

ANNUAL REPORT

West Virginia Division of Personnel

Fiscal Year 2011



West Virginia Division of Personnel

Sara P. Walker, Director

Earl Ray Tomblin, Governor
Robert W. Ferguson, Jr., Cabinet Secretary

STATE PERSONNEL BOARD
Robert W. Ferguson, Jr., Chairman
John A. Canfield ♦ Mark W. Carbone
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January 4, 2012

Honorable Earl Ray Tomblin, Governor
Honorable Members of the West Virginia Legislature
Citizens of West Virginia

Ladies and Gentlemen:

It is with pleasure that I submit to you the Fiscal Year 2011 Annual Report of the West Virginia Division of Personnel.

In accordance with *West Virginia Code* § 29-6-7(b)(11), we have prepared this report to share with you our achievements during Fiscal Year 2011. I hope you find this report informative and I welcome your inquiries regarding any of the material it contains.

Sincerely,

A handwritten signature in black ink that reads "Sara P. Walker".

Sara P. Walker
Director of Personnel

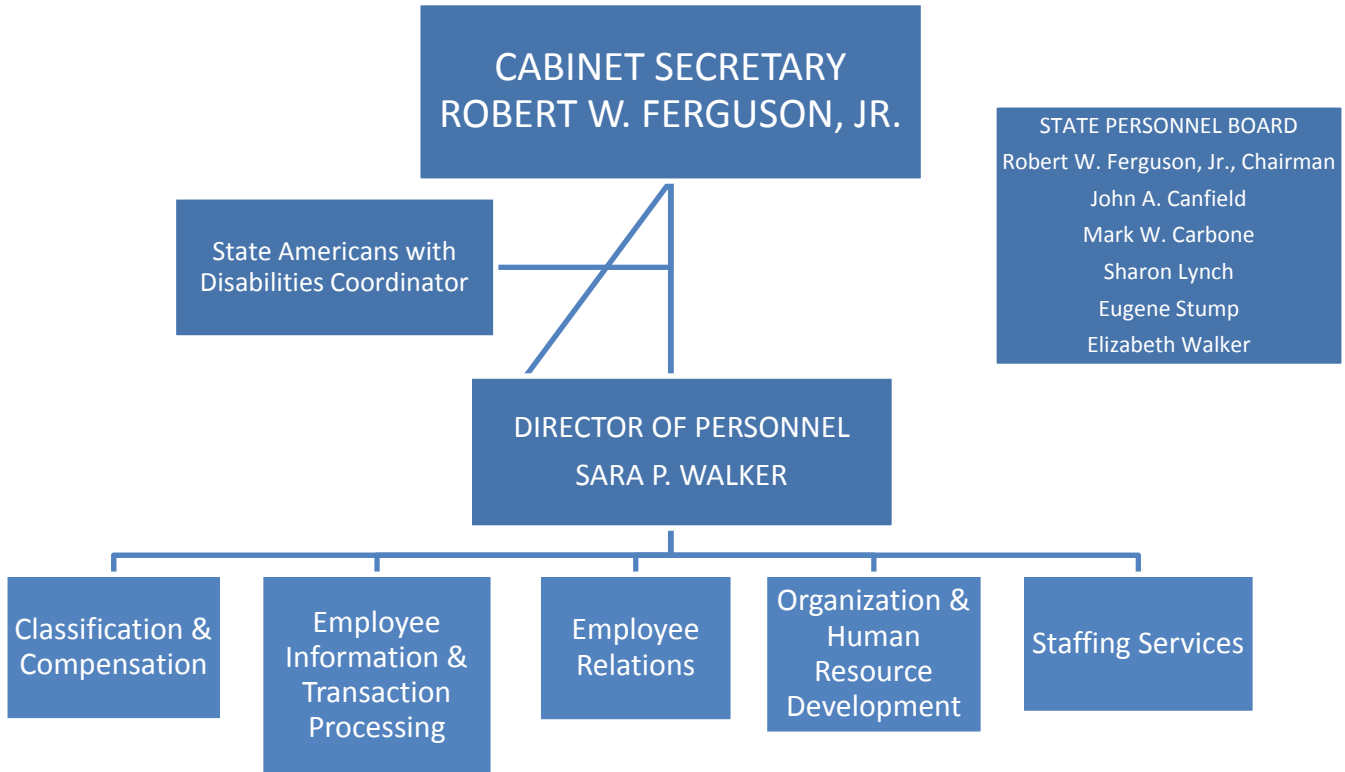
cc: Robert W. Ferguson Jr., Cabinet Secretary
Department of Administration

State Personnel Board Members

TABLE OF CONTENTS

ORGANIZATION CHART	1
OVERVIEW	2
Mission	2
Introduction	3
Classification and Compensation	3
Employee Information and Transaction Processing	4
Employee Relations	4
Organization and Human Resource Development	5
Staffing Services	6
GOALS & ACCOMPLISHMENTS	9
Fair and Equitable Personnel Policies and Procedures	9
Personnel Transaction Review	10
Job Evaluation System Revision	10
Updated Selection Procedures	10
Training for All State Employees	11
Organizational and Leadership Development	11
Supervisor/Manager Training Program	11
Center for Quality Government	11
Automation of Personnel Transactions	13
Web-Based Applicant Tracking and Referral	14
Communications & Publications	14
Website Services	14
Public Service Recognition Week	15
FACTS & FIGURES	16
Budget Information	16
State Workforce Data	16
Classification Activity	17
Applicant Flow	18
Back Pay Data	19
Employer/Employee Counseling	20
Training Participants	21

West Virginia Department of Administration
DIVISION OF PERSONNEL
Fiscal Year 2011



MISSION

The Division of Personnel's mission is to provide personnel management programs to support State agencies in employing and retaining individuals of the highest ability and integrity to provide efficient and effective governmental services for the citizens of West Virginia. Key in this mission is the creation of an environment that engenders trust and confidence at all levels, and promotes personal and professional growth.

INTRODUCTION

The Division of Personnel was created in 1989 by the Legislature in *West Virginia Code* §29-6-1 et seq. to provide leadership in personnel management for State government. Our services touch all aspects of employment from application and hiring through separation or retirement.

Our goal is to ensure that State government is staffed by a diverse workforce that is skilled, dedicated, and responsive to the needs of the citizens of West Virginia. Our use of techniques based on merit principles and scientific methods provides State agencies with qualified job applicants, as well as an infrastructure that promotes equal employment opportunity and assures fair treatment of employees in all aspects of personnel administration.

A comprehensive system of personnel management is achieved through the integration of five functional areas. The major responsibilities of each section in the Division of Personnel are summarized below. In addition to these functional responsibilities, the Division serves as liaison and coordinator to the State Personnel Board, and coordinates regular and emergency rule-making processes.

