



West Virginia Division of Personnel

ANNUAL REPORT

FISCAL YEAR 2014

To manage and monitor the West Virginia State Government employment process from recruitment and testing through separation, and 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

STATE PERSONNEL BOARD

Jason C. Pizatella, Chairman

Mark Carbone ♦ Sharon Lynch

Eugene Stump ♦ Elizabeth Walker

Earl Ray Tomblin, Governor

Jason C. Pizatella, Acting Cabinet Secretary

December 30, 2014

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 2014 Annual Report for 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 2014. 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: Jason Pizatella, Cabinet Secretary
Department of Administration

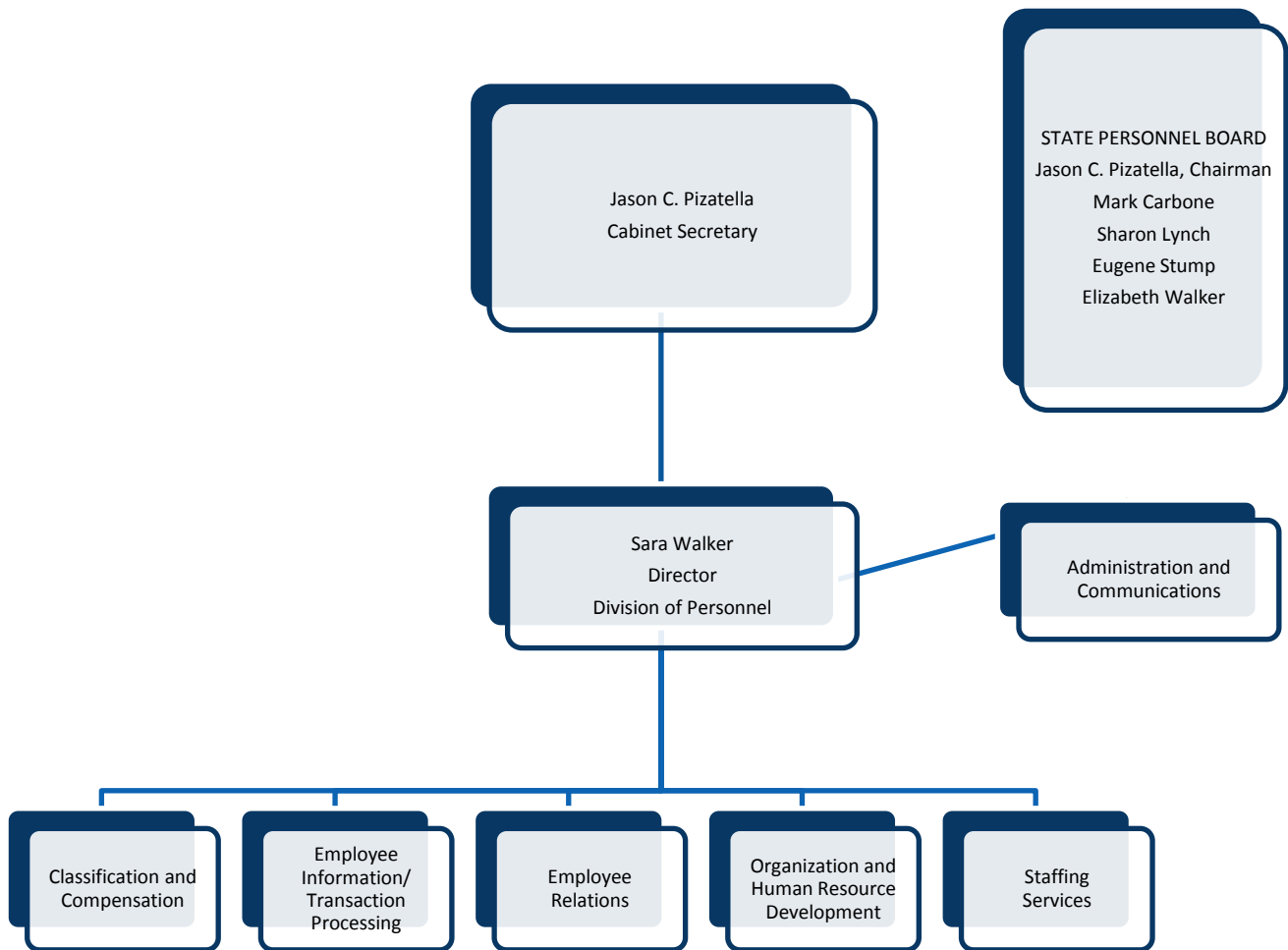
State Personnel Board Members

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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 by the Legislature in *West Virginia Code §29-6-1 et seq.* in 1989 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 that State government is staffed by a diverse workforce that is skilled, dedicated, and responsive to the needs of the citizens of West Virginia. Our use of techniques based on merit principles and scientific methods 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 below. In addition to these functional responsibilities, the Division serves as liaison and coordinator to the State Personnel Board, and coordinates regular and emergency rule-making processes.



The Division of Personnel also provides information on work-related issues through brochures, examination announcements, the employee handbook, standard forms, policies, and other informational materials. This section performs research, writing, editing, design, and printing services for regular publications, including *Stateline*. A quarterly newsletter for all State employees, *Stateline* contains information about policies, agencies' activities, honors/awards, training opportunities, insurance and retirement information, and other work-related issues. This Division also coordinates statewide activities celebrating Public Service Recognition Week.

