

Agency Human Resource Services

# AHRS Periodical



Virginia Department of  
**HUMAN RESOURCE**  
MANAGEMENT

## For Managers and Supervisors: Workplace Conflict Consultation Program Offered by the Office of Employment Dispute Resolution at DHRM

Are you looking for ways to improve employee morale, enhance work performance and productivity, and develop the skills necessary to resolve workplace disputes? The Workplace Conflict Consultation Program offered through the Office of Employment Dispute Resolution (EDR) at the Virginia Department of Human Resource Management is an alternative, informal, and confidential resource for Virginia state employees and agency management seeking assistance with the most common types of interpersonal workplace conflicts such as communication, trust, respect, and management/work style difficulties. This program offers four cost-effective early intervention services, including workplace mediation, conflict coaching, one-on-one phone consultations, and several conflict management skill building courses.

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**83%** of mediations result in verbal or written agreement.

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EDR conducts two, three, and four-party workplace mediations free of charge to state agencies. Statewide mediations are conducted by 1-2 of EDR's 46 trained and Virginia Supreme Court certified mediators at an agency's preferred location. This past fiscal year has been especially successful for EDR with 83 percent of the mediations resulting in a verbal or written agreement and 98 percent of past mediation participants rating their overall mediation experience a success.

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## Statewide Pay Action Summary Report for October–December 2014

Reason	All Actions	Salary Changes	Average % Change
Agency Special Rate	272	256	2.48
Change of Duties Salary	285	285	6.58
Competitive Salary Offer	42	42	12.62
Competitive Voluntary Transfer	442	318	10.08
Disciplinary Demotion	4	4	-6.83
Downward Role Change	13	3	1.04
End Temp Pay: Acting Status	83	83	-8.40
End Temp Pay: Additional Duties	38	38	-7.39
End Temp Pay: Special Assgnmnt	7	7	-5.99
Field Change	45	42	7.25
Internal Alignment Salary	567	566	6.00
Lateral Role Change	61	32	7.48
New Knowledge/Skills/Abilities	293	292	7.49
Non-Competitive Voluntry Trans	316	34	10.60
Non-Routine	2614	2613	3.02
Promotion	329	323	16.34
Reassignment	50	.	.
Retention Salary Increase	552	552	6.14
Temp Pay: Additional Duties	81	81	8.46
Temp Pay: Special Assignment	8	8	8.73
Temporary Pay: Acting Status	111	111	9.97
Upward Role Change	165	151	9.38
Voluntary Demotion	37	21	-12.44
Change of Duties Bonus	53	53	5.70
Internal Alignment Bonus	6	6	0.58
New Knowledge/Skills/Abilitie	88	88	3.46
Recognition Award Leave Hours	2282	.	.
Recognition Award Monetary	2263	2263	1.02
Recognition Award Non-Monetar	139	139	0.19
Referral Bonus Pay Out	22	22	0.70
Retention Additional Leave	1	.	.
Retention Bonus	6	6	9.15
Retention Bonus Pay Out	342	342	3.53
Sign-On Additional Leave	12	.	.
Sign-On Advanced Leave	3	.	.
Sign-On Bonus Pay-Out	24	24	2.70
<b>Total Actions</b>	<b>11656</b>	<b>8805</b>	<b>4.04</b>

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For the fourth quarter, there were: 5,625 base salary increases averaging 5.86%; 237 base salary decreases averaging -7.24%; and 2,943 bonus actions, averaging 1.46%.

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.

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*Workplace Conflict Consultation Program—Continued from Page 1*

Conflict coaching is designed to help an employee better understand the way s/he typically responds to workplace conflict. EDR's conflict coach utilizes either the individual or the 360 Conflict Dynamic Profile assessment tool to identify the employee's most problematic areas. The conflict coach then helps the employee create an action plan which outlines goals and sets target dates.

For more complex issues of workplace conflict, EDR will conduct one-hour scheduled confidential phone consultations with a state employee or agency manager to listen carefully to the concerns presented, assist in analyzing the causes of conflict, and develop strategies and resources for addressing and responding to the issues. These consultations are ideal for interpersonal, organizational, evaluative and/or peer relationship workplace conflicts. To schedule a consultation, please contact the EDR AdviceLine at 1(888) 232-3842.

Finally, EDR offers a variety of conflict management skill building courses to provide the skills to properly and more effectively address and manage conflict, including Conflict Management 101, Handling Workplace Conflict Effectively, and Communication Skills. Agencies may request EDR to come to their location to conduct a specific training onsite. Open registration courses are also periodically available.

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*“We now understand how the dynamics were affected by outside forces and are now more open with our communications with each other.”*

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Employees and state agencies are already seeing the positive results of EDR's Workplace Conflict Consultation Program in their workplace. One employee described her experience as extremely helpful in repairing her working relationship with a colleague and stated, “We now understand how the dynamics were affected by outside forces and are now more open with our communications with each other.” Another employee stated that she was “extremely thankful for the solid advice, the kindness, and the feeling of satisfaction knowing I am working toward resolution of my workplace problems.” Another employee noted that “for the first time in a long time, at least 8 months, I was heard by someone else who could offer suggestions to resolve issues.” Likewise, a state agency mediation coordinator affirmed that she really appreciated all that EDR did to “make peace through its incredible program management,” especially given the sensitive nature of the conflict the agency faced.

For more information about EDR's Workplace Conflict Consultation Program, please visit EDR's website at: <http://www.dhrm.virginia.gov/edr>.

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](mailto:compensation@dhrm.virginia.gov) or  
[policy@dhrm.virginia.gov](mailto:policy@dhrm.virginia.gov)

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