The Division of Personnel also provides information on work-related issues through brochures, examination announcements, the employee handbook, standard forms, policies, and other informational materials. This agency also performs research, writing, editing, design, and distribution of regular publications, including *Stateline*. A quarterly newsletter for all State employees, *Stateline*, contains information about policies, agencies' activities, honors/awards, training opportunities, insurance and retirement information, and other work-related issues. In addition, this Division coordinates statewide activities celebrating Public Service Recognition Week.

CLASSIFICATION AND COMPENSATION

The Classification and Compensation Section is responsible for the development, maintenance, and revision of the classification and compensation plans for all positions in the classified and classified-exempt services. The classification and compensation plan organizes the more than 1,088 job classifications into related and meaningful groups for legally required hiring standards and pay relationships. This section reviews all personnel transactions and agency staffing requests for compliance with the classification and compensation rules, policies, and practices. In Fiscal Year 2011, this section processed 1,188 personnel transactions related to classification or compensation, evaluated 917 position description forms, reviewed/processed 4,637 staffing request forms for job vacancy postings, reviewed 31 classification appeals, and conducted 12 on-site job audits. The section also made 29 presentations on classification and compensation issues and presented six proposals to the State Personnel Board.

The Classification and Compensation Section works cooperatively with user agencies in the development of new and revised job classifications based on new programs, reorganizations, and new technology in the workplace. Further, the staff assists user agencies in responding to severe recruitment and retention problems and other compensation-related issues. In this fiscal year, the section provided numerous consultations to agencies on matters of classification and compensation. This section develops and presents classification and compensation plan revisions and presents them to the State Personnel Board for consideration; 54 classification specifications were revised during this fiscal year. An

important element of this analytical work involves conducting and participating in a variety of salary surveys on a national, regional, and local basis. This section was involved in 26 salary surveys in Fiscal Year 2011.

A significant responsibility of the Classification and Compensation Section is to present technical data and regulatory interpretations at Level 2 and Level 3 grievance hearings in defense of the classification and compensation plans. This section works in cooperation with the Attorney General's Office in representing the Division of Personnel at grievances filed by employees. In Fiscal Year 2011, the Classification and Compensation Section represented the Division of Personnel in 28 mediation hearings and 20 grievance hearings.

EMPLOYEE INFORMATION AND TRANSACTION PROCESSING

The Employee Information and Transaction Processing Section establishes and maintains employee information systems and historical records for all State employees, and has been primarily involved in the design, development, and implementation of the Human Resource Information System. Staff of the section certify personnel transactions and assure that all transactions are in compliance with applicable State statutes, regulations, policies, procedures, and compensation plans.

Back pay awards may be granted as a result of a grievance procedure, court order, settlement agreement, or an order from the United States Department of Labor. The Division of Personnel assists State agencies in processing back pay awards to render them in an efficient manner and in compliance with existing statutes and administrative rules. This Section is responsible for verifying calculations of the monetary awards and compensation changes, and calculating interest.

When a layoff is approved by the State Personnel Board, the Section is responsible for verifying the tenure of State employees who may be affected. Layoffs are most often caused by a reduced workload, curtailment of funds, or reorganization of departments, agencies, or work units. Layoffs affecting permanent employees are structured according to job classification on the basis of tenure.

EMPLOYEE RELATIONS

The Employee Relations Section's purpose is to ensure that merit system principles of personnel administration are upheld through the fair and equitable application of rules, policies, and procedures across the Executive Branch agencies of State government. The core functions of the Employee Relations Section are to provide technical assistance, advice, and guidance to State agencies and affiliated county health departments and their employees on a variety of employer-employee topics. Such topics include federal and State employment-related laws and regulations, the Division of Personnel's *Administrative Rule*, personnel policies, disciplinary actions, and grievances. In Fiscal Year 2011, staff responded to 1,911 general inquiries. Of those, 423 were from employees, while 1,488 were from employers. In conjunction with individual technical assistance to employers and employees, the Section also conducted 10 training sessions which covered employment-related laws, regulations, and policies.

A major function of the Employee Relations Section is to provide specialized grievance counseling. This is accomplished by providing information from a neutral position to both employees and employers regarding all aspects of the grievance procedure. Some of the topics covered are time frames for each

step of the three-level process, notification requirements, burden of proof, and decisions on similar cases. Employee Relations staff responded to 83 grievance-related inquiries from employees and 69 grievance-related inquiries from employers, for a total of 152 inquiries in Fiscal Year 2011. The Employee Relations staff testified at two grievance hearings.

This Section strives to ensure that disciplinary action is administered fairly and only for good cause. Employee Relations also seeks to ensure that employees' substantive and procedural due process rights are preserved. Employee Relations staff assisted employers with 104 disciplinary actions in Fiscal Year 2011. This consisted of 37 written warnings/reprimands/plans of improvement, 25 suspensions, three demotions with prejudice, and 39 dismissals.

The Employee Relations Section also processes applicant criminal records checks and makes determinations of suitability for certain classified agencies based upon the records. In Fiscal Year 2011, the Section received 113 criminal record reports from the West Virginia State Police and/or the Federal Bureau of Investigation.

The Employee Relations Section's role is significant in the development and ongoing refinement of the Division of Personnel's policies. The policies that were refined this year include: Employment References (DOP-P9), Family and Medical Leave of Absence/Parental Leave Act (DOP-P23), and Smoking Restrictions in the Workplace (DOP-P1). Several Supervisors' Human Resources Toolboxes were updated as well, covering subjects such as Leave of Absence With and Without Pay Approval/Denial guidelines, Return to Work after Illness or Injury guidelines, and Crediting the Annual Military Leave Allotment.

ORGANIZATION and HUMAN RESOURCE DEVELOPMENT

The Organization and Human Resource Development (OHRD) Section provides training programs, development strategies, and consulting services to increase the effectiveness and efficiency of State Government. OHRD's mission is to facilitate learning; guide visionary change efforts; and improve individual, team, and organizational performance. OHRD maintains a yearly schedule of interactive classroom and online training; arranges special training, coaching, and consulting upon request; administers the Supervisor/Manager Training Program Policy; and directs the activities of the Center for Quality Government (CQG).

The Center for Quality Government was established in 1993 to provide a comprehensive management development curriculum for all State government administrators. The Center's three principal components are *Supervising for Success*, *Managing for Excellence*, and *Teaching: The Heart of Leadership*. In Fiscal Year 2011, the Center produced 214 graduates.

Course work offered by this section may be recognized by State colleges and universities for conversion to academic credit. It may qualify as Continuing Education Units (CEUs), and may also be submitted to State licensing boards for consideration towards meeting their mandatory continuing education requirements.

