



# Human Resource Training Reference Guide

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*Executive Branch  
Agency Directors*

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Department of Human Resource  
Management 

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Human Resource Training Reference Guide  
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**DHRM Contacts and Services**     [www.dhrm.virginia.gov](http://www.dhrm.virginia.gov)

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## Human Resource Management Authority & Responsibilities

The Virginia Department of Human Resource Management is the central human resource agency for state government, dedicated to providing a broad range of leadership, central services, and guidance to the Commonwealth and its stakeholders. Individual personnel actions including hiring, employee classification and compensation, benefits administration, and performance management are decentralized to agencies as set forth by state policy.

<b>Governor</b>	<a href="#">§ 2.2-103 B</a> of Code of Virginia: The Governor shall be the Chief Personnel Officer of the Commonwealth. He shall direct the execution of <a href="#">§ 2.2-2900</a> , the Virginia Personnel Act.
<b>Chief of Staff</b>	Normally delegated specific authority as Deputy Chief Personnel Officer by Executive Order.
<b>Cabinet Secretaries</b>	Hold agency heads accountable for their administrative, human resources, fiscal and program actions in the conduct of the respective powers and duties of the agencies.
<b>Director, Department of Human Resource Management</b>	Design and maintain a statewide human resource program and infrastructure that supports the operational needs of the Governor, his Cabinet, state agencies, and the General Assembly. <ul style="list-style-type: none"> <li>• Policy</li> <li>• Employment</li> <li>• Compensation and Salary Administration</li> <li>• Workforce Planning and Talent Management</li> <li>• Performance Management</li> <li>• Organizational Design</li> <li>• Program Evaluation</li> <li>• Employee Benefits</li> <li>• Employee Relations</li> <li>• Equal Employment and Dispute Resolution</li> <li>• Shared Services</li> <li>• Workers' Compensation</li> <li>• Central Technology Systems</li> <li>• Employee Programs</li> </ul>
<b>Executive Branch Agency Heads</b>	The Virginia Personnel Act specifies that the heads of all state agencies shall be the hiring authorities of their respective agencies and shall establish methods of personnel administration within their agencies consistent with state policy. Agency heads, or their designees, are responsible for all human resource actions affecting their agencies.
<b>Human Resource Directors</b>	Agency Heads typically delegate responsibility for the HR program to their human resource officer, who plans, develops, implements, and evaluates HR programs and policies that support the agency's mission and that comply with state and agency policy and employment law.



## Categories of Employment

The terms and conditions of state employment vary depending on the category or type of employment. Tenure of employment, compensation, benefits, access to the grievance procedure, eligibility for layoff and severance benefits, and certain other employment conditions and actions are specific to the employee’s type of employment. Changes from one category to another can involve certain consequences. [Types of Employment Policy](#)

