

Service Area Plan

Department of Human Resource Management

Agency Human Resource Services (70401)

Service Area Background Information

Service Area Description

This statutorily mandated service area is responsible for human resource management consulting; human resource program development and administration; compensation management consulting and technical assistance; policy analysis, development and interpretation; workforce planning; recruitment services; on-site HR services to agencies without HR staff; salary administration and planning; employee outreach services; human resource information system liaison; legislative studies; and related communication and training. This unit also administers the centralized Employee Suggestion Program, operates a Career Center, and offers assistance to agencies in performance management.

Service Area Alignment to Missio

This unit provides consultation, advice, and guidance to agencies in the management of their human resource programs.

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Service Area Statutory Authority

§ 2.2-1202 - Annual Salary Survey- Review annually to determine where discrepancies in compensation exist between the public and private sector and report to the Governor and General Assembly by December 15.

§ 2.2-1201(7) - Application Form - □Design and utilize an application form, which also includes information on prior volunteer work performed by applicant.

§2.2-2817.1 amended Chapter 421 (05) - Alternate work schedules- □Requires each agency to develop policy on alternate work schedules and telecommuting, identifying employees eligible to participate, and broad categories of employees ineligible to participate with justification, setting annual percentage targets of eligible employees of at least 25% by 7/1/09. Requires each agency to report annually to SOA/DHRM on status and efficiency of telecommuting and participation in alternate work schedules, including specific budget requests for information technology, software, or other equipment needed to increase opportunities for telecommuting and participation in alternate work locations.

§ 2.2-1201(1) - Classification- Make recommendations to Governor regarding establishment and maintenance of classification plan for service of the Commonwealth, and recommend amendments as necessary.

§ 2.2-1201(2) - Compensation- Make recommendations to Governor regarding the establishment and administration of compensation plan for all employees, and recommend amendments as necessary.

§2.2-1201.1 - Criminal Background Checks- Develop a statewide policy on criminal background checks for sensitive positions.

§ 2.2-1201(11) - Disciplinary Actions- Establish and administer regulations relating to disciplinary actions; no suspension without pay for more than 10 days of any state employee under investigation without a hearing by level of supervision above the employee's immediate supervisor or agency head.

§ 2.2-4117□- Dispute Resolution- Requires adoption of a written policy to encourage use of dispute resolution proceedings.

§ 2.2-1201(4) - Employee-Management Relations- Establish and direct employee-management relations program designed to improve communications between employees and agencies

§ 2.2-1201(12) Amended - Chapter 386 (05) - Employee Suggestion Program - Adopt and implement centralized reward and recognition program for employees whose proposed cost savings or process improvements are implemented, including requirements for notification of receipt within 30 days and determination of the feasibility of the proposal within 60 days of receipt.

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§ 2.2-2902.1. - Employees – right to contact elected officials □Requires revision to state HR policy to specifically address the rights of state employees to contact elected officials to express concerns.

§ 2.2-1201(14-15)- □Employment Level Annual Report - Submit annual report to members of the General Assembly by September 30th showing employment levels, changes, and terminations.

§ 2.2-1201(9) - Evaluation of Personnel Activities- Establish and administer a program of evaluation of effectiveness of performance of the personnel activities of the agencies.

29 U.S.C.§§ Chapters 8,9; Executive Order 27 (02) - Fair Labor Standards Act (FLSA) - Establishes minimum wage, overtime, record keeping, child labor, and equal pay standards.

29 U.S.C. 2611(et seq.) - Family & Medical Leave Act (FMLA) - Comply with requirements of federal law to provide up to 12 weeks of unpaid, job-protected leave to eligible employees for certain specified family and medical reasons, to maintain employees' health insurance during the period of leave under FMLA, and to return employees to their same or equivalent position upon their return from FMLA leave.

2003 App Act Item 83 - Human Resource Service Bureau -□Requires DHRM to operate a human resource service center to support the human resource needs of agencies identified by the Secretary of Administration.

Executive Order 44 (03); 2003 App Act Item 512.Q□ - Military leave - Supporting State Employees Called to Active Duty - Requires DHRM to issue a policy establishing supplemental pay for classified state employees called to active duty military service in the Armed Forces of the US.

§ 2.2-1201(5) - Performance Evaluation - Establish and administer a system of performance evaluation for all state employees, based on quality of service rendered, related where practicable to specific standards of performance.

§ 2.2-1201(3) - Personnel Information System - Design and maintain personnel information system.