In Fiscal Year 2011, 75 performance improvement coaching and consulting interventions were conducted for 32 State agencies; six regional training conferences were held resulting in a cost savings for the State of over \$100,000 in travel expenses; and 159 regularly scheduled programs and 34 special request programs were offered, constituting 227 days of training and 3,469 graduates.

STAFFING SERVICES

Staffing Services administers the hiring system for the classified service by establishing valid and reliable testing procedures; recruiting, testing, and evaluating applicants; creating lists of qualified applicants; providing the best-qualified applicants to State agencies for interviews; and evaluating the qualifications and credentials of applicants applying for internal job vacancy postings.

The Division of Personnel is committed to maintaining convenient and accessible testing opportunities for qualified applicants. Testing locations for written examinations are established in 13 locations throughout the State. In addition to twice weekly walk-in testing in Charleston, applicants have frequent opportunities for walk-in testing in Beckley, Bluefield, Bridgeport, Elkins, Farmington, Huntington, Martinsburg, Moorefield, Parkersburg, Welch, Wheeling, and White Sulphur Springs. In Fiscal Year 2011, Division of Personnel staff continued to provide reasonable accommodations to applicants with disabilities. Accommodations included large print examination booklets and answer sheets, providing readers or interpreters, and allowing extended time to complete examinations. In addition, we cooperated with the Division of Rehabilitation Services and processed 10 referrals in our Selective Placement Program for Persons with Severe Disabilities.

All continuous written exam and unassembled (training and experience rating) job recruitment announcements are available on the Division of Personnel website. These may also be obtained in paper form upon request. Applicants may review online job announcements from home computers and public access computers located at WorkForceWV offices, college placement offices, and public libraries. All of the information about available job opportunities, testing, and the hiring process is available at www.state.wv.us/admin/personnel/jobs. The highly successful online application process enables applicants to view and print any job announcement, create one online application, attach support documents, and apply for any number of open jobs. During this fiscal year, we continued our transition to full utilization of online paperless application processing, online applicant evaluation, and eligible referral for agency consideration.

Job classifications are selected for announcement based upon the needs of State agencies. We continue to improve our response time in developing and posting job announcements to the website. The Division typically responds to an agency request to open a recruitment announcement within 48 hours of receiving the request. In some cases we can begin recruitment the same day the request is received. We generally have between 150 and 180 open recruitments at any time. This may include 40-50 continuously announced written tested job titles and 50-80 jobs which are continuously open for applicant evaluation on the basis of education and experience. To improve efficiency in the announcement process, this year we continued to reduce the number of continuously open jobs. This has allowed us to focus on announcing specific position job opportunities and tailor the announcement to the specific agency, location, and duties. In Fiscal Year 2011, continuous examination announcements were supplemented by 362 special limited-time announcements. These are used to establish lists of qualified applicants for positions that require special critical skills and/or have infrequent vacancies.

Job counseling is a widely used public service provided by the Division of Personnel. Individuals seeking employment in State government can visit the Division of Personnel or call to speak with an employment counselor who is trained to assess their qualifications and interests, and assist them in applying for appropriate jobs. Individualized counseling is available on a walk-in basis in Charleston. In

Fiscal Year 2011, we responded to almost 30,000 phone, email and in-person requests for assistance and information about State job employment opportunities. In addition, our online Interest Card system enables applicants to sign up for automatic email notification when jobs matching their interests are opened for applications. This year, nearly 37,750 online Interest Cards were completed.

Applicants frequently take more than one written test or apply for multiple rated job classes during the year. A total of 82,279 applications were reviewed and scored this fiscal year – down 11 percent from last fiscal year. Overall, application numbers remain double what they were before the online application process was implemented. In this fiscal year, 4,194 lists of qualified eligibles were certified to agencies for hiring consideration. Agencies made 2,669 original appointments from these referral lists. This year we continued to improve our referral efficiency. We have significantly reduced the time it takes to issue a certified list of eligibles after the applicant screening process is completed.

In Fiscal Year 2011, Staffing Services continued its initiatives to recruit the most highly qualified applicants looking for careers in public service. Staff continued to participate in recruitment job fairs to counsel students looking for careers in State government. Fairs included those sponsored by colleges and universities, veterans' organizations, technical schools, and community organizations. In addition, the Division again partnered with the Department of Education and the Arts on the implementation of the 2011 Governor's Student Internship Program. This program offered top-ranked college students the opportunity to work in paid internships with State agencies and private businesses, with the ultimate goal of encouraging these students to remain in West Virginia after graduation. This year, the Governor's Student Internship Program had 598 student applicants. A total of 81 State agencies and other organizations made one or more successful intern placements. The program provided 154 students from several colleges and universities meaningful summer employment. This was an increase of 35 percent over last year's placements.

The Internal Employee Placement Unit of the Staffing Services Section ensures that certain personnel transactions for agency positions comply with merit system standards and are processed timely. Staff assesses the qualifications of applicants for employment or status changes such as promotions for compliance with applicable statutes, regulations, policies, and procedures. To assist agency managers in filling positions and reallocating employees, staff also provides reviews for qualification and salary eligibility for job applicants. When layoffs occur due to reduced workload, curtailment of funds, or reorganization in agencies, this unit is responsible for establishing and monitoring hiring preference for affected permanent employees. A key service the unit provides on an ongoing basis is training and counseling to agency human resources personnel in effective employment and personnel transaction procedures.

The Test Construction and Research Unit of the Staffing Services Section is responsible for the development and improvement of applicant selection procedures which ensure that only the most qualified candidates are referred for appointment to State jobs. We seek to assist State agencies in creating a quality workforce that reflects the rich diversity of our State and that recognizes merit and welcomes, respects and values the contribution of all people.

This year the Test Construction and Research Unit focused its attention on reviewing and streamlining existing selection programs to make the assessment process more efficient. This involved the continued review of the appropriateness of written test programs and the development of simplified application rating procedures. We have particularly increased our efforts to obtain direct

agency manager input in developing the applicant screening criteria and the scoring process. In many cases, agency Subject Matter Experts (SME) have directly participated in the scoring process. Division of Personnel staff provides written guidelines, training, oversight, and final approval of the process.

In addition, we continue our joint responsibility with the Division of Rehabilitation Services in administering the Selective Placement Program for the evaluation and placement of qualified persons with severe disabilities in State government employment. This program enables qualified applicants with severe disabilities to establish eligibility through a special position based assessment. The program also provides an opportunity for State agencies to better accommodate and match the person's training and skills with the needs of a specific position. In Fiscal Year 2011, we had 10 successful Selective Placement Program referrals.