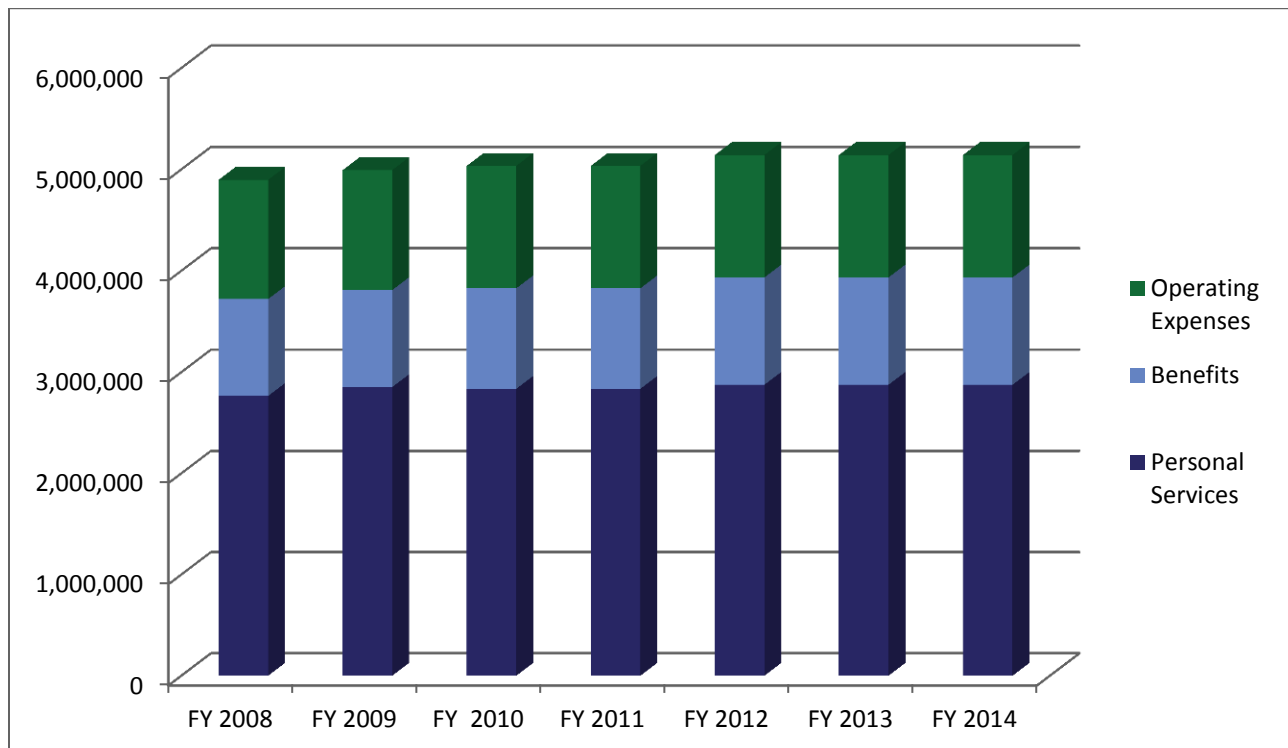


BUDGET

The Division of Personnel's Budget for 2014 was \$5,141,821. The Division's budget has remained stable over the course of the past eight Fiscal Years, increasing by \$245,230 over that period. Over \$142,000 of this budget increase is attributable to increases in the cost of employee benefits over this period of time.

DIVISION OF PERSONNEL BUDGET INFORMATION

DOP BUDGET HISTORY – 2008 THROUGH 2014				
FY	Personal Services and Annual Increment	Benefits	Unclassified	Total
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	\$ 991,588	\$ 1,207,158	\$ 5,034,523
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
2014	\$ 2,875,410	\$ 1,059,253	\$ 1,207,158	\$ 5,141,821



ADMINISTRATION and COMMUNICATIONS

STAFF

The Administration and Communications staff consists of a Personnel Specialist, Senior; an Administrative Services Assistant 1, an Information System Specialist, an Administrative Secretary, an Office Assistant, and a Mail Runner.

OVERVIEW and ACCOMPLISHMENTS

The Administration and Communications section coordinates the financial and communications (including mail service) 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 developed within this section, or received and edited from other agency sections, and then formatted and produced by the Administration and Communications section.

This section performs research, writing, editing, design, and distribution of regular publications, including *Stateline*. This is a quarterly newsletter which contains primarily 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.personnel.wv.gov/employees/Stateline-Newsroom/Pages/default.aspx>.

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

PUBLIC SERVICE RECOGNITION PROGRAM: Section staff coordinated the employee recognition events surrounding Public Service Recognition week. Included is the recognition of all employees who had attained a minimum of 20 years of service, progressing upward in increments of five years. This effort is representative of the Governor's dedication to recognizing State employees for their commitment to providing services to the citizens of West Virginia.

CLASSIFICATION and COMPENSATION

STAFF

The Classification and Compensation section currently has nine employees consisting of one Assistant Director, one Administrative Services Manager, one Personnel Specialist Senior, four Personnel Specialists, one Personnel Specialist Associate, and one 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 service and a classification plan for all positions in the classified-exempt service. 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 ongoing 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 21,000-plus 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. 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.

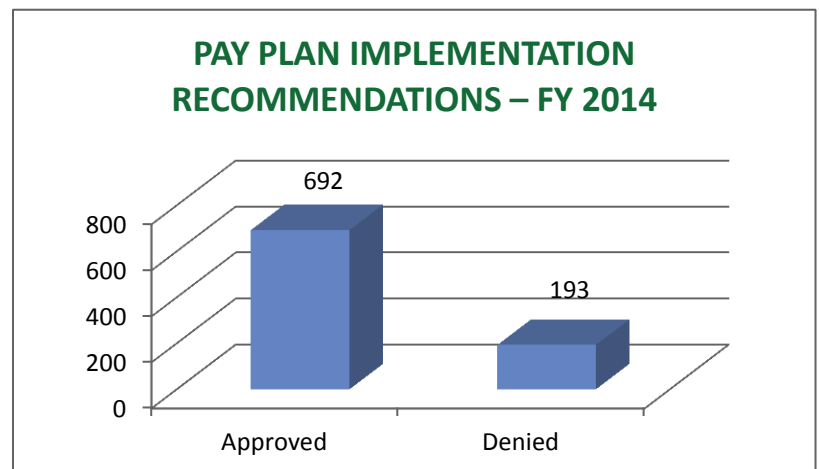
The Classification and Compensation section works in cooperation with the Attorney General's Office in representing the Division of Personnel at grievances filed by employees. A significant responsibility of this section is to present technical data and regulatory interpretations at Level 2 and Level 3 grievance hearings in defense of the classification and compensation plans. Also, agencies may call upon this section to explain regulatory interpretations at Level 1 grievances.

