



West Virginia Division of Personnel

Annual Report

FISCAL YEAR 2012

To manage and monitor the employment process in State government from recruitment and testing through separation, ensuring fair and equitable treatment in all aspects of employment.

To provide training and development opportunities to all State employees.

To provide accurate and meaningful information regarding work-related issues to all State employees.

To participate in the implementation of an Enterprise Resource Planning (ERP) system.

GOALS



West Virginia Division of Personnel

An agency under the Department of Administration

Sara P. Walker, Director

Earl Ray Tomblin, Governor

Ross Taylor, Acting Cabinet Secretary

STATE PERSONNEL BOARD

Ross Taylor, Chairman

Mark Carbone ♦ Randy Hansford

Sharon Lynch ♦ Eugene Stump

Elizabeth Walker

October 16, 2012

Honorable Earl Ray Tomblin, Governor
Honorable Members of the West Virginia Legislature
Citizens of West Virginia

Ladies and Gentlemen:

It is with pleasure that I submit to you the Fiscal Year 2012 Annual Report of the West Virginia Division of Personnel.

In accordance with West Virginia Code § 29-6-7(b) (11), we have prepared this report to share with you our achievements during Fiscal Year 2012. I hope you find this report informative and I welcome your inquiries regarding any of the material it contains.

Sincerely,

Sara P. Walker
Director of Personnel

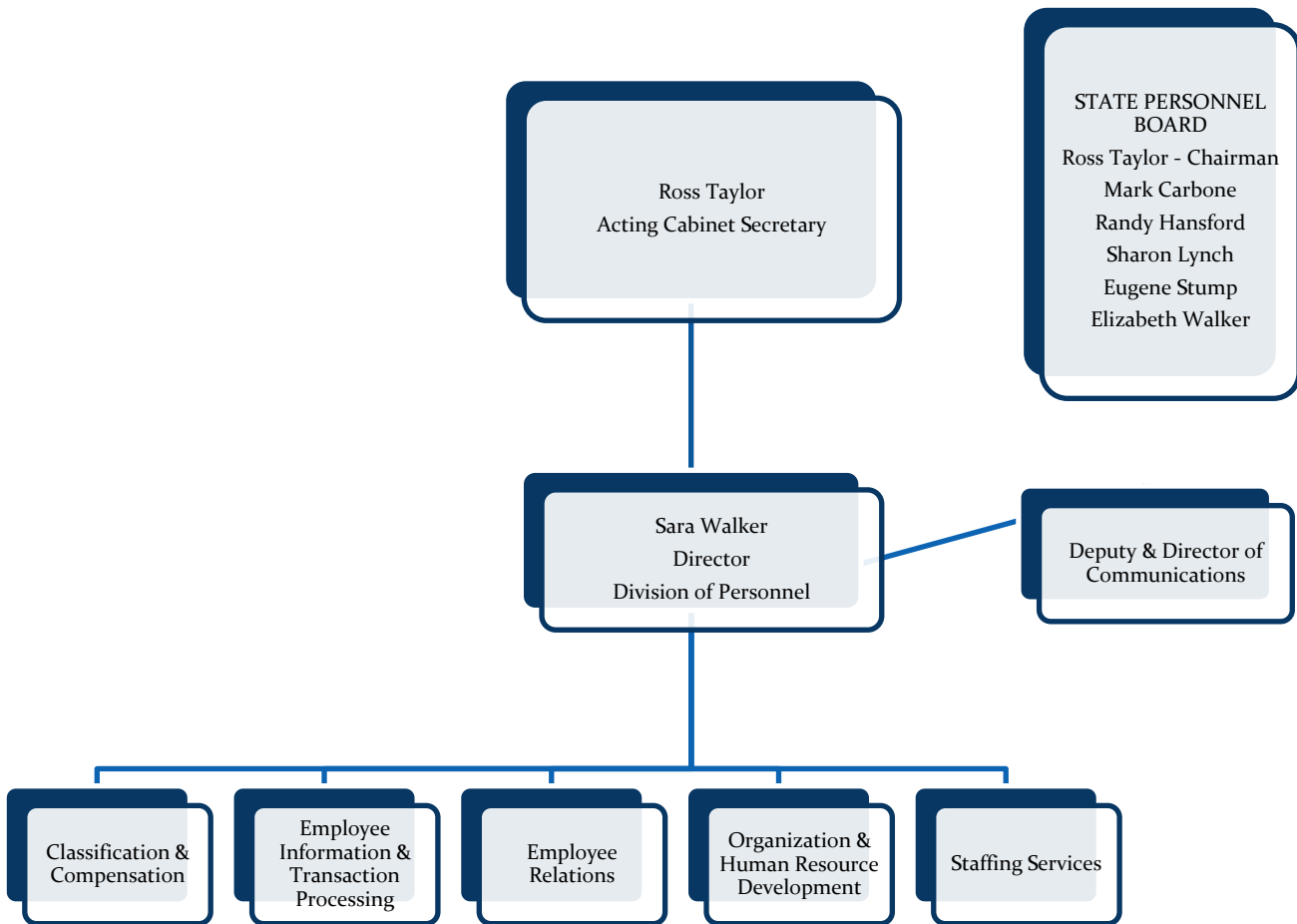
cc: Ross Taylor, Acting Cabinet Secretary
Department of Administration

State Personnel Board Members

Contents

FISCAL YEAR 2012.....	1
Organizational Chart.....	4
OVERVIEW.....	5
MISSION.....	5
INTRODUCTION.....	5
BUDGET.....	6
DEPUTY AND DIRECTOR OF COMMUNICATIONS.....	7
STAFF.....	7
OVERVIEW.....	7
FY 2012 ACTIVITIES AND ACCOMPLISHMENTS.....	7
CLASSIFICATION & COMPENSATION.....	8
STAFF.....	8
OVERVIEW.....	8
FY 2012 ACTIVITIES AND ACCOMPLISHMENTS.....	9
EMPLOYEE INFORMATION AND TRANSACTION PROCESSING.....	10
STAFF.....	10
OVERVIEW.....	10
FY 2012 ACTIVITIES AND ACCOMPLISHMENTS.....	10
EMPLOYEE RELATIONS.....	11
STAFF.....	11
OVERVIEW.....	11
FY 2012 ACTIVITIES AND ACCOMPLISHMENTS.....	11
ORGANIZATION AND HUMAN RESOURCES DEVELOPMENT.....	13
STAFF.....	13
OVERVIEW.....	13
FY 2012 ACTIVITIES AND ACCOMPLISHMENTS.....	14
STAFFING SERVICES.....	15
STAFF.....	15
OVERVIEW.....	15
FY 2012 ACTIVITIES AND ACCOMPLISHMENTS.....	16
WORKFORCE DEMOGRAPHICS AND OTHER AREAS IMPACTING ATTAINMENT OF GOALS.....	18
TURNOVER.....	18
ENTERPRISE RESOURCE PLANNING SYSTEM (ERP).....	19

Organizational Chart



OVERVIEW

MISSION

The Division of Personnel's mission is to provide personnel management programs to support State agencies in employing and retaining individuals of the highest ability and integrity to provide efficient and effective governmental services for the citizens of West Virginia. Key to this mission is the creation of an environment that engenders trust and confidence at all levels, and promotes personal and professional growth.