§ 2.2-1201(13) - Personnel Policies - Develop, disseminate and interpret state personnel policies and procedures to all agencies covered by the Virginia Personnel Act. Authority to establish and interpret personnel policies and procedures, and to assure full compliance with such policies. Has no authority over state grievance procedures.

§ 42.1-86.1 to § 42.1- 88 -□Records Management - Requires agency to maintain a retention and disposition schedule of public documents approved by the Librarian of Virginia.

Executive Order 9 (02) - Recruitment; Hiring Guidelines - Requires all Cabinet Secretaries and Agency Heads to adhere to hiring policies and procedures to manage employment without adversely affecting essential services.

Executive Order 73 (01) - Recruitment; Position Advertising - Expands use of the Internet for the Commonwealth Recruitment and Position Advertising.

§ 2.2-1201(6) - Recruitment; Re-employment Opportunities Pool - Establish and administer a system of recruitment designed to attract high quality employees to service of the Commonwealth.

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Appropriations Act Item 85.F. - Study Executive Compensation - Requires DHRM to review the compensation of agency heads, cabinet secretaries and deputy cabinet secretaries, with report due October 1, 2005.

HD 8 (05) Study - Community Service Workers - Interim Report on the Status, Impact, and Utilization of Community Health Workers - Requires DHRM, James Madison University and the Community Health Worker (CHW) Study Resolution Committee to review the Direct Services Career Group Description to ensure that CHWs are appropriately identified as a health care support occupation and defined in accordance with the Committee's findings.

2005 Appropriations Act Item 427B.1. - Study - Forensic Scientists - Requires the Directors of Forensic Science and DHRM to prepare a report and plan by June 1, 2005 for the expenditure of \$1million to address salary compression and starting salaries of Forensic Scientists.

2005 Appropriations Act Item 427B.2. - Study - Forensic Scientists - Requires the Directors of Forensic Science and DHRM to prepare a report by October 1, 2005 on DFS efforts to recruit forensic scientists to fill the positions authorized during the 2005 GA Session, including the fill rate for the new positions and issues that limit the ability to recruit and retain forensic scientists.

HJ103 (04) - Study - Impact of aging population for state agency services. Requires DHMR to consult with JLARC to study the impact of Virginia's aging population on the demand and cost of state agency services, policies and program management.

2005 Appropriations Act Item 85.E - Study - Social Services - Requires DHRM to assist DSS in a review of its classified employees located in the Northern Virginia pay area to determine if salary adjustments are needed for recruitment and retention.

§ 22.1-289.1 - Teacher Salary Survey - Review biannually to determine if teachers are paid at a competitive rate and report to Governor, General Assembly and Board of Education by June 1 of odd numbered years.

2005 Appropriations Act Item 445.D.2. - Technical Assistance - Departments of Juvenile Justice and Correctional Education - Requires DHRM to provide assistance to DJJ and DCE in addressing issues related to the state work force affected by the closure of Barrett Juvenile Correctional Center and the expansion of Culpeper Juvenile Correctional Center.

29 U.S.C. § 206 - The Equal Pay Act of 1963 - Prohibits differentiation in pay for equal work based on gender.

29 U.S.C. § 1607.18 - Uniform Guidelines on Employee Selection Procedures - Requires employers to determine whether tangible employment practices result in disparate impact against minorities and women, and to take affirmative corrective action if found.

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CHAPTER 413§ 2.2-2903 amended (05) - Veterans Preference - Requires that "additional consideration" shall be given to veterans who have a service-connected disability rating fixed by the United States Veterans Administration.

Executive Order 40 (02) - Veteran Services - Identify opportunities for improving services to veterans and implement appropriate changes, with a report on progress due to the SOA by June 30, 2003.

Chapter 0004(2004 App. Act) Item 463F.1.Item 463F.2. - VITA- Requires DHRM to conduct a timely review of all compensation actions for VITA employees to ensure proper application of classification and compensation policies/procedures and report to VITA within five days of completion, and a report to the VITA Investment

Service Area Customer Base

Customer(s)	Served	Potential
Federal Government Agencies	2	10
General Assembly	25	140
General Public	100	3,563,770
Governor, Cabinet, & staff	1	1
Judicial branch	4	7
Legislative branch agencies	5	7
Local Governments	25	960
Other states	35	49
Private Sector	25	270,000
State Agencies	150	180
State Employees	72,000	140,785

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Service Area Products and Service