GOALS and ACCOMPLISHMENTS

The Division of Personnel has committed to a mission of providing personnel management, training, and development for State government agencies and employees in order to create an environment that engenders trust and confidence at all levels and promotes personal and professional growth.

We have established goals to guide our long-term plans and day-to-day activities. With clearly defined goals, we have focused on areas that have been identified as most critical for effective personnel leadership. These goals, and the significant accomplishments that support them, illustrate the Division of Personnel's commitment to continuously improving personnel management in State government.

Goal: To manage and monitor the employment process in State government from recruitment and testing through separation, while ensuring fair and equitable treatment in all aspects of employment.

Fair and Equitable Personnel Policies and Procedures

The Division of Personnel serves agencies in the Executive Branch by upholding merit principles for classified employees and applicants through the administration of statewide personnel policies and the *Division of Personnel Administrative Rule*. In cooperation with State agencies, the Division of Personnel establishes uniform policies and procedures to ensure fair and equitable treatment for all classified and classified-exempt employees in all aspects of employment.

All statutory provisions regarding classification and pay plans; open competitive examinations; promotions; layoff, recall, and preference; appointments; dismissals; demotions; and other related matters are set forth in the *Administrative Rule*. Statewide personnel policies further outline and clarify rules and procedures for certain areas of personnel administration. Decisions regarding the *Administrative Rule* and personnel policies are achieved through collaboration with State agencies and the State Personnel Board.

The State Personnel Board represents the public interest in the improvement of personnel administration in the classified service. Board members are appointed by the Governor with the advice and consent of the West Virginia Senate. The Board grants approval for modifications and/or additions to the *Administrative Rule*, and approves new policies and modifications to existing policies. The Board is also actively involved in the development of new standards and procedures relative to classification and pay issues.

Statewide personnel policies are developed to ensure that all Executive Branch employees are treated fairly and equitably. Policies in areas such as smoking restrictions, employment reference information, posting of job openings, and witness/jury service delineate the responsibilities of managers while protecting the rights of all State employees. Other policies governing the State pay plan, annual increment, and election of Workers' Compensation benefits safeguard the State's financial resources while ensuring ethical and consistent payroll practices.

The Division of Personnel actively seeks input from employers and employees in the development of personnel policies and legislative rules. During Fiscal Year 2011, the Human Resource Advisory Committee, a working group of human resource professionals from all departments, actively participated in the development, revision, and implementation of personnel policies, procedures, and rules, including those dealing with Employment References, Family and Medical Leave of Absence/Parental Leave Act, and Smoking Restrictions in the Workplace. In addition, all employees are encouraged to participate in the development of policies and rules by attending public hearings, calling to share concerns and suggestions, or providing written comments.

Personnel Transaction Review

The Staffing Services Section reviews hiring and promotional personnel transactions for technical compliance with the *West Virginia Code* and *Administrative Rule*. Staff also provides assistance to agency managers in determining whether candidates who apply for internal job postings are qualified for consideration for a position and the salary that may be offered. In this fiscal year, 663 such reviews were conducted. In addition, there were 6,474 contacts with agency personnel to discuss personnel transactions or procedures. We also had 581 employee counseling contacts. Correspondence to agencies and employees totaled 670. During Fiscal Year 2011, a total of 8,160 agency personnel transactions (promotions, appointments, transfers, reinstatements, other) were reviewed and processed. This included 2,669 original appointments. Activity in these areas changed little from the previous fiscal year. We continue to consistently meet processing time frames for personnel transaction reviews.

Job Evaluation System Revision

In Fiscal Year 2011, the Division continued implementation of a new job evaluation methodology to replace the current market pricing/whole job comparison system which was installed in 1990. To support this new system, the project includes an evaluation of all positions to ensure that our classification plan is accurate and up-to-date, the development of a compensation philosophy, and collection and analysis of comprehensive market survey information. The objectives of the project are to ensure that our classification plan accurately organizes and describes jobs in State government, and that our compensation plan is internally fair and externally competitive.

With the support of State agencies, and in consultation with the Hay Group and the Office of Technology, a methodology and electronic process was developed for the collection and evaluation of job duties data on over 20,000 positions. In Fiscal Year 2011, position information was collected and reviewed. Also, 27 Subject Matter Experts were trained on the Hay Point Factor system. The project will continue in Fiscal Year 2012 with job evaluation, development of updated job classification specifications, and collection and analysis of compensation information. The project is scheduled for completion in mid-year of 2012.

Updated Selection Procedures

In this fiscal year, we continued to focus our efforts in the following significant improvement areas: continued utilization of advanced assessment procedures of the new NEOGOV online job announcement and applicant tracking system, continued streamlining the selection procedures by converting some

written examination programs to scored training and experience ratings or other evaluations, and improving turnaround times and involvement of client agencies in the recruitment and assessment process. We continue to make significant progress in all areas. We have particularly increased our use of agency Subject Matter Experts (SME) to enhance the applicant evaluation process. This involved developing SME guidelines and working with agency managers on documenting screening criteria.

In Fiscal Year 2011 we continued implementation of advanced features of the online application system. We now can provide access to online application with each agency referral list and offer efficient online application processing for all announced job classes.

This year, we continued our focus on streamlining applicant assessment procedures by substituting more efficient category-based training and experience ratings for more time-consuming and less valid point-based rating procedures. Specific guideline documents were developed to assist staff raters and agency job experts in the category rating process. This has enabled us to enhance validity and provide more hiring flexibility to agency managers. We have also increased the use of job-specific supplemental application questions to assist in the evaluation of applicant training and experience. The response from client agencies has been overwhelmingly positive and supportive.

Goal: To provide training and development opportunities to all State employees.

Training for All State Employees

The Division of Personnel continued its commitment to offering programs based on the training and development needs of the State workforce. In Fiscal Year 2011, regional training conferences were conducted in Glenville, Elkins, Morgantown, Institute, Charleston, and Logan, resulting in a cost savings for the State of over \$100,000 in travel expenses. One hundred and fifty-nine (159) regularly scheduled programs and 34 special request training programs were offered, constituting 227 days of training and 3,469 graduates.

Organization and Leadership Development

The Division of Personnel provides performance improvement consulting and leadership coaching for State agencies. In Fiscal Year 2011, Organization and Human Resource Development staff conducted 75 coaching/consulting interventions for 32 organizations. An emphasis was placed on strategic, workforce, and succession planning, and in Fiscal Year 2011, an *Executive Briefing* session was introduced with 24 State government executives completing the program.

Supervisor/Manager Training Program

To foster higher competency in critical managerial functions, and ensure that public funds are expended judiciously and that public services are provided in an effective and efficient manner, it is imperative that the supervisors and managers of public employees and public programs are able to competently organize, direct, monitor, and evaluate the personnel and programs for which they are responsible. To that end, the Division of Personnel offers courses to ensure that all supervisors and

managers in all affiliated agencies possess the requisite knowledge, skills, and abilities to successfully carry out the duties and responsibilities of their positions.

