

# STUDY OF THE DIVISION OF PERSONNEL

A STUDY OF THE HIRING TIMELINE, PAY  
SCALES, AND OTHER INTERNAL PROCESSES  
WITHIN THE DIVISION OF PERSONNEL

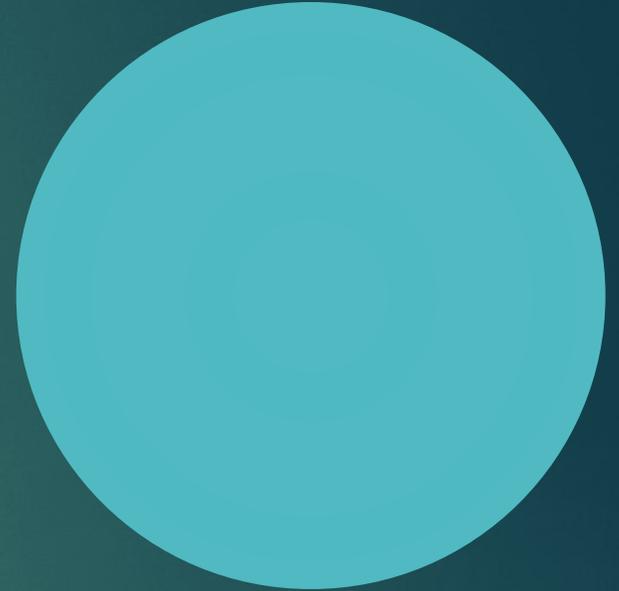
# Agenda

- ▶ Organizational Structure