INTRODUCTION

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

Our goal is to ensure State government is staffed by a diverse workforce that is skilled, dedicated, and responsive to the needs of the citizens of West Virginia. The Division's use of techniques based on merit principles provides State agencies with qualified job applicants, as well as an infrastructure that promotes equal employment opportunity and assures fair treatment of employees in all aspects of personnel administration.

A comprehensive system of personnel management is achieved through the integration of five functional areas. The major responsibilities of each section in the Division of Personnel are summarized in this report. In addition to these functional responsibilities, the Division serves as liaison and coordinator to the State Personnel Board, and directs regular and emergency rule-making processes.

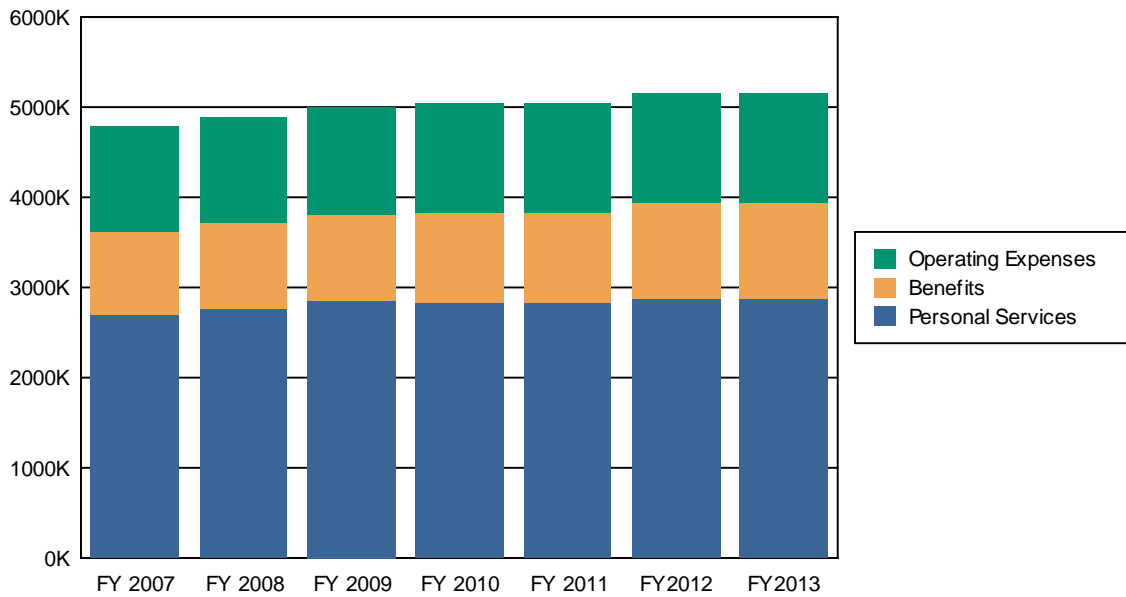


BUDGET

The Division of Personnel’s Budget for 2012 was \$5,141,821 and will remain stable through FY 2013. The Division’s budget has remained stable over the course of the past 7 Fiscal years, increasing by \$348,137.00 dollars over that period. Over \$142,000.00 of this budget increase is attributable to increases in the cost of employee benefits over this period of time.

FY	Personal Services and Annual Increment	Benefits	Unclassified	Total
2007	\$2,702,647	\$916,528	\$1,174,509	\$4,793,684
2008	\$2,765,156	\$956,624	\$1,174,811	\$4,896,591
2009	\$2,852,841	\$957,191	\$1,182,707	\$4,992,739
2010	\$2,835,777	\$991,588	\$1,207,158	\$5,034,523
2011	\$2,835,777	\$991,558	\$1,207,158	\$5,034,493
2012	\$2,875,410	\$1,059,253	\$1,207,158	\$5,141,821
2013	\$2,875,410	\$1,059,253	\$1,207,158	\$5,141,821

Division of Personnel Budgets



DEPUTY AND DIRECTOR OF COMMUNICATIONS

STAFF

The Deputy Director's staff consists of one (1) Deputy Director, an Administrative Services Assistant 1, a Personnel Specialist Senior, and a Mail Runner.

OVERVIEW

The Deputy and Director of Communications section coordinates the financial and communications functions of the Division. The employees of this section act as key advisors to the Director providing workforce analytics, project management, and input into key functions within the Division.

The Division of Personnel provides information on work-related issues through brochures, examination announcements, standard forms, policies, and other informational materials. These materials are produced by personnel within this section.

This section performs research, writing, editing, design, and distribution of regular publications, including *Stateline*. This is a quarterly newsletter which contains information about policies, agencies' activities, honors/awards, training opportunities, insurance and retirement information, and other work-related issues. Current and back issues of *Stateline* can be found at: <http://www.state.wv.us/admin/personnel/empcom/Stline/default.htm>.

In addition, this Division coordinates statewide activities celebrating Public Service Recognition Week, assuring that all state employees are recognized for their long service to the State.

FY 2012 ACTIVITIES AND ACCOMPLISHMENTS

This year the section designed Crystal Reports which provide access to up-to-date workforce analytics which allows the Division to better analyze workplace information for informed decision making.

The section utilized this access to analytics to redesign the Division's recommended approach for the implementation of salary increases administered by the Equal Pay Commission. The process this year included 3 steps:

1. Identifying classifications:
 - a. Identify female dominated classifications with at least 10 full time equivalent employees.
 - b. Identify which female dominated classes have an average salary below the average salary for all classes with the same "know how points". Know how points indicate the level of know how needed to perform a job.
2. Choosing individuals within each of the selected classifications
 - a. Employees selected are those whose pay fell at least 20% below the average for all employees with the same "know how points". For the first time the "know how points" assigned to West Virginia classifications was used.
 - b. Increases were limited to employees with 5 or more years of service as determined by their current increment pay.
3. Determining the amount of each raise
 - a. The amount of the increase was determined based upon the amount of funding provided to the Equal Pay Commission for increases this fiscal year and was 4.7% of salary.

This process was adopted by the Commission and dramatically changed how increases were given and more closely aligned the increases with the intent of the Equal Pay Commission. The Commission is charged with implementing a

program to eliminate pay disparities based on gender in state employment. The changes implemented this year allowed for more equitable and effective distribution of the limited funds available for carrying out the charge of the commission.

This section also initiated new approaches to working cooperatively on Division-wide issues and projects and has begun working cooperatively in the implementation of systemic changes necessary for the implementation of the state-wide reclassification project.