Employment Category	Description
<b>Salaried Employee</b>	An employee whose pay is represented as an amount earned per year. Salaried employees must occupy at least 50%, but no more than 100%, of a full-time equivalent position. Salaried employees are eligible for state benefits. <ul style="list-style-type: none"> <li>• Classified</li> <li>• Faculty</li> <li>• Judicial, Legislative, and Independent agency employees</li> <li>• Gubernatorial Appointees</li> </ul>
<b>Classified Employee</b>	Conditions of employment are subject to the Virginia Personnel Act. <ul style="list-style-type: none"> <li>• Covered by State Human Resource Policy.</li> <li>• May be Full-time, Part-time, or Quasi-Full-Time. (Q Status)</li> </ul>
<b>Faculty</b>	Conditions of Employment Subject to Employment Contracts. <ul style="list-style-type: none"> <li>• Teaching, Research, and Administrative/Professional Faculty.</li> <li>• Covered by certain individual State Human Resource Policies.</li> </ul>
<b>Gubernatorial Appointees</b>	Employees are At-Will and serve at the pleasure of the Governor. <ul style="list-style-type: none"> <li>• May be Salaried or Wage.</li> <li>• Covered by At-Will and certain individual State Human Resource Policies.</li> </ul>
<b>Probationary Employee</b>	The 12 month period following hire or re-hire into a classified position. <ul style="list-style-type: none"> <li>• Employee may be terminated without access to the State Grievance Procedure.</li> <li>• Employees not suited for the job should be terminated or allowed to resign.</li> </ul>
<b>Wage Employee</b>	An employee who receives pay for hours worked rather than a fixed salary. <ul style="list-style-type: none"> <li>• Often referred to as hourly or “P-14” employees.</li> <li>• Covered by certain individual State Human Resource Policies.</li> <li>• Serve at the pleasure of the hiring authority.</li> </ul>
<b>Non-Restricted Position</b>	A position funded by sources considered to be continuous or recurring. <ul style="list-style-type: none"> <li>• Employee may be classified or non-classified.</li> </ul>
<b>Restricted Position</b>	Classified position with at least 10% of its funding from non-continuous or non-recurring funding sources. <ul style="list-style-type: none"> <li>• Grants, donations, contracts, capital outlay projects, or higher education auxiliary enterprise revenues.</li> <li>• Employee is normally classified.</li> </ul>
<b>Contractors – Non Employee</b>	Any person employed through an agency contract. <ul style="list-style-type: none"> <li>• Independent Contractor.</li> <li>• May be employed by a contractor or subcontractor.</li> <li>• Temporary Worker from Employment Agency.</li> </ul>



## Hiring & Interviews

It is the policy of the Commonwealth to prohibit discrimination on the basis of race, sex, color, national origin, religion, age, veteran status, political affiliation, genetics, sexual orientation, gender identity or expression, or disability in the recruitment, selection and hiring of its workforce. Individual personnel actions including hiring, employee classification and compensation, benefits administration, and performance management are decentralized to agencies as set forth by state policy. [Hiring Policy](#)

General Guidelines	Questions
Permissible Questions	Only ask questions that are job related and needed to assess knowledge, skills, and abilities to perform the job.
Non-Permissible Questions	Do not ask questions that are discriminatory in nature and that are not job-related.
Specific Topic	Questions
Race	Never ask.
Color	Never ask.
National Origin	Never ask.
Gender	Never ask: <ul style="list-style-type: none"> <li>Do not ask questions about marital status, number of children, or child care arrangements.</li> <li>Unlawful to deny someone a job because she is pregnant or planning to have children.</li> <li>Do not ask questions about sexual orientation, gender identity, or expression.</li> </ul> May ask: <ul style="list-style-type: none"> <li>What hours are you available to work?</li> <li>Are you available to work weekends and holidays?</li> </ul>
Religion	Never ask.
Age	Never ask.
Disability	Never ask: <ul style="list-style-type: none"> <li>Do not ask whether the person has a disability.</li> </ul> May ask: <ul style="list-style-type: none"> <li>Are you able to perform the duties of this job?</li> </ul>
Political Affiliation	Never ask: <ul style="list-style-type: none"> <li>Do not ask what political party to which the person belongs.</li> </ul> May ask: <ul style="list-style-type: none"> <li>Can you support the policies and programs we plan to implement?</li> </ul>
Veteran's Status	Never ask: <ul style="list-style-type: none"> <li>Do not ask what type of discharge the person received from the military.</li> </ul> May ask: <ul style="list-style-type: none"> <li>Have you served in the military? (there is a hiring preference for veterans)</li> <li>What was your period of service, rank at time of discharge, and training and experience you received in the military?</li> </ul>



