

Agency Human Resource Services

AHRS Periodical



Virginia Department of
HUMAN RESOURCE
MANAGEMENT

New PMIS FAQs Document on DHRM Web Site

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DHRM recently announced the publication of a new PMIS Frequently Asked Questions document on the DHRM web site. This document is intended to assist PMIS Users with some of their most common transactions problems. It will be continuously reviewed and will be updated as needed.

Here is the link to the NEW DHRM PMIS FAQs:

<http://web1.dhrm.virginia.gov/itech/files/PMISFaqs.pdf>

AHRS will continue to develop long-term solutions to support additional transactions process improvements. Thank you for your continued patience and suggestions, and please contact [i-Help](#) if you have questions.



Statewide Pay Action Summary Report for July – September 2013

Reason	All Actions	Salary Changes	Average % Change
Agency Non-Routine	3	2	-0.10
Agency Special Rate	791	783	0.48
Change of Duties Salary	261	260	7.79
Competitive Salary Offer	37	37	13.72
Competitive Voluntary Transfer	566	430	8.23
Disciplinary Demotion	7	7	-8.05
Downward Role Change	23	4	6.46
End Temp Pay: Acting Status	143	143	-9.00
End Temp Pay: Additional Duties	47	47	-8.28
End Temp Pay: Special Assgnmnt	11	11	-5.96
Exceptional Promotion	1	1	23.70
Field Change	83	77	1.85
Internal Alignment Salary	957	947	4.49
Lateral Role Change	106	35	8.14
New Knowledge/Skills/Abilities	328	328	7.16
Non-Competitive Voluntary Trans	272	46	6.91
Non-Routine	77	74	8.05
Performance Demotion	1	1	-9.09
Promotion	425	420	14.42
Reassignment	83	3	-4.60
Retention Salary Increase	1742	1742	3.44
Return To Level	1	1	-16.80
Temp Pay: Additional Duties	128	128	3.72
Temp Pay: Additional Duties	3	3	0.14
Temp Pay: Special Assignment	44	44	4.25
Temporary Pay: Acting Status	247	247	6.51
Upward Role Change	216	180	9.53
Voluntary Demotion	56	35	-11.52
Change of Duties Bonus	27	27	3.32
Internal Alignment Bonus	4	4	2.18
New Knowledge/Skills/Abilities	81	81	3.82
Recognition Award Leave Hours	1594		
Recognition Award Monetary	713	713	0.91
Recognition Award Non-Monetary	118	118	0.12
Referral Bonus Pay Out	16	16	0.71
Retention Additional Leave	2		
Retention Bonus	4	4	5.78
Retention Bonus Pay Out	2	2	3.51
Sign-On Additional Leave	14		
Sign-On Bonus Pay-Out	31	31	2.81
Total Actions	9265	7032	4.18

For the third quarter, there were: 5,677 base salary increases averaging 5.55%; 381 base salary decreases averaging -8.6%; and 996 bonus actions, averaging 1.21%.

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.

This article continues our series geared toward the interests of managers and supervisors. We encourage you to share this article, tailoring it as you need to satisfy your agency's goals and culture.

Emotion

The Brain Series—Part 7

So, you probably have learned at some point in your career that people are supposed to check their emotions at the front door of the workplace just like they would check luggage at an airport or a coat at a restaurant.



You also have likely been told that emotion has no place in the workplace, have tried to avoid it, and may have witnessed the “labeling” of someone as “emotional” (and usually in a negative sense). As a manager, you may keep a box of tissues at your desk and slide them across the table to an emotional employee while trying desperately to avoid eye contact. Sound familiar?

All in all, we just try to avoid the whole issue and topic of emotion at work. But, should we?

Science thinks that we should not try to avoid or suppress emotion. So, let us take a look at the reasons for accepting and embracing emotion in the workplace.

Our brains operate on two primary systems: the Reflective and Reflexive systems. The Reflective system includes our frontal lobes (the area behind the forehead). This system operates things like thinking and planning and, generally, rational thought. The Reflective system requires significant energy to complete its tasks and will suffer from energy depletion and fatigue after significant use. The Reflexive system includes areas of our brain that are more “hidden” and have a longer evolution. This system includes areas like the amygdala, a key center for emotion and survival. The Reflexive system is instinctive, intuitive, and can be highly emotional.