FY 2014 ACTIVITIES and ACCOMPLISHMENTS

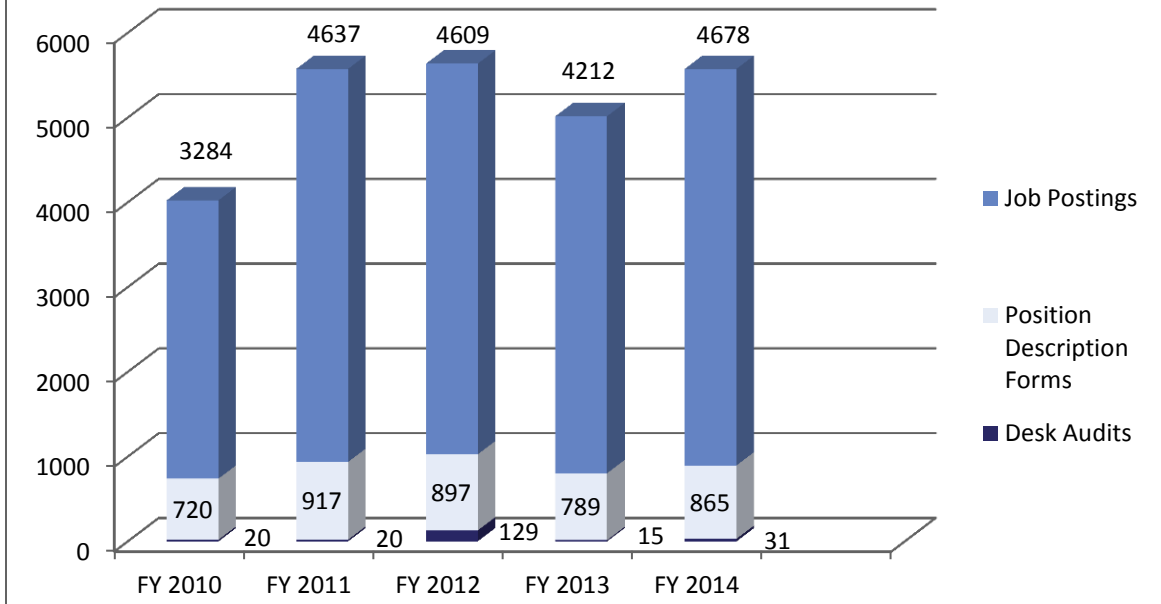
As part of the ongoing PLANS reclassification effort, a Job Matrix was developed to serve as the structure's framework. Other accomplishments so far in the classification study are: 1) job families have been defined, 2) Subject Matter Experts (SMEs) from various agencies have evaluated the jobs, 3) over 750 draft classification specifications have been allocated, 4) positions have been allotted to the new classification plan, and 5) a compensation survey has been conducted. Currently the Classification and Compensation section is consulting with State agencies on the allocation of positions and a compensation report is being developed for the Steering Committee.

Classification and Compensation staff reviewed 885 recommendations for salary adjustments authorized under the Division of Personnel Pay Plan Implementation Policy (Policy DOP-P12).

The section also processed 1,186 personnel transactions related to classification or compensation, evaluated 865 position description forms, reviewed and processed 4,678 staffing request forms for job vacancy postings, reviewed 80 classification appeals, and conducted 31 on-site job audits.



SUMMARY OF JOB POSTINGS, POSITION DESCRIPTIONS, and DESK AUDITS PROCESSED – FY 2014



CLASSIFICATION and COMPENSATION REVIEWS

The Classification and Compensation section continues to implement and maintain the current classification and compensation plan, while developing a new classification and compensation plan.

In this fiscal year, the section provided 56 consultations to agencies on matters of classification and compensation, presented eight proposals for classification and compensation plan revisions to the State Personnel Board, revised 32 classification specifications to aid user agencies with recruitment issues or to redefine the scope of work, and represented the Division in 25 mediation hearings and 18 grievance hearings. The number of agency consultations increased this fiscal year by 41 for two reasons: 1) agencies are facing more recruitment and retention issues, and 2) staff is consulting with agencies on the proposed classification and compensation plan. This section was also involved in 40 salary surveys.

EMPLOYEE INFORMATION/TRANSACTION PROCESSING

STAFF

The Employee Information and Transaction Processing section is made up of a staff of six consisting of one Assistant Director, two Personnel Specialist Seniors, two Personnel Specialists and one 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



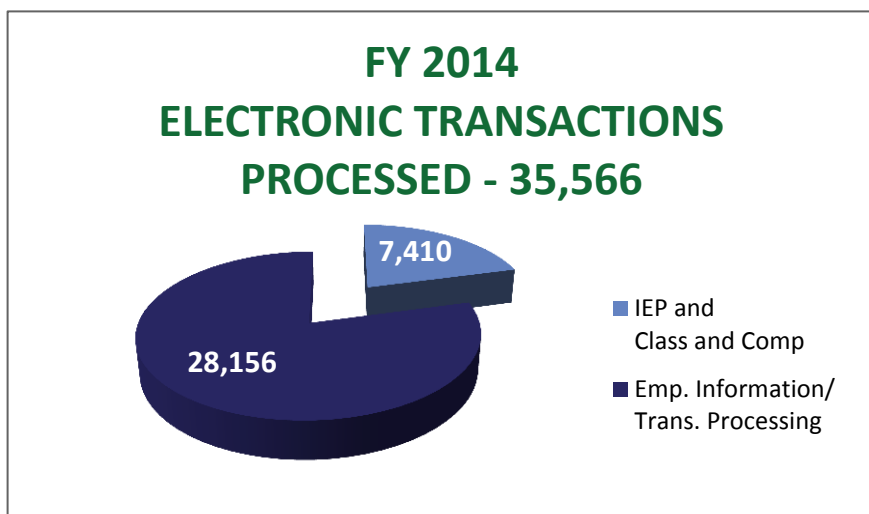
personnel transactions and assure that all transactions are in compliance with applicable State statutes, regulations, policies, procedures, and compensation plans.

