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Agency Human Resource Services

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December 1, 2010 Bonus Data Review

If your agency receives a bar-delimited file named **BONUS-AWD-*agency-date*.txt** in your HuRMan files & reports repository folder, the list contains PMIS employees selected as eligible for the December 1, 2010 Employee Bonus. Please review the calculated bonus amounts and the included supporting data for your employees.
After the close of business on November 16, DHRM will produce for CIPPS agencies in PMIS a file providing the special pay transactions for use within CIPPS. The input file will be available to DOA November 17 for loading into CIPPS. After the close of business on December 1, DHRM will produce from PMIS a file for storing the bonus actions in PMIS Pay History. ***Please be aware that any salary adjustments that are effective from November 17, 2010 through December 1, 2010 may require manual payroll adjustments to the calculated bonus amounts.***

BONUS-AWD-*agency-date*.txt files will be delivered to the applicable HuRMan files & reports repository folders on November 1, 8, 15, and 17 and December 2. For review purposes, agencies should import this bar-delimited text file into Excel choosing "Delimited" file type, "Other" type delimiter (the "bar" key is the shifted key over the "backslash" key), and make the column data format "text" for all of the fields. Before importing, add column headings to your text file as outlined below:

1. Copy the below column heading.

   AGY | POSITION | EMPL-ID | LAST-NAME | FIRST-NAME | BONUS-PMT | STATE-SAL | SPEC-RATE | NON-STATE-SAL | LEAVE-CODE | LEAVE-EFFT-DT | EMPL-MONTHS | EMPL-PCT-TIME | PAYROLL-NUM | PAY-SCHEDULE

2. Use Notepad to open your BONUS-AWD file.
3. Insert a blank row as the first row (place cursor at top left position and press <enter>.
4. Paste the heading as the first row of the text file.

In addition, agencies must be diligent in processing return-to-work actions for employees with leave/STD expiration dates prior to November 16. ***DHRM cannot process bonuses for these employees.*** The **PSL001,agency** transaction lists employees with **expired leave/STD** and **leave/STD due to expire** in the next 45 days.

Guidance regarding the December 1, 2010 employee bonus is available here. Please direct questions or problems regarding the December 1, 2010 Employee Bonus technical implementation to the DHRM Help Desk. Please contact payroll@doa.virginia.gov for questions related to CIPPS payroll processing.

Statewide Pay Action Summary Report for July — September 2010

Reason	All Actions	Salary Changes	Average % Change
Additional Duties	4	4	7.50
Agency Special Rate	88	87	4.44
Change of Duties Salary	261	261	7.60
Competitive Salary Offer	22	22	15.25
Competitive Voluntary Transfer	505	375	9.13
Disciplinary Demotion	4	4	-6.25
Disciplinary Pay Action	1	1	-5.00
Downward Role Change	19	3	-7.70
End Additional Duties	2	2	-8.91
End Temp Pay: Acting Status	80	80	-9.04
End Temp Pay: Addtional Duties	66	66	-7.49
End Temp Pay: Special Assgnmnt	17	17	-6.41
Exceptional Promotion	9	8	17.27
Internal Alignment Salary	222	221	6.75
Lateral Role Change	145	19	9.52
New Knowledge/Skills/Abilities	185	185	7.09
Non-Competitive Voluntry Trans	188	39	2.88
Non-Routine	83	83	7.39
Perf Reduction Salary/Duties	1	1	-5.00
Promotion	380	376	14.05
Reassignment	145	3	0.59
Retention Salary Increase	46	46	9.34
Temp Pay: Additional Duties	101	101	7.18
Temp Pay: Special Assignment	18	18	11.68
Temporary Pay: Acting Status	93	93	9.87
Upward Role Change	201	156	9.81
Voluntary Demotion	40	25	-8.82
Change of Duties Bonus	7	7	3.28
Internal Alignment Bonus	2	2	0.57
New Knowledge/Skills/Abilities	6	6	2.75
Recognition Award Leave Hours	2437		
Recognition Award Monetary	1442	1441	0.97
Recognition Award Non-Monetary	80	80	0.18
Referral Bonus Pay Out	11	11	0.56
Retention Additional Leave	1		
Retention Bonus	8	8	4.81
Service Award	1		
Sign-On Additional Leave	2		
Sign-On Bonus Pay-Out	36	36	2.61
Total Actions	6,959	3,887	4.91

