

Agency Human Resource Services

# AHRS Periodical



Virginia Department of  
**HUMAN RESOURCE**  
MANAGEMENT



## For Human Resources Strategists and Professionals

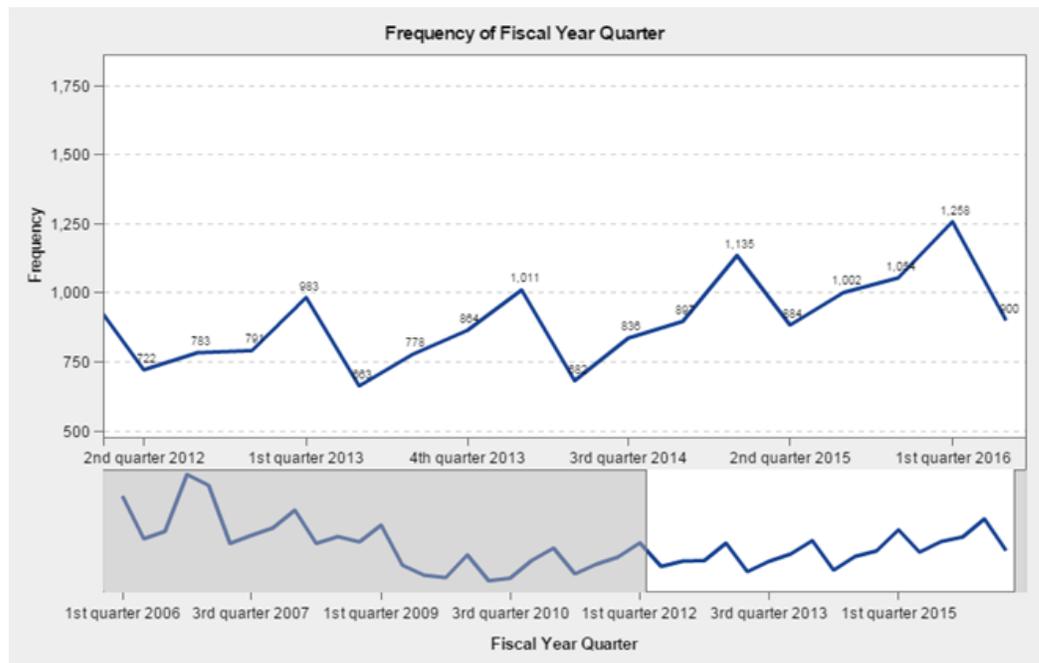
### Voluntary Turnover Increasing in Executive Branch

As agencies evaluate turnover and hiring, there are some data points that can help with identifying workforce strategies. According to the data shown in this graph, Executive Branch “voluntary” turnover has been gradually increasing.

#### Inside this issue:

On Your Radar for HR Strategists & Professionals—Voluntary Turnover Increasing in Executive Branch **1-3**

Statewide Pay Action Summary Report **4**



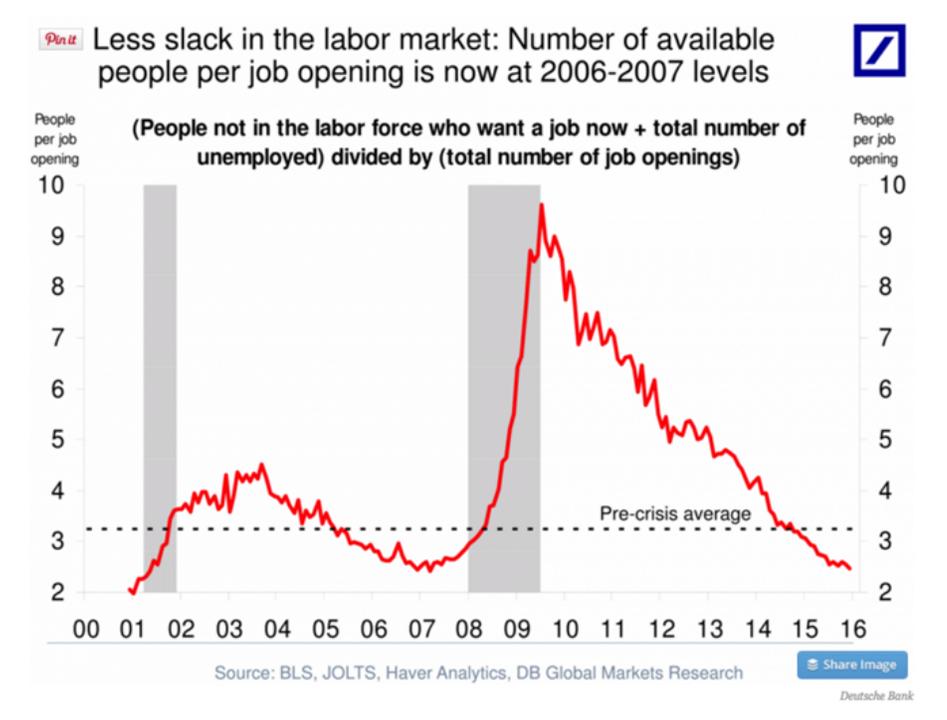
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Continued from Page 1

As noted by [DHI-DFH hiring indicators](#), mean job vacancy fell slightly to 26.4 working days in February with certain occupations such as Financial Services, Health Services, and Education having longer vacancy times. These vacancy levels are approaching pre-recession levels likely indicating that many jobs are becoming more difficult to fill.

