Welcome!
Background

- **§ 2.2-1209 Code of Virginia**
  - DHRM to develop and administer training:
    - Human Resource Policies
    - Compensation Management
    - Benefits Administration
    - Employee Training
    - DHRM Resources
  - Agency Director and Human Resources Director: attend within 6 months of appointment
  - Agency HR Director: subsequent training on agency HR companion policies

“An investment in knowledge always pays the best interest.” – Benjamin Franklin
All the information we could share

What we think you really need to know
Human Resource Policies

Employee Training & Development

Workforce & Succession Planning

DHRM Resources
### Authority & Responsibilities

<table>
<thead>
<tr>
<th>Role</th>
<th>Responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Governor</td>
<td>Support the Governor, Cabinet, state agencies, and General Assembly</td>
</tr>
<tr>
<td>Chief of Staff</td>
<td>Hiring authorities for respective agencies</td>
</tr>
<tr>
<td>Cabinet Secretary</td>
<td>Agency HR programs in compliance with state policy, agency policy, and law</td>
</tr>
<tr>
<td>DHRM</td>
<td>Statewide human resource program and infrastructure</td>
</tr>
<tr>
<td>Agency Director</td>
<td>Agency HR admin consistent with state policy</td>
</tr>
<tr>
<td>Agency HRD</td>
<td>Delegated agency HR responsibility</td>
</tr>
</tbody>
</table>

- **Chief Personnel Officer**: Supports the Governor, Cabinet, state agencies, and General Assembly.
- **Deputy Chief Personnel Officer**: Hiring authorities for respective agencies.
- **Agency Director**: Agency HR programs in compliance with state policy, agency policy, and law.
- **Agency HRD**: Delegated agency HR responsibility.
- **Executive Order**: Admin, Human Resources, Fiscal & Program actions.
- **§ 2.2-103 B Code of Virginia**: Support the Governor, Cabinet, state agencies, and General Assembly.
- **§ 2.2-2900 Virginia Personnel Act**: Agency HR admin consistent with state policy.
Human Resource Policies

Employee Training & Development

Workforce & Succession Planning

DHRM Resources
# Categories of Employment

<table>
<thead>
<tr>
<th><strong>Salaried</strong></th>
<th><strong>Classified</strong></th>
<th><strong>Faculty</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>classified, faculty, appointees, other branches</td>
<td>FT, PT, or Q status</td>
<td>teaching, research, admin, professional faculty</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Appointee</strong></th>
<th><strong>Probationary</strong></th>
<th><strong>Wage</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Gubernatorial, At-Will, salaried, wage</td>
<td>12 months following hire</td>
<td>Hourly</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Non-Restricted</strong></th>
<th><strong>Restricted</strong></th>
<th><strong>Contractor</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Continuous or recurring funding sources</td>
<td>10%+ funding from non-continuous funding sources</td>
<td>Independent, employment agency, contractor or sub-contractor</td>
</tr>
</tbody>
</table>
## Hiring & Interviews

<table>
<thead>
<tr>
<th>Topic</th>
<th>Permissible</th>
<th>Non-Permissible</th>
</tr>
</thead>
<tbody>
<tr>
<td>Race</td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Color</td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>National Origin</td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Religion</td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Age</td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Knowledge, skills, &amp; abilities</td>
<td>May ask job-related questions to assess KSAs.</td>
<td></td>
</tr>
<tr>
<td>Disability</td>
<td>Ability to perform job duties</td>
<td>Disability status</td>
</tr>
<tr>
<td>Gender</td>
<td>Days and hours available to work</td>
<td>Marital status, number of children, child care arrangements, pregnancy status or plans, sexual orientation, gender identity, gender expression</td>
</tr>
<tr>
<td>Political Affiliation</td>
<td>Ability to support policies and programs</td>
<td>Political party affiliation</td>
</tr>
<tr>
<td>Veteran’s Status</td>
<td>Military service, service period, rank at discharge, training, experience</td>
<td>Type of discharge</td>
</tr>
</tbody>
</table>
Employee Benefits

- Paid time Off & Holidays
- Health Benefits
- Retirement
- Deferred Compensation & Cash Match
- Long & Short-Term Disability
- Group Life Insurance
- Flexible Spending Accounts
- EAP
- Wellness
- Voluntary Long-Term Care *
- Optional Life Insurance *
- Educational Assistance *
- Telework *

* = Optional Benefits
Employee Compensation

Statewide Salary Adjustments
• DHRM: communicate authorizations, publish salary structures, issue agency instructions, implement adjustments
• Agency: confirm employees’ tenure & performance eligibility, validate