## Employee Benefits Summary

BENEFITS	ELIGIBILITY			DESCRIPTION
	Salaried Full-Time	Salaried Part-Time	Wage	
Holidays	✓	✓		Provides 12 paid holidays.
Paid Time Off	✓	✓		Provides paid leave which varies by employee category.
Health Benefits	✓	✓		Provides a choice of health benefit plans.
Retirement	✓	✓		Provides a choice of retirement plans.
Deferred Compensation	✓	✓	✓	Provides a tax-deferred retirement savings program.
Cash Match	✓	✓		Provides a match of employees deferred compensation contribution.
Long & Short Term Disability	✓	✓		Provides sick, family and personal leave; short-term disability benefits; long-term disability benefits and a long-term care program. At-will employees enrolled in the Optional Retirement Plan are NOT eligible to participate in this program.
Group Life Insurance	✓	✓		Provides employer-paid life insurance, with two times the employee's annual salary for natural death and four times the employee's annual salary for accidental death.
Medical Flexible Spending Account	✓	✓		Provides eligible employees an opportunity to set aside funds on a pre-tax basis to pay for out-of-pocket medical expenses.
Dependent Care Flexible Spending Account	✓	✓		Provides eligible employees an opportunity to set aside funds on a pre-tax basis to pay for eligible dependent care expenses.
Employee Assistance Program	✓	✓		Provides up to four visits at no cost to health plan members for counseling for such things as mental health, substance abuse, work and family issues, and financial or legal matters.
Wellness Program	✓	✓	✓	Provides employee wellness programs on such things as fitness and stress management, personal health and safety, and weight control and nutrition.
OPTIONAL BENEFITS			DESCRIPTION	
Voluntary Long Term Care	✓	✓	✓	Provides a voluntary long term care program available for purchase.
Optional Life Insurance	✓	✓		Provides an opportunity to apply for employee-paid optional life insurance coverage for the employee, spouse and/or eligible children.
Educational Assistance	✓	✓		Provides an opportunity for educational assistance which varies by agency.
Telework	✓	✓	✓	Provides an opportunity for certain employees designated as eligible to telework some or all of a work week from home or an alternate work location.



## Employee Compensation

The [State Compensation Policy](#) applies to all classified and wage (hourly) employees. It establishes routine and exceptional pay practices and describes the levels of authority for our decentralized human resource system.

ACTION	DHRM'S ROLE	AGENCY'S ROLE
<b>Statewide Salary Adjustments approved by the Governor and General Assembly</b>	Communicate all salary authorizations for a given Fiscal Year.  Publish revised salary structures.  Issues agency instructions.  Implement adjustments.	Confirm employees' tenure and performance eligibility for salary increase.
<b>Agency Pay Actions</b>		
<b>Agency Salary Administration Plans (ASAP)</b>	Policy Requirement.  Provides a point of reference when assessing and supporting agency compensation activities.	Outlines how agencies will manage employee pay and is the foundation for ensuring the consistent and equitable application of pay decisions.
<b><u>Pay Actions</u></b> <ul style="list-style-type: none"> <li>• Starting pay</li> <li>• Promotions</li> <li>• Transfers</li> <li>• Discretionary Adjustments</li> <li>• Role Changes</li> <li>• Demotions</li> <li>• Bonuses</li> </ul> <b>Exceptional Pay Tools</b> <ul style="list-style-type: none"> <li>• <a href="#">Recruitment/Retention</a></li> <li>• <a href="#">Non-Base Pay Options</a></li> </ul>	Define appropriate pay factors and parameters for adjustment/award ranges.  Provide guidance, support, and pay action tools.  Conduct post-analysis of agencies' pay actions for policy compliance and equity.	Administer salary adjustments within limits established by policy and available funding.  Fully document the pay action using the Personnel Action Worksheet (PAW) or similar agency form.
<b>Policy Exceptions</b>	Review agency documentation and similar requests from agencies.  Consider statewide impact and/or precedence.  Communicate decision.	Submit documentation that demonstrates how the circumstances significantly exceed the criteria normally applied by policy and the Agency Salary Administration Plan.



## Emergency Office Closings

The [Emergency Closing Policy](#) applies to all classified, restricted, and at-will employees. The policy describes “designated” and “non-designated” employees. “Designated” employees are those who are required to work during an official closing because the services they provide are essential to agency operations during emergencies. Agencies and institutions are required to tell employees whether they are “designated” or “non-designated.”