Section staff coordinated the employee recognition events surrounding Public Service Recognition week. This effort is representative of the Division's dedication to recognizing state employees to provide service to the citizens of the State.

CLASSIFICATION & COMPENSATION

STAFF

The Classification and Compensation section has ten (10) employees consisting of an Assistant Director, one (1) Administrative Services Manager, five (5) Personnel Specialists, one (1) Personnel Specialist Senior, one (1) Personnel Specialist Associate and a Secretary.

OVERVIEW

The Classification and Compensation section is responsible for the development, maintenance, and revision of the classification and compensation plans for all positions in the classified and classified-exempt services. The classification and compensation plan organizes job classifications into related and meaningful groups for legally required hiring standards and pay relationships.

The Classification and Compensation section continues to focus on the PLANS (**P**reparing, **L**eveling, **A**dopting, **N**egotiating, **S**tructuring) project, an on-going reclassification effort. This effort includes implementation of a new job evaluation methodology to replace the current market pricing/whole job comparison system which was installed in 1990. To support this new system, the project includes an evaluation of all positions to ensure that our classification plan is accurate and up to date, the development of a compensation philosophy, and collection and analysis of comprehensive market survey information. The objectives of the project are to ensure our classification plan accurately organizes and describes jobs in State government and that our compensation plan is internally fair and externally competitive. A website has been set-up to provide information on the PLANS project at www.plans.wv.gov.

This section also reviews all personnel transactions and agency staffing requests for compliance with the classification and compensation rules, policies, and practices. They work cooperatively with user agencies in the development of new and revised job classifications based on new programs, reorganizations, and new technology in the workplace. Further, the staff assists user agencies in responding to severe recruitment and retention problems and other compensation-related issues.

An important element of this analytical work involves conducting and participating in a variety of salary surveys on a national, regional, and local basis.

A significant responsibility of the Classification and Compensation section is to present technical data and regulatory interpretations at Level 2 and Level 3 grievance hearings in defense of the classification and compensation plans. This section works in cooperation with the Attorney General's Office in representing the Division of Personnel at grievances filed by employees.

FY 2012 ACTIVITIES AND ACCOMPLISHMENTS

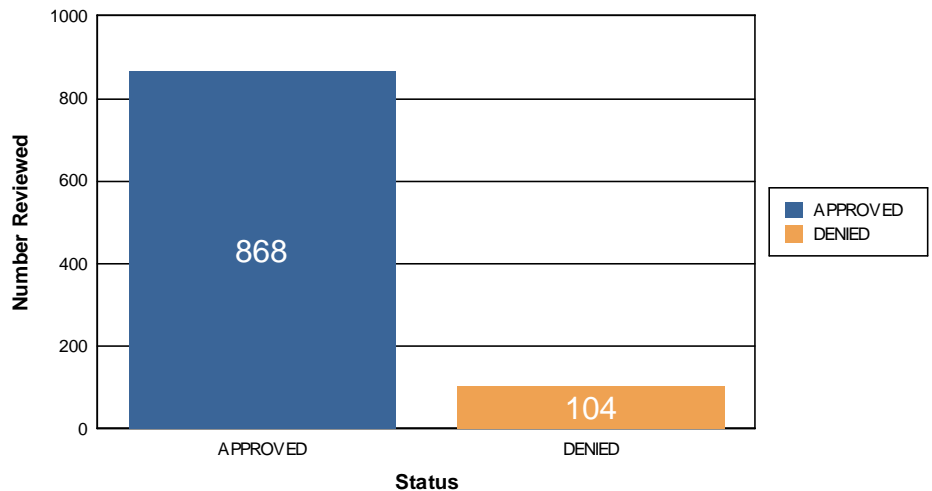
As part of the ongoing PLANS reclassification effort, a Job Matrix was developed to serve as the structure's framework. Job families were also defined and Subject Matter Experts (SMEs) from various agencies evaluated the jobs. The Division will be meeting with state agencies to coordinate the allocation of positions into the new classification structure in FY 2013.

The Classification and Compensation staff began writing new classification specifications for the jobs identified by the collected Job Content Questionnaires and laid the groundwork in FY 2012 for the Hay Group to conduct a comprehensive salary survey in FY 2013. The projected date for completion of the project is December 2012.

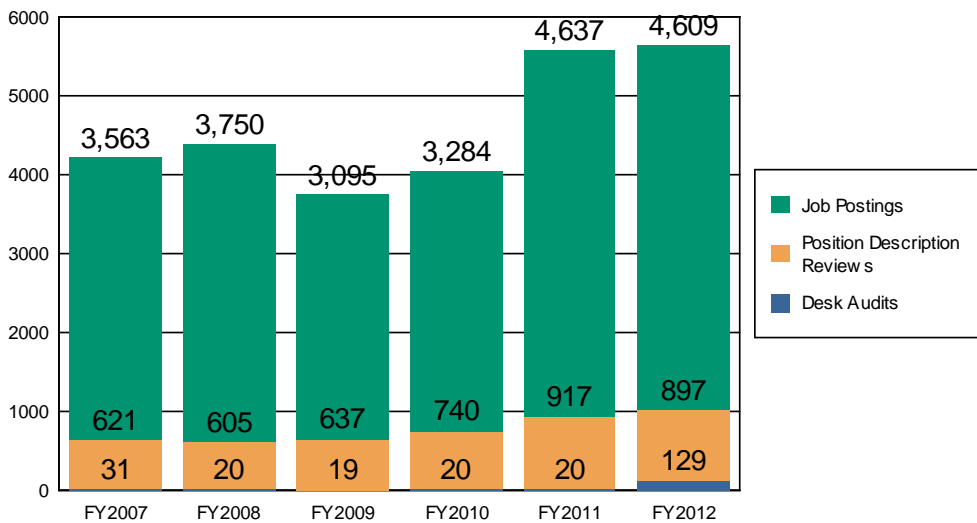
Classification and Compensation staff reviewed over 900 recommendations for salary adjustments authorized under the DOP Pay Plan Implementation Policy.

The section also processed 994 personnel transactions related to classification or compensation, evaluated 897 position description forms, reviewed/processed 4,609 staffing request forms for job vacancy postings, reviewed 71 classification appeals, and conducted 129 on-site desk audits.

Pay Plan Implementation Recommendations



Classification & Compensation Reviews



Even given the significant work required by the reclassification project and turnover within the Classification and Compensation section, this section continues to carry out more reviews year after year. In particular the level of desk audits this year exceeds the sum of the previous five (5) years.

In this fiscal year, the section provided 15 consultations to agencies on matters of classification and compensation, presented eight (8) proposals for classification and compensation plan revisions to the State Personnel Board, revised 31

classification specifications to aid user agencies with retention issues or to redefine the scope of work, and represented the Division in 26 mediation hearings and 13 grievance hearings.

This section was also involved in 72 salary surveys this Fiscal Year.