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 2014 ACTIVITIES and ACCOMPLISHMENTS

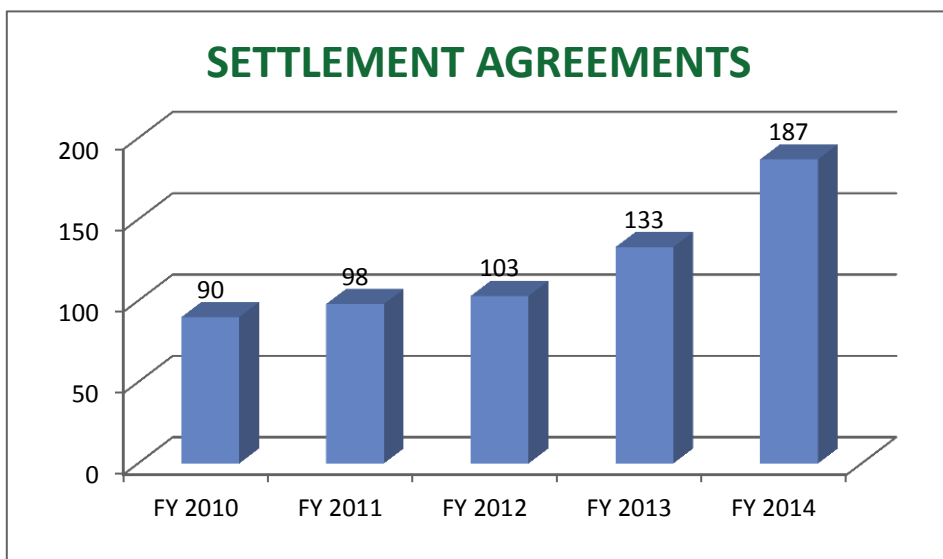
There were over 29,000 personnel transactions processed on behalf of covered State agencies for review by the Division of Personnel. We also processed over 700 transactions for the Local Health Departments, and around 1,000 transactions were processed on paper. That is a grand total of nearly 31,000 transactions. These transactions were all 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.



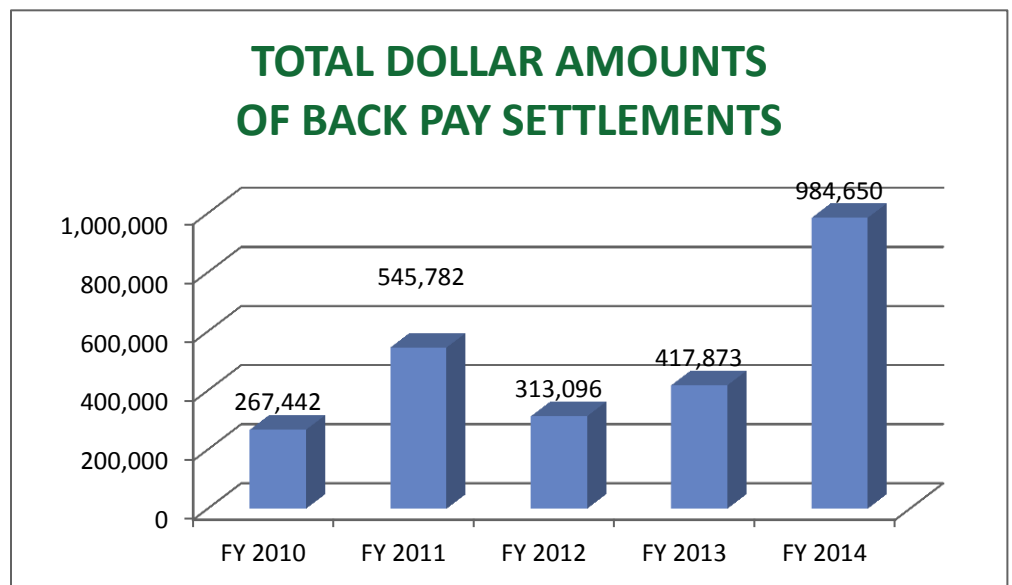
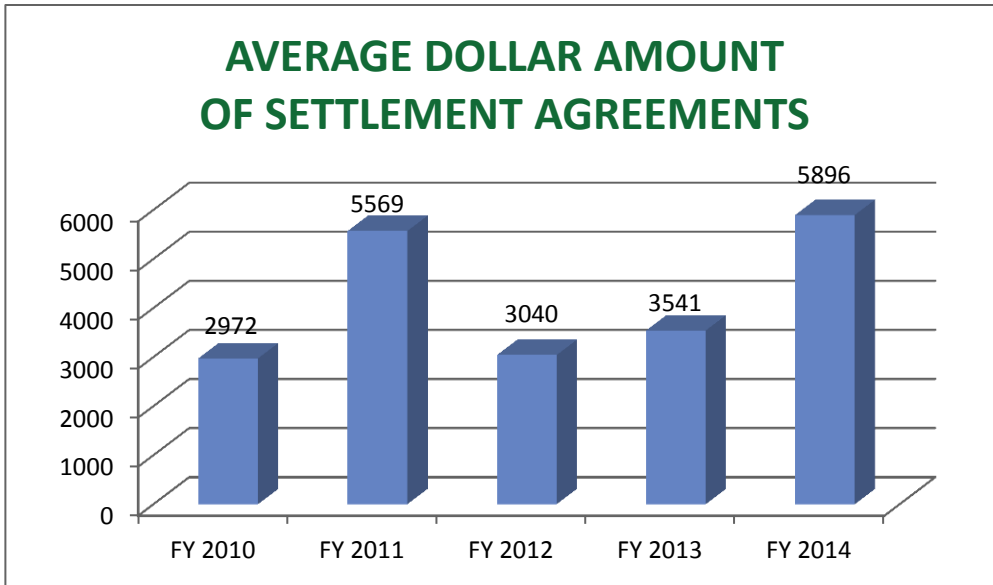
On October 1, 2013, the Department of Transportation began using the Human Resource Information System (HRIS). This HRIS software allows human resource activities and processes to occur electronically, which increases efficiency.