Agencies with 24/7 operations make closing decisions outside of daytime hours. Independent Agencies and agencies in the Legislative and Judicial Branches make their own closing decisions but normally follow the Governor’s decision for the Richmond Metro Area.

TYPES OF EMERGENCIES	SCOPE/IMPACT	AUTHORITY	PROCESS
<b>Major Weather Event</b>  <b>Emergency Declarations</b>  <b>More than one agency impacted</b>	Richmond Metro	Governor makes closing decisions for administrative agencies in the Richmond Metro Area.	DHRM monitors conditions, consults with VDEM, VDOT, VSP, and contacts SOA and COS with recommendation. DHRM immediately notifies Cabinet officials, agency heads and HR Directors in all branches, media outlets, and local and private partners of decisions to close. Notices are posted on DHRM web site.
	Regional/Outside Richmond Metro Area	Agency heads outside the Richmond Metro Area make closing decisions for their agencies. All college and university presidents make closing decisions for their institutions.	Agencies outside Richmond Metro Area and Institutions of Higher Education monitor local conditions and communicate decisions to their employees.
	Statewide	Governors have made rare closing decisions outside Richmond Metro Area for particularly dangerous situations, e.g., hurricanes.	
<b>Localized: Utility failures, fire, forced evacuations.</b>	Single Agency or Co-located Agencies	Agency heads or DGS make closing decisions.	Agency or DGS advise Cabinet Secretary, COS, and DHRM and communicate closing to employees.



## Employee Standards of Conduct and Work Ethics

It is the policy of the Commonwealth to promote the well-being of its employees by maintaining high standards of work performance and professional conduct. Employees covered by the Virginia Personnel Act are employed to fulfill certain duties and expectations that support the mission and values of their agencies and are expected to conduct themselves in a manner deserving of public trust. The following list is not all-inclusive but is intended to illustrate the minimum expectations for acceptable workplace conduct, work ethics, and performance. [Standards of Conduct Policy](#)

### Employees who contribute to the success of an agency's mission:

- Report to work as scheduled and seek approval from their supervisors in advance for any changes to the established work schedule, including the use of leave and late or early arrivals and departures.
- Perform assigned duties and responsibilities with the highest degree of public trust.
- Devote full effort to job responsibilities during work hours.
- Maintain the qualifications, certification, licensure, and/or training requirements identified for their positions.
- Demonstrate respect for the agency and toward agency coworkers, supervisors, managers, subordinates, residential clients, students, and customers.
- Use state equipment, time, and resources judiciously and as authorized.
- Support efforts that ensure a safe and healthy work environment.
- Utilize leave and related employee benefits in the manner for which they were intended.
- Resolve work-related issues and disputes in a professional manner and through established business processes.
- Meet or exceed established job performance expectations.
- Make work-related decisions and/or take actions that are in the best interest of the agency
- Comply with the letter and spirit of all state and agency policies and procedures, the Conflict of Interest Act, and Commonwealth laws and regulations.
- Report circumstances or concerns that may affect satisfactory work performance to management, including any inappropriate (fraudulent, illegal, unethical) activities of other employees.
- Obtain approval from supervisor prior to accepting outside employment.
- Obtain approval from supervisor prior to working overtime, if non-exempt from the Fair Labor Standards Act.
- Work cooperatively to achieve work unit and agency goals and objectives.
- Conduct themselves at all times in a manner that supports the mission of their agency and the performance of their duties.
- [Examples of Offenses](#)



## Workplace Violence

It is the policy of the Commonwealth to promote the well-being of its employees by providing a workplace free from harassment and violence of any nature. [Workplace Violence](#)

