

## AHRS FY15 ACCOMPLISHMENTS

This report summarizes *all* core mandates and requirements for AHRS as set forth by the Code of Virginia, Appropriation Act, Executive Orders, Executive Directives, and the Governor's Key Priorities for State Government.

### **REQUIREMENT**

§ 2.2-1200. Department of Human Resource Management

§ 2.2-2900. The Virginia Personnel Act

### **Description**

§ 2.2-1200 describes the duties, responsibilities, and mandates for the Department. § 2.2-2900 establishes and ensures for the Commonwealth a system of personnel administration based on merit principles and objective methods of appointment, promotion, transfer, layoff, removal, discipline, and other incidents of state employment.

These are the source of most of the Core Mandates for the Office of Agency Human Resource Services (AHRS). AHRS develops, enhances, and maintains a comprehensive statewide human resource management program that includes compensation management and salary administration, management consulting, organizational design, HRIS data stewardship and systems support, human resource policy, talent management and workforce planning practices and tools, employment services, and a shared (fee-for-service) services center. These functions work together to support the Commonwealth's goal of attracting, retaining, and motivating a highly qualified workforce.

### **OUTCOMES**

- Completed all reporting requirements mandated by the Code of Virginia, Appropriation Act, Executive Orders, and Executive Directives and those regularly requested by the Governor's Office and other Central Agencies.
- Exceeded DHRM's Customer Service Performance Rating measure with 100% of customers surveyed rating services as "good or better."
- Provided consulting services to agencies' human resource staff, agencies' management, and cabinet officials regarding:
  - Policy development, administration, and compliance
  - Strategic HR Workforce Planning
  - Employment law
  - Compensation management and salary administration
  - Employee relations/Employee performance
  - Workforce planning

- Organizational design
  - Infrastructure management
  - Program compliance
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- Provided analytics, consultation, and technical guidance to Central Agencies, Cabinet Secretaries, Agency Heads, legislative support staff, and Human Resource staff in preparation for large-scale reorganizations, layoffs, and related business operations.
  - Developed and published state policies and policy guidance documents, addressed compliance issues, and, where appropriate, approved exceptions to state policy.
  - Assessed or conducted formal investigations into matters of compliance discovered through post-audit reviews, employee inquiries, and EEO or Hot Line complaints.
  - Tracked legislative bills, performed comprehensive research and analyses of pertinent legislation, prepared legislative and financial impact statements, advised agencies of potential impacts on state policy/workforce, and collaborated with other Central Agencies to ensure that legislation positioned to impact human resource policy and retirement and health benefits programs was thoroughly vetted.
  - Directed the State Policy Committee, which partners with agencies in the development of human resource policies that provide the flexibility and decentralized authority agencies need to meet individual workforce and business needs.
  - Maintained the state job structure, classification plan, and compensation structures.
  - Managed the statewide annual employee performance evaluation process.
  - Provided guidance and direction on the overtime and minimum wage provisions of the Fair Labor Standards Act.
  - Upgraded, managed, and administered the state's Recruitment Management System and related policies.
  - Provided guidance to and/or assisted agencies with internal studies and reviews.
  - Assisted leaders in multiple state agencies with consulting and direct support for the recruitment and selection of Agency Human Resource Directors and their key staff.
  - Conducted comprehensive performance reviews of HR programs in three state agencies at the request of agency heads.
  - Completed comprehensive business process reviews for the Secretary of the Commonwealth and the Department of Mines, Minerals, and Energy.

