Volume 1, Issue 38 January 2011

Agency Human Resource Services

AHRS Periodical

New Service Credit Application Tool

The recently released Service Credit Application tool is a tool to help you and your employees understand how service credit at various agencies and organizations translates to certain employee benefits and programs. The tool can be found in several places on the DHRM website. These locations include:

1. DHRM Human Resource Policy Page, Attachment to Policy 2.10, Hiring - http://www.dhrm.state.va.us/hrpolicy/policy.html

2. DHRM Talent Management Website, Integration and Transition Tools - http://web1.dhrm.virginia.gov/itech/talentmanagement/tminfo.html

The Service Credit Application tool includes information on:

- Coverage under the Virginia Personnel Act
- The application of service to leave accrual rates
- Potential for leave balance transfer
- Eligibility for VSDP
- Service eligibility towards workforce transition act (WTA) benefits
- State career service credit
- Virginia Retirement Service (VRS) Credit

As you and your teams use the Service Credit Application tool, please be sure to read the applicable comments to ensure accuracy in transactions you conduct and information you provide to employees. Although we have made every effort to ensure complete accuracy of the information in the tool, programs may change over time. Therefore, we always recommend verifying information between transferring agencies and organizations. Also, we especially encourage you to coordinate things like leave transfers directly with non-executive branch organizations to confirm that the leave transfers can be completed between the two organizations.

DHRM will review the tool annually to capture any changes. However, if you identify needed changes prior to our annual review, please let us know so that we can make changes as necessary. We hope this tool and the information it provides will simplify the determination of how service credit impacts these various benefits and programs.

Inside this issue:

New Service Credit Application Tool	1
Statewide Pay Action Summary Report	2
Span of Control	3
Employee Level Code Indicators	4
National Telework Week	5
Section 508 of the ADA and Web Content Accessibility Guidelines	6

Statewide Pay Action Summary Report for October — December 2010

Reason	All Actions	Salary Changes	Average % Change
Agency Special Rate	52	51	6.66
Change of Duties Salary	259	259	7.64
Competitive Salary Offer	34	34	16.09
Competitive Voluntary Transfer	474	325	10.11
Disciplinary Demotion	3	3	-5.67
Disciplinary Pay Action	2	2	-5.00
Downward Role Change	16	1	-2.95
End Temp Pay: Acting Status	87	87	-8.03
End Temp Pay: Addtional Duties	42	43	-7.07
End Temp Pay: Special Assgnmnt	23	23	-7.66
Exceptional Promotion	7	7	10.05
Internal Alignment Salary	225	225	6.84
Lateral Role Change	86	10	7.67
New Knowledge/Skills/Abilities	177	179	6.58
Non-Competitive Voluntry Trans	151	41	9.41
Non-Routine	106	83	4.17
Promotion	383	381	16.68
Reassignment	80	1	-4.76
Retention Salary Increase	118	118	7.06
Temp Pay: Additional Duties	95	74	7.32
Temp Pay: Special Assignment	25	21	8.32
Temporary Pay: Acting Status	122	108	8.42
Upward Role Change	185	128	10.71
Voluntary Demotion	43	28	-10.80
Change of Duties Bonus	43	45	3.93
Internal Alignment Bonus	4	4	5.17
New Knowledge/Skills/Abilities	26	26	2.84
Project Bonus Pay Out	37	37	2.59
Recognition Award Leave Hours	1,634		
Recognition Award Monetary	979	979	0.91
Recognition Award Non-Monetary	93	93	0.23
Referral Bonus Pay Out	13	13	0.61
Retention Additional Leave	1		
Retention Bonus	7	7	6.08
Retention Bonus Pay Out	7	7	4.94
Sign-On Additional Leave	9		
Sign-On Advanced Leave	1		
Sign-On Bonus Pay-Out	45	45	2.48
Suggestion Award Monetary	1	1	0.22
Total Actions	**5,695**	**3,489**	**5.70**

For the fourth quarter, there were 1,841 base salary increases averaging 9.94%; 188 base salary decreases averaging –8.06%; and 1,257 bonus actions, averaging 1.17%.

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.

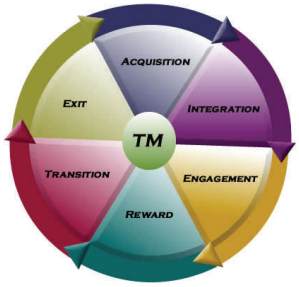
Span of Control

In its December report to the Governor, the Commission on Government Reform and Restructuring recommended the following:

> *Direct state executive branch agency heads to implement organization structures that promote effective and efficient spans of control, and direct the Virginia Department of Human Resource Management to assist them by providing guidance, consultation and technical assistance in organizational design and development.*

Span of control is a term that refers to the number of subordinates a supervisor has.

Last year, the Virginia Senate Committee on General Laws and Technology referred Senate Bill 700 to the Government Reform and Restructuring Commission for review. The bill would have required that DHRM develop procedures for the implementation of the management-to-staff ratio schedule for state agencies in the executive branch. The schedule for implementation in the bill provided for state agencies employing more than 100 full-time employees to have a ratio of one full-time employee in a management position for every eleven full-time employees in non-managerial staff positions by July 1, 2012.



The Talent Management Toolkit includes tools for Organizational Design and Organizational Assessment.