EMPLOYEE INFORMATION AND TRANSACTION PROCESSING

STAFF

The Employee Information and Transaction Processing section is made up of a staff of five (5) consisting of an Assistant Director, a Personnel Specialist Senior, two Personnel Specialists and an Office Assistant.

OVERVIEW

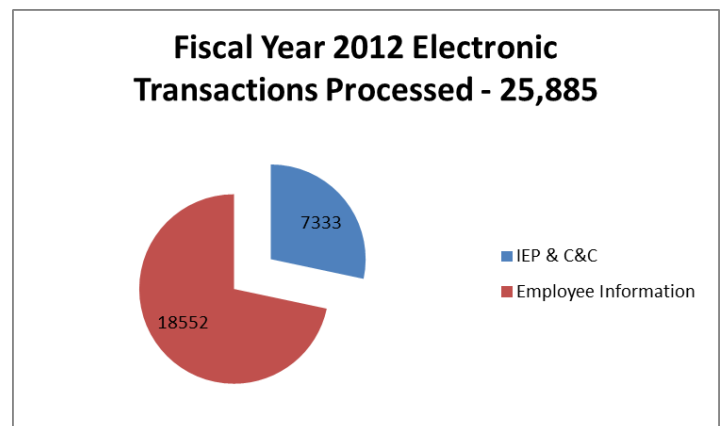
The Employee Information and Transaction Processing section establishes and maintains employee information systems and historical records for all State employees and many county health departments. Staff of the section certify personnel transactions and assure that all transactions are in compliance with applicable State statutes, regulations, policies, procedures, and compensation plans.

Back pay awards may be granted as a result of a grievance procedure, court order, settlement agreement, or an order from the United States Department of Labor. The Division of Personnel assists State agencies in processing back pay awards to render them in an efficient manner and in compliance with existing statutes and administrative rules. This section is responsible for verifying calculations of the monetary awards and compensation changes, and calculating interest.

When a layoff is approved by the State Personnel Board, the section is responsible for verifying the tenure of State employees who may be affected. Layoffs are most often caused by a reduced workload, curtailment of funds, or reorganization of departments, agencies, or work units. Layoffs affecting permanent employees are structured according to job classification on the basis of tenure.

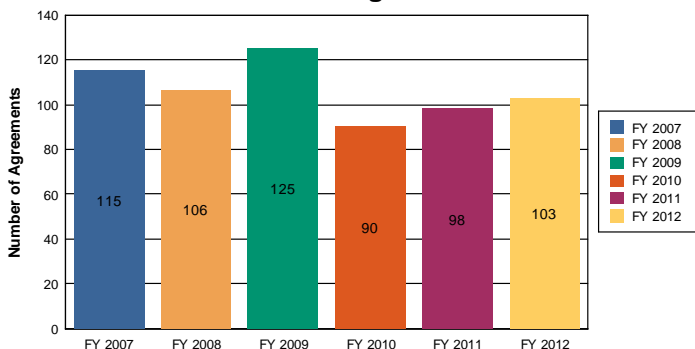
FY 2012 ACTIVITIES AND ACCOMPLISHMENTS

There were over 25,000 personnel transactions processed for covered state agencies, not including the Division of Highways. The Division of Highways processed an additional 6300 transactions for review by the Division of Personnel. These transactions were reviewed by the Employee Information and Transaction Processing section or by the Internal Placement group within the Staffing Services section of the Division. Each transaction was reviewed for compliance with applicable State statutes, regulations, policies, procedures, and compensation plans.



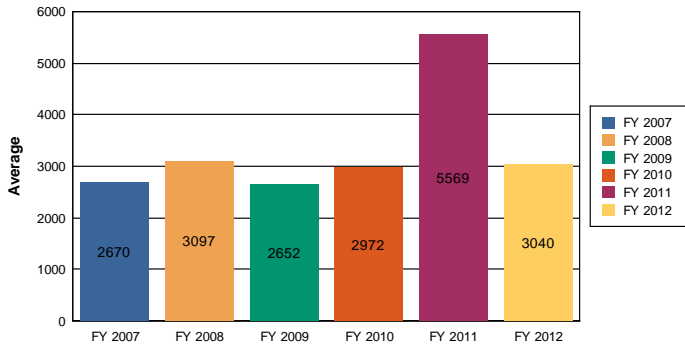
The Employee Information and Transaction Processing section processed 103 settlement agreements.

Settlement Agreements

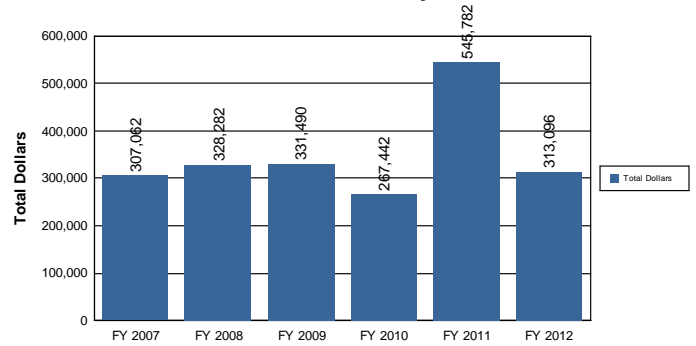


Both the total dollar amount of all settlement agreements and the average dollar value per agreement decreased this fiscal year.

Average Dollar Amount of Settlement Agreements



Total Dollars for Back Pay Settlements



EMPLOYEE RELATIONS

STAFF

The Employee Relations section employs five (5) staff members consisting of: one Assistant Director, two Personnel Specialist Seniors, one Personnel Specialist Associate, and one Office Assistant.

OVERVIEW

The Employee Relations section’s purpose is to ensure that merit system principles of personnel administration are upheld through the fair and equitable application of rules, policies, and procedures across the Executive Branch agencies of State government.

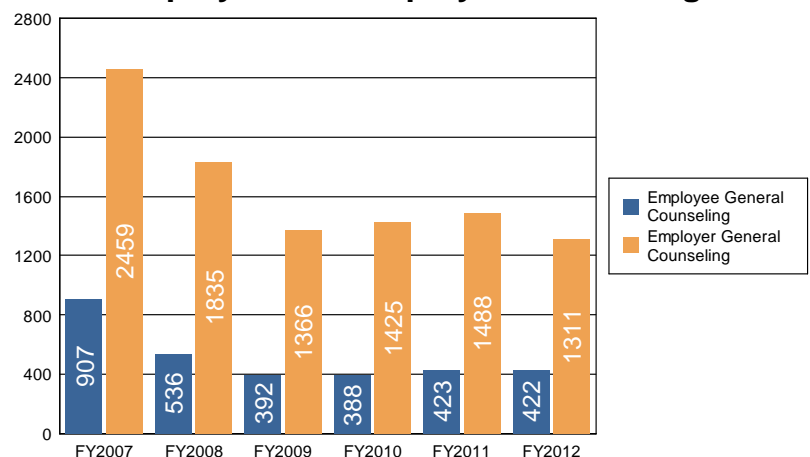
The core functions of Employee Relations are to provide technical assistance, advice, and guidance to State agencies and affiliated county health departments and their employees on a variety of employer-employee topics. Such topics include federal and State employment-related laws and regulations, the Division of Personnel’s Administrative Rule, personnel policies, disciplinary actions, and grievances.