The Employee Information/Transaction Processing section processed 187 settlement agreements. Of those, 167 included back wages.

\$ 940,480 Back Wages
 \$ 44,170 Interest
 \$ 984,650 Grand Total
 \$ 5,896 Average Dollar Amount



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



EMPLOYEE RELATIONS

STAFF

The Employee Relations section employs six staff members consisting of: one Assistant Director, two Personnel Specialist Seniors, two Personnel Specialists, and one Secretary II.



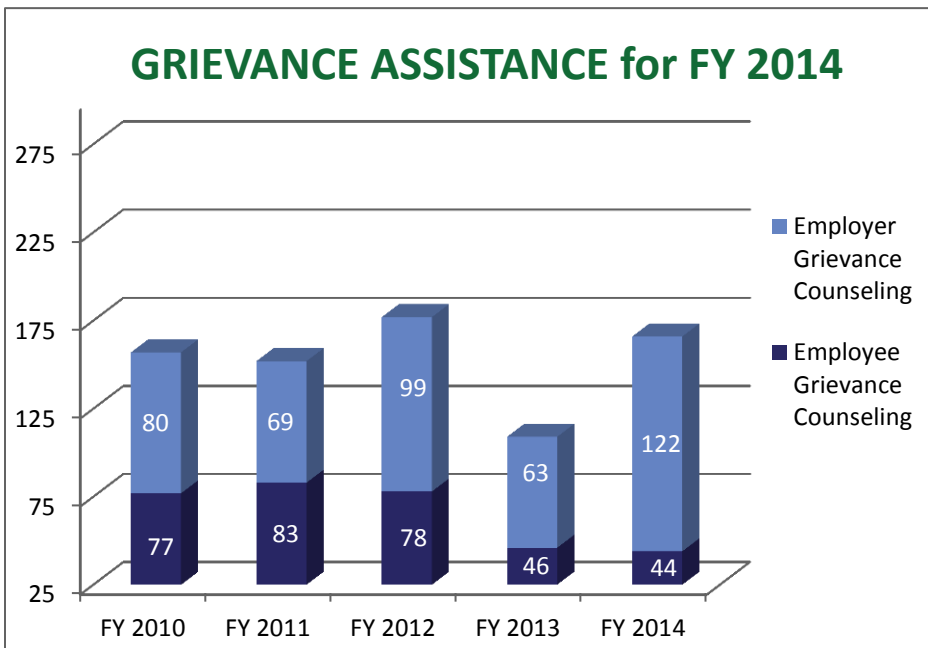
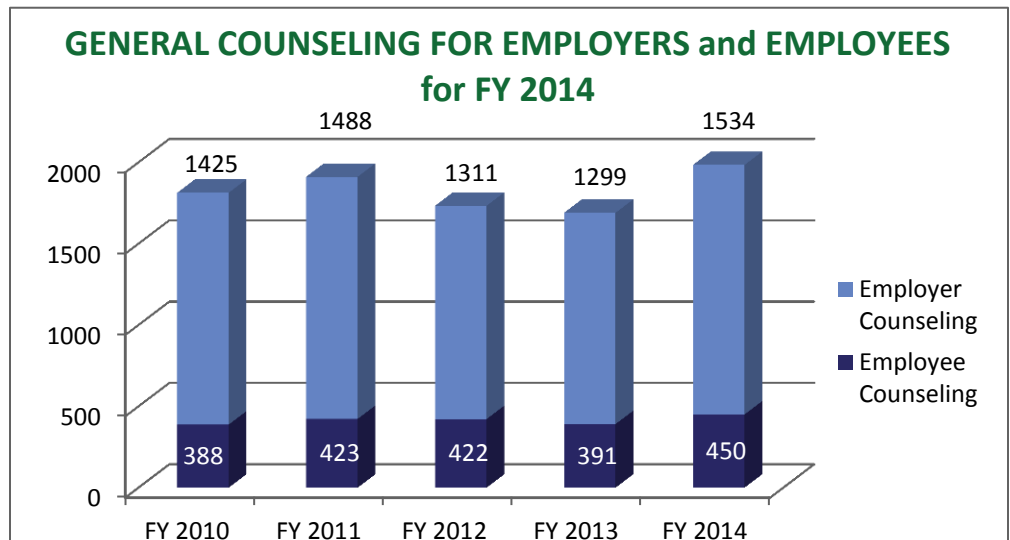
OVERVIEW

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. These include federal and State employment-related laws and regulations, the Division of Personnel’s *Administrative Rule*, personnel policies, disciplinary actions, and grievances.

FY 2014 ACTIVITIES and ACCOMPLISHMENTS

Staff responded to 1,984 general inquiries. Of those, 450 were from employees, while 1,534 were from employers. In conjunction with individual technical assistance for employers and employees, this section also conducted 24 training sessions, which covered a variety of human resource topics including general personnel management, due process procedures, layoffs, Division of Personnel rules and policies, maintaining a drug- and alcohol-free workplace, and employment-related laws including the federal Family and Medical Leave Act (FMLA) and Fair Labor Standards Act (FLSA).



