

Agency Human Resource Services

# AHRS Periodical

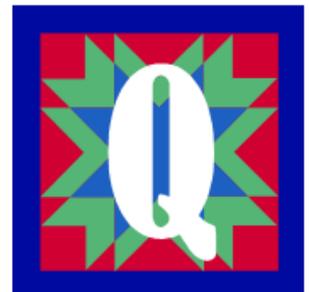


Virginia Department of  
**HUMAN RESOURCE**  
MANAGEMENT

## New Q-Status Tool Available

Based on recommendations of Governor McDonnell's Commission on Government Reform and Restructuring, Governor McDonnell's [Executive Directive 3](#) asks all agencies to examine expanded use of Q-status as part of their efficiency and savings strategies. Q-Status is an acronym for "Quasi Full-Time Status," and agencies can use Q-Status to have employees work reduced schedules with reduced salaries while maintaining key employee benefits. To support this directive, Agency Human Resources Services (AHRS) at DHRM has developed a new guide to help agency managers, planners, and HR staff better understand how Q-Status can be used as an effective tool to:

- Help manage staffing reductions needed as a result of service changes
- Aid individuals who are close to retirement and who possess critical organizational knowledge work reduced schedules while they transfer key knowledge to others
- Increase performance, productivity, and retention of reduced-schedule staff
- Reduce costly ongoing turnover of staff in reduced-schedule jobs



Q-Status provides agencies with flexibility to help manage changing workforce needs while maintaining organizational productivity and work engagement. When the need arises in an organization to reduce, change, or shift talent, soliciting volunteers for Q-Status may be a viable part of the overall talent management strategy for the event.

You can find the new [Q-Status Guide](#) in the Management tab of the [DHRM website](#) in the Talent Management area. If you have questions or would like assistance in examining usage of Q-Status at your agency, please contact your assigned [AHRS consultant](#).

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## Statewide Pay Action Summary Report for January – March 2012

Reason	All Actions	Salary Changes	Average % Change
Agency Special Rate	70	68	2.91
Change of Duties Salary	261	261	7.11
Competitive Salary Offer	46	46	14.50
Competitive Voluntary Transfer	487	350	8.45
Disciplinary Demotion	4	4	-21.18
Downward Role Change	9	2	-12.01
End Temp Pay: Acting Status	94	94	-9.01
End Temp Pay: Additional Duties	53	53	-7.77
End Temp Pay: Special Assgnmnt	10	10	-6.97
Field Change	7	7	1.89
Internal Alignment Salary	1129	1124	4.47
Lateral Role Change	46	17	7.24
New Knowledge/Skills/Abilities	285	285	7.87
Non-Competitive Voluntry Trans	234	50	5.69
Non-Routine	49	49	13.79
Perf Reduction Salary/Duties	1	1	-20.00
Performance Demotion	4	4	-6.25
Promotion	390	384	15.32
Reassignment	91		
Retention Salary Increase	348	347	5.29
Temp Pay: Additional Duties	79	76	9.45
Temp Pay: Special Assignment	13	13	4.91
Temporary Pay: Acting Status	98	97	10.69
Upward Role Change	163	131	9.59
Voluntary Demotion	66	33	-10.32
Change of Duties Bonus	33	33	3.93
Internal Alignment Bonus	5	5	4.22
New Knowledge/Skills/Abilities	26	26	4.81
Project Bonus Pay Out	23	23	1.95
Recognition Award Leave Hours	3362		
Recognition Award Monetary	1333	1333	0.52
Recognition Award Non-Monetary	132	132	0.10
Referral Bonus Pay Out	5	5	0.92
Retention Additional Leave	2		
Retention Bonus	23	23	3.74
Retention Bonus Pay Out	1	1	9.52
Sign-On Additional Leave	3		
Sign-On Advanced Leave	1		
Sign-On Bonus Pay-Out	57	57	2.19
<b>Total Actions</b>	<b>9043</b>	<b>5144</b>	<b>4.72</b>

For the first quarter, there were 3252 base salary increases averaging 7.79%; 271 base salary decreases averaging -8.57%; and 1638 bonus actions, averaging .76%.

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.

