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Agency Human Resource Services

AHRS Periodical

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May 28, 2010 Furlough Day Reminders

As we communicated on April 12, 2010, guidance pertaining to the upcoming furlough day for Executive Branch employees is posted on the "Layoff-Severance-Temporary Workforce Reduction" page of DHRM's Website. If you have additional questions regarding the furlough day, please contact your assigned AHRS consultant.

Furlough Day FAQs

In addition, the Department of Accounts' April 1, 2010 Payroll Bulletin contains information regarding CIPPS batch processing for the furlough day. Please contact Lora George at DOA if you have questions about the bulletin.

New Talent Management Website

DHRM's Talent Management Website is now live. The site provides information on our vision for talent management in the Commonwealth. AHRS team members have developed a variety of tools and resources to help agencies to execute their talent management strategies. The HR at-a-Glance and other reports and materials from the former Workforce Planning site remain accessible under "Resources" on the TM menu on the second page.

Please visit often as we will be adding new information on a regular basis. If you have suggestions for information that you would like to see on the site, please let us know.

Statewide Pay Action Summary Report
January — March 2010

Reason	All Actions	Salary Changes	Average Change
Agency Special Rate	35	35	7.51
Change of Duties Decrease	6	6	-7.13
Change of Duties Salary	130	130	8.33
Competitive Salary Offer	11	11	12.58
Competitive Voluntary Transfer	315	242	8.65
Disciplinary Demotion	4	4	-9.57
Downward Role Change	25	2	-4.80
End Temp Pay: Acting Status	41	41	-8.20
End Temp Pay: Addtional Duties	30	30	-6.58
End Temp Pay: Special Assgnmnt	6	6	-5.21
Exceptional Promotion	30	30	10.84
Internal Alignment Decrease	2	2	-5.00
Internal Alignment Salary	173	173	5.79
Lateral Role Change	44	16	7.46
New Knowledge/Skills/Abilities	209	209	6.44
Non-Competitive Voluntry Trans	169	37	-1.13
Non-Routine	83	83	7.82
Performance Demotion	3	3	-18.31
Promotion	218	215	15.25
Reassignment	97		
Retention Salary Increase	38	38	8.19
Temp Pay: Additional Duties	39	39	7.52
Temp Pay: Special Assignment	12	12	3.45
Temporary Pay: Acting Status	52	52	8.73
Upward Role Change	102	77	8.62
Voluntary Demotion	23	12	-10.99
Change of Duties Bonus	37	37	5.13
Internal Alignment Bonus	14	14	6.96
New Knowledge/Skills/Abilities	17	17	3.87
Project Bonus Pay Out	8	8	1.83
Recognition Award Leave Hours	13974		
Recognition Award Monetary	1494	1494	0.48
Recognition Award Non-Monetary	118	117	0.17
Referral Bonus Pay Out	13	13	0.62
Retention Additional Leave	3		
Retention Bonus Pay Out	18	21	1.39
Sign-On Additional Leave	1		
Sign-On Bonus Pay-Out	29	29	2.47
Total Actions	17623	3255	3.82

For the first quarter, there were 1,331 base salary increases averaging 9.53%; 178 base salary decreases averaging –8.36%; and 1,750 bonus actions, averaging .69%.

Workforce Planning and the Periodical's Pay Action Summary data may vary within the same reporting period based on the timing of data runs, agency retraction requests, and the manual review and extraction of erroneous PMIS entries.

Monitoring Inactive Applicant Pool for Interagency Placement Screening Form (Yellow Form) and Preferential Hiring Card (Blue Card)

In August 2009, DHRM notified agencies that they need to review inactive applicants for yellow and blue forms when a job vacancy is posted as **"Agency Only"** in the RMS. The review was to identify applicants with placement forms who were disqualified based on a "No" response to the question: *"Are you currently a Commonwealth of Virginia state government employee of the agency you are applying to for this job vacancy? The position you are applying for is open only to employees of this agency."*

Recently, DHRM received calls from laid off state employees who were disqualified for responding "No" to the **"State Only"** question: *"Are you currently a Commonwealth of Virginia state government employee? The position you are applying for is open only to current state employees of the Commonwealth of Virginia."* State employees in layoff status with a placement form (Yellow Form) or preferential hiring card (Blue Card) are considered to be employees of the Commonwealth of Virginia during the layoff transition period. Agencies posting jobs in the RMS as **"State Only"** should review the yellow/ blue form columns in the inactive pool to identify applicants with placement and preferential hiring forms.