- Provide HR Management Consulting
 - Consulting to agencies' HR staff, agencies' management, cabinet officials
 - Classification and compensation management
 - HR policy guidance, assistance, and administration
 - Infrastructure management:
 - HR Management Manual
 - Development/application of compensation tools
 - Career group descriptions and career guides
 - Salary reference data and surveys
 - Organizational design
- Operate agency HR Service Center
 - Provide HR services to agency management in small agencies
 - Provide HR services to employees in small agencies
- Provide HR Policy Analysis and Development
 - Research, revise, and develop policies
 - Monitor interpretations and provide technical assistance
 - Coordinate policy exceptions
 - Compliance with federal and state laws and guidelines
 - Maintain HR Policy Manual, Employee Handbook, Agency Head Handbook
- Manage Workforce Planning
 - Provide data management and reporting
 - Develop and maintain workforce demographics
- Provide overall guidance to the statewide Recruitment Program
 - Recruitment Program Services:
 - Virginia Jobs and RECRUIT
 - Manage the DHRM Career Center
 - Develop and manage re-employment of employees (Re-Op Pool)
 - Provide Veterans' Outreach services
- Manage centralized Employee Suggestion Program (ESP)
- Conduct Salary administration
 - Maintain the Salary structure
 - Manage Salary reference data/salary surveys
- Provide HR system guidance and operational support
 - System liaison
 - Assistance to agencies
 - Data entry corrections
- Provide FLSA guidance and advice
- Operate a Resource Center that provides information, reference material and related assistance to agencies
- Prepare studies, reports, research papers, and legislative impact statements
- Conduct program evaluation
- Prepare and distribute related communication and training

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Factors Impacting Service Area Products and Services

Needs and expectations of customers are the primary factors impacting services. Expectations remain at a high level even though staff resources have diminished over time. There is little back-up staff for key personnel and no extra staff available to train as back-ups or as replacements. The proper level of operation of the centralized Employee Suggestion Program (ESP) requires a full-time staff member that has not been funded.

Anticipated Changes To Service Area Products and Service

As mandates are added or modified, or customers revise their expectations, changes to service area products will be modified. As examples, continued increases in program responsibilities for the ESP reinforces the need for proper staffing to efficiently and effectively operate the program. Also, there are increasing expectations for service bureau operations among agencies being served, so that additional staffing will be needed to address expectations. Finally, expectations associated with workforce planning are anticipated to increase as the importance of this function continues to receive attention.

Service Area Human Resources Summary

Service Area Human Resources Overview

The service unit is primarily staffed with professionals; there is limited administrative support staff. Staff is highly experienced and continues to adapt to changing requirements and expectations. Occasionally, staff is augmented with wage employees for specific projects.

Service Area Full-Time Equivalent (FTE) Position Summary

Effective Date:	07/01/2005
Total Authorized Position level	15
Vacant Positions	1
Non-Classified (Filled).....	0
Full-Time Classified (Filled)	0
Part-Time Classified (Filled)	0
Faculty (Filled)	0
Wage	0
Contract Employees	0
Total Human Resource Level	0

Factors Impacting Service Area Human Resources

Average age of staff continues to increase; resources for training are limited.

Anticipated Changes in Service Area Human Resources

Over next several years, significant number of staff could retire. This will necessitate costs to recruit to replace staff, or require a readjustment/realignment of products, services, and expectations.

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Service Area Financial Summar

	<u>Fiscal Year 2007</u>		<u>Fiscal Year 2008</u>	
	General Fund	Nongeneral Fund	General Fund	Nongeneral Fund
Base Budget	\$1,107,212	\$0	\$1,107,212	\$0
Changes To Base	\$25,567	\$0	\$25,567	\$0
SERVICE AREA TOTAL	\$1,132,779	\$0	\$1,132,779	\$0

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Service Area Objectives, Measures, and Strategies

Objective 70401.01

Provide a high level of service to customers in the areas of HR consulting, compensation management, HR policy, workforce planning, and recruitment and retention related activities.

This objective focuses on the primary responsibilities of the service area to provide consultation, assistance, and guidance to customers in human resource and related areas. This objective aligns with numerous mandates that the service area has as well as the agency's primary mission and goals, the Management Scorecard, and the Council on Virginia's Future. Primary Mandates include: 2.2-1202; 2.2-1201 (1) (2) (3) (4) (5) (6) (9) (11) (12) (13) (14) (15).