Agency Salary Administration Plans (ASAP)
• DHRM: policy requirement, reference for agency compensation activities
• Agency: foundation for and determine how to manage employee pay equitably and consistently across the agency

Pay Actions
• DHRM: define pay factors & parameters, provide guidance & support with pay action tools, conduct review of agency action for compliance
• Agency: administer adjustments within limits & funding, fully document action using PAW

Policy Exceptions
• DHRM: review agency documentation & requests, consider statewide impact or precedence, communicate decision
• Agency: submit documentation for exceeding criteria normally applied by policy and ASAP
# Emergency Closings

<table>
<thead>
<tr>
<th>Types of Emergencies</th>
<th>Scope/Impact</th>
<th>Authority</th>
<th>Process</th>
</tr>
</thead>
<tbody>
<tr>
<td>Major Weather Event</td>
<td>Richmond Metro (administrative agencies)</td>
<td>Governor</td>
<td>DHRM:</td>
</tr>
<tr>
<td>Emergency Declarations</td>
<td></td>
<td></td>
<td>• Monitor &amp; consult with VDEM, VDOT, VSP</td>
</tr>
<tr>
<td>More than one agency impacted</td>
<td></td>
<td></td>
<td>• Recommendation to SOA &amp; COS</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Notification to Cabinet, Agency Directors, HR Directors, media,</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>local/private partners</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Post to DHRM website</td>
</tr>
</tbody>
</table>
# Emergency Closings

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<th>Scope/Impact</th>
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<th>Process</th>
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</thead>
<tbody>
<tr>
<td>Major Weather Event</td>
<td>Regional/Outside Richmond Metro Area</td>
<td>Agency Directors outside Richmond Metro</td>
<td>Agencies outside Richmond Metro Area and Institutions of Higher Education monitor local conditions and communicate decisions to their employees.</td>
</tr>
<tr>
<td>Emergency Declarations</td>
<td></td>
<td>College &amp; University Presidents for their institutions</td>
<td></td>
</tr>
<tr>
<td>More than one agency impacted</td>
<td>Statewide</td>
<td>Governor</td>
<td>Governors have made rare closing decisions outside Richmond Metro Area for particularly dangerous situations, e.g., hurricanes.</td>
</tr>
<tr>
<td>Localized: Utility failures, fire, forced evacuations.</td>
<td>Single Agency or Co-located Agencies</td>
<td>Agency Director or DGS</td>
<td>Agency or DGS advise Cabinet Secretary, COS, &amp; DHRM and communicate closing to employees.</td>
</tr>
</tbody>
</table>
Standards of Conduct & Ethics

Expectations

• Report to work as scheduled.
• Perform assigned duties & responsibilities.
• Maintain requirements for position.
• Demonstrate respect for others.
• Use time, equipment, & resources appropriately.
• Support safety and healthy work environment.
• Utilize leave appropriately.
• Meet or exceed performance expectations.
• Comply with policies, procedures, Conflict of Interest Act, and laws & regulations.
• Report concerns to management.
• Work cooperatively to achieve goals.
• Conduct in manner that supports agency mission.
• Approval for working overtime.
Workplace Violence

**May Include**
- Physical, verbal, or psychological abuse
- Physical assault
- Intentional property damage
- Threatening personal injury or property damage
- Stalking
- Shouting/swearing to create fear of injury
- Possessing, brandishing, or using a weapon not required by position
- Suicide/Attempted Suicide
- Harassment (of any kind)
- Any behavior creating reasonable fear of injury to another person
- Retaliating against any employee who reports an act of workplace violence

**Agency Responsibility**
- Agency Procedure
- Communicate Procedure
- Implement Procedure
- Threat Assessment
- Educate & Train Employees
- Provide Response Services
- Provide Information – Domestic Violence & Workplace
Workplace Harassment

**Agency**
- Communicate & educate about behavior that may be considered harassment
- Establish & explain procedures for filing complaints

**Managers & Supervisors**
- Communicate - not tolerated
- Stop harassment
- Intervene when observe inappropriate behavior
- Immediately take action for investigating complaints
- Ensure there is no retaliation

**Quid Pro Quo**

**Hostile Environment**
Flex Work

Flex Time & Alternate Work Schedules

- Flex Time
- 4/10 Schedule
- Q Status
- Part Time

Telework

- Full-Time
- Hybrid
- Limited

- Determine telework eligibility
- Written telework agreements
- Plan how to manage Flex Workers
- Identify equipment needs
Training

Commonwealth of Virginia Learning Center

Welcome to the COVLC

If you are new to the system please view the overview by selecting the word Overview located on the next line

OVERVIEW:

Log in

or

Need an account?
Development

AGENCY HUMAN RESOURCE SERVICES

Coaching

Sometimes, we have goals that we want to achieve, a future that we want to create, or changes that we would like to make but we find ourselves “blocked” by challenges and unsure how to move forward. Working with a professional Coach can help open paths around those challenges and bring your goals to life.