FY 2012 ACTIVITIES AND ACCOMPLISHMENTS

Staff responded to 1,733 general inquiries. Of those, 422 were from employees, while 1,311 were from employers.

In conjunction with individual technical assistance to employers and employees, the section also conducted 10 training sessions which covered employment-related laws, regulations, and policies. The section also reviewed 20 agency policies during FY 2012.

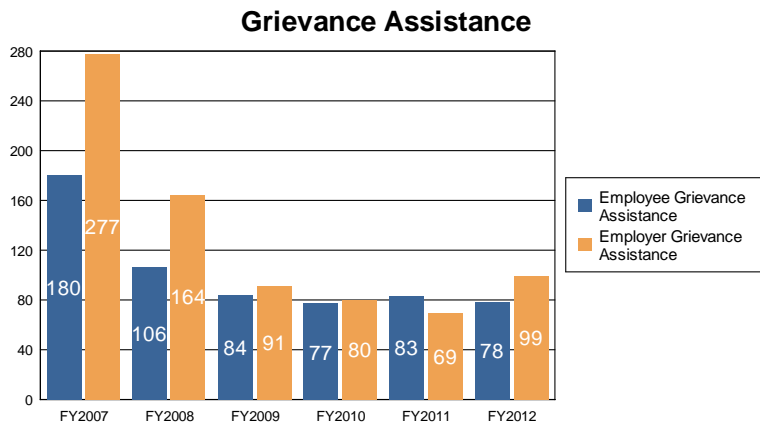
Employee and Employer Counseling



Employee Relations staff conducted three (3) employee outreach sessions during the fiscal year. The purpose of these sessions is to provide an opportunity for employees and supervisors in locations outside of Charleston to have personal access to the Division of Personnel's Employee Relations Specialists.

The agenda for these sessions is very flexible, as it is intended that these meetings be "employee-driven" and responsive to employee concerns. These sessions are most appropriate for addressing general questions about personnel policies, employee rights, and recommended procedures for dealing with employee relations issues. Staff also worked in concert with the Organization and Human Resources Development (OHRD) section in providing Personnel Management Training on three (3) occasions and spoke at an OHRD HR Leadership Academy training session. Personnel also accepted six (6) invitations to speak at agency sponsored events.

A major function of the Employee Relations section is to provide specialized grievance counseling. This is accomplished by providing information from a neutral position to both employees and employers regarding all aspects of the grievance procedure. Some of the topics covered are time frames for each step of the three-level process, notification requirements, burden of proof, and information about decisions on similar cases. Employee Relations staff responded to 78 grievance-related inquiries from employees and 99 grievance-related inquiries from employers, for a total of 177 inquiries this Fiscal Year. The Employee Relations staff testified at three (3) grievance hearings.

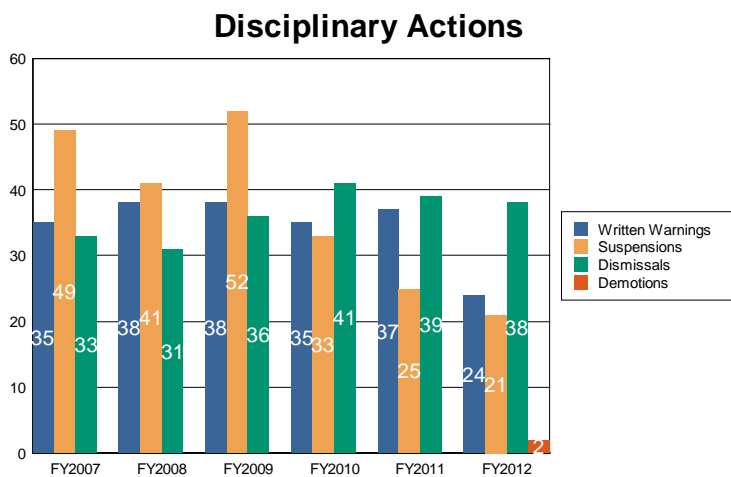


Employee Relations strives to ensure that disciplinary action is administered fairly and only for good cause. Employee Relations also seeks to ensure that employees' substantive and procedural due process rights are preserved. Employee Relations staff assisted employers with 85 disciplinary actions. These consisted of 24 written warnings/reprimands/plans of improvement, 21 suspensions, two (2) demotions with prejudice, and 38 dismissals.

The Employee Relations section also processes applicant criminal records checks and makes determinations of suitability for certain classified agencies based upon these records. They received 48 criminal record reports from the West Virginia State Police and/or the Federal Bureau of Investigation.

The role of Employee Relations is significant in the development and ongoing refinement of the Division of Personnel's policies. The policies that were refined this year include:

- Amendment of the Prohibited Workplace Harassment from Interpretive Bulletin to Policy (DOP-P9),
- Rescission of the Policy on Policies (DOP-P8), and
- Revision of the Fair Labor Standards Act Interpretive Bulletin (DOP-B5).



Several Supervisors' Human Resources Toolboxes were updated as well, including:

- Supervisor's Guide to Employee Conduct
- Fair Labor Standards Act Guidelines
- Federal Family and Medical Leave Act and WV Parental Leave Reference Guide

The section also spearheaded revision of the *Administrative Rule of the Division of Personnel* and the *Workers' Compensation Temporary Total Disability Rule*.

The Division actively seeks input from employers and employees in the development of personnel policies and legislative rules. The Human Resource Advisory Committee, a working group of human resource professionals from all departments, actively participated in the development, revision, and implementation of personnel policies, procedures, and rules, including revision of the *Administrative Rule* and *Workers' Compensation Temporary Total Disability Rule* as well as policies listed above. In addition, all employees are encouraged to participate in the development of policies and rules by attending public hearings, calling to share concerns and suggestions, or providing written comments.

ORGANIZATION AND HUMAN RESOURCES DEVELOPMENT

STAFF

The Organization and Human Resources Development (OHRD) section consists of nine (9) staff members including an Assistant Director, one Senior Training and Development Consultant, four Training and Development Consultants, two Office Assistants and a Secretary.

OVERVIEW

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 and online training; arranges special training, coaching, and consulting services upon request; administers the Supervisor/Manager Training Program Policy; and directs the activities of the Center for Quality Government (CQG).

Our 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. To that end, the Division of Personnel offers courses to ensure that all supervisors and managers in all affiliated agencies possess the requisite knowledge, skills, and abilities to successfully carry out the duties and responsibilities of their positions.