For the third quarter, there were 2,023 base salary increases averaging 9.83%; 276 base salary decreases averaging –8.72%; and 1,591 bonus actions, averaging 1.00%.

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.

Posting Salary Ranges

When recruiting for vacancies, agencies have the following options for posting a hiring salary range (Human Resource Management Manual, Chapter 11):

- **No Salary, Hiring Range or Pay Band:** This option is most commonly used in the private sector where salary information is proprietary. This option allows agencies to increase their applicant pools and keep their salary options open until the selection process.
- **Entire Pay Band:** This option may be used in instances where the agency wants to interview a wide array of skill levels from novice to expert for a particular job or when an agency wants to demonstrate salary growth potential. It may be phrased as "negotiable from $xxxxx to $xxxxx." Typically, this option is not widely used for advertising purposes.
- **Hiring Range within a Pay Band:** The agency advertises a segment of the pay band that reflects what the labor market is paying for similar jobs and what the agency is willing to pay the incumbent. This clearly communicates to potential applicants the range of pay the organization will consider offering for the job. This is the most widely used option. It may be phrased as "negotiable from $xxxxx to $xxxxx."
- **Minimum Salary Only:** This option tells the general public what the entry rate is for a particular job. This is typically used in entry level, high population jobs that require minimum skills and work experience and where on-the-job training is typically provided.

DHRM has recently learned of several instances in which an agency has posted a hiring range in its advertisements but changed the salary rates during the interview process. For example, an agency posted a pay band 3 position with a maximum hiring rate of $40,000. Several applicants currently making $33,000 to $36,000 applied and assumed that they might be able to negotiate salary increases. Following multiple interviews, the hiring manager announced that, due to budget constraints, the maximum that could be offered was $30,000. These applicants would not have applied for the position had they known that they would have to take a pay cut to accept it. These applicants wasted their time as well as the time of staff who screened the applications and served on the interview panel. The agency's brand was tarnished for these applicants as they believed that they had been misled by the advertised salary range.

Posting meaningful hiring ranges is a sound recruitment practice, but such ranges must be practical and realistic as they must be adhered to throughout the employment process. In the scenario above, the recruiter had re-posted an old vacancy announcement without checking first with the hiring manager to confirm the salary rate. In a similar situation, budgetary reductions had been imposed after the position was advertised. In that circumstance, the HR staff could have informed the applicants being invited for interviews about the change in the maximum salary rate and asked if the applicants were still interested in the position.

It is imperative that HR staff consult with the hiring manager in advance of the posting to ensure that the hiring range is appropriate. Budget constraints are only one of many factors that must be considered when setting a hiring range. If, for example, your agency is concerned about maintaining internal alignment and has long tenured employees, you may need to set the maximum hiring rate at a level that will not exceed that of your agency's highest paid employee in a comparable position.

Similarly, a minimum hiring salary that is higher than the minimum of the pay band range should be substantiated by documented market availability, salary data, and the level of work within the Role. Several agencies have requested exceptional pay actions because they've advertised positions with minimum hiring rates above the pay band minimum, and a 10 – 15% increase would not bring selected applicants to the minimum hiring rate. These and similar situations raise serious questions regarding the validity of the minimum hiring rate.

As always, your assigned AHRS consultant is available to assist you in determining valid and appropriate hiring ranges.