Mean Vacancy Duration (Number of Working Days) By Industry and Time Period									
	2001 to 2003	2004 to 2006	2008	2009	2010 to 2012	2013	2014	2015	Jan.-Feb. 2016
Resources	12.0	14.0	18.1	13.5	18.7	17.3	22.5	16.5	17.7
Construction	7.9	8.8	7.3	4.3	6.1	9.5	10.9	11.5	13.3
Manufacturing	17.4	20.9	21.6	13.8	23.4	28.4	29.2	30.6	30.7
Wholesale and Retail Trade	14.2	15.8	15.5	13.1	15.9	19.8	18.6	20.6	21.0
Warehouse, Trans. & Utilities	18.6	17.0	20.6	11.3	18.2	22.5	23.8	28.0	28.4
Information	25.8	36.0	34.5	23.4	40.8	36.6	36.6	35.3	32.4
Financial Services	28.0	32.1	27.6	25.7	33.3	36.2	37.2	43.0	42.2
Professional and Business Services	18.3	19.9	21.3	16.6	18.8	19.6	21.9	26.5	25.9
Education	21.3	25.0	22.0	18.5	21.1	23.8	26.6	31.1	35.1
Health Services	39.1	35.8	36.4	29.8	33.5	34.6	38.4	45.0	48.6
Leisure and Hospitality	13.7	14.8	14.9	10.4	13.3	16.6	19.3	19.7	19.2
Other Services	22.5	18.6	25.2	16.9	18.9	20.0	20.8	21.9	29.6
Government	33.2	30.7	35.7	32.2	33.0	35.9	37.7	38.0	36.1
Non-Farm	19.3	20.0	21.1	16.6	20.0	22.5	24.1	26.8	27.1

Labor market slack is decreasing meaning that generally, there are fewer people available per job opening as demonstrated in the graph below.



*Continued from Page 2*

So, what does this data mean for HR professionals?

Agency recruiting efforts may be becoming more difficult. Also, employee retention may be growing more challenging as employees find more success in locating and securing new opportunities.

As part of your workforce planning efforts, this is a great time to review your recruiting and retention data overall, by role, by location, by function, etc. to understand exactly what and where the challenges are. This may include recruiting metrics such as time to fill, declined offers, negotiated offers, and other relevant data. Retention metrics such as overall turnover, turnover segmented by geography, role, years of service, and exit survey feedback may also be informative.

Then, HR and agency leadership can begin identifying strategies for addressing higher risk challenges. These strategies may include identifying targeted recruitment pools and recruitment approaches for certain types of functions; identifying retention approaches such as development, workplace flexibility, and other possible retention methods; and using succession management efforts not just for potential retirement situations but also for high risk turnover situations.

Remember that there is not a “one-size-fits-all” solution that works across agencies or even across agency departments. Using the data to start understanding your workforce is a great first step which can then lead you to focus on targeted solutions. For recruiting and retention, it is the total rewards package that you can create that will determine success.

## Statewide Pay Action Summary Report for January–March 2016

Reason	All Actions	Salary Changes	Average % Change
Agency Non-Routine	1	1	-3.13
Agency Special Rate	282	282	0.73
Change of Duties Salary	249	248	7.17
Competitive Salary Offer	44	44	12.70
Competitive Voluntary Transfer	600	485	9.04
Disciplinary Demotion	4	4	-11.04
Downward Role Change	24	4	-3.75
End Temp Pay: Acting Status	75	75	-8.81
End Temp Pay: Additional Duties	89	89	-7.88
End Temp Pay: Special Assignment	20	20	-1.86
Field Change	21	20	2.65
Internal Alignment Salary	635	635	6.13
Lateral Role Change	88	35	7.65
New Knowledge/Skills/Abilities	305	305	6.87
Non-Competitive Voluntary Trans	239	60	-0.58
Non-Routine	79	77	11.69
Perf Reduction Salary/Duties	1	1	-5.00
Performance Demotion	4	4	-8.81
Promotion	562	547	14.89
Reassignment	175	1	-15.80
Retention Salary Increase	309	309	6.92
Return To Level	1	1	-32.10
Temp Pay: Additional Duties	115	107	8.85
Temp Pay: Special Assignment	40	39	3.14
Temporary Pay: Acting Status	111	107	8.96
Upward Role Change	177	139	10.86
Voluntary Demotion	59	42	-10.38
Change of Duties Bonus	21	21	2.82
Internal Alignment Bonus	4	4	3.52
New Knowledge/Skills/Abilities	24	24	2.89
Recognition Award Leave Hours	1732	.	.
Recognition Award Monetary	1301	1301	0.59
Recognition Award Non-Monetary	90	90	0.13
Referral Bonus Pay Out	20	20	0.66
Retention Additional Leave	1	.	.
Retention Bonus	29	29	2.72
Retention Bonus Pay Out	210	210	4.14
Sign-On Additional Leave	18	.	.
Sign-On Bonus Pay-Out	30	29	4.48
Suggestion Award Monetary	1	1	2.77
<b>Totals</b>	<b>7790</b>	<b>5410</b>	<b>5.17</b>

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*For the first quarter, there were: 3,264 base salary increases averaging 8.88%; 421 base salary decreases averaging -7.23%; and 1,729 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.*

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## Agency Human Resource Services

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



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