<b>Application</b>	Applies to all full-time and part-time classified, “at will” and hourly employees.
<b>Purpose</b>	To communicate prohibitive behavior and conduct and consequences of engaging in or allowing such behavior to continue.
<b>Workplace Violence</b>	<ul style="list-style-type: none"> <li>• Physical, verbal, or psychological abuse</li> <li>• Physical assault of any kind</li> <li>• Intentional property damage</li> <li>• Threatening personal injury or property damage</li> <li>• Stalking</li> <li>• Shouting or swearing to create a reasonable fear of injury</li> <li>• Possessing, brandishing, or using a weapon not required by the individual’s position</li> <li>• Suicide/Attempted Suicide</li> <li>• Harassment of any kind</li> <li>• Any behavior that creates a reasonable fear of injury to another person</li> <li>• Retaliating against any employee who reports an act of workplace violence</li> </ul>
<b>Policy Violations</b>	<p>Employees violating this policy are subject to disciplinary action up to and including termination.</p> <p>Violent acts occurring outside of the workplace may also be grounds for disciplinary action if the act directly affects the employee’s ability to perform his/her job duties and responsibilities or which undermines the agency’s mission and activities.</p>
<b>Agency Responsibility</b>	<p>Each agency must:</p> <ul style="list-style-type: none"> <li>• Establish a procedure for addressing incidents of workplace violence.</li> <li>• Establish and communicate to employees a procedure for reporting threats and acts of workplace violence.</li> <li>• Designate an employee responsible for implementing the agency’s workplace violence policy and procedures.</li> <li>• Perform a threat assessment to determine the agency’s vulnerability to acts of workplace violence; and develop a plan to address those threats.</li> <li>• Educate and train employees to recognize and report potential threats.</li> <li>• Provide supportive services to employees as needed in response to acts of workplace violence.</li> <li>• Provide information needed to minimize the potential for acts of domestic violence to enter into the workplace.</li> </ul>



## Workplace Harassment

It is the policy of the Commonwealth to promote the well-being of its employees by providing a workplace free from harassment and/or retaliation against employees who either complain of harassment or aid in the investigation of such a complaint. The policy forbids harassment of any employee, applicant for employment, vendor, contractor or volunteer on the basis of an individual's race, sex, color, national origin, religion, sexual orientation or expression, age, veteran status, political affiliation, genetics or disability. [Workplace Harassment](#)

<b>Application</b>	Applies to all full-time and part-time classified, "at will" and hourly employees.
<b>Purpose</b>	<ul style="list-style-type: none"> <li>Educate employees in recognition and prevention of illegal workplace harassment.</li> <li>Communicate complaint/resolution process.</li> </ul>
<b>Sexual Harassment</b>	<p>Any unwelcome sexual advance, request for sexual favors, or verbal, written or physical conduct of a sexual nature by a manager, supervisor, co-workers or third party.</p> <ul style="list-style-type: none"> <li>Quid pro quo – A form of sexual harassment when a person of authority gives or withholds a work-related benefit in exchange for sexual favors.</li> <li>Hostile environment – A form of sexual harassment when a victim is subjected to unwelcome and pervasive repeated sexual comments, innuendoes, touching, or other conduct of a sexual nature which creates an intimidating or offensive place for employees to work.</li> </ul>
<b>Workplace Harassment</b>	<p>Any unwelcome verbal, written or physical conduct that:</p> <ul style="list-style-type: none"> <li>Denigrates or shows hostility or aversion towards a person on the basis of race, sex, color, national origin, religion, sexual orientation or expression, age, veteran status, political affiliation, genetics, or disability.</li> <li>Creates an intimidating, hostile, or offensive work environment.</li> <li>Interferes with an employee's work performance.</li> <li>Impacts an employee's employment opportunities or compensation.</li> </ul>
<b>Complaint Process</b>	<p>Individuals seeking remedy:</p> <ul style="list-style-type: none"> <li>Notify supervisor, Agency HR Director, and Agency Head.</li> <li>Employees, applicants, and third parties may file a Discrimination Complaint with DHRM or with the EEOC.</li> <li>Eligible employees may use the State Employee Grievance Procedure.</li> <li>Are protected from retaliation for making complaints.</li> </ul>
<b>Consequences</b>	<p>Disciplinary action, up to and including termination for:</p> <ul style="list-style-type: none"> <li>Any employee who engages in workplace harassment.</li> <li>Managers and supervisors who allow harassment to continue and/or fail to take appropriate action may be considered to be parties to the offense.</li> </ul>
<b>Agency Responsibilities</b>	<p>Agencies are required to:</p> <ul style="list-style-type: none"> <li>Communicate with and educate their employees, customers, vendors, contractors, and volunteers about the types of behavior which are inappropriate and considered harassment.</li> <li>Establish and explain procedures for filing workplace harassment complaints.</li> </ul> <p>Agency managers and supervisors must:</p> <ul style="list-style-type: none"> <li>Clearly communicate to their subordinates that workplace harassment is not tolerated.</li> <li>Stop any workplace harassment that is brought to their attention.</li> <li>Immediately intervene when they observe any inappropriate behavior and acts which may be considered workplace harassment.</li> <li>Take immediate action to investigate any complaints of workplace harassment.</li> <li>Ensure that employees are not retaliated against for making complaints.</li> </ul>