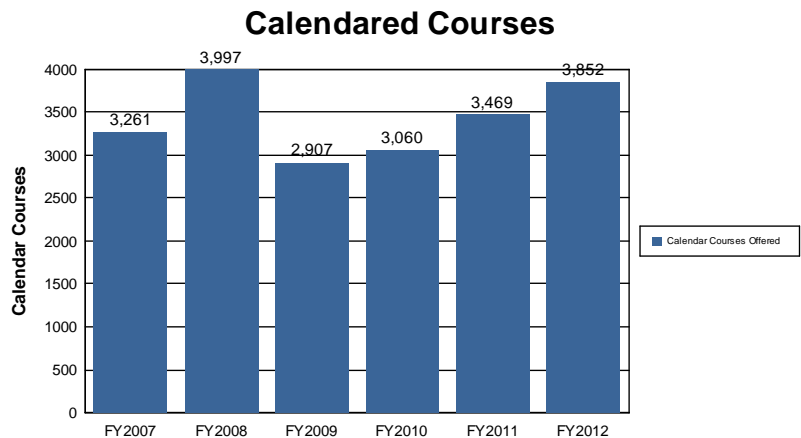
The Center for Quality Government was established in 1993 to provide a comprehensive management development curriculum for all State government administrators. The Center focuses on strategies and skills that will enable managers and supervisors to provide responsive services to the citizens of West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

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

FY 2012 ACTIVITIES AND ACCOMPLISHMENTS

The Division of Personnel continued its commitment to offering programs based on the training and development needs of the State workforce. Eight (8) regional training conferences were conducted in Glenville, Elkins, Morgantown (2), Logan (2), Berkeley Springs and Lewisburg, in support of the Division's and department cost savings goals, reducing expenditure for travel expenses.

OHRD conducted 217 regularly scheduled programs and 22 special request programs constituting 220 days of training and 3,852 graduates.



The following courses were offered in support of the Division's manager training policy:

Preventing Harassment: A Shared Responsibility
The Drug-Free Workplace (online and classroom)
Employee Performance Appraisal I: Policy and Forms
Managing and the Law (online and classroom)
Discipline and Documentation

Supervising for Success II: Critical Skills for New Supervisors
Personnel Transactions in State Government
Finance for the Non-Financial Manager
Workplace Safety: Your Responsibility

A total of 2,080 employees completed these programs in Fiscal Year 2012.

The Division of Personnel offered 23 additional training programs including:

Accountability: Creating a Culture That Gets Results Anyone Can Lead
Attendance Management
Bridging the Gap: Communicating with the Deaf and Hard of Hearing
Business Etiquette and Professionalism
Coaching and Developing Employee Performance
Conflict Management
Creative Problem Solving
Developing Leadership Survival Skills
Dialogue and Listening: Relationship Building Skills for a New Era
Dealing with Upset and Angry Customers
Effective Selection Interviewing: Skills Training in Observation and Questioning
Email Etiquette: Guidelines for Professional Emails
Ethics in Action: An Introduction to the WV Ethics Act
Energy Management: Becoming a Corporate Athlete
Finance for the Non-Financial Manager
Harassment in the Workplace: Employee Awareness
Heading into Retirement: Planning for a Secure Future
High Performance Work Teams

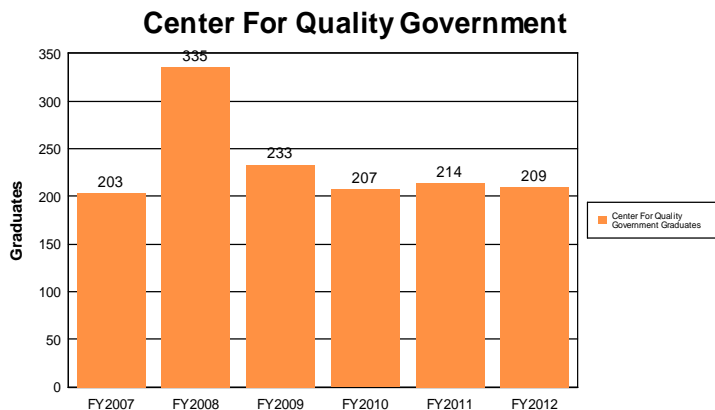
HR Planning Essentials: Workforce and Succession Planning
HR Planning Essentials: Knowledge Management
Interpersonal Communication: Building Relationships
Improving Performance
Incivility in the Workplace: How Rudeness and Disrespect are Impairing Performance
Know Your State Government; Leadership and the Movies
Managing Remote Workers and the Virtual Workforce
Navigating Critical Conversations: A Supervisor's Guide
Professional Telephone Techniques
Project Management Primer: Communication Essentials
Providing Exceptional Customer Service; Running Effective Meetings
The Elephant in the (Interview) Room: Conducting Selection Interviews
The Five Best Things You Can Do to Manage Your Time
Thriving at Work: The Art and Science of Stress Management
Time Management; What Video Games Can Teach Us About Performance Management and Writing for Results

In Fiscal Year 2012, 1,563 employees graduated from these programs.

The Center for Quality Government offered the following courses:

Supervising for Success I: Developing Tomorrow's Leaders
Supervising for Success II: Critical Skills for New Supervisors

Managing for Excellence I
Managing for Excellence III: Beyond Boundaries



In Fiscal Year 2012, the Center produced 209 graduates.

The Division of Personnel provides performance improvement consulting and leadership coaching for state agencies. Organization and Human Resource Development staff conducted 40 coaching/consulting interventions.

An emphasis was placed on strategic, workforce and succession planning with the introduction of *HR Planning Essentials: Workforce and Succession Planning*. Fifteen state government executives completed the program.

STAFFING SERVICES

STAFF

The Staffing Services section consists of twenty-nine (29) employees including one Assistant Director, three (3) Administrative Services Managers, three (3) Office Assistants, one (1) Personnel Assistant, ten Personnel Specialists, eight (8) Personnel Specialist Associates, and three (3) Personnel Specialist Seniors. The staffing section is grouped into the following units: Internal Employee Placement, Recruitment, Applicant Placement (Registers), and Research.

OVERVIEW

Staffing Services administers the hiring system for the classified service by establishing valid and reliable selection procedures for recruiting, assessing, and evaluating applicants; creating lists of qualified applicants; providing the best-qualified applicants to State agencies for interviews; and evaluating the qualifications and credentials of applicants applying for internal job vacancy postings.

The Division of Personnel is committed to maintaining convenient and accessible testing opportunities for qualified applicants. Testing locations for written examinations are established in 13 locations throughout the State. In addition to twice weekly walk-in testing in Charleston, applicants have frequent opportunities for walk-in testing in Beckley, Bluefield, Bridgeport, Elkins, Farmington, Huntington, Martinsburg, Moorefield, Parkersburg, Welch, Wheeling, and White Sulphur Springs.