Selective Service Registration

While military service is now based on voluntary participation rather than a draft, federal law still requires all males aged 18 through 25 to register with the Selective Service System. The Code of Virginia, § 2.2-2804, still requires selective service registration as a condition for state employment.
DHRM Policy 2.10, Hiring, also addresses this requirement:

Selective Service

Pursuant to Va. Code § 2.2-2804,

> Any person who has failed to meet the federal requirement to register for the Selective Service shall be ineligible for employment by or service for the Commonwealth, or a political subdivision of the Commonwealth, including all boards and commissions, departments, agencies, institutions, and instrumentalities. A person shall not be denied employment under this section by reason of failure to present himself for and submit to the federal registration requirement if: (i) the requirement for the person to so register has terminated or become inapplicable to the person and (ii) the person shows by a preponderance of the evidence that the failure of the person to register was not a knowing and willful failure to register.

Most agencies have developed their own forms that cite the Code and provide two options for response: (1) the applicant has complied with the code requirement; or (2) the code requirement does not apply. The recommended practice is to provide these forms to applicants invited for interviews. If an applicant is covered by the code but has not met the requirement, there are provisions for him to contact the Selective Service System and provide verification of registration before he can be hired.

Whether the applicant has registered with the Selective Service System appropriately should not be used as a screening tool. However, agencies must not hire applicants who are required to comply with the code but have not done so. Therefore, agencies must ensure that they document this information before extending job offers. The applicant's response to the question on the application form in the Recruitment Management System can serve as sufficient documentation during the interview process. However, as an added precaution, agencies should have the finalist candidate sign a document related to the Selective Service question before s/he is hired.

FLSA—Breaks for Nursing Mothers

The Fair Labor Standards Act was amended by the Patient Protection and Affordable Care Act in March 2010. The amendment requires employers to provide reasonable break times for an employee to express breast milk for her nursing child. Employers must permit this practice for up to one year after the child's birth. The Act also requires employers to provide a place, other than a bathroom, "that is shielded from view and free from intrusion from coworkers and the public, which may be used by an employee to express breast milk." These provisions are essentially the same as those of House Joint Resolution 145 and House Bill 1264, both passed in 2002.

The Wage and Hour Division of the Department of Labor has issued guidance regarding employers' obligations to provide break times for nursing mothers.

Please note the following key points:

- Employers are not required to compensate nursing mothers for breaks taken to express milk.
- The frequency of breaks as well as the duration of each break will likely vary.

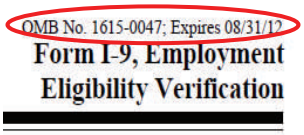
A space temporarily created or converted into a space for expressing milk or made available when needed is sufficient.

Current DHRM policy permits break times and encourages non-paid break times when accommodating return-to-work, ADA, or other conditions. Managers may adjust employees' work schedules as appropriate to ensure that such breaks are permitted. A new policy will not be issued to address this particular use of breaks.

I-9 Forms Re-formatted

The current I-9 form is posted on the USCIS website.

This five-page form begins with three pages of instructions and includes a new form template which permits completion on the computer. The form must still be printed and signed/dated unless you have a system which meets the requirements set by USCIS and can retain the forms electronically.



There have been no substantive changes to the regulations or form since April, 2009. The current form is labeled "OMB No. 1615-0047; Expires 8/31/12" in the upper right-hand corner.

PMIS Reminders

Please be mindful of the following PMIS fields and transactions:

Salary Review Date

When an employee's role is changed downward and the employee's salary is over the maximum of the new range, PMIS automatically sets the Salary Review Date field at six months after the effective date. After six months, the employee's salary must be reduced to the maximum of the assigned salary range. It is important that agencies zero out the date after this is done. Periodically running a HuRMan e480 workforce query that includes the "Employee Salary Review Date" field can serve as a reminder.

VRS Plan Information

Following an agency's request, DHRM added VRS Plan information to PMS. The field is not required, but was pre-filled using information that VRS provided. For employees