*This article continues our series geared toward the interests of managers and supervisors. We encourage you to share this article, tailoring it as you need to satisfy your agency's goals and culture.*

## Mindfulness and Insight—Why should I care about these as a manager?

**Mindfulness and Insight** – two words you likely associate with psychology, meditation, or some sort of “new age” self-improvement program. These words may very well be associated with these topics, but what you need to know is that they should also be associated with *Managing*. That’s right – these are words that you as a manager should come to understand in detail!

Mindfulness is often defined as “thinking about your thinking.” It’s about focusing on the present moment and the thoughts that are generated by your brain. We often operate by habit. Habits are mental maps established by the brain to help us operate in our lives. These habits are typically routines that we have moved from our “working memory” and stored in “long-term memory.” Habits can be good for us – they help us complete certain tasks without requiring significant focus or energy. Relying on habits helps our brains conserve energy for other tasks. However, there is a downside to relying on habits. Habits often get in the way of “mindfulness.” When we rely on habits, we may be less apt to see a new or better solution to an “old” problem (the infamous “that’s the way we’ve always done it”).

So, why is this important to you as a manager? In today’s current environment of “do more with less” and “do it faster and better,” not being mindful may prevent you and your teams from meeting these expectations. Or, at the very least, the reliance on habit may allow you and your teams to meet these expectations but at a steep cost – burnout, disengagement, potential turnover, and even increased illness.

Insight is related to mindfulness and can be defined as “an instance of apprehending the true nature of a thing, especially through intuitive understanding” (Dictionary.com). Insights really are special events that we have all had and observed in others. We often refer to insight as the “light bulb effect,” and its telltale signs include a period of reflection and quietness (the eyes often look up) followed by a moment of exhilaration as an answer magically appears to us (the “aha” moment).

Interestingly, insights require a low state of neural activity, the opportunity for introspection, a slight sense of happiness, and distance from the problem. Many of our great innovators started with insights that then led to their products, services, or theories. As a manager, it may surprise you that many people do not have insights while sitting at their work stations. Most insights about work problems occur when people are away from their work stations. They occur in the car while driving, in the shower, on a walk, or in some other place that is usually away from work, is quieter, and while people are engaged in something else.

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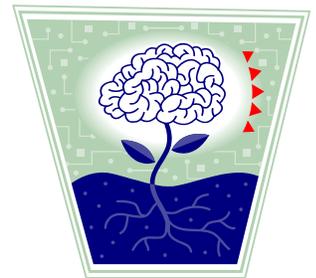
### The Brain Series— Part 1



(Continued from page 3)

So, what should you understand about mindfulness and insight to manage most effectively?

- First, these are brain activities and the way the brain operates should be important to you. Helping your employees to most effectively harness the power and energy of their brains will allow you to most effectively manage the productivity of your team.
- Second, in order to help the brain perform at its best, you may need to create the “right” environments to allow the brain do what it does best – think! Although humans are generally adaptable creatures, the brain may only be able to adapt to a certain point. This could include modifying the current environment or allowing telework to allow for increased mindfulness and insight.
- Third, failure to understand how the brain works and the value of mindfulness and insight may actually limit a team’s ability to meet today’s challenging needs of “do more with less” and “do it faster and better.” And, if it is difficult to meet these challenges now, it will become even more difficult in the future. Finding new solutions should be a key priority and mindfulness and insight are a few tools to help your teams find those solutions.



If you still doubt the significant influence the brain has over the concepts of mindfulness and insight, check out the exercises below. See how much your brain’s “habits” have influenced your thinking!

[Exercise 1](#) (from The Online Brain Games Blog.com)

[Exercise 2](#) (from Brain Training 101.com)

## I-9 Form Being Revised

The current I-9 form is being revised and modifications are subject to [public comment](#) until May 29, 2012. Public comment periods may be extended.

Thereafter, a revised form will be published by the Department of Homeland Security (U.S.C.I.S.) DHRM will advise agencies when the new form should be used. In the interim, please be sure that you are using the current form. The [current form](#) has the following notations:

- **OMB No. 1615-0047; Expires 8/31/12** in the upper right-hand corner; and
- **Rev. 8/7/09** in the lower right-hand corner.