The Division of Personnel staff provides reasonable accommodations to applicants with disabilities. Accommodations include large print examination booklets and answer sheets, providing readers or interpreters, and allowing extended time to complete examinations.

All job recruitment announcements are available on the Division of Personnel website. These may also be obtained in paper form upon request. Applicants may review online job announcements from home computers, public access computers located at WorkForceWV offices, college placement offices, and public libraries. All of the information about available job opportunities, testing, and the hiring process is available at: www.state.wv.us/admin/personnel/jobs.

The online application process enables applicants to view and print any job announcement, create one online application, attach supporting documents, and apply for any number of open jobs.

Job classifications are selected for announcement based upon the needs of State agencies. The Division typically responds to an agency request to open a recruitment announcement within 36 hours of receiving the request. In some cases recruitment begins the same day the request is received. Generally there are between 150 and 170 open recruitments at any time. This may include 40-50 continuously announced written tested job titles and 50-80 jobs which are continuously open for applicant evaluation on the basis of education and experience.

Job counseling is a widely used public service provided by the Division of Personnel. Individuals seeking employment in State government can visit the Division of Personnel or call to speak with an employment counselor who is trained to assess their qualifications and interests, and assist them in applying for appropriate jobs. Individualized counseling is available on a walk-in basis in Charleston.

The Internal Employee Placement Unit of the Staffing Services section ensures that certain personnel transactions for agency positions comply with merit system standards and are processed timely. Staff assesses the qualifications of applicants for employment or status changes, such as promotions, for compliance with applicable statutes, regulations, policies, and procedures. To assist agency managers in filling positions and reallocating employees, staff also provides reviews for qualification and salary eligibility for job applicants.

When layoffs occur due to reduced workload, curtailment of funds, or reorganization in agencies, this unit is responsible for establishing and monitoring hiring preference for affected permanent employees. A key service the unit provides on an ongoing basis is training and counseling to agency human resources personnel in effective employment and personnel transaction procedures.

Staffing Services is responsible for the development and improvement of applicant selection procedures which ensure that only the most qualified candidates are referred for appointment to State jobs. The section assists State agencies in creating a quality workforce that reflects the rich diversity of our State and that recognizes merit and welcomes, respects and values the contribution of all people.

In addition, Staffing Services continues its joint responsibility with the Division of Rehabilitation Services in administering the Selective Placement Program for the evaluation and placement of qualified persons with severe disabilities in State government employment. This program enables qualified applicants with severe disabilities to establish eligibility through a special position based assessment. The program also provides an opportunity for State agencies to better accommodate and match the person's training and skills with the needs of a specific position.

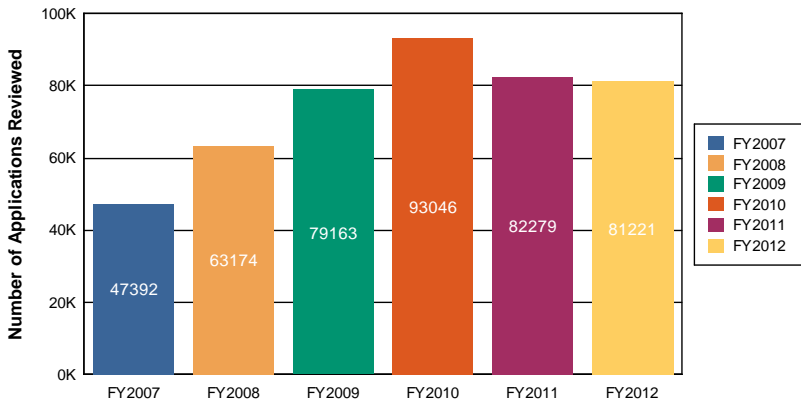
FY 2012 ACTIVITIES AND ACCOMPLISHMENTS

The Staffing Services section cooperated with the Division of Rehabilitation Services to process seven (7) referrals in our Selective Placement Program for Persons with Severe Disabilities.

To improve efficiency in the announcement process the staffing section continued to reduce the number of continuously open jobs. This has allowed the section to focus on announcing specific position vacancy job opportunities and tailor the announcement to the specific agency, location, and position duties. Continuous examination announcements were supplemented by 399 special limited-time announcements. These are used to establish lists of qualified applicants for positions with special critical skills requirements and/or have infrequent vacancies.

The staffing function also conducted a significant number of job counseling sessions. We responded to almost 30,000 phone, email and in-person requests for assistance and information about state employment opportunities. In addition, our online Interest Card system enables applicants to sign up for automatic email notification when jobs matching their interests are opened for applications. This year 32,616 online Interest Cards were completed.

Applications Reviewed



A total of 81,221 applications were reviewed and scored this fiscal year.

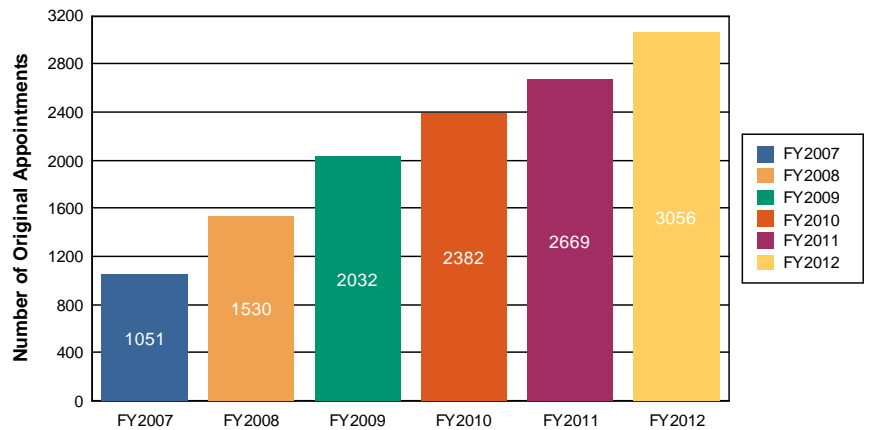
Overall, application numbers remain double what they were before the online application process was implemented.

4,460 lists of qualified eligibles were certified to agencies for hiring consideration.

Agencies made 3,056 original appointments (new hires to state government) from these referral lists. This year the division continued to improve referral efficiency and significantly reduced the time it takes to issue a certified list of eligibles after the applicant screening process is completed.

Staffing Services continued to enhance its initiatives to recruit the most highly qualified applicants seeking careers in public service. Personnel Specialists participated in 24 outreach recruitment events. These events included those sponsored by colleges and universities, veteran's organizations, technical schools, and community organizations. In the final four (4) months of the fiscal year alone, recruiters spoke with more than 1,200 prospective employees.

Original Appointments



This year the Division sponsored the first annual State Government Career Fair in collaboration with Work Force WV. This major event was held on May 7 in The Great Hall of the Culture Center. The agency support exceeded our expectations with 18 hiring agencies participating. A total of 373 job seekers attended to learn about the opportunities and benefits of public service. The response from the agencies was extremely positive.