- Researched, analyzed, and produced data results for 47 FOIA requests from varied media organizations, citizens, political or citizen organizations, attorneys, and employees.
- Provided annual statewide Virginia Sickness and Disability Program training in partnership with the Virginia Retirement System.
- Served as a member of the Virginia Retirement System's RFP Committee charged with selecting a Third-Party Administrator for the Virginia Sickness and Disability Program. The Reed Group was selected to replace Unum Provident as the VSDP administrator and assumed the responsibilities on May 1, 2015.
- Facilitated agency forums and work groups to promote strategic leadership activities, foster knowledge transfer, stimulate innovative thinking/ideas, and support personal development.
- Joined the V3 Program (Virginia Values Veterans) and served as active member of the Strategic Alliance Workgroup to improve veteran hiring in Virginia.
- Developed and published Mental Health Guides for management and employees to more easily facilitate crisis intervention.
- Drafted and published Alternate Work Schedule and Volunteer guidance for state employees relative to the UCI Bike Race.
- Served as presenter at state employee meetings regarding the UCI Bike Race.
- Revised 4 Career Group Descriptions and Standard Occupational Coding assignments.
- Continued providing Coaching as a service to Executive Branch Agencies, Independent Agencies, and other branches/functions of state government. Coaching provides employee development in an individualized manner and may focus on leadership development, career development, goal identification and achievement, and/or change management.
- Continued review and assessment of transactional requirements and practices for the Personnel Management Information Systems (PMIS) for the purpose of streamlining and speeding business processes through greater operational decentralization and the production of training/user guides. Process improvements included:
  - Provided daily technical guidance and direction to agencies on PMIS issues and operational efficiencies via IHelp.
  - Leveraged technology for online PMIS training to produce *HuRBits Live Episode 1*, a series of short training YouTube videos.
  - Leveraged social media via *HuRbits Twitter* to communicate timely systems tips to assist agencies with solving trending problems.
  - Served as member of the PMIS Migration Project Team.

- Published the following on-going Workforce Reports:
  - OES Classified & wage employee report
  - DOA Survival rates for leave liability report
  - HR at-a-glance reports
  - ECI Quarterly Report of Salaried Employees (salaries, bonuses, benefits)
  - SOT Executive Branch telework & alternate work schedule report
  - Chief of Staff Quarterly - Filled & Vacant Position Report by agency
  - Deputy Chief of Staff – Monthly report of At-will employees
- Published 38 Ad-Hoc Workforce Reports for Central Government, Cabinet Secretaries, the House Appropriations Committee and Senate Finance Committee staffs, JLARC, OSIG, and NASCIO.
- Published the AHRS Periodical quarterly newsletter.
- Participated in dozens of external salary and related workforce surveys.
- Served as presenters at the 2015 Statewide Payroll Conference.
- Served as presenter at the 2015 Statewide Internal Auditors Conference.
- Completed monthly Job Openings and Labor Turnover Survey (JOLTS) for U. S. Department of Labor.
- Drafted responses to 159 constituent inquiries for the Secretary of Administration.
- Continued to lead and increase membership in Social Media Communities of Practice for human resources and training and development professionals on LinkedIn.
- Utilized Twitter to alert employee subscribers of Open Enrollment, Telework Week, and Emergency Office Closings announcements.
- Revised and implemented FY 15 Emergency Closing Procedures, Communication Procedures, and agency contact directories.
- Recommended and implemented 6 Emergency Office Closings in response to Winter Storms Octavia, Ramus, and Thor, which resulted in major statewide impacts.

## REQUIREMENT

Executive Order 41 (2015) Implementing Ban-the-Box Hiring Policies in the Commonwealth.

## **Description**

This Order removed the Criminal Conviction Question from the State Application Form.

## **Outcomes**

Implemented the Order, effective April 3, 2015.

- Provided guidance to agencies, communicating that EO 41 fulfills the Commonwealth's goal of ensuring that the only factors considered in the employment process are those directly related to the job.
- Removed the criminal conviction question from the state employment application in the Commonwealth's online Recruitment Management System on April 21, 2015.
- Reiterated the definition and application of hiring requirements for "Sensitive Positions" as defined by the Code of Virginia.
- Communicated new requirements for job announcements, specifically that announcements include any specific employment prohibitions associated with criminal convictions per state or federal law and that the reason for all other background checks be specific and linked directly to the job.
- Prohibited the use of the former, overly broad conviction question in job announcements or as an optional qualifying question.
- Monitored random samples of job announcements to verify compliance.
- Initiated monthly analytics reviews of positions designated as Sensitive in the Personnel Management Information System, beginning April 1<sup>st</sup> for before and after snapshots to determine any possible changes attributable to EO 41.

## **REQUIREMENT**

Governor's Policy Priority - Veterans.

## **Description**

One of the Governor's key priorities is to "*Ensure that Virginia remains the preeminent state for military personnel and their families.*"

House Bill 1641 (2015) Requires that executive branch agencies achieve V3 Certification.