Agency human resource staff should inform employees during the layoff briefing that they are considered state employees when applying for "State Only" job vacancies and that they can apply for any "Agency Only" job vacancies.

RMS Closed Records

An audit of the RMS in 2008 revealed many of the records in closed status were from 2006 and 2007. This resulted in excessive time-to-hire days being reported. To rectify this problem, DHRM moved records from 2006 and 2007 to the posting status "Closed by DHRM."

Agencies were asked to review all closed positions for 2008 and move the positions to a final status of "filled" or "canceled." A recent audit of the RMS revealed there are still a significant number of 2008 closed records that have not been moved to a final status. RMS Administrators or designees should review closed records and move all 2008 records to a final status of closed or canceled no later than **May 21, 2010.** After May 21st, all 2008 closed records will be listed on the RMS Non-Compliance Report and sent to HR Directors.
Agency RMS Administrators or designees should routinely monitor closed records to ensure that the records are managed effectively and in a timely manner.

Please direct questions regarding the RMS to Pat Waller.

Professional Engineer Requirements for State Government Agencies

In 1994, the General Assembly passed legislation concerning license exemptions for state and local government employees employed prior to March 8, 1992. This legislation allowed employees who were involved in engineering, architecture or land surveying, as specified in the legislation, and who were continuously employed by the Commonwealth or any political subdivision between March 8, 1992 and June 30, 2010 to be exempt from licensure requirements under certain circumstances.

This exemption provided an eighteen-year period for employees to complete requirements for licensure. Agencies that employ engineers, architects, or land surveyors should refer to the Code of Virginia sections below to ensure that they are in compliance with the law.

http://leg1.state.va.us/cgi-bin/legp504.exe?000+cod+54.1-402.1
http://leg1.state.va.us/cgi-bin/legp504.exe?000+cod+54.1-406

Please contact your assigned AHRS consultant if you need assistance.

Announcement—New *Periodical* Feature

This issue's remaining articles are the first in a series geared primarily toward the interests of supervisors and managers. Recent management inquiries to DHRM indicate that front-line supervisors could benefit from periodic refreshers in day-to-day human resource management. This issue covers basic information regarding effective interviewing techniques, on-boarding, VSDP, and the EWP. Future *Periodical* issues will both expand on some of these topics as well as cover new ones.

The AHRS team encourages agency human resource staff to share these articles with managers and supervisors. New human resource staff may find them useful as well. And, of course, agencies may tailor the material to support their unique goals and cultures. Please contact us if you would like to suggest specific topics for future articles.

Behavioral-based Interviewing

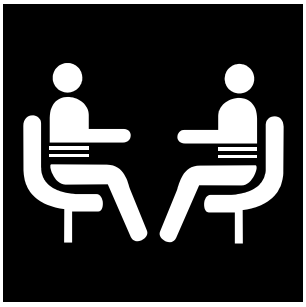
Behavioral interviewing is based on the premise that a person's *recent, relevant past performance is the best predictor of future performance*. In a behavioral interview, a hiring manager or interview panel will ask a job candidate to provide a specific example of a past situation or task to demonstrate the way s/he performed in that specific situation or task.

To prepare for this type of questioning, job candidates will benefit by doing the following:

1. Think about recent situations that show favorable behaviors or actions involving coursework, work experience, leadership, teamwork, or customer service. Be specific.
2. Use the ***STAR*** technique to respond to questions.
    A. ***SITUATION OR TASK***: Describe a specific situation or task you have encountered that will make a point about one of your skills or strengths. Be ready to describe the details.
    B. ***ACTION***: Describe the specific action you took to remedy the task or situation.
    C. ***RESULT***: Explain the result of the action. Make sure the outcome reflects positively on you (even if the result itself was not favorable).

To prepare to conduct a behavioral interview, a hiring authority should develop behavioral-based questions such as the following:

1. Describe a major problem you have faced and how you dealt with it.
2. Tell me about a time when you worked effectively under pressure.
3. Give me an example of when you persuaded team members to do things your way.
4. Tell me about a specific situation where you had to get something across to someone who found the information difficult to understand.
5. Give me an example of a time when you had to go beyond the call of duty to get a job done.



SAMPLE BEHAVIOR-BASED QUESTION & RESPONSE

Tell me about a time you were on a team and one of the team members wasn't carrying his or her weight.