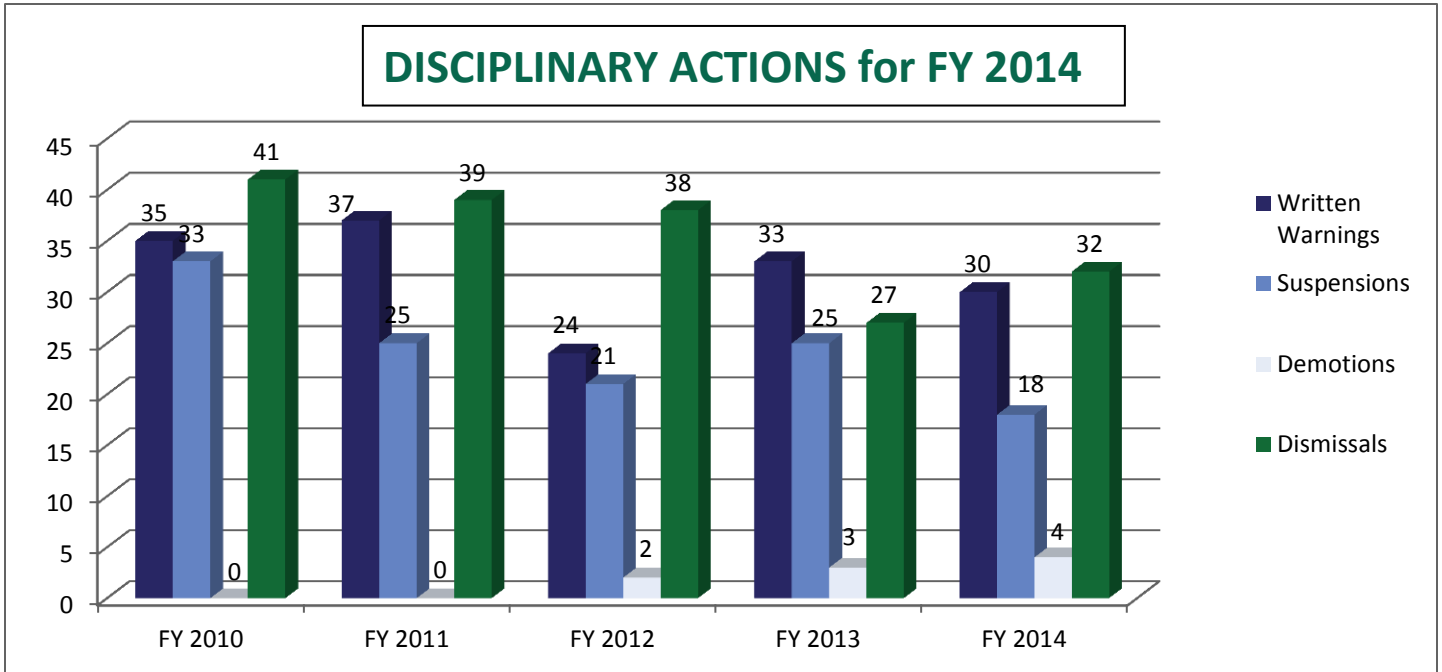
A major function of the Employee Relations section is to provide specialized grievance counseling. This is accomplished by providing information from a neutral position to both employees and employers regarding all aspects of the grievance procedure. Some of the topics covered are time frames for each step of the three-level process, notification requirements, burden of proof, and providing information about decisions made on similar cases. Employee Relations staff responded to 44 grievance-related inquiries from employees and 122 grievance-related inquiries from employers, for a total of 166 inquiries this Fiscal Year.

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 84 disciplinary actions. These consisted of 30 written warnings/reprimands/plans of improvement, 18 suspensions, four demotions with prejudice, and 32 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 246 criminal record reports from the West Virginia State Police and/or the Federal Bureau of Investigation. Employee Relations must also make suitability determinations regarding reemployment of individuals dismissed from employment in the classified service and send written notice to the former employees accordingly. During Fiscal Year 2014, 204 reemployment suitability determinations were made.



The role of Employee Relations is significant in the development and ongoing refinement of the Division of Personnel’s laws, rules, and policies. In addition, Employee Relations authors a variety of human resource guidance documents made available on the Division of Personnel web site. Several of these guidance documents were updated during Fiscal Year 2014. The updates included:

- Supervisor’s Guide to Progressive Corrective and Disciplinary Action
- Family and Medical Leave Act / Parental Leave Act Comparison Chart and Decision-Making Flowchart
- Leave Approval/ Denial Guidelines
- 45 Sample Documents and Letters were added to the website

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



ORGANIZATION and HUMAN RESOURCE DEVELOPMENT

STAFF

The Organization and Human Resource Development (OHRD) section consists of seven staff members including one Senior Training and Development Consultant, two Training and Development Consultants, two Personnel Specialists, one Personnel Specialist Associate, and one Office Assistant.

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*.

Coursework 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 2014 ACTIVITIES and ACCOMPLISHMENTS

The Division of Personnel continued its commitment to offering programs based on the training and development needs of the State workforce. Two regional training conferences were conducted in support of both the Division's and Department's cost savings goals, reducing attendees' expenditures for travel expenses. These conferences took place in Bridgeport and Glenville and resulted in 378 graduates.

In addition, OHRD has played a key role in the development and facilitation of two DOP Human Resources Leadership Academy conferences resulting in 208 graduates. These conferences are meant to support HR personnel in supported agencies with the goal of increasing quality and accuracy in personnel transactions.



OHRD conducted 132 regularly scheduled programs and eight special request programs constituting 136 days of training and 2,715 graduates (*note that the decrease is an adjustment due to this unit's involvement with the wvOASIS Project as well as other external coaching/consulting projects*).

OHRD is also working to expand and diversify the learning opportunities available to supervisors and managers via online and blended course offerings. In Fiscal Year 2014, OHRD released an online option for *Preventing Harassment: A Shared Responsibility*. The section also redesigned the *Managing and the Law* course to a blended format, which allows attendees more flexibility. This addition allows supervisors and managers to complete almost half of the Component I requirements of the DOP-P18 policy online. OHRD is also offering shorter, on-demand OHRD Learning Blasts on topics such as due process and the Drug and Alcohol Free Workplace Policy.

The following courses were offered in support of the Division's Supervisor/Manager Training Program Policy:

Preventing Harassment: A Shared Responsibility
(online and classroom formats)
The Drug-Free Workplace
(online and classroom formats)
Employee Performance Appraisal: The Foundation for Performance Management
Managing and the Law
Discipline and Documentation

Supervising for Success II: Critical Skills for New Supervisors
Workplace Safety: Your Responsibility
Navigating Difficult Conversations
Conflict Management
Leading Change in Turbulent Times
Attendance Management

A total of 1,387 employees completed these programs in Fiscal Year 2014.