## Flex Work

Flex Work generally refers to a variety of alternate work arrangements, including telework, flextime, and alternate work schedules. Alternate work schedules are those that differ from the standard workweek schedule but do not change the total number of hours an employee is required to work. Telework is a work arrangement permitting employees to use technology to perform their usual job duties away from their central workplace. [Hours of Work](#) and [Teleworking](#)

<b>Authority</b>	<a href="#">Code of Virginia §2.2-2817.1</a> requires Agency Heads to establish a telecommuting and alternative work policy for eligible employees to telecommute, participate in alternate work schedules, or both to the maximum extent possible without diminished employee performance or service delivery.
<b>Purpose</b>	These best practices promote work/life balance, reductions in traffic congestion and commute time and are influential in attracting and retaining a skilled workforce. Agencies may also benefit from administrative efficiencies such as reduced office and parking space needs, enhanced support of their Continuity of Operations Plans, as well as continuation of work efforts during emergency closures.
<b>Examples of Flex Time &amp; Alternate Work Schedules</b>	<p><b>Flex Time</b> – Work schedules that differ from the agency’s core business hours, yet still require a presence during <i>most</i> of the core hours. e.g., 7:00 – 4:00 vs. 8:00 to 5:00.</p> <p><b>4/10</b> – Employees who work 4, ten-hour work days per week.</p> <p><b>Q Status</b> – Quasi Full-time employees work 30 to 39.9 hours per week for 12 months per year; or 40 hours per week for 9, 10, or 11 consecutive months per year.</p> <p><b>Part-Time</b> – Employees who work 20 – 29.9 hours per week for 12 months per year.</p>
<b>Categories of Telework</b>	<p><b>Full-Time Teleworkers</b> – telework all or work a clear majority of their work schedule from an alternate worksite.</p> <p><b>Hybrid Teleworkers</b> – telework a minimum of 32 hours per month from an alternate work location on a regular basis</p> <p><b>Limited Teleworkers</b> – telework less than 32 hours per month from an alternate work location on a limited, sporadic, or task-driven basis in response to agency needs.</p>
<b>Written Agreements</b>	<a href="#">Written Telework Agreements</a> are required for all teleworkers; likewise, written agreements are encouraged for Alternate Work Schedules. Both are intended to be mutually beneficial to agency operations and the employee. Agencies may require employees to work alternate work schedules and telework as a condition of employment. <i>These agreements may be changed if employee performance is a concern.</i> <a href="#">Managing Teleworkers</a> is available to assist supervisors and managers of teleworkers.
<b>Eligibility for Telework</b>	A <a href="#">Telework Eligible Checklist</a> helps managers determine if an employee is suitable for telework based upon the nature of the work performed, employee attributes, agency resources, and the manager’s style of supervision.
<b>Telework Training and Use of Personal Equipment</b>	Online courses are available for managers in the <a href="#">VA Learning Center</a> . Login and select the keyword, “Telework.” The course addresses questions related to telework and the use of equipment that is not provided by the Commonwealth.
<b>Telework Expense Payment Policy</b>	Communicates the Commonwealth’s policy governing the payment of expenses supporting employee telework arrangements. See <a href="#">DOA Telework Expense Payment Policy</a> , page 17.
<b>Additional Resources</b>	An Interpretative Policy Guide containing guidance on <a href="#">Schedule Adjusting</a> is linked to Policy 1.25, Hours of Work. Additional guidance for meeting the Code of Virginia’s requirements for telework and alternate work schedules is available at <a href="#">DHRM Telework and Alternate Work Schedules</a> .