In addition, the Division again partnered with the Department of Education and the Arts on the implementation of the 2012 Governor's Student Internship Program. This program offered top ranked college students the opportunity to work in paid internships with state agencies and private businesses with the ultimate goal of encouraging these students to remain in West Virginia after graduation. This year the Governor's Internship program had 538 student applicants. A total of 47 state agencies and other organizations made one or more successful intern placement. The program provided 137 students from several colleges and universities meaningful summer employment.

The section has particularly increased efforts to obtain direct agency manager input in developing applicant screening criteria and the scoring process. In many cases agency Subject Matter Experts (SMEs) have directly participated in the scoring process. The Division provided written guidelines, training, oversight and final approval of the process.

WORKFORCE DEMOGRAPHICS AND OTHER AREAS IMPACTING ATTAINMENT OF GOALS

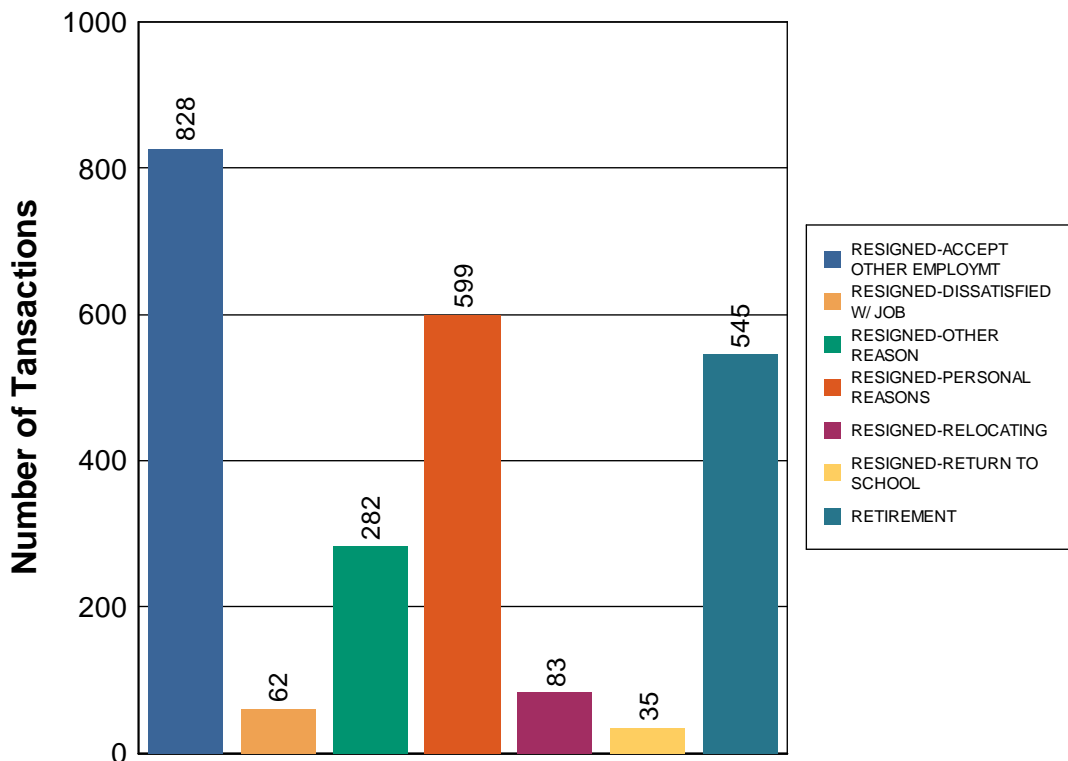
TURNOVER

The number of original appointments has nearly doubled since fiscal year 2007. This is a result of the loss of tenured employees for various reasons and this trend places added strain on all of the Division's functions. This trend will be exacerbated by current workforce demographics as outlined below, which will continue to stretch the resources of the Division.

In a study of 2011-2012 data the Society for Human Resource Management (SHRM), found a turnover rate in state/local government of 9% nationwide. A nearly 12% turnover rate last fiscal year in the classified and classified exempt state service raises concerns about the ability of State Agencies to continue to attract and retain employees to state service.

There are various reasons why employees left state government in the last fiscal year. While retirements statewide have been a significant cause of turnover, they account for only about 22.4% of total turnover last fiscal year. A vast majority of employees who left state employment did so to accept other employment. As the retirement boom continues to evolve the Division must work with customer agencies to assure that the State is able to continue to maintain a quality workforce even with higher turnover.

Voluntary Turnover



Projected retirement eligibilities indicate a significant likelihood that we will continue to face high levels of retirement.

The chart below indicates the numbers of full time equivalents (FTE's) eligible to retire in given time frames. There are over 3,200 employees eligible to retire now or within the coming three (3) years and nearly 1,200 additional employees eligible in 3 to 5 years. This will present ongoing challenges to the Division.

Retirement Eligibility (By Full Time Equivalents)

AGENCY	CURRENTLY ELIGIBLE	0 TO 3 YEARS	3 TO 5 YEARS	5 TO 10 YEARS	GREATER THAN 10 YEARS	TOTAL
<i>Senior Services</i>	5.00	3.00	4.70	6.80	11.00	30.50
<i>Administration</i>	48.40	39.10	36.80	110.05	319.07	553.42
<i>Commerce</i>	289.00	125.00	123.00	311.63	837.74	1686.37
<i>Education & The Arts</i>	106.00	44.00	60.00	133.10	378.50	721.60
<i>Health and Human Resources</i>	520.90	323.49	337.00	969.19	3584.33	5734.91
<i>Military Affairs & Public Safety</i>	141.00	111.00	123.00	488.10	2946.50	3809.60
<i>Revenue</i>	129.00	84.00	76.00	244.00	512.50	1045.50
<i>Transportation</i>	655.50	366.00	326.50	993.50	3123.50	5465.00
<i>Veteran's Assistance</i>	6.00	4.00	9.00	30.00	215.74	264.74
<i>Environmental Protection</i>	132.00	84.00	59.50	133.50	407.78	816.78
<i>Misc. Boards & Commissions</i>	60.83	31.00	27.00	67.60	140.70	327.13
TOTAL	2093.63	1214.59	1182.50	3487.47	12477.36	20455.55

ENTERPRISE RESOURCE PLANNING SYSTEM (ERP)

The process of implementing the ERP is ongoing. The Division is supporting the project (wvOASIS) by providing staff support as follows:

- One (1) full-time employee of the Communications section is dedicated 100% to the project
- A minimum of five (5) DOP staff, including the Deputy Director, and 3 Assistant Directors, are spending significant amounts of time at wvOASIS providing support to the project.
- The Division has posted 1 clerical position and 1 training position to support the project full-time until completion, at which time they will return to the Division.

While this level of staff support has challenged the Division's limited staff resources, our commitment to this transformative project remains strong. We expect to continue to support the project in this way throughout FY 2013.