Situation or Task: I was assigned to a team to create an employee orientation program at a local company for my Organizational Behavior class. One of our team members wasn't showing up for our meetings, despite constant reminders of their importance. His behavior was affecting the performance and morale of the entire group.

Action: I decided to meet with the student in private and explained the frustration of the rest of the team, and asked him if there was anything I could do to help. He told me he was pre-occupied with another class that he wasn't passing, so I found someone to help him with the course.

Result: After I found someone to help him with the other course, he was able to spend more time on our project and was also grateful to me for helping him out. We finished our project on time and got a "B" on it.

Supervisor's Role in the On-boarding Process

On-boarding is a major tool in successful talent management, and it is critical for successful employee integration. On-boarding is *the strategic process of assimilating new employees into the organization's culture and advancing them to the desired level of productivity as quickly as possible.* The goal of successful on-boarding is a fully engaged and productive employee. The supervisor's role in the on-boarding process is vital to the employee's achieving an exceptional level of performance and productivity.

In many organizations, the human resource staff is thought to be solely responsible for on-boarding. While the human resources role is essential, the most important connection to the organization for the new hire is the supervisor. Organizations that implement a well-managed on-boarding process including an active supervisor's role have a significant and measurable impact on employee productivity, retention, employment brand, services, workplace safety, and future hiring.

Research shows that most employee turnover is ultimately caused by the relationship the employee has with his or her supervisor. Therefore, the supervisor should be proactive and engaged in facilitating the employee's integration into the organization. This makes the ability to assimilate new employees a core competency of supervisors. In the early stage of the on-boarding process known as pre-boarding, the supervisor becomes the "bridge" between the new employee and the organization. The supervisor is responsible for ensuring that the employee understands the organizational culture and feels connected to the organization's business strategy.

For more information on the supervisor's role in the on-boarding process, see *"On-boarding: A Process for Retaining the Best Talent"* available on the DHRM Talent Management website. Please direct questions regarding on-boarding to Pat Waller.

VSDP and Return to Work

It is very important that HR and all levels of management communicate effectively regarding employees' VSDP benefits and Return to Work (RTW) plans. Any confusion or misunderstanding of any part of the process has the potential to create barriers for all parties. These barriers then create unnecessary delays, confusion, and loss of benefits. Employers should:

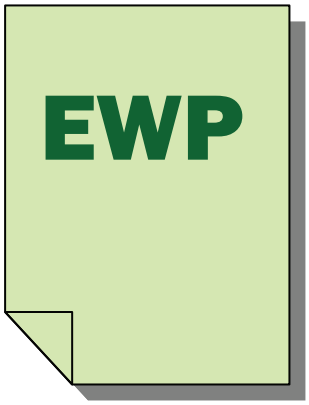
- Provide clearly documented policies and procedures;
- Ensure employee compliance; and
- Identify communication challenges (Unum, MCI, and Employee).

With effective communication and guidance, employers can keep employees motivated, interested and on track to return to work in a safe and timely manner.

Employee Work Profile: The Primary Source Document

The Employee Work Profile (EWP) is referred to as the primary source document because it is a multi-purpose tool used by employees, management, and the human resource team for a variety of functions. It is written based on what is needed to accomplish the purpose of the position and to meet the organization's mission and goals.

The EWP is used for:



- Position Classification: determining the role assigned to the position and the corresponding pay band/salary range
- Pay Actions: assessing factors describing the skills needed and the duties of the position and used to determine starting pay and pay changes
- Recruitment and Selection: referring to the KSAs and education/ experience requirements when writing job announcements, developing screening criteria and interview questions, and making the hiring selection
- Performance Planning and Evaluation: outlining core responsibilities and measures, how the employee performs the duties and how the supervisor measures performance
- Fair Labor Standards Act (FLSA) Classification: determining the employee's status as exempt or non-exempt under the FLSA
- Americans with Disabilities Act (ADA): stating the essential functions of the position and determining the employee's ability to perform the job
- Workers' Compensation/VSDP: documenting duties and physical requirements for the position and used by healthcare providers to assess an employee's readiness to return to work
- Grievances: providing documentation for the grievance process
- Career Development: establishing an employee development plan that identifies the skills employees need for current and future positions

Because of its many functions, the EWP must have accurate and current information. Future *Periodical* articles will address the EWP's individual sections.

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Our goal is to provide practical information that supports human resource objectives across the Commonwealth and to encourage innovative strategies in the management and delivery of agency services.

To tell us what you would like to see featured in upcoming issues, contact us using the information on the left-hand side of this page.