairs were attended. A total of 57 tests were administered at the request of the Division of Natural Resources during three (3) special testing events for Natural Resources Police Officers. Both the virtual and in-person events enable the DOP to develop strong brand awareness among those seeking employment.

Auto-Screen Progress

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

Online testing for Deputy Sheriffs

In FY 2022, the DOP continued to utilize online testing for Deputy Sheriffs for the county commissions. This not only reduced hiring time but also resulted in a reduction in administrative costs associated with manual testing and scoring. Approximately one-third (1/3) of the county commission offices participate and the remaining offices are provided test booklets and materials upon request. With online testing, the DOP no longer has expenses related to the mailing test booklets and materials, the county commission offices no longer have the expense of returning the test booklets and all pertinent materials, and manual scoring of exams is eliminated. The DOP continues to work with the other county commissions to offer and implement this service.

Transition of the Job Posting Process from HRIS to NEOGOV

In support of the transition of the job posting process from the Human Resources Information Systems (HRIS) to NEOGOV, Staffing provided many training sessions and created job tools. All training was completed on November 17, 2021. A refresher/make-up training was offered on December 14, 2021 to affirm that each agency attended and understood the process. Staffing will continue to offer this training upon request from the agencies.

In June of this fiscal year, the Registers Unit began offering monthly Question and Answer sessions to statewide agencies to share agency thoughts or concerns with one another or to seek clarification on the job posting or other Staffing processes. These have proven to be successful and meaningful for the agencies.

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Learn and Earn

In April of this year, the DOP began working with the Higher Education Policy Commission's Learn and Earn Program. The Learn and Earn program offers students the opportunity to gain work experience while completing their degree program through a state-funded grant. The Learn and Earn program is sponsored by the West Virginia Community and Technical College System, and is part of the Workforce Development Initiative Program.

Non-Covered Classification Requests

The DOP continues to advertise positions for agencies exempt from the merit system. The DOP advertised 55 positions for non-covered agencies during FY 2022.

NEOGOV Attract Beta Group

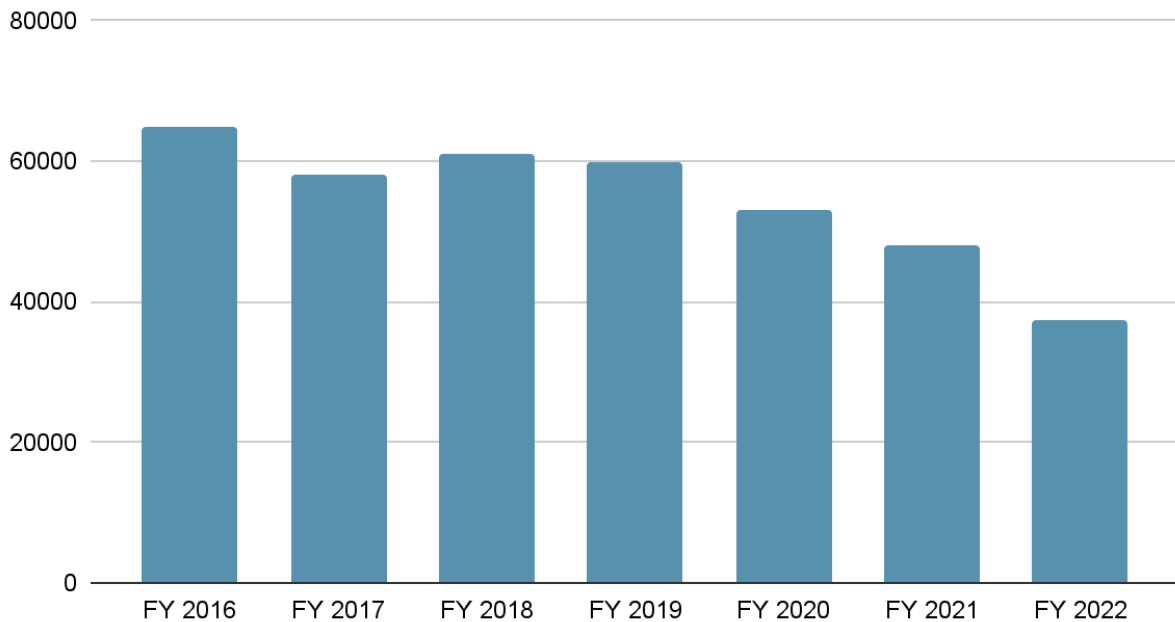
In April, the DOP was invited to participate in a pilot program utilizing a candidate relationship management tool to engage and track previous, current and potential candidates for recruitment. In connection with NEOGOV Insight, this candidate relationship manager fostered stronger connections and increased the effectiveness of recruitment efforts. It has assisted us in collecting new leads and leveraged our existing candidate pool to fill positions in an expedited manner. Since the inception of this beta group, the DOP has sent approximately 12,000 emails to candidates interested in hard-to-fill positions such as Nursing, Correctional Officers, and Programmer Analysts.