## Outcomes

- DHRM is an active member of the V3 Strategic Alliance Group and its Data Intelligence Workgroup. Activities included:
  - Promoting Veteran hiring and encouraging agencies to take the Patriot Pledge.
  - Expanding Veteran talent pipelines for state government.
  - Delivering live webinars on Veteran's Preference in State Government.
  - Applying Big Data strategies to identify the Key Measures for the Commonwealth's success in Veteran hiring and retention.
  - Partnering with US Census Bureau to compare the percentage of Virginians of working age who are Veterans to Veteran representation in the state workforce.
  - 8.5% of Virginians of working age are Veterans
    - Veterans currently represent 8.11% of the state workforce, which indicates that the Commonwealth continues to be viewed as an Employer of Choice for Veterans.
    - This data comparison established a benchmark by which agencies can measure their success in Veteran representation in the workforce.
    - Over 30 state agencies meet or *significantly* exceed the benchmark.
    - Compared Virginians of working age who are Veterans by county/city residency to Veteran representation in state workforce to identify new or expanded outreach strategies for under-represented areas.
  
- Dispelling myths about the types of state jobs that appeal to Veterans.
  - Top 10 Roles held by Veterans
    1. Electronics Manager I
    2. Equipment Service Repair Manager II
    3. Watercraft Operations Manager I
    4. Information Technology Manager III
    5. Procurement Manger IV
    6. Security Manager I
    7. Architect/Engineering Manager III
    8. Law Enforcement Officer III
    9. Equipment Service Repair Manager I
    10. Physician Manager II
  
- Virginia Jobs Outreach.
  - 30% of visitors to the V3 Web Site are referred from the Virginia Jobs Portal.
  - State job postings are available on the Virginia Workforce Connection Portal and its Veteran Services Program.

## REQUIREMENT

Governor's Policy Priority – Technology, Customer Service, and Accessibility.

### Description

Enhance current technology platforms.  
Deliver high quality products and services to customers.  
Encourage user-friendly online services for all citizens.

### Outcomes

Virginia Jobs – RMS Upgrade

- The Upgrade of the Commonwealth's Recruitment Management System (RMS) went live on April 21<sup>st</sup>.
- Transitioned Virginia Jobs to current web-based recruitment technology, streamlined the hiring process for applicants and agencies, and added applicant and management tools not available in the former RMS, including:
  - Easy account management tools for applicants, including the ability to bookmark postings for later viewing.
  - *ReportBuilder*, a scalable reporting engine which creates custom management reports with real-time data for analysis and evaluation. Enables agencies to strategically evaluate recruiting efforts to determine more effective talent acquisition strategies.
  - Mass management of data across multiple postings.
  - Consolidation of multiple documents to streamline assessment.
- Developed and implemented change management, communications, and training plans to maximize user proficiency.
- Created RMS web site and Twitter account to capitalize understanding of the benefits of the new technology.
- Provided classroom and online training to end-users on the strategic benefits of the new Report Builder feature.

PMIS Migration Project

- In FY 2014-2015, DHRM initiated a project to migrate PMIS and its subsystems from the Unisys mainframe to a server-based environment. The PMIS migration is currently in process and expected to complete in 2016.
- Attended Migration Management Team and IOAC meetings as Business owner of PMIS.

- Provided Data Steward and SME support to I-Tech and Fujitsu Team
- Developed preliminary scenarios and test scripts.
- SAS Visual Analytics Team
- Partnered with I-Tech to acquire, implement, and test the SAS VA software.
- Communicated AHRS expectations for expanding BIG DATA analytics to staff and ultimately to agencies.
- Partnered with I-Tech SAS team to develop a data set to be used in a Quick Start Training session for the AHRS consultants. Collaborated with I-Tech SAS team and SAS customer support and training representatives to organize the training session and develop scenarios to be used in the training content. Tested the training modules.
- Partnered with I-Tech SAS team to broaden the training data set into data marts that will populate the software going forward.
- Began testing of calculations against business rules and SAS code specifications that are in place in existing base SAS tools and reports.