## Please join the *Commonwealth of Virginia HR Connection Group* on LinkedIn

If you have not already, we invite you to join the *Commonwealth of Virginia HR Connection Group* on [LinkedIn!](#)

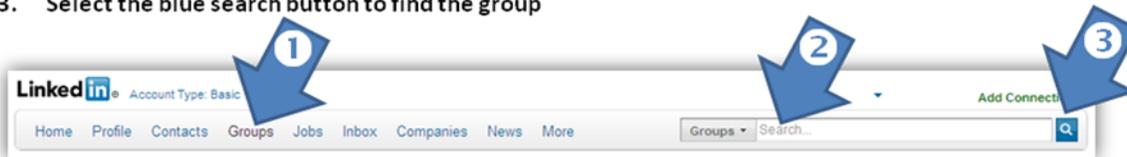
The group has continued to grow and has participated in discussions and polls that have included leave sharing recommendations, approaches to addressing poor performance, and project-based incentives. If you'd like to become a part of this group and be able to participate in discussions and share information, you will need to setup a profile on [LinkedIn](#) <[https://help.linkedin.com/app/answers/detail/a\\_id/2964](https://help.linkedin.com/app/answers/detail/a_id/2964)> and then request to join the group.

### How do I join the Commonwealth of Virginia HR Connection LinkedIn group?

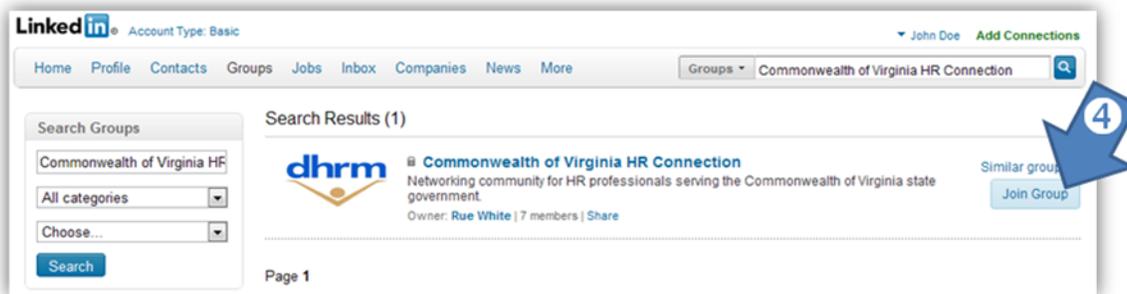
To join the LinkedIn group:

Go to [www.linkedin.com](http://www.linkedin.com) and login if needed

1. Click on the "Groups" selection in the menu bar at the top of the page
2. Type *Commonwealth of Virginia HR Connection* into the Groups Search text box
3. Select the blue search button to find the group



4. On the search results page, select the Join Group button and follow the instructions



We hope you will take the opportunity to join today. If you need any assistance in joining the group, please feel free to contact any member of the *Commonwealth of Virginia HR Connection* Core Team.

The *Commonwealth of Virginia HR Connection* LinkedIn Core Team

- Rue White, DHRM – [rue.white@dhrm.virginia.gov](mailto:rue.white@dhrm.virginia.gov)
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## PMIS Position Telecommute Field – Using the “L” Limited Indicator

DHRM has received reports indicating inconsistent use of the “L” indicator for telework status in PMIS. To clarify, the assignment of the “L” indicator is determined solely by the quantity of time the employee teleworks, not by the employee’s schedule or frequency of telework. To clarify when agencies should assign the “L” or “Limited” indicator to an employee, please review the matrix and guidelines below:

PMIS Position Telecommute Field Matrix	
<b>Y = Yes</b>	Employee has an active telework agreement on file and consistently teleworks 32 hours or more a month.
<b>L = Limited</b>	Employee has an active telework agreement on file and consistently teleworks less than 32 hours per month.
<b>N = No</b>	Employee does not have a telework agreement on file and does not telework.



### Guidelines:

- Employees **should** be assigned the “L” status if they **consistently and regularly** telework less than 32 hours a month.
- Employees **should not** be assigned to the “L” category just because their telework days are not fixed or if their telework time shifts around during the week or the month.
- Employees who are assigned the “Y” status **should not** be changed to the “L” status if they telework less than 32 hours a month for one or two months requiring their presence in the office (e.g., during the General Assembly Session).

Please review and update your current process if needed. If you have questions, contact your agency’s assigned [AHRS consultant](#).

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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.



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