In Fiscal Year 2011, the following courses were offered: *Preventing Harassment: A Shared Responsibility* with 216 graduates; *The Drug-Free Workplace* (online and classroom) with 229 graduates; *Employee Performance Appraisal I: Policy and Forms* with 248 graduates; *Managing and the Law* (online and classroom) with 173 graduates; *Discipline and Documentation* with 247 graduates; *Supervising for Success II: Critical Skills for New Supervisors* (formerly titled *Fundamentals of Supervision*) with 123 graduates; *Personnel Transactions in State Government* with 89 graduates; *Finance for the Non-Financial Manager* with 37 graduates; and *Workplace Safety: Your Responsibility* with 336 graduates. In all, there were 1,698 graduates for Fiscal Year 2011.

The Division of Personnel offered 23 additional training programs including: *Accountability: Creating a Culture That Gets Results*; *Attendance Management*; *Beyond Awareness: A Leader's Guide for Communicating Across Generations*; *Bridging the Gap: Communicating with the Deaf and Hard of Hearing*; *Business Etiquette and Professionalism*; *Coaching and Developing Employee Performance*; *Conflict Management*; *Creative Problem Solving*; *Developing Leadership Survival Skills*; *Dialogue and Listening: Relationship Building Skills for a New Era*; *Diversity: A Performance Bonus*; *Ethics in Action: An Introduction to the WV Ethics Act*; *Executive Briefing: Strategic and Workforce Planning*; *High Performance Work Teams*; *Implementing Discipline: Getting Your Bosses' Support*; *Incivility in the Workplace: How Rudeness and Disrespect are Impairing Performance*; *Motivation and Engagement in the Workplace*; *Running Effective Meetings*; *The Elephant in the (Interview) Room: Conducting Selection Interviews*; *Thriving at Work: The Art and Science of Stress Management*; *Time Management*; and *Writing for Results*. In Fiscal Year 2011, 1,656 employees graduated from these programs.

Center for Quality Government

The Center for Quality Government (CQG) focuses on strategies and skills that will enable managers and supervisors to provide responsive services to the citizens of West Virginia; effectively manage financial and human resources; and, promote high ethical standards. Because each level of management has its distinct training needs, the CQG provides programs geared to different administrative levels. The CQG has three primary components: *Supervising for Success*; *Managing for Excellence*; and, *Teaching: The Heart of Leadership*. In Fiscal Year 2011, the center produced 214 graduates.

- **Supervising for Success**

This component is now comprised of three programs: *Supervising for Success I: Developing Tomorrow's Leaders*, *Supervising for Success II: Critical Skills for New Supervisors* (formerly titled *Fundamentals of Supervision*), and *Supervising for Success III: Leadership Essentials*.

Supervising for Success I: Developing Tomorrow's Leaders helps potential supervisors explore the requirements for making a successful transition from employee to supervisor. Participants in this three-day program explore the toughest challenges associated with a promotion to supervisor, how supervisory roles and requirements differ from those of an employee, how to lead former peers, how to begin leading successfully from the first day of supervising, and the essential skills of effective leaders. In Fiscal Year 2011, 43 employees graduated from this program.

Supervising for Success II: Critical Skills for New Supervisors (formerly titled *Fundamentals of Supervision*), provides new supervisors with a framework for assessing and improving their supervisory skills. Participants in the three-day course examine factors that affect managerial behavior and learn how to develop their supervisory skills and abilities. Newly appointed first-level supervisors must participate in this development program tailored to meet their special needs. In Fiscal Year 2011, 123 supervisors/managers graduated from this program.

Supervising for Success III: Leadership Essentials provides mid- to senior-level managers with training that helps to enhance communication and build better work relationships. Lessons include dealing with conflict, how to set goals and objectives, team building, managing diversity, problem solving, and making sound decisions in the workplace. In Fiscal Year 2011, 37 managers graduated from this program.

- **Managing for Excellence**

The *Managing for Excellence* three-part series is designed for middle and senior managers. These programs address traditional topics such as stewardship, strategic planning, visionary planning, and team and relationship building. They also provide guidance on such topics as organizational politics and change leadership.

- **Teaching: The Heart of Leadership**

The center's "*Train-the-Trainer: Developing Learning Leaders*" program recruits Subject Matter Experts from State agencies and prepares them to serve as classroom facilitators throughout the State. In Fiscal Year 2011, the center produced 11 graduates.

Goal: To participate in the procurement and implementation of an Enterprise Resource Planning (ERP) system.

Automation of Personnel Transactions

The Division of Personnel has always participated in system-wide efforts to automate personnel information and processes. Personnel recordkeeping and transaction processing requires the efficient flow of information between and among all State agencies. In a typical year more than 30,000 individual personnel transactions are processed. An up-to-date and efficiently operated employee database is essential to all aspects of State personnel management from personnel cost projections to planning future workforce needs.

In Fiscal Year 2011, the Division of Personnel continued to participate in efforts for the procurement and implementation of an Enterprise Resource Planning (ERP) system in the State. The function of an ERP is to automate and integrate financial, human resource, and procurement processes so that State government is efficient, effective, and transparent. Working with other State government agencies, including the Treasurer's and Auditor's Offices, our staff assisted in identifying areas for standardization

in human resources and payroll, and helped define requirements for the various aspects of human resource management, leave management, payroll, position control, and benefits.

Web-Based Applicant Tracking and Referral

The Division of Personnel uses the NEOGOV Insight[®], a comprehensive internet-based applicant tracking system. This fiscal year, we continued to implement the more advanced features of this more efficient online application and applicant processing system. One such feature is the use of scored supplemental application questions specifically tailored to jobs. These are now used in virtually all position-specific recruitments. We also continue to focus on training agency HR staff in the new referral procedures, and to work closely with agency HR staff and managers to customize job announcements and develop more specific candidate assessment criteria. We now typically have approximately 160 job titles posted on the internet and available for applicants to apply directly online. Submitted applications are secure and instantly ready for evaluation and processing. We currently receive more than 90% of our applications online. In addition, all agencies fully participate in our online job requisition and referral system. The main benefit of this system is the secure transmission of certified eligible lists (registers) to agencies. This enables hiring managers to view the complete online applications of qualified candidates prior to interview.

Goal: To provide accurate and meaningful information regarding work-related issues to all State employees.

Communications and Publications

The Division of Personnel takes a leading role in providing State employees with timely and relevant information regarding work-related issues and events. This is accomplished through newsletters, public hearings, and various publications.