This Objective Has The Following Measure(s):

- **Measure 70401.01.01**

Agency Human Resource Services customer satisfaction

Measure Type: Outcome **Measure Frequency:** Annually

Measure Baseline: Customer satisfaction level of 4.5 on a 6 point scale

Measure Target: Customer satisfaction level of 5.0 or higher on a 6 point scale

Measure Source and Calculation:

Customer Satisfaction Surveys (Client Evaluations).

Objective 70401.01 Has the Following Strategies:

- -Provide required level of support and resources for AHRS staff to accomplish the objective.
- -Continually assess effectiveness of advice/counsel through established measures and other forms of formal or informal feedback.
- -Respond to customer service requests by: 1) acknowledging within 2 days of receipt and 2) by responding within agreed upon timeframe
- -Accomplish requirements of each statutory mandate.

Objective 70401.02

Improve the efficiency and effectiveness of state employee recruitment by automating the process and provide for centralized reporting.

This objective provides for a recruit management system (RMS) for use by agencies and to provide a means of central reporting. This system will include the following features: job requisition, on-line employment application, applicant tracking, EEO and other reporting capabilities. This objective aligns with mandates and the Department's overall mission and goals. Primary mandates are: 2.2-1201(6)(7); and Executive Order 9(02).

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This Objective Has The Following Measure(s):

- **Measure 70401.02.01**

Implementation of a Recruit Management System

Measure Type: Output **Measure Frequency:** Annually

Measure Baseline: Pilot implemented December 2005

Measure Target: System implemented by June 30, 2006

Measure Source and Calculation:

Whether implementation requirements met

- **Measure 70401.02.02**

Recruit Management System Customer Satisfaction

Measure Type: Outcome **Measure Frequency:** Annually

Measure Baseline: Customer satisfaction level of 4.5 on a scale 6 point scale

Measure Target: Customer satisfaction level of 5.0 or higher on a 6 point scale

Measure Source and Calculation:

Customer satisfaction survey or similar means to provide feedback on effectiveness of the system

Objective 70401.02 Has the Following Strategies:

- -□ Select vendor and product that best meets RFP requirements.
- □ Implement system within prescribed timeframes (December 2005).
- -□ Make adjustments as required to address issues.
- -□ Assess customer satisfaction with the system on a regular basis.

Objective 70401.03

Review and assess total compensation package provided to state employees in order to attract and retain a qualified workforce.

This objective provides for preparation of a report and recommendations to address the leave benefits provided to employees and for the implementation of approved recommendations. In addition, this objective also provides for a review of the methodology used in the current job structure. It will include an evaluation and assessment of the various issues that have arisen since the structure was implemented as a part of Compensation Reform in 2000. This objective aligns with mandates (2.2-1201(13) and the Department's overall mission and goals.

This Objective Supports the Following Agency Goals:

- Provide statewide leadership in all areas of human resources management and address continuously changing management needs of state agencies throughout the Commonwealth.
- Provide timely, accurate, and consistent human resource information utilizing cost effective delivery channels.

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- Develop and implement a statewide workforce planning program to forecast human resource trends and to assist agency management in addressing their human resource needs.

This Objective Has The Following Measure(s):

- **Measure 70401.03.01**

Conduct market study for state employee compensation and make appropriate recommendations.

Measure Type: Output **Measure Frequency:** Annually

Measure Baseline: Recommendations made by November 1st each year

Measure Target: Recommendations made by November 1, 2006

Measure Source and Calculation:

Whether report completed on time

- **Measure 70401.03.02**

Revise the leave benefits pursuant to the 2005 Leave Study.

Measure Type: Output **Measure Frequency:** Annually

Measure Baseline: Revisions to begin in 2006

Measure Target: Revisions completed by June 30, 2006

Measure Source and Calculation:

Whether implementation completed within prescribed timeframe.

- **Measure 70401.03.03**

Review and recommend adjustments as appropriate to the current job structure methodology

Measure Type: Output **Measure Frequency:**

Measure Baseline: Review in progress during 2006

Measure Target: Recommendations made by October 1, 2006

Measure Source and Calculation:

Recommendations made within prescribed timeframe

- **Measure 70401.03.04**

Study the feasibility of a cafeteria plan for state employee benefits

Measure Type: Output **Measure Frequency:**

Measure Baseline: Study in progress in 2006

Measure Target: Study completed by June 30, 2007

Measure Source and Calculation:

Completion of study.

Objective 70401.03 Has the Following Strategies:

- Complete report within prescribed timeframes.
- Develop and provide additional information as needed.
- Develop appropriate implementation strategies as required.
- Implement report recommendations as directed and within prescribed timeframes.