- ▶ Key Recommendations
  - ▶ Hiring Timelines
  - ▶ Pay Plan Review
  - ▶ Transparency to Applicants
- ▶ 2021 Update
- ▶ Next Steps – Future study

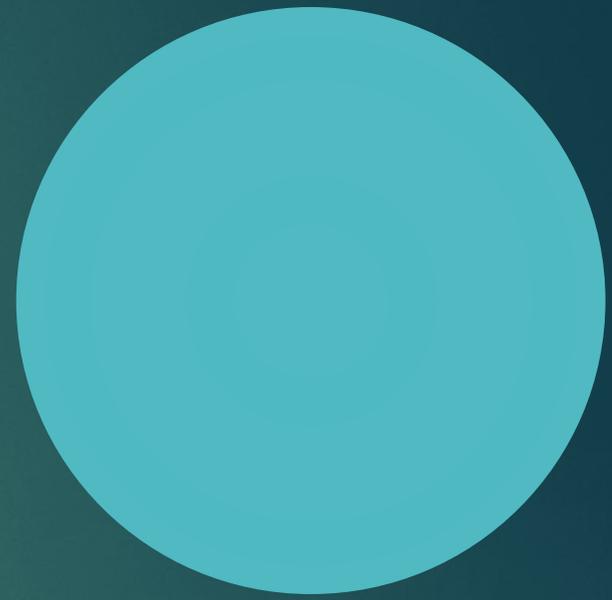
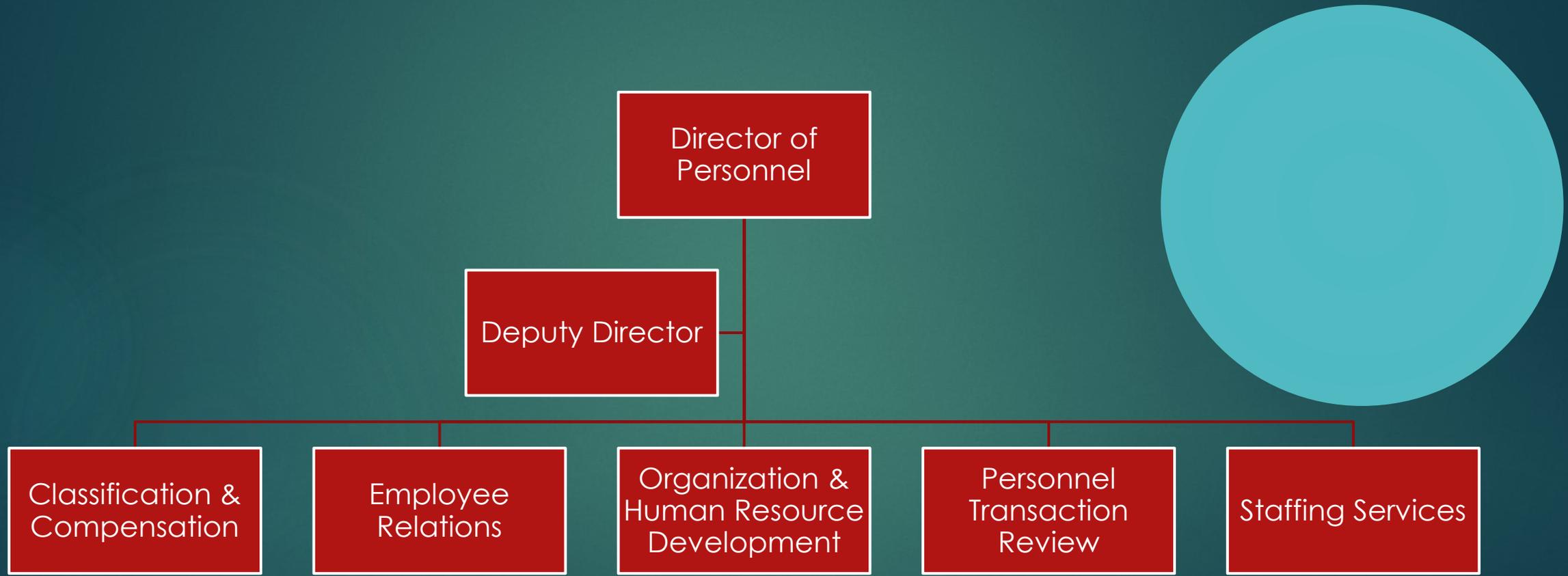