#### DOA Cardinal Project – Payroll and Benefits Module

- The Department of Accounts has started the planning process to replace CIPPS. The Cardinal Project team is developing the Payroll/Benefits module to integrate with the financial system already implemented. Planning tasks will be completed through November, 2015 with implementation expected to begin immediately following planning.
- HR processes are included in the planning scope due to the PMIS interface with Cardinal. Leave processes are included in the planning scope because leave liability materially impacts the state's Comprehensive Annual Financial Report (CAFR) and the CIPPS leave module will no longer be viable when CIPPS is replaced. The development of a Time/Attendance/Labor Cost distribution module is also being considered.
- The team is comprised primarily of payroll staff from a variety of agencies. DOA invited DHRM's Policy Manager and the HR Consultant for Higher Education to share expertise related to system needs for HR functions in general and to provide information regarding the Time, Attendance, and Leave (TAL) system, specifically.
- Staff are providing insight to different agencies' pay practices and needs. Current processes have been captured and recorded. The next phase will be to identify future and preferred processes.

## REQUIREMENT

### Governor's Policy Priority – State Workforce Succession

#### Description

One of the Governor's key priorities is to *“Improve recruitment, retention, and succession planning for the state workforce.”* DHRM supports this priority through the development of strategic and tactical human capital strategies, business practices, tools, and resources that will boost the Commonwealth's capabilities in workforce planning and succession management.

#### Outcomes

- Succession Planning: Established key measures by which to benchmark state government's standing as a large employer to industry norms across the world of work.
  - Collected data to identify areas of greatest concern, including:
    - Turnover Rate
    - Time to Fill Vacancies
    - Employment Offer Acceptance Rate
    - Average Tenure Rate
    - Eligibility Rate for Flex Work Schedules
    - Average Employee Age
    - Percentage Eligible to Retire
    - Average Age at Retirement
    - Non-Cash Compensation (Benefits)
    - Internal/External Hiring Rate
- Credentialing Stipend Pilot with VCCS
  - Researched VCCS program/course offerings and matched those to state jobs where more credentialed, skilled professionals are, or may be, needed. VCCS offers both degree and licensure/certification programs.
  - Most of these occupations are noted in Workforce 2020 and the 2015 Occupational Outlook Handbook as the fastest growing occupations through 2022. *Our difficulty attracting top credentialed individuals in occupations supported by VCCS programs continues to be non-competitive pay. We are far behind national median pay, particularly in allied health, skilled trades, and technology support occupations.*
  - Associates Degrees in Science or Applied Science
    - Business Administration
    - Engineering, General

- Civil Engineering Technology
  - Construction Management
  - Electrician and Electrical Technology
  - Electronic and Communications Engineering Technology/Technician
  - Heating, Air Conditioning, Ventilation and Refrigeration Maintenance Technology/Technician (HAC, HACR, HVAC, HVACR)
  - Dental Hygienist
  - Nursing
  - Certified Nursing Assistant
  - Occupational Therapist Assistant
  - Physical Therapist Assistant
  - Acquisition and Procurement
  - Information Systems Network Technologist
  - Environmental Science
  - Environmental Control Technology
- Certificate and Licensing Programs
    - Business Operations Support
    - Business Management Operations
    - IT Technician
    - Electrician
    - HVAC
    - Practical Nursing
    - Nursing Assistant
    - Accounting and Bookkeeping
    - Business Operations and Support
- Consulted with state agencies and provided guidance on the establishment of succession management strategies.
  - Updating the Talent Management and Succession Planning Tool Kit published in 2010.
  - Supported the Spring VEI *Millennials in the Workforce Project*. Provided Big Data employee demographics analysis, turnover, and retirement eligibility profiles of state workforce by Secretariat and Agency.
  - Promoted Virginia as an Employer of National Service to create new talent pipelines for state government.
    - Consulted with state agencies to encourage participation.
    - Participated in a live job fair webcast. Provided one-on-one guidance to job seekers.
    - Included AmeriCorps and Peace Corp logos on Virginia Jobs web site, encouraging alumni to continue their lifetime of service by applying for jobs with Virginia State Government.

- Encouraged agencies to expand the use of Telework and Flexible Scheduling as a proven method for improving the acquisition and retention of top talent.
  - Supported the 2015 National Telework Week event by communicating how telework can improve productivity and energy conservation, reduce traffic congestion, and decrease wear and tear on state transportation infrastructure.
  - Updated Telework Guidance for Supervisors and Managers on the DHRM web site.

## **REQUIREMENT**

Amendment to §4-7.01- Manpower Control Program of the General Provisions of the 2014 Budget Bill.