During FY 2022, continuous examination announcements were supplemented by approximately 1,034 PSAs. These types of vacancy announcements are used to establish lists of qualified applicants for positions with special critical skill requirements and/or those that have infrequent vacancies. In this fiscal year, 13,337 online Interest Cards were completed with the most applicants expressing interest in the Clerical and Data Entry field making up 5% (682) and the least being in the Physician field making up 1% (84) of the total number of applications received.

A total of 37,295 applications were reviewed and processed this fiscal year. Overall, application numbers decreased. In FY 2022, 5,664 referral lists of qualified eligible applicants were certified to DOP covered agencies for hiring consideration, an increase of 1,113 lists as compared to FY 2021 with 4,551 lists. The DOP has continued to improve referral efficiency and significantly reduce the time it takes to issue a certified list of eligible applicants once the applicant screening process is complete. In FY 2022, the DOP referred 96,083 applicant names to agencies. This is a decrease of 6,575 applicant referrals from the 102,658 referred in FY 2021.

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Applications Reviewed



Staffing employees spoke with approximately 400 potential applicants at virtual career fairs. These events do not require the travel time and resources needed to participate in an in-person job fair. Traditional job fairs are still a very important recruitment tool. However, under many circumstances, such as the current pandemic, virtual career fairs have allowed DOP to continue to participate in job fairs and promote our career opportunities. Staffing will continue to attend informational sessions as well as minority and veterans career fairs aimed at enhancing the diversity of the State's workforce.

Staffing continued its partnership with the Department of Arts, Culture, and History for implementation of the 2022 Governor's Internship Program. This program offered top ranked college students the opportunity to work in paid internships with state agencies with the goal of encouraging these students to remain in West Virginia after graduation. Twenty-eight (28) agencies participated this past summer, hiring a total of 46 candidates out of the 188 that applied. Staffing Services continues to serve as an advisor for the Governor's Internship Program, closely monitoring diversity and inclusion recruitment efforts.

FACTORS IMPACTING DOP in FY 2022

- The DOP must provide leadership in human resources to classified agencies with limited resources and in a time of rapidly evolving political, social, legal and demographic trends. The COVID pandemic continues to create unprecedented human resources challenges.
- The State continues to be challenged with employee retention issues, salary compression, and employees moving from agency to agency to improve their salary.

- o The DOP is left without tools to address these issues due to compensation limitations.
- o Employee dissatisfaction results in increased expenses related to grievances, new hires, training and turnover.
- It is imperative for the State to continuously update the compensation plan.
 - o The pay grades have compressed due to the absence of merit increases over the past decade which is compounded by the increase in minimum wage.
 - o The floor of the salary schedule has been raised to meet the minimum wage; yet, there is minimal movement occurring for current employees within the schedule.
- Compensation restrictions coupled with continuously diminishing benefits are barriers to competitive recruiting as evidenced by recruiting and retention problems regularly encountered by DOP-covered agencies.
 - o To mitigate the recruiting problem, agencies frequently request special hiring rates.
 - o Until the compensation parameters are updated, the impact of pay compression and turnover will continue to put a strain on all state agencies attempting to recruit and retain a quality workforce.

CHANGES NEEDED

The following options should be considered by all stakeholders to provide better tools for recruiting and retaining well educated and skilled workers who can replace retirees and individuals affected by relocation and to potentially decrease the number of workers who leave the State for other employment:

- More frequent updates to the salary schedule and compensation plan.
- Offer flexible benefit options for workers seeking non-traditional benefits such as educational loan repayment.
- Encourage promotion within, compensation for meritorious performance, job progression, continuing education, and succession planning.
- Authorize DOP to update the entire DOP statute to create efficiencies in the hiring process and address pay stagnancy.