DHRM's recent presentation to the Commission communicated that, ideally, span of control ratios should be flexible, tailored to each agency and its mission, and should consider industry standards when possible. The optimum span of control depends on numerous variables including organizational structure, available technology, the functions being performed, and the competencies of the management and staff. Factors that affect span of control include:

- **Geographical location** – If the business functions are geographically dispersed, the manager may find it difficult to supervise each function or team, and the span of control would likely be smaller.
- **Capability of workers** – If workers are highly capable, motivated, and do not require much supervision, the span of control may be wider.
- **Similarity of task** - If the subordinates perform similar tasks, then the span of control may be wider since the manager can supervise them all at the same time. Highly technical work may still require a smaller span of control.

According to DHRM's records, 109 state executive branch agencies or facilities have more than 100 employees. Only 2 of those agencies average more than 9 employees per manager. The lowest ratio is 2 state employees per manager. Across all of state executive branch agencies, the average ratio is 4.8 employees per manager. *These figures are based on the number of performance evaluators (direct supervisors) recorded in PMIS and not on state role titles.*

A more frequent review of management structures by agency heads and human resource staff can ensure that business needs, nature of work, availability of technology, training, and staff competencies are driving organizational structures. In this way, structures can offer maximum efficiency, effectiveness, and balanced manager-to-employee ratios and can foster results-oriented accountability.

Organizational design and assessment tools are available in our Talent Management Toolkit, and our consultants stand ready to assist you with this effort.

Employee Level Code Indicators

AHRS has recently received a number of questions regarding the definitions for our Employee Level Codes in PMIS and the Level Indicators on the Employee Work Profile (EWP), particularly those for supervisors and managers. Level Codes and Indicators are directly tied to the Commonwealth's classification method of job evaluation and, for that reason, need to be applied consistently within and across agencies.

Every position in the Personnel Management Information System (PMIS) is assigned a Position Level. Possible assignments are:

- E – Employee
- M – Manager
- S – Supervisor

The definitions are as follows:

Employee – An individual employed by the Commonwealth who has neither supervisory nor management responsibilities. Employees supervise no one.

Manager – An employee who is responsible for managing programs and resources (financial, organization, staff) and is accountable for the full range of employee related actions including hiring, pay determinations, performance and other work related issues. Managers supervise supervisor**s**. Employees who do not supervise multiple supervisors should not be classified in Manager Roles, even if they have "manager" in their agency work titles.

Supervisor – An employee who: affects, recommends, or authorizes personnel actions; completes performance evaluations; and assigns and reviews subordinates' work. These individuals are the first-line supervisors over other employee**s**, and dedicate more than half of their time to supervisory duties. (An employee who supervises only one employee is considered to be functioning in a lead or senior capacity.)

DHRM is committed to providing agencies accurate and reliable workforce planning and employee pay data and to maintaining the integrity of our classification methodology. Please direct any questions you may have to your assigned AHRS consultant.

National Telework Week

Governor McDonnell has declared that state government will participate in the first National Telework Week during February 14–18, 2011. National Telework Week is a week-long, nationwide effort to encourage agencies, organizations, and individuals to pledge to telework. It is being hosted by Telework Exchange, a public-private partnership focused on demonstrating the tangible value of telework.

Participating in National Telework Week supports the Commission on Government Reform and Restructuring's recommendation that state government embrace telework. Therefore, although National Telework Week will occur during the 2011 legislative session, Governor McDonnell has requested that the directors of state agencies allow as many state employees as possible to telework at least one day during that week.

The standards prescribed by existing state and agency telework policies should guide agency participation in National Telework Week. DHRM's telework policy and additional resources are available here. Employees that telework during this event must be assigned to positions designated as eligible for telework and must have active telework agreements on file. At the same time, to encourage agency participation, agency management should review the list of positions that are approved for telework and expand it where appropriate.

Telework Exchange has provided the attached flyer that you may use to promote National Telework Week at your agency. Please use the Telework Exchange Pledge-to-Telework site to register your agency as a National Telework Week participating employer. Employees authorized to participate should be directed to this same site to pledge their participation as individuals. After the event, we will measure actual participation against pledge data from Telework Exchange.

If you have questions concerning telework, please contact your assigned AHRS consultant.

Section 508 of the ADA and Web Content Accessibility Guidelines

When the ADA was originally enacted, the Internet was not yet established, so the act was silent regarding website accessibility. Recently, there have been some related lawsuits, and the Department of Justice is considering ADA-related regulations that govern website accessibility. The four areas to be targeted are:

1. "Websites that don't allow users with visual disabilities to change size or font color
2. Websites that require users to respond in a certain amount of time, but don't have an option for a user to ask for more time
3. Websites that don't use captions with their images, such that "screen readers" can't read the information aloud to people who can't see the images, and
4. CAPTCHA's (Completely Automated Public Turing Test to Tell Computers and Humans Apart), that distorted text that some sites require users to fill out, which may be difficult for people with visual impairments to see."

Source: HRMorning.com

Governor Warner decreed in his strategic plan that agencies need to be in compliance with Section 508 of the ADA and with web content accessibility guidelines. Governor Kaine added accessibility to the agency scorecard. *[Example below.]*

Accessibility	Percent of compliance with IT accessibility standards	✓ 90-100%
	Source: *DRS Accessibility Report*	70-89%
		0-69%
		Unavailable

The Department of Rehabilitative Services (DRS) assists agency webmasters in testing agency sites, evaluating their accessibility, and remediating related issues. Seeking the consultation with DRS in advance of and during the developmental phase of training materials is advised. In most cases, remediation is fairly simple and rarely costly. Contact Daniel Ross at daniel.ross@drs.virginia.gov or 804-662-9112.

Department of Human Resource Management
Office of Agency Human Resource Services
101 N 14th Street
Richmond, VA 23219

Phone: 804-225-2131
Fax: 804-371-7401
E-mail: compensation@dhrm.virginia.gov or policy@dhrm.virginia.gov

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.