Patient Protection and Affordable Care Act – Employer Reporting Requirements

### **Description**

The amendment restricts the hours that wage employees in the legislative, judicial, executive, and independent branches of government may work to no more than 29 hours per week on average per year. The amendment was approved by the 2013 legislature, and further amended by the 2014 legislature in response to provisions of the Patient Protection and Affordable Care Act (PPACA) which makes all state employees in all branches of government who work 30 hours or more per week on average per year eligible to participate in the health benefits plan for state employees with the standard contribution.

### **Outcomes**

- Developed and implemented statewide communications plan for agency human resource directors and benefits administrators.
- Consulted routinely with DHRM’s Office of Health Benefits, Office of the Attorney General, Aon Hewitt, and outside counsel Troutman & Sanders regarding evolving federal implementation and complex employer reporting requirements.
- Facilitated meetings with DGS Procurement and VITA Supply Chain Management teams to assess co-employment/common law employee risks and identify effective solutions.
- Drafted revisions to the Contingent Workers Toolkit.
- Responded to questions and concerns from management, employees, and individual elected officials.
- Provided policy guidance to agency management and employees.
- Drafted revisions to FAQs and all guidance documents.

## REQUIREMENT

Executive Directive 3 (2011) Government Reform - Operational Improvements Human Resources and Travel

### Description

Originates with Executive Order 2 which (2010) created the Governor's Commission on Government Reform and Restructuring which reviewed state government and identified opportunities for creating operational efficiencies, more effectively performing core business functions, and making government more transparent, user-friendly, and accountable to the citizens of the Commonwealth.

### Outcomes

- Time, Attendance, and Leave (TAL): The TAL System was successfully implemented on April 25, 2013. The Department of Planning and Budget (DPB) supported funding for the ongoing maintenance and operation of TAL at no cost to agencies. Throughout the project the TAL Stakeholder Bulletins and word of mouth generated interest in onboarding.
- The positive experience of early adopters has continued to influence adoption by others and by June 30, 2015, 43 agencies with over 12 thousand employees have adopted TAL.
- On-boarded Christopher Newport University, the first higher-education customer.
- Won the 2014 Governor's Technology Award, *IT as an Efficiency Driver – Government to Government*.
- Won the VITA 2014 Excellence in Project Management Award.
- Developed and implemented critical functional enhancements requested by customers.
- Expanded TAL Query capabilities for real-time reporting for supervisors and TAL "Super Users" in human resource offices.
- Continuing to onboard customers on a bi-monthly basis.

## REQUIREMENT

Chapter 2, 2014 (FY15) Acts of Assembly, Item 467 L – Involuntary Separations

## **Description**

Notwithstanding the provisions of § 2.2-3205(A), Code of Virginia, the terminating agency shall not be required to pay the Virginia Retirement System the costs of enhanced retirement benefits provided for in § 2.2-3204(A), Code of Virginia for employees who are involuntarily separated from employment with the Commonwealth if the Director of the Department of Planning and Budget certifies that such action results from (1.) budget reductions enacted in the Appropriation Act, (2.) budget reductions executed in response to the withholding of appropriations by the Governor pursuant to §4-1.02 of the Act, (3.) reorganization or reform actions taken by state agencies to increase efficiency of operations or improve service delivery provided such actions have been previously approved by the Governor, or (4.) downsizing actions taken by state agencies as the result of the loss of federal or other grants, private donations, or other non-general fund revenue, and if the Director of the Department of Human Resource Management certifies that the action comports with personnel policy. Under these conditions, the entire cost of such benefits for involuntarily separated employees shall be factored into the employer contribution rates paid to the Virginia Retirement System.

## **Outcomes**

- Reviewed and Certified requests from the following agencies:
  - Department of Behavioral Health and Developmental Services
  - Department of Juvenile Justice
  - Department of Small Business and Supplier Diversity.
  - Virginia Department of Corrections
  - Library of Virginia
  - Virginia Community Colleges System
  - Science Museum of Virginia
  - Department of Taxation
  - Department of Accounts
  - Department of Forensic Science
  - Virginia Department of Agriculture and Consumer Services
  - Department of General Services
  - Department of Forestry

## **REQUIREMENT**

Governor's Policy Priority

## **Description**

Transparency: *Collaborate across secretariats to improve citizens' access to government data and decision-making processes.*

## **Outcomes**

Published the following documents on the DHRM web site:

- Agency Organizational Chart
- State Policies and Interpretive Guides
- State Employment (FTE) Reports
- HR At-a-Glance
- State Workforce Report
- Job and Salary Structures
- Annual Salary Survey Report to the General Assembly
- Annual Report on State Employee Workforce and Compensation
- Annual Report on Time, Attendance, and Leave
- Annual Report on Compensation and Benefits
- Annual Salary Authorization and Compensation Activities Memorandum
- Implementation of ACA and Manpower Control Amendment FAQs
- Newsletters and Bulletins to human resource community
- TAL Bulletins

## **REQUIREMENT**

Chapter 665, 2015 Acts of Assembly authorized compensation changes effective August 10, 2015.