Through *Stateline*, a quarterly newsletter for all State employees, the Division of Personnel highlights the activities of State agencies, employee news, and special events. The newsletter also includes information about various personnel policies and employment-related issues and benefits. In Fiscal Year 2011, *Stateline* included articles on privacy and safety issues for personally identifiable information and technology, ethics issues, insurance and retirement system information, legislative information, general health and well-being articles, emergency and safety procedures, events sponsored in West Virginia by State agencies, and awards received by State entities and individual employees.

Website Services

The Division of Personnel website continues to grow as a vital information distribution and customer service tool. Our site is unique in that we serve agency managers and human resource professionals inside State government, State government employees throughout West Virginia, and the general public through our employment programs. Our goal is to continuously improve the website with simple, user-friendly navigation options that clearly recognize our visitors' needs for easy access to all our services and information.

In Fiscal Year 2011, we furthered work on our redesigned website to improve the ease of its use for employees, employers, and the general public. By sifting through our current active website, and building on our evaluation of it as a whole as well as the most commonly accessed information, our new site is being designed to feature reorganized and consolidated information. This will enable faster location and retrieval of items. Our projected launch date for the new site is mid-2012. In addition, we have continued to maintain and update our active PLANS Project website to provide information on our project to update and revise our classification and compensation plans.

Public Service Recognition Week

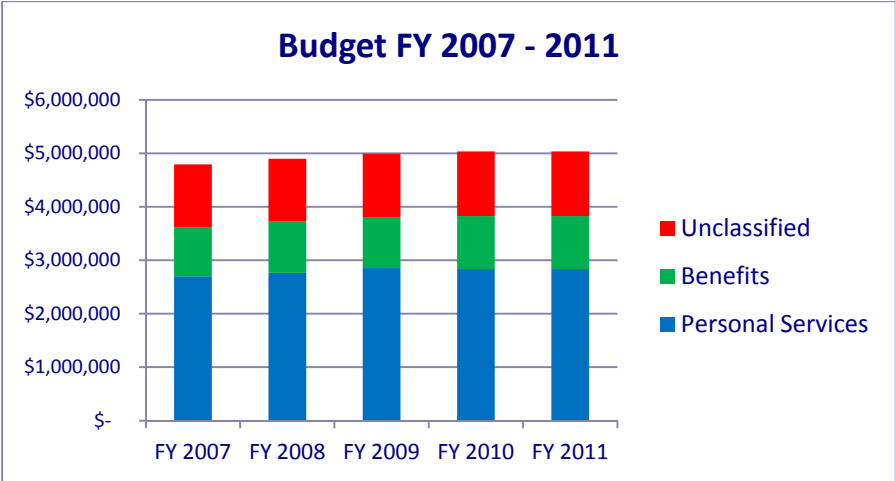
Since 1992, West Virginia has celebrated Public Service Recognition Week (PSRW), a national program that recognizes public employees and the important work they do. PSRW provides an opportunity to pay tribute to employees, promote public awareness about government services, and encourage students to consider careers in public service. Community and organizational involvement is encouraged.

The Division of Personnel has sponsored this event in West Virginia each year since 1992. The program encompasses all agencies, colleges, and universities statewide. Long-tenured employees are honored beginning with 20 years of service, continuing in increments of five years. The week is highlighted by a special ceremony and reception hosted by the Governor for employees who have attained 30 or more years of service, again in increments of five years. Individual agencies and schools participate by hosting their own recognition activities. In 2011, almost 1,700 State employees were honored for their long and faithful service, including 66 employees with 40 years of service, eight employees with 45 years of service, and three employees with 50 years of service.

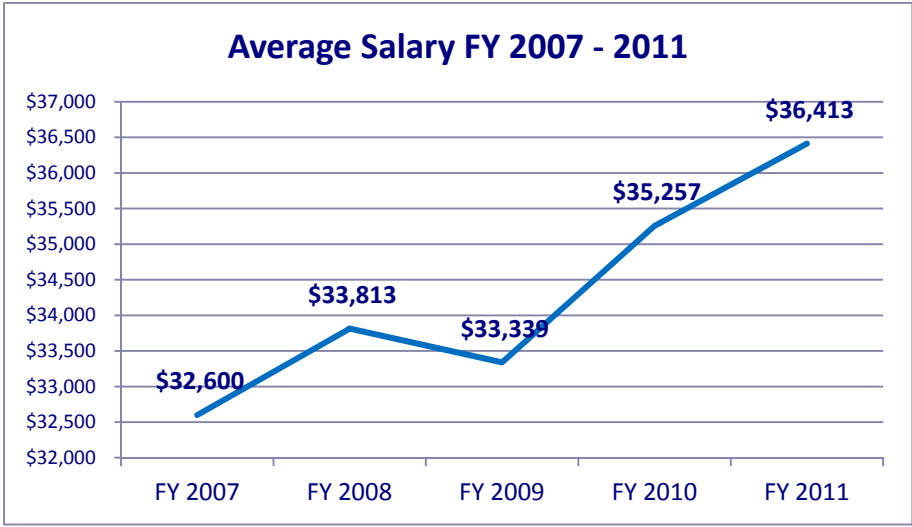
FACTS and FIGURES

The following charts show trends over the past five fiscal years for various items and activities that have a significant impact on the operations of the Division of Personnel and the services we provide to applicants, employers and employees.