# Organizational Structure

- ▶ Overview of the organization
- ▶ Description of services offered



# Organizational Structure



# Organizational Structure

*Classification and Compensation ensures the same title, qualifications, and compensation are applied equitably across state government.*

Classification and Compensation is responsible for:

- ▶ Job classifications and job postings
- ▶ Pay structure
- ▶ Updates to the Pay Plan Policy

Requires the unit to regularly develop, maintain, and revise DOP's classification and compensation plans.

- ▶ Regularly conducts salary surveys on national, regional, and local level

# Organizational Structure

*Employee Relations seeks to establish and enable government-wide human resources law, rule, policy, and programs to promote awareness, education, and compliance.*

Employee Relations offers support to agencies and employees in:

- ▶ Employee discipline procedures
- ▶ Grievance counseling
- ▶ Employment Suitability
  - ▶ Former employee is dismissed for cause from state employment
- ▶ New policy creation or updates to policy

Examples of policy guidance:

- ▶ Families First Coronavirus Response Act (FFCRA) Policy
- ▶ Workplace Security Policy
- ▶ FLSA updates

# Organizational Structure

Organization & Human Resource Development provides training, strategies, and consulting services to increase effectiveness and efficiency of government.

Organization & Human Resources focuses on streamlining around 3 key goals:

- ▶ Provide responsive services to citizens
- ▶ Manage financial & human resources
- ▶ Maintain high ethical standards

PARTICIPANTS



Most popular Training programs offered:

- ▶ Supervising for Success
- ▶ Managing for Excellence
- ▶ Trainer Certification Program

OHRD pivoted during COVID-19 pandemic to offer eNewsletter highlighting training and other key topics:

- ▶ Working from home w/ &w/o children
- ▶ Leading through change
- ▶ Employee rights under CARES Act
- ▶ Managing stress and burnout

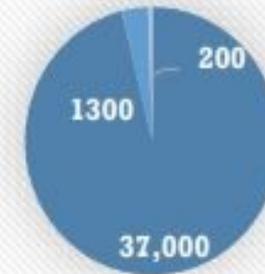
# Organizational Structure

*Personnel Transaction Review ensures all transactions comply with statutes, regulations, policies, procedures, and compensation plans.*

## What is a personnel transaction?

- ▶ A personnel transaction is any interaction the employer and employee have relating to a change in employment conditions.
  - ▶ Lateral hire
  - ▶ Change in pay
  - ▶ Training

## Personnel Transactions Reviewed FY 2020



- Transactions processed for DOP covered agencies
- County Health Department transactions
- Paper transactions submitted by DOP covered agencies

# Organizational Structure

Staffing Services establishes valid and reliable procedures for recruiting, assessing, and evaluating applicants.



FY 2020 reflects a 10% decrease

## Staffing Services:

- ▶ Administers job tests
- ▶ Reviews applications
- ▶ Creates a candidate register

Staffing Services partnered to implement 2020 Governor's Internship Program.

- ▶ 12 state agencies participated
- ▶ 28 college interns hired
- ▶ 245 applicants

# Key Recommendations

Org.

Reco

Update

Future

- ▶ Recommendations made by committee staff in the 2020 report
  - ▶ Transparency
    - ▶ NEOGOV
    - ▶ Pay scales
    - ▶ Ratings
  - ▶ Pay Plan Review
  - ▶ Legislative changes



# Key Recommendations

*The DOP should focus more attention on transparency and communication with applicants*

## NEOGOV

NEOGOV is an online tool used to streamline applications, communicate with applicants, and provide analytic insights for the DOP.

We found this system was not properly implemented during the study.

## RECOMMENDATION

- ▶ We recommend the DOP focus on implementing NEOGOV to utilize the full capabilities of the system and provide the committee a forecasted timeline for integration.

# Key Recommendations

Org.

Reco

Update

Future

*The DOP should focus more attention on transparency and communication with applicants*

## PAY RATE

During the study we noted that the entire pay grade (min-max) was regularly posted on the job posting.

However, it is extremely difficult for an applicant to receive the higher rates of pay. DOP policy is to increase pay 5% for every 6 months of relevant work experience or education until an applicant reaches what is called the Market Rate.

## RECOMMENDATION

- ▶ We recommend the DOP publish the minimum pay and the market rate on job postings.

# Key Recommendations

*The DOP should focus more attention on transparency and communication with applicants*

## RATING SYSTEMS

Outside the scope of this study was the rating system and assessments used to rank candidates onto a register provided to the agency.

## RECOMMENDATION

- ▶ We recommend a continued study of the DOP focusing on the rating systems and mechanisms to identify best practices for implementation at the DOP.

# Key Recommendations

*The DOP should make regular updates to the state Pay Plan Policy.*

## **PAY PLAN REVIEW**

During the study, we learned that pay grades have become compressed and some pay scales had to be immediately adjusted for being below minimum wage.

## **RECOMMENDATION**

- ▶ We recommend the DOP require an annual review of the state pay plan and make updates, as necessary, to the state pay plan.

# Key Recommendations

*The DOP asked for legislative changes to its statute to increase hiring timelines and efficiency.*

## LEGISLATIVE CHANGES

During the study, we created a flow chart to better visualize how an application moves through the system and identify delays in the hiring process.

Previously, the DOP could take 90+ days to complete the hiring process. Through internal changes, that has been reduced to approximately **28 days**.

## RECOMMENDATION

- ▶ We recommend the Legislature amend W. Va. Code §29-6-24(a) to reduce the internal candidate notification from 10 days to seven days.

# 2021 Update

Org.