### **Description**

The Act authorized a (1) 2% base salary adjustment for state employees (full- and part-time classified and other salaried employees (appointed, at-will, and faculty employees); (2) A salary compression adjustment of \$65 (\$80 for sworn employees of the Department of State Police) per full year of service for eligible classified and other salaried employees (excluding faculty) with at least five years of continuous salaried service; (3) 2% base salary adjustment for employees in

specific high-turnover roles; (4) \$1,000 base increase for employees in Security Officer 1 and III roles; and (5) Adjustment of the Commonwealth's classified salary structure of 2% at the minimum and 2% plus \$2,400 at the maximum.

### **Outcomes**

- Published FY15 Salary Authorization Letter and Implementation Instructions on May 4, 2015.
- Revised state salary structure and alternate structures.
- Published FAQs for Human Resource professionals, managers, and employees.
- Published an Employee Communication Strategy Guide to suggest approaches for communicating the salary increases to employees.
- Authorized and facilitated non-standard implementation processes for agencies with unique needs.
- Worked with I-Tech, the Department of Accounts, and the Virginia Retirement System to develop and test implementation scenarios.
- Implemented statewide salary adjustments in PMIS.

### **REQUIREMENT**

§ 2.2-1202. Employee Compensation; Annual Review

#### **Description**

It is a goal of the Commonwealth that its employees be compensated at a rate comparable to the rate of compensation for employees in the private sector of the Commonwealth in similar occupations. In determining comparability, consideration shall be given to the economic value of fringe benefits in addition to direct compensation. An annual review shall be conducted by the Director of the Department to determine where discrepancies in compensation exist as between the public and private sectors of the Commonwealth. The results of the review shall be reported by December 15 of each year to the Governor and the General Assembly.

#### **Outcomes**

- Conducted annual review of salaries and submitted Annual Salary Survey Report to the General Assembly December 15, 2014.
- Participated in the following major external salary/workforce data surveys:
  - 2015 WorldAtWork Salary and Budget Survey

- 2015 Book of the States
- 2015 Titan - Greater Richmond Compensation Survey
- FY15 National Compensation Association of State Governments Compensation, Pay Practices and Fringe Benefits Surveys

## **REQUIREMENT**

Central Appropriations Item 467.D.

### **Description**

Any supplemental salary payment to a state employee or class of state employees by a local governing body shall be governed by a written agreement between the agency head of the employee receiving the supplement and the chief executive officer of the local governing body. Such agreement shall also be reviewed and approved by the Director of the State Department of Human Resource Management. At a minimum, the agreement shall specify the percent of state salary or fixed amount of the supplement, the resultant total salary of the employee or class of employees, the frequency and method of payment to the agency of the supplement, and whether or not such supplement shall be included in the employee's state benefit calculations. A copy of the agreement shall be made available annually to all employees receiving the supplement. The receipt of a local salary supplement shall not subject employees to any personnel or payroll rules and practices other than those promulgated by the State Department of Human Resource Management.

### **Outcomes**

- Agreements were reviewed by DHRM and agencies attested to notifications.

## **REQUIREMENT**

Appropriation Act, Item 81.B.1 – Human Resource Shared Service Center

### **Description**

The Department of Human Resource Management shall operate a human resource service center to support the human resource needs of those agencies identified by the Secretary of Administration in consultation with the Department of Planning and Budget.