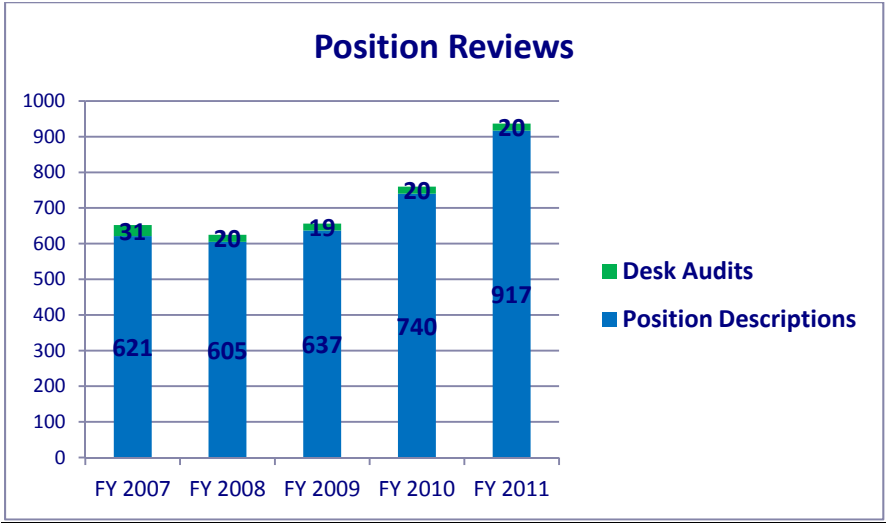
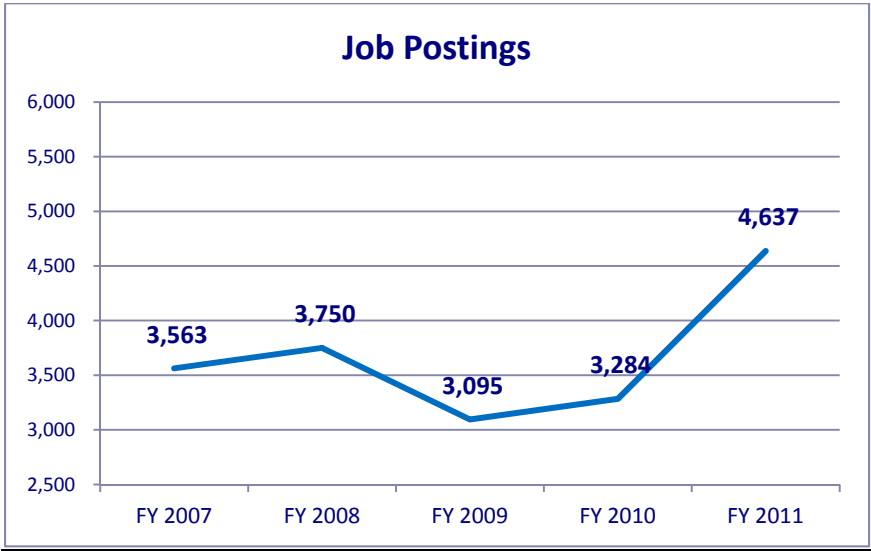
BUDGET INFORMATION



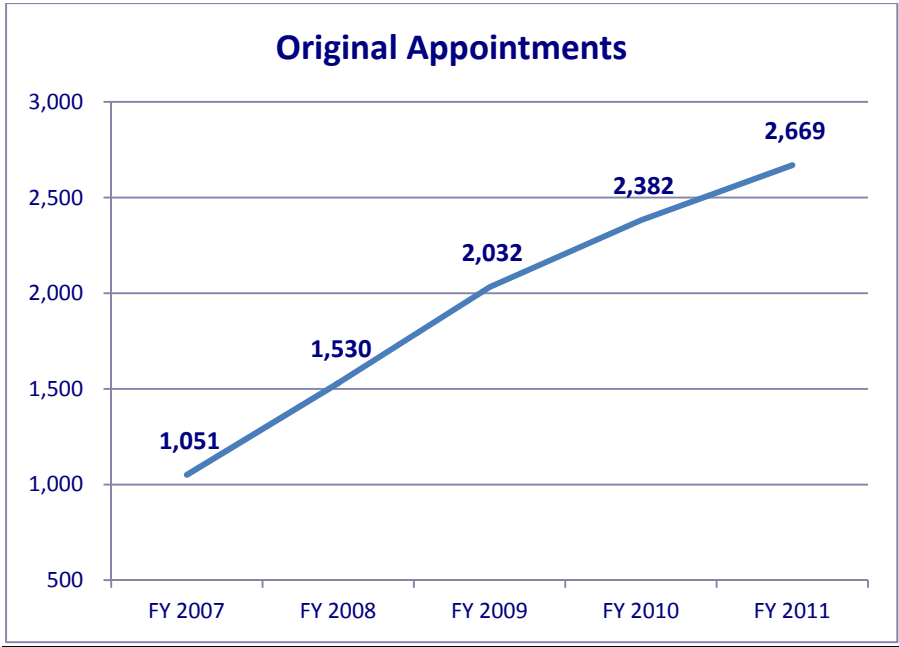
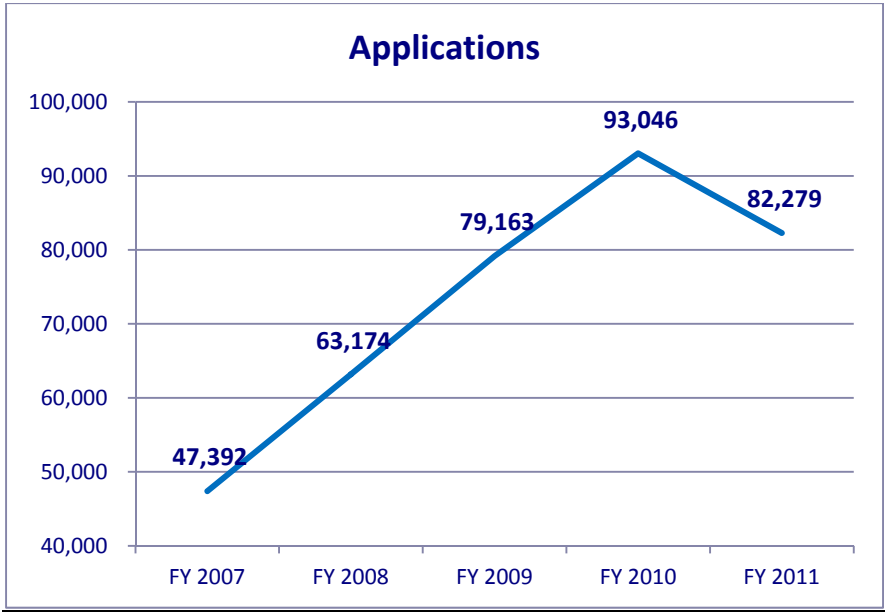
STATE WORKFORCE DATA