Reco

Update

Future

- ▶ The DOP implemented several updates to our recommendations.
  - ▶ NEOGOV Training
  - ▶ Market Rate Publication
  - ▶ Pay Plan Review Proposal
  - ▶ Other Internal Review



# 2021 Update

*The DOP has made updates over the past year to improve transparency and efficiency.*

## NEOGOV RECOMMENDATION

- ▶ We recommend the DOP focus on implementing NEOGOV to utilize the full capabilities of the system and provide the committee a forecasted timeline for integration.

## DOP ACTION

The DOP has initiated training with NEOGOV for its staff and are seeing increased use, familiarity, and synergy in utilizing the full system.

At this point, NEOGOV is not fully implemented and a date certain is not provided.

- ▶ Partially due to limited in-person training (COVID-19)

# 2021 Update

Org.

Reco

Update

Future

*The DOP has made updates over the past year to improve transparency and efficiency.*

## PAY RATE

- ▶ We recommend the DOP publish the minimum pay and the market rate on job postings.

## DOP ACTION

The DOP has indicated that it began posting the market rate on job postings.

However, there is some inconsistency in application. The DOP may need to consider alternative methods of communication to applicants.

# 2021 Update

*The DOP has made updates over the past year to improve the state Pay Plan Policy.*

## PAY PLAN REVIEW

- ▶ We recommend the DOP require an annual review of the state pay plan and make updates, as necessary, to the state pay plan.

## DOP ACTION

The DOP has been actively researching other states' pay scales to ensure West Virginia is a competitive market.

The DOP has proposed a new pay schedule for medical workers due to the high demand, uncompetitive wages, and limited talent pipeline highlighted by the COVID-19 pandemic.



# 2021 Update

Org.

Reco

Update

Future

*The DOP has made updates over the past year to improve its hiring timeline and efficiency.*

## INTERNAL REVIEW

The DOP was required to review a candidate's relevant experience and education after the agency offered employment and starting salary.

Starting salary can be increased 5% for every 6 months of relevant work experience or education.

- ▶ The DOP was charged with determining relevancy.

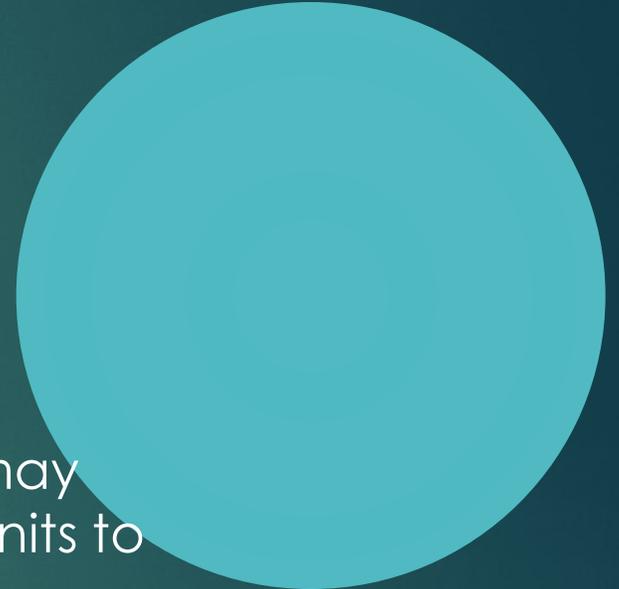
## DOP ACTION

The DOP has indicated it will cease this practice and permit the agency to determine relevancy to its job and organization so long as pay plan policy is followed.

This should result in fewer delays and more flexibility for the hiring agency.

# Next Steps

- ▶ There are several areas that have not been studied.
  - ▶ Rating systems & job tests
  - ▶ NEOGOV implementation
- ▶ There are also several legislative changes that the DOP may recommend or consider to better position its functional units to provide enhanced services to covered agencies.
- ▶ The State Pay Plan Policy may need to be reviewed by the Legislature during budget considerations.



# Thank you

- ▶ Questions?
- ▶ Discussion?

