

Agency Human Resource Services

AHRS Periodical



Virginia Department of
HUMAN RESOURCE
MANAGEMENT

Performance Management Reminders

The 2014 Performance Management guidance memo and summary checklist are located here: <http://www.dhrm.virginia.gov/agencyhumanresourceservices/compensationmemos>. Please be mindful of the following key dates:

- **November 4, 2014**—Notify your assigned AHRS consultant if you would like for DHRM to enter a default rating of “C” for all unrated employees.
- **November 19, 2014:**
 1. Last day to enter ratings. Contact pam.watson@dhrm.virginia.gov regarding need for extensions.
 2. DHRM will apply the mass “C” update during the evening.
- **November 25, 2014**—DHRM will update PMIS with the 2014 performance ratings during the evening.
- **November 26, 2014 and beyond**—Late or revised ratings must be entered by DHRM. Contact ihelp@dhrm.virginia.gov.

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Statewide Pay Action Summary Report for July – September 2014

Reason	All Actions	Salary Changes	Average % Change
Agency Special Rate	176	173	2.01
Change of Duties Salary	287	287	7.52
Competitive Salary Offer	51	51	13.67
Competitive Voluntary Transfer	585	431	9.67
Disciplinary Demotion	1	1	-16.07
Disciplinary Lateral Transfer	1	1	-33.48
Downward Role Change	18	3	21.00
End Temp Pay: Acting Status	112	112	-8.74
End Temp Pay: Additional Duties	66	66	-7.66
End Temp Pay: Special Assgnmnt	6	6	-5.68
Field Change	61	53	9.55
Internal Alignment Salary	671	668	6.27
Lateral Role Change	111	30	7.29
New Knowledge/Skills/Abilities	383	383	7.97
Non-Competitive Voluntry Trans	226	52	4.13
Non-Routine	89	88	8.88
Performance Demotion	1	1	-5.00
Promotion	425	419	15.40
Reassignment	52		
Retention Salary Increase	170	170	7.59
Temp Pay: Additional Duties	94	81	8.33
Temp Pay: Special Assignment	13	8	6.13
Temporary Pay: Acting Status	122	112	9.64
Upward Role Change	222	182	9.99
Voluntary Demotion	61	46	-12.33
Change of Duties Bonus	26	26	3.04
Internal Alignment Bonus	5	5	2.79
New Knowledge/Skills/Abilities	13	13	3.96
Recognition Award Leave Hours	1821		
Recognition Award Monetary	702	702	0.92
Recognition Award Non-Monetary	159	159	0.16
Referral Bonus Pay Out	33	33	0.71
Retention Additional Leave	1		
Retention Bonus	14	14	2.92
Retention Bonus Pay Out	358	358	2.94
Sign-On Additional Leave	10		
Sign-On Advanced Leave	3		
Sign-On Bonus Pay-Out	19	19	3.87
Total Actions	7168	4753	5.81

For the third quarter, there were: 3,090 base salary increases averaging 9.13%; 343 base salary decreases averaging -7.84%; and 1,329 bonus actions, averaging 1.51%.

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.

For Managers and Supervisors: How “One Size Fits All” Managing Can Damage Your Relationship with Your Team



As a manager, do you find yourself sometimes treating everyone on your team the same in order to ensure “fairness”? If so, your efforts may actually be failing and instead, creating group animosity towards you.

Whoa....you may be thinking “how can that be?” since treating everyone the same means that nobody gets more or less than anyone else. Everything is equal so nobody should have anything about which to complain. Right?

Maybe not. Let’s look at a fairly common scenario: one or two employees on your team need some feedback about something that they did incorrectly like completing a report without a required section. The manager decides to send an email to the whole team telling/reminding everyone that they must include this required section. Better to cover more bases than just those one or two employees, right?

Instead of covering all bases, the employees who have been completing the report correctly worry that they are now doing something incorrectly or get annoyed at feedback that does not apply to them. If this approach is used often, employees may start talking with each other and complaining about the “nit-picking” manager who keeps blaming everyone for everything!

Not exactly the outcome you were probably looking for when deciding to take this approach! So, what happened? You may have inadvertently created a group social identity that resulted in a “us vs. them” situation where you (management) are “them” and the relationship goes from satisfactory to adversarial. How does that happen?

In psychology, researchers have studied how crowds or groups behave when exposed to different situations. What they have learned is that people in crowds or groups have individual identities but also gain a group identity as a member of a group. In essence, people in groups will have two identities – their own and the group identity which is often determined by the goal of the group.

A group identity can be a very good thing – when it is positively oriented and focused on a positive goal or outcome. However, in the scenario described here, the group identity forms in a negative way – it is focused on that terrible manager who can’t seem to give individual feedback and nit-picks about everything! The group bands together in opposition to you, the manager.

So, how do you avoid this potential outcome? Differentiation is key. As a manager, treating employees individually by providing specific feedback to the specific employee(s) that requires the feedback may avoid the negative group bonding that can occur with the blanket emails approach. Treating everyone exactly the same does not allow you to target individual identities and therefore, the group identity can form and take over.

As a manager, here is your challenge: learn how to provide individual coaching to your employees based on their individual identities, needs, strengths, and goals. If you are not sure where to begin, reach out to someone within or outside your organization who can “coach” you to work towards this goal.

If you can master this, you will have much stronger relationships with your employees and a more successful team!

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