The Reflexive system can be stronger than the Reflective system and can take control when it perceives that things are not going well. Think of it this way: you are in the forest and see a huge bear. Your Reflective system will start considering options, weighing pros and cons, and will try to think through a solution. Well, your Reflexive system says, “Hey, Reflective, this is bad, really bad. We need to get to safety – NOW. What are you waiting for? What? This is no time for a strategic analysis! We are in danger! You are too slow so I am taking over now. Yikes! We are high-tailing it out of here!”

The point here is that, despite your efforts, you cannot really suppress emotion (aka your Reflexive System). This system was critical for survival for our earliest ancestors in trying to protect themselves from all the hazards they had to face. And, it is still active for us today but in a slightly different way, as we typically are not running for our survival.

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Now that we understand these systems, what are the outcomes of trying to suppress our Reflexive System and our emotions? Research suggests that suppressed emotions can lead to increased aggression later. Often, that comes in the form of increased aggression outside of the workplace (e.g., increased frustration with children, family members, friends, etc.). Research also has identified that emotion suppression results in our own energy depletion (remember how the Reflection system can fairly easily run out of energy). This energy depletion has negative impacts on the quantity and quality of work produced (managers – this means that your employees may not be producing to the level that they could). Interestingly, research also suggests that emotion suppression can lead to less positive reactions from customers. Customers who interacted with a “neutrally expressive employee” had less positive moods after the interaction, provided lower quality ratings, and had less positive feelings about the organization with which they interacted.

So, as a manager, I am beginning to understand the implications of emotion suppression. But, I do not want to have the emotion level of an audience watching the Disney movie *Bambi*. What do I do to support emotion without going to a point of extreme emotion?

Stay tuned for the next Brain Series article to learn about ways to effectively encourage and manage emotion in the workplace.

Sources:

Your Poker Face Can Cost You at Work

<http://jobs.aol.com/articles/2011/01/12/poker-face-can-cost-you-at-work/>

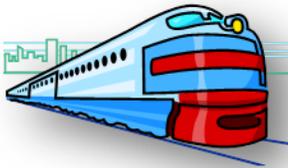
Suppressed Emotions Can Lead to Aggression

<http://psychcentral.com/news/2011/03/24/suppressed-emotions-can-lead-to-aggression/24643.html>

Mindfulness is a Whole Body Experience

<http://intentionalworkplace.com/2013/07/25/mindfulness-is-a-whole-body-experience/>

Better On-boarding



New Employee Orientation can tend to feel like drinking from a fire hose. As a new employee, you find yourself filling out a blur of forms and reviewing a dizzying array of policies and procedures. You sit through sessions or take online courses to learn about the mission and “culture of your new organization. The focus of orientation tends to be on what you need to do to fit in, not in exploring how you might be able to bring your unique talents and strengths to benefit the organization. *Is this the best way to engage new talent with their work?*

A recent field-based experimental study by a group of organizational researchers found that using new employee socialization practices that included a focus on identifying and exploring how individuals could bring their own particular abilities, strengths, and perspectives to their new jobs resulted in significantly increased retention in the first six months of employment. The employees also demonstrated customer service performance that was equivalent to the employees in a group socialized through more traditional organizationally-centered methods. The field experiment took place in a call center environment and utilized a control group to compare with two experimental groups. One experimental group experienced traditional organizational socialization while the second experimental group’s experience included a focus on how the new employees could integrate their individual self-expression with their new work role.

The socialization tactics used in the group that focused on integrating self-expression included exploring appropriate and effective ways to integrate individual personality with work using several types of facilitated activities. For example, new hires spent time in orientation reflecting on a time in their life when they were acting in the way “they were born to act.” Then they brainstormed together ways they could repeat that behavior in their new job. The activities were designed to help the new employees consciously integrate their unique personalities with the requirements and demands of their new work roles.

In summary, all organizations, including state agencies, invest significant resources to find, screen, and attract qualified employees. Tuning onboarding socialization practices to include activities to help employees understand how they can appropriately integrate and use their personal strengths to support their performance in a new job should promote increased retention in new hires. In the experiment, researchers found that those who received onboarding that provided an opportunity for integrating personal identity were 32 percent less likely to leave their new job in the first six months.

Reference: Cable, D. M., Gino, F., & Staats, B. R. (2013). Breaking Them in or Eliciting Their Best? Reframing Socialization around Newcomers’ Authentic Self-expression. *Administrative Science Quarterly*, 58(1), 1-36.

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