Working with a professional Coach can help you:

- Create positive change;
- Optimize your work effectiveness;
- Expand your career opportunities;
- Increase your self-esteem and self-confidence;
- Maximize your potential;
- Increase your self-awareness;
- Improve your work/life balance.

Workplace Effectiveness Coaching

- Leadership Effectiveness & Growth
- Communication Effectiveness
- Increasing Productivity
- Accelerating On-Boarding/New Role
- Work/Life Balance
- Career Progression
- Team Effectiveness
- Individual, Group, and Team Coaching

Conflict Coaching

Conflict Coaching is offered by DHRM’s Office of Employment Dispute Resolution.

Conflict Resolution

- Responding to workplace conflict
- Action Planning

http://www.dhrm.virginia.gov/agencyhumanresourceservices/coaching
Succession Planning

§ 2.2-1209 Code of Virginia

- Agency Director:
  - Include key workforce planning issues with strategic planning process
  - Submit succession plan:
    - key personnel
    - executive positions
    - employees nearing retirement
### Succession Plan

#### When

- By June 30, 2018 - Executive Branch Agencies
- By October 1, 2018 - Higher Education Institutions (2018 only)

#### Who

- Cabinet Secretary
- Board of Visitors
- DHRM Workforce Planning Mailbox: DHRM.WFP@dhrm.virginia.gov

#### Resources

www.dhram.virginia.gov
## DHRM Resources

<table>
<thead>
<tr>
<th>DHRM Function</th>
<th>Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>Health Benefits Services</td>
<td>Health Benefits Plans</td>
</tr>
<tr>
<td></td>
<td>• Design</td>
</tr>
<tr>
<td></td>
<td>• Administration</td>
</tr>
<tr>
<td></td>
<td>• Vendor Management</td>
</tr>
<tr>
<td>Employee Programs</td>
<td>Commonwealth of Virginia Campaign (CVC)</td>
</tr>
<tr>
<td></td>
<td>CommonHealth</td>
</tr>
<tr>
<td>Workers’ Compensation</td>
<td>Claims Support</td>
</tr>
<tr>
<td></td>
<td>Return to Work Support</td>
</tr>
<tr>
<td></td>
<td>Training</td>
</tr>
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## DHRM Resources

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<thead>
<tr>
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<th>Services</th>
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| Equal Employment Opportunity Management & Employee Dispute Resolution | EEO  
• Compliance  
• Investigations  
• Training  
EDR  
• Grievance Procedure  
• Hearings  
• Mediation & Conflict Coaching  
• Training |
| Human Resources Consulting | Agency HR Consulting  
• Organizational Design  
• Process Evaluation/Review  
• Policy Assistance  
• Coaching  
Policy Development & Administration  
Compensation Management  
Systems Support  
Workforce Planning  
Shared Service Center |
# Contacts

<table>
<thead>
<tr>
<th>Secretary Keyanna Conner</th>
<th>Secretary of Administration</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rue White</td>
<td>Acting Director, DHRM</td>
</tr>
<tr>
<td>Diane Anderson</td>
<td>HR Policy Development &amp; Administration Manager, DHRM</td>
</tr>
<tr>
<td>Jeff Presseau</td>
<td>Sr. Consultant, Compensation Management &amp; Systems Support</td>
</tr>
<tr>
<td>Pat Waller</td>
<td>Employment &amp; Shared Services Manager</td>
</tr>
<tr>
<td>Natalie Brannon</td>
<td>HR Consultant – Health &amp; Human Services and Agriculture &amp; Forestry</td>
</tr>
<tr>
<td>Deanna Goldstein</td>
<td>HR Consultant – Finance and Transportation</td>
</tr>
<tr>
<td>Debbie Howe</td>
<td>HR Consultant – Public Safety &amp; Homeland Security, Natural Resources, and Veterans &amp; Defense Affairs</td>
</tr>
<tr>
<td>Alex Morgan</td>
<td>HR Consultant – Colleges and Universities</td>
</tr>
<tr>
<td>Debbie Rigdon</td>
<td>HR Consultant – Commerce &amp; Trade, Technology, DGS, DOE, Libraries, and Museums</td>
</tr>
<tr>
<td>Sumi Lanneau</td>
<td>Workforce Planning Consultant</td>
</tr>
</tbody>
</table>
WHAT’S THE BEST TOOL TO HELP ME MANAGE A LARGE COMPLEX WORKFORCE?
Questions