### **Outcomes**

- Provided full-scope human resource services to 16 client agencies. In addition to daily consultation, technical assistance, and general program management, results included:

Recruitment/Employment Actions	142
Applications Received	8,474
Orientations	92
Classification & Compensation Studies	44
Employee Relations Cases	42
Grievances	5
Payroll Change Transactions	408
RMS Contacts	9,291
E-Verify Transactions	99

- Issued Client Service Memorandums of Agreement.
- Transformed the SSC business model to include the provision of services for medium-size agencies with over 200 employees.
- On-boarded the Department of Health Professions, Virginia Information Technologies Agency, and the Department of Rail and Public Transportation.
- Assisted VDOT with the employment process for sensitive HR position using the Commonwealth feature that limits agency RMS users' access to job postings. This feature is used when agencies request that DHRM staff handle recruitments and restrict the access of agency personnel to the postings.
- Implemented the Time, Attendance, and Leave automated system for Board of Accountancy, Department of Aviation, and the Southern Virginia Higher Education Center.
- Delivered Performance Management training to the Department of Fire Programs and Leave Management training to the Department of Aviation supervisors and managers.
- Completed agency-wide compensation review of Auditor positions for the Office of the State Inspector General (OSIG).
- Implemented the Law Enforcement Study recommendations at the Department of Health Professions (DHP).
- Completed Adjudication Specialist salary study for DHP.

- Evaluated the Adjudication Specialist Advancement Policy. Recommended a formal career progression study be conducted to address the concerns regarding the agency's advancement policy.
- Completed salary studies of the Department of Small Business and Supplier Diversity's (DSBSD) DBE and SWaM Certification unit. This study followed a reorganization of this unit. The agency endorsed and implemented all recommendations.
- Attended client agencies' staff meetings, recognition awards programs, and agency-sponsored events, including the annual legislative reception hosted by the Department of Aviation.
- Continued partnership with VCU to participate in the VCU Business Program Series to assist students with job readiness preparation, including resume writing.
- Participated in the Speed Mentoring program in collaboration with VCU SHRM. Currently networking with students in career planning.
- Implemented and managed the layoff of 51 managed employees at the Virginia Information Technologies Agency (VITA).
- Implemented and managed the layoff of three Department of Elections (ELECT) employees resulting from agency reorganization.
- Completed all human resource and financial operational reporting requirements.
- Assisted the Secretary of Technology with the recruitment and acquisition of the new Chief Information Officer.
- Served as a member of the Policy Advisory Committee. Chaired workgroup to revise the state layoff policy.
- Served as a member of the Library of Virginia's committee to revise the statewide records retention policy for the state and local records.
- Participated in the VCU 2015 Diversity and Inclusion Symposium hosted by VCU and Richmond SHRM.

## **REQUIREMENT**

Chapter 2, Acts of Assembly, Item 81.I

The Department of Human Resource Management shall develop and distribute instructions and guidelines to all executive department agencies for the provision of an annual statement of total compensation for each classified employee. The statement should account for the full cost to the

Commonwealth and the employee of cash compensation as well as Social Security, Medicare, retirement, deferred compensation, health insurance, life insurance, and any other benefits. The Director, Department of Human Resources Management, shall ensure that all executive department agencies provide this notice to each employee. The Department of Accounts and the Virginia Retirement System shall provide assistance upon request. Further, the Director of the Department of Human Resources Management shall provide instructions and guidelines for the development notices of total compensation to all independent, legislative, and judicial agencies, and institutions of higher education for preparation of annual statements to their employees.

### **Outcomes**

- Updated requirements for Employee Information Online application.
- Defined new requirements for Total Comp Statements.
- Revised total compensation values and calculations.
- Implemented Total Compensation Profiles in E-Direct

### **REQUIREMENT**

Executive Order #41 (2011)

Code of Virginia § 2.2-1200 – 1208

Virginia Information Security Standard (SEC 501-06)

Federal Continuity Directive 1

National Security Presidential Directive (NSPD) 51/Homeland Security Presidential Directive (HSPD) May 20, 2007

Library of Virginia, Records Retention and Disposition Schedule

### **Description**

Continuity of Operation Plan – This is a recovery plan that works as a companion plan with the Information Technology Disaster Recovery Plan (ITDRP) and provides a framework to minimize potential impact and allow for rapid recovery from an incident that disrupts operations. This plan encompasses the magnitude of operations and services performed by the agency, and is tailored to the agency's unique operations and mission essential functions.

### **Outcomes**

- Prepared DHRM's 2015 Continuity Plan Assessment Report.
- Served as Emergency Operations Officer.
- Facilitated COOP exercises and statewide preparedness drills within DHRM.