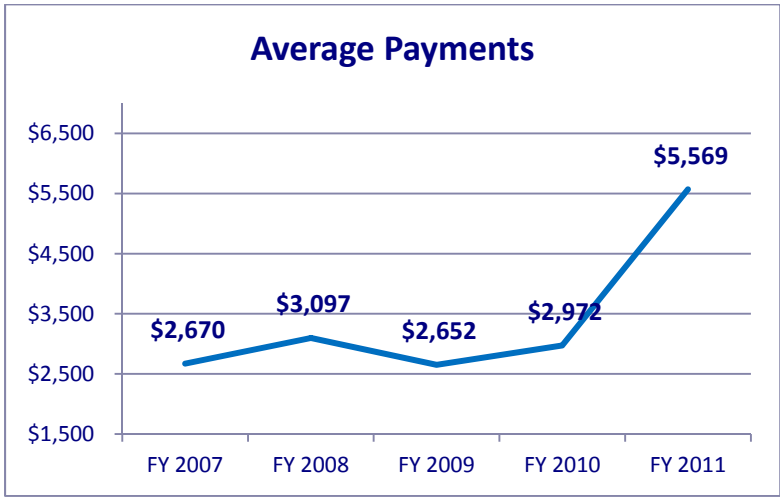
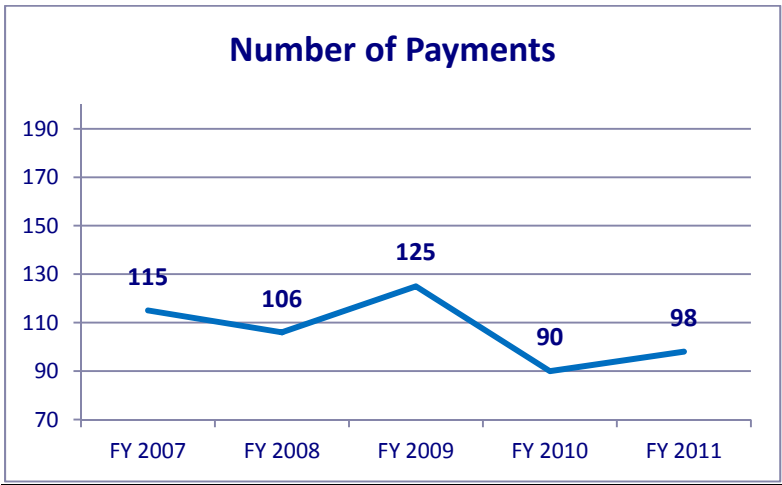
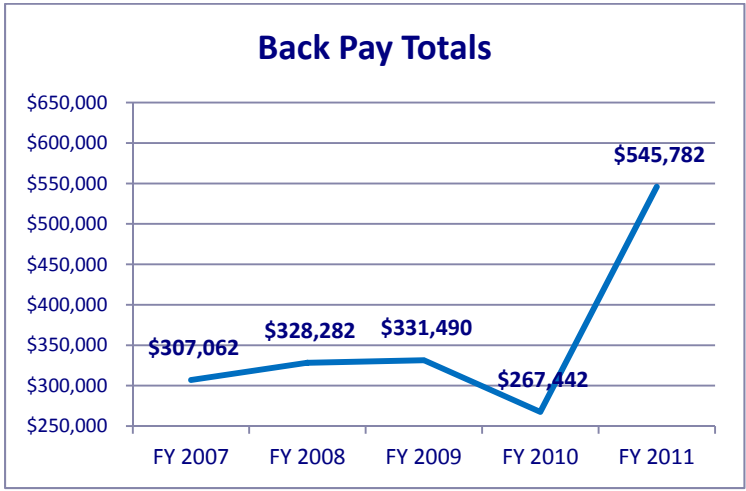
CLASSIFICATION and COMPENSATION



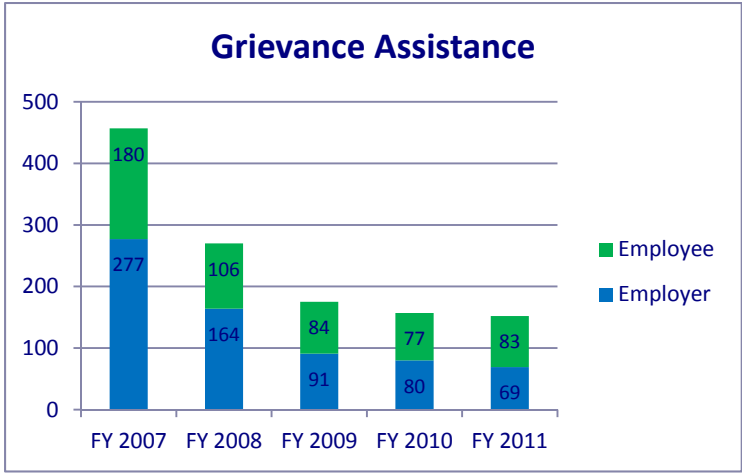
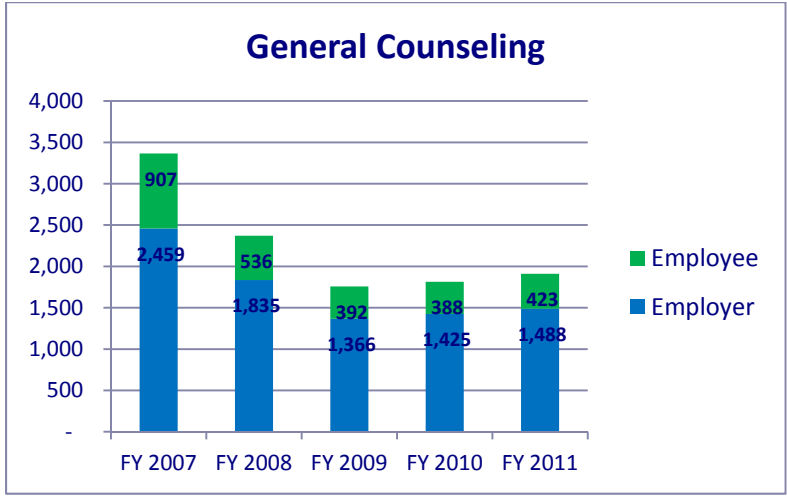
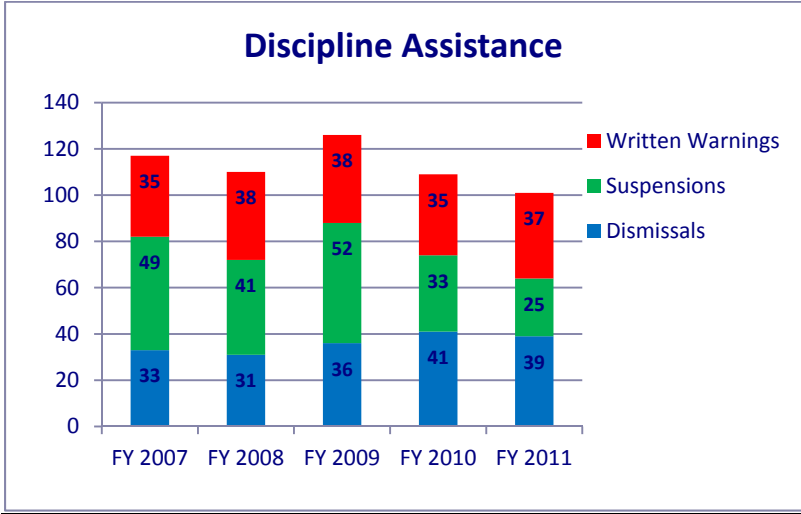
STAFFING SERVICES



EMPLOYEE INFORMATION and TRANSACTION PROCESSING



EMPLOYEE RELATIONS



ORGANIZATION AND HUMAN RESOURCE DEVELOPMENT