## Employee Training & Development

The image shows a screenshot of the Commonwealth of Virginia Learning Center (COVLC) login page. At the top left is the Virginia state seal, which depicts a woman holding a scale and a sword, surrounded by a wreath and the words "COMMONWEALTH OF VIRGINIA" and "1776". To the right of the seal, the acronym "COVLC" is displayed in large, white, bold, sans-serif letters. Below this, the text "Commonwealth of Virginia Learning Center" is written in a smaller white font. Further down, it says "Welcome to the COVLC". A message in white text reads: "If you are new to the system please view the overview by selecting the word Overview located on the next line". Below this message, the word "OVERVIEW" is centered in white, all-caps, bold font. Underneath "OVERVIEW" is a blue rectangular button with the text "Log In" in white. Below the button is the word "or" in a small white font. At the bottom is a white rectangular button with the text "Need an account?" in black. The background of the entire page is a photograph of a city skyline with green trees in the foreground.

The Commonwealth of Virginia Learning Center (COVLC) is a learning management system (LMS) that provides: a “library” for online courses, the ability for online or in-person training enrollment, and a transcript for training and development completed by employees. If you would like to learn more, select the link titled “OVERVIEW” and you will be directed to a short video that explains how to use the COVLC.

[VA Learning Center](#)



## Employee Training & Development – Coaching

<http://www.dhrm.virginia.gov/agencyhumanresourceservices/coaching>

### AGENCY HUMAN RESOURCE SERVICES

#### Coaching



Sometimes, we have goals that we want to achieve, a future that we want to create, or changes that we would like to make but we find ourselves “blocked” by challenges and unsure how to move forward. Working with a professional Coach can help open paths around those challenges and bring your goals to life.

Working with a professional Coach can help you:

- Create positive change;
- Optimize your work effectiveness;
- Expand your career opportunities;
- Increase your self-esteem and self-confidence;
- Maximize your potential;
- Increase your self-awareness;
- Improve your work/life balance.

#### Workplace Effectiveness Coaching

- Leadership Effectiveness & Growth
- Communication Effectiveness
- Increasing Productivity
- Accelerating On-Boarding/New Role
- Work/Life Balance
- Career Progression
- Team Effectiveness
- Individual, Group, and Team Coaching

#### Conflict Coaching



Conflict Coaching is offered by DHRM’s Office of Employment Dispute Resolution.

#### Conflict Coaching & Resolution

- Understand conflict behavior
- Responding to workplace conflict
- Action Planning



## Workforce & Succession Planning

<http://www.dhrm.virginia.gov/agencyhumanresourceservices/workforceplanning>



### § 2.2-1209 Code of Virginia

- Agency Director:
  - Include key workforce planning issues with strategic planning process
  - Submit succession plan:
    - key personnel
    - executive positions
    - employees nearing retirement

#### **WHEN**

- By June 30, 2018 – Executive Branch Agencies
- By October 1, 2018 – Higher Education Institutions (2018 only)

#### **WHO**

- Cabinet Secretary
- Board of Visitors
- DHRM Workforce Planning Mailbox:  
[DHRM.WFP@dhrm.virginia.gov](mailto:DHRM.WFP@dhrm.virginia.gov)

#### **RESOURCES**

Workforce Planning Webpage:

<http://www.dhrm.virginia.gov/agencyhumanresourceservices/workforceplanning>

Workforce Planning Consultant: [sumi.lanneau@dhrm.virginia.gov](mailto:sumi.lanneau@dhrm.virginia.gov)