The Division of Personnel offered 34 additional training programs including:

Accountability: Creating a Culture That Gets Results Anyone Can Lead
Bridging the Gap: Communicating with the Deaf and Hard of Hearing
Business Etiquette and Professionalism
Coaching and Developing Employee Performance
Communicating for Project Success: Tools to Manage your Message
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
Ethics in Action: An Introduction to the WV Ethics Act
Heading into Retirement: Planning for a Secure Future
Incivility in the Workplace: How Rudeness and Disrespect are Impairing Performance
Interpersonal Communication: Building Relationships Improving Performance

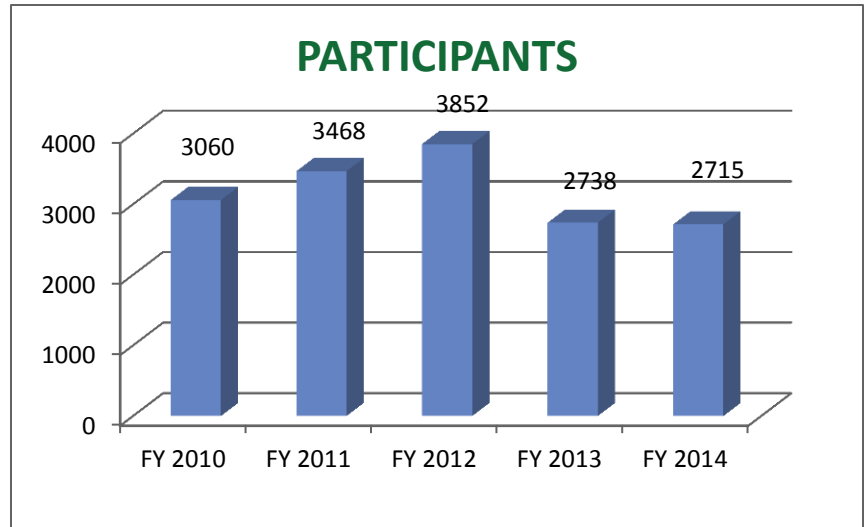
Introduction to Adult Learning: Enhancing Performance Through Active Training
Know Your State Government
Managing Remote Workers and the Virtual Workforce: Skills and Strategies
Navigating Difficult Conversations
New Employee Orientation: Welcome to State Government
Personnel Management in State Government
Providing Exceptional Customer Service
Running Effective Meetings
Supervising for Success I: Developing Tomorrow's Leaders
Supervising for Success II: Leadership Essentials
Thriving at Work: The Art and Science of Stress Management
Time Management
Thriving at Work: The Art and Science of Stress Management
What Gaming Can Teach Us About Performance Management
Where Did Everybody Go? Employee Retention in Tough Times
Writing for Results

In Fiscal Year 2014, 1,328 employees graduated from these programs.



In addition to providing educational opportunities through traditional and online training courses, OHRD has also been experiencing an increase in the number of requests for coaching and consultation interventions. During Fiscal Year 2014, OHRD engaged in over 23 major consultation projects for various state agencies including the Department of Education and the Arts, the Department of Environmental Protection, Department of Administration, Department of Transportation, the Department of Commerce, Department of Health and Human Resources, the Auditor's Office (OASIS project), and Department of Military Affairs and Public Safety. These consulting projects ranged in scope, but together spanned consulting solutions in each of these six areas:

- Executive coaching
- Team development
- Trainer/subject-matter-expert coaching and consultation
- Coaching/development of individual performers
- Changing leadership/management
- Performance management



STAFFING SERVICES

STAFF

The Staffing Services section consists of 29 employees including one Assistant Director, three Administrative Services Managers, three Office Assistants, one Personnel Assistant, ten Personnel Specialists, eight Personnel Specialist Associates, and three Personnel Specialist Seniors. This section is grouped into the following units: Applicant Services (including Registers), Internal Employee Placement, and Recruitment 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 available 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, which 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 and in paper form upon request. Applicants may review online job announcements from home computers, public access computers located at WorkForce



WV offices, college placement offices, and public libraries. All of the information about available job opportunities, 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 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 130 and 150 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 2014 ACTIVITIES and ACCOMPLISHMENTS

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



To improve efficiency in the announcement process, this 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 341 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

