Volume 1, Issue 40 July 2011

Agency Human Resource Services

AHRS Periodical

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Leave Simplification—Ripe for Reform

Leave Program Administration – three words that are certain to create a range of emotions for the state's Human Resources community! These emotions often range from complete frustration to feelings of "I've finally figured it out.....I think."

AHRS knows that the administration of the state's Leave Program is complicated and often cumbersome for agency Human Resource staff. With seventeen categories of leave, it is often difficult to manage leave usage and accurately record leave usage. And, when you add in the fact that this process is often a manual, paper-based process, the complexity of keeping up with leave administration can almost be overwhelming!

AHRS has been working on some key opportunities to improve Leave Program Administration. When identifying opportunities for simplification, there are two key components to consider. One key component is automation. Replacing the slower, paper-based process with an automated, real-time process can help to simplify the administration of leave usage, balances, and reporting for HR, managers and employees. DHRM continues to work on the opportunity to create an enterprise-wide Time, Attendance, and Leave automated database to eliminate the need for paper-based leave tracking.

The second key component is simplification of Leave Program design. Automation is a key component, but automation will only be able to carry the simplification of seventeen leave categories and the added complexity of specific leave category rules so far. So, DHRM has also actively been evaluating opportunities to simplify the design of the existing Leave Program.

In December, Governor McDonnell's Commission on Government Reform and Restructuring included in their final report a recommendation to identify opportunities to simplify the state's Leave Program. Specifically, the Commission recommended that "*the employee leave program should be reformed and simplified to reduce current multiple layers in order to make it more consistent and manageable*." The Commission recognized that the complexity of our current design creates inefficiencies and results in several indirect costs in addition to direct costs.

As a result of the Reform Commission's recommendation, AHRS has been proceeding with activities to evaluate opportunities for simplification. Key advisory and work groups have been established to provide feedback and guidance in identifying key areas for simplification. Specific activities to date include:

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Leave Simplification—Ripe for Reform (continued from Page 1)

- Leave Employee Advisory Group (LEAG) – the employee advisory group consists of 24 employees representing various agencies, including several employees who volunteered through VGEA. The group has formally met twice to provide feedback, and subgroups have been formed to identify and present simplification design elements.
- HR/Legislative/Administration Advisory Group – this group consists of the Secretary of Administration, Governor's Office Reform Commission liaison, key Legislative Finance Committee staff, DOA and DPB representation, and representation from HR Directors. This group has met to review key information and employee feedback.
- Both groups met together on July 26 to review and discuss key design elements.

Much work still needs to occur over the coming months. However, based upon the work completed so far, these groups are considering consolidation of leave categories as a key component to the Reform Commission's recommendation and a key component to creating a simplified design to be automated in a leave database as noted above.

AHRS will provide the HR community with updates and opportunities for feedback as the project moves along. We thank you in advance for your support and feedback as we move forward. In the end, the goal is simplification of administration, and we know that with the efforts of the groups involved, we will find ways to eliminate the frustration experienced by employees, managers, and human resource staff in trying to maneuver and administer our existing program!

RMS Records

Since the implementation of the RMS in July 2006, agencies that accepted online applications were not required to retain paper copies of state applications and other employment documents (resumes, cover letters, transcripts, etc.) that have been submitted by applicants online through the RMS. All documents collected through the RMS are retained according to *Hiring Policy 2.10,* which requires records to be maintained confidentially for a period of at least three years from the date the position is filled. Agencies are required to maintain paper copies of any recruitment and selection documentation (screening and interview criteria, interview notes, etc.) that is not maintained in the RMS.

Agencies that accept paper applications must retain paper copies of all state applications, employment documents, and recruitment and selection documentation according to *Hiring Policy 2.10.*

Please direct questions regarding RMS Records to Pat Waller.

Sub-bands

The classified salary structure has been unchanged since November 2007. The stress that this fact places on hiring salaries raises the importance of identifying appropriate salary ranges for individual positions or groups of positions based on occupational or other defined criteria. Using Sub-bands, or pay zones within Pay Bands, offers a simple and effective way to manage salaries and improves documentation and consistency.

Agencies are encouraged to use Sub-bands in their salary administration. Sub-bands provide opportunities to:

- manage levels of expertise;
- manage salary alignment and compression;
- improve consistency, documentation, and legal defensibility of compensation decisions;
- document anchors to relevant labor markets;
- provide management information; and
- control costs.

To support these objectives, DHRM has created a new PMIS transaction allowing agencies to enter Sub-bands within Pay Bands. Agencies can now use PSP111 to manage Sub-bands for individual positions or groups of positions.

Sub-bands established using the new PSP111 transaction will update automatically if and when any future adjustments to the Pay Band structure are approved. There is no limit on the number of Sub-bands that may be established within an agency or Pay Band. Within a Pay Band, Sub-bands may overlap or not overlap, according to agency need. Agencies may adjust Sub-band ranges when the need arises.

Parent agencies with sub-agencies can apply a Sub-band range at the parent agency level to all positions with a particular SOC Code or Role Code within all of their sub-agencies. The use of SOC Codes with extensions can help agencies identify groups of employees who may be assigned the same Role and SOC Codes but whose positions are assigned to different Sub-bands.

Agencies should contact their assigned AHRS consultants for assistance.

Statewide Pay Action Summary Report for April — June 2011

Reason	All Actions	Salary Changes	Average % Change
Agency Special Rate	274	272	0.86
Change of Duties Salary	284	280	7.69
Competitive Salary Offer	41	41	11.98
Competitive Voluntary Transfer	527	370	8.69
Disciplinary Demotion	3	3	-6.67
Downward Role Change	9		
End Temp Pay: Acting Status	102	102	-7.10
End Temp Pay: Addtional Duties	90	90	-6.73
End Temp Pay: Special Assgnmnt	26	26	-8.13
Exceptional Promotion	15	15	19.73
Field Change	4	2	11.79
Internal Alignment Salary	717	717	5.68
Lateral Role Change	201	35	9.58
New Knowledge/Skills/Abilities	314	314	6.75
Non-Competitive Voluntry Trans	198	48	1.71
Non-Routine	120	101	5.68
Promotion	373	370	15.49
Reassignment	113	5	-4.88
Retention Salary Increase	348	348	5.87
Temp Pay: Additional Duties	106	105	5.60
Temp Pay: Special Assignment	21	21	2.01
Temporary Pay: Acting Status	117	114	8.64
Upward Role Change	137	104	9.25
Voluntary Demotion	56	29	-11.50
Change of Duties Bonus	36	36	3.14
New Knowledge/Skills/Abilities	288	288	2.33
Project Bonus Pay Out	36	36	2.90
Recognition Award Leave Hours	9878		
Recognition Award Monetary	1260	1260	1.16
Recognition Award Non-Monetary	145	145	0.16
Referral Bonus Pay Out	11	11	0.65
Retention Additional Leave	2		
Retention Bonus	7	7	8.26
Sign-On Additional Leave	15		
Sign-On Advanced Leave	2		
Sign-On Bonus Pay-Out	39	39	2.46
Total Actions	**15915**	**5334**	**4.60**

For the second quarter, there were 3,188 base salary increases averaging 7.73%; 335 base salary decreases averaging –7.83%; and 1,822 bonus actions, averaging 1.39%.

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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