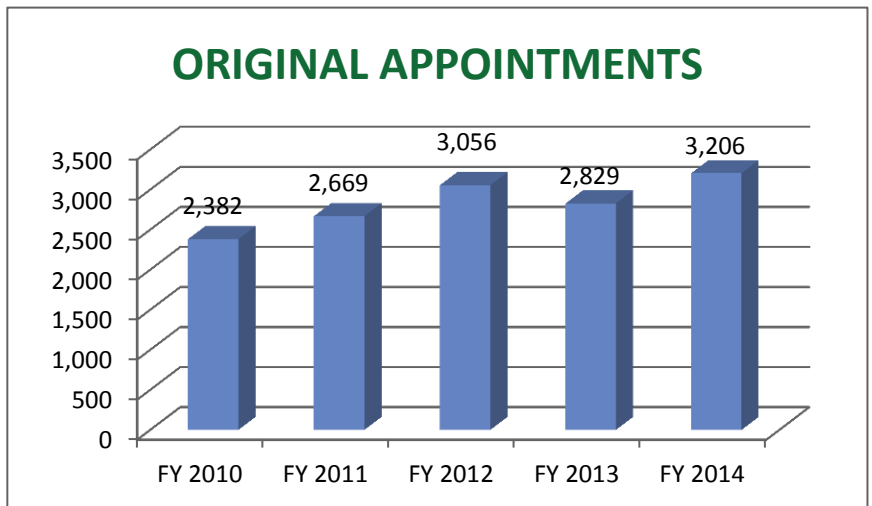
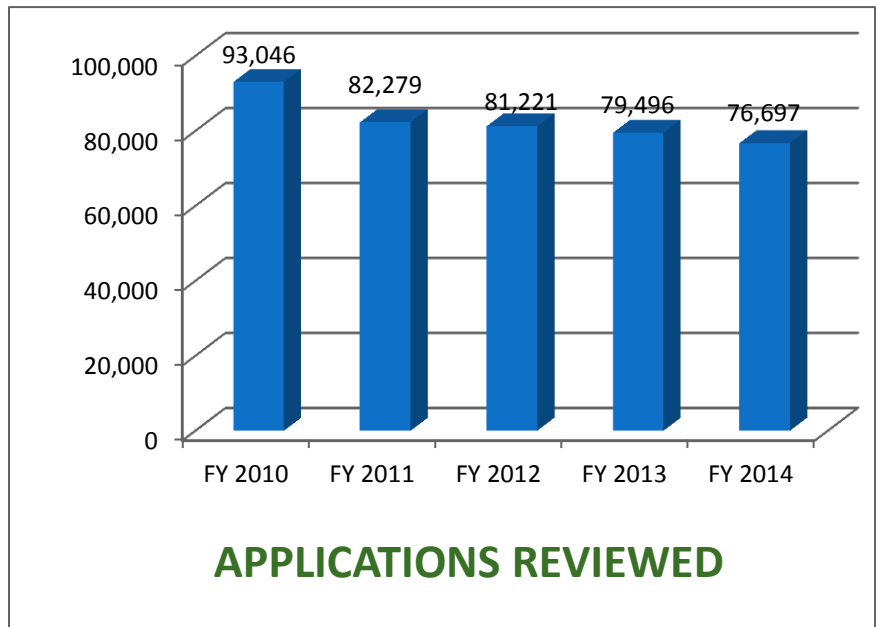
Card system enables applicants to sign up for automatic email notification when jobs matching their interests are opened for applications. This year, 20,056 online Interest Cards were completed.

A total of 76,697 applications were reviewed and scored this fiscal year. Overall, application numbers remain double what they were before the online application process was implemented.

Approximately 4,306 referral lists of qualified eligibles were certified to agencies for hiring consideration. Agencies made 3,206 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.

We continued this year to make the application process more efficient. We successfully implemented a new online typing skill assessment process. This new procedure has greatly improved the ease and efficiency of clerical job testing. In addition, we combined General Written and Clerical testing dates to make all examinations available at each of the thirteen test sites on any available test date.

The Staffing Services Internal Employee Placement unit is responsible for the final review of all agency appointment-related personnel transactions. In Fiscal Year 2014, the Unit processed 7,510 personnel transactions and had 6,969 agency consultation contacts to assist agencies in the appointment process.



Staffing Services continued to enhance its initiatives to recruit the most highly qualified applicants seeking careers in public service. Personnel Specialists participated in 44 outreach recruitment events. These events included those sponsored by colleges and universities, veterans' organizations, technical schools, and community organizations. Recruiters spoke with more than 1,600 prospective employees this year.

This year the Division sponsored the third annual State Government Career Fair in collaboration with WorkForce WV. This major event was held on May 7 in The Great Hall of the Culture Center. The agency support continued to exceed our expectations with 18 hiring agencies participating. A total of 302 job seekers attended to learn about the opportunities and benefits of public service.

In addition, the Division again partnered with the Department of Education and the Arts on the implementation of the 2014 Governor's Internship Program. This program offered top ranked college students the opportunity to work in paid internships with State agencies and private businesses with the ultimate goal of encouraging these students to remain in West Virginia after graduation. This year the Governor's Internship Program had 435 student applicants. A total of 32 State agencies and other organizations made one or more successful intern placements, providing 116 students from several colleges and universities with meaningful summer employment.

WORKFORCE DEMOGRAPHICS and OTHER AREAS IMPACTING ATTAINMENT of GOALS

TURNOVER

The number of original appointments has increased by over 30% in the past five years. This is a result of the loss of tenured employees, and unfortunately, this trend places an added strain on all of the Division's functions. This movement will be further exacerbated by the current workforce demographics as outlined below, which will continue to stretch the resources of the Division.

There are various reasons why employees leave State government positions. Retirements statewide have continually been a significant cause of turnover; however, they account for only about 23% of total turnover in FY 2014. During this fiscal year, 36% of employees who left State government did so to accept other employment. We believe this is a direct result of the salary compression that persists within State government. The absence of merit increases over the past decade, combined with the increase in minimum wage, has raised the floor of our salary schedule with minimal movement occurring for current employees within the schedule. In addition, agencies must frequently offer starting salaries at or above those of existing staff due to the historical lack of salary increases. This combination of pay compression and turnover has and will continue to put a strain on the Division of Personnel and all other agencies to recruit and retain a quality workforce.

One of the main attractions to public sector employment has always been the job security. However, both State and local governments have drastically cut spending, eliminated jobs, slowed wage growth and initiated furloughs in an effort to respond to the adverse economic conditions that have plagued employers and employees since the recession began several years ago. These changes are creating a very difficult environment for the public sector HR professional. The public sector brand has become tarnished, and young job seekers are looking elsewhere to build their careers. All of this is coming to a head just as the Baby Boomers are retiring, creating a myriad of challenges for State government to face.



The Millennial generation represents a huge pool of workers, but many of the jobs being vacated by Baby Boomers require high levels of skill and education. This skill gap may make the hiring process more difficult. Fading job security for highly skilled workers in the public sector is not a reasonable trade-off for pay.

“With all these factors taken together, HR professionals in the public sector might spend the next decade looking for effective ways to rebuild their employer brand,” says Jennifer Schramm, manager of the Workforce Trends program at the Society for Human Resource Management (SHRM).

The following chart includes data for not only FY 2013 and FY 2014, but also for the first half of FY 2015. So far in FY 2015, retirements represent 27% of those leaving State government, while those leaving for other employment represents 44%. The retirements which reflect a significant loss of institutional knowledge is concerning in and of itself, but it becomes truly alarming when coupled with the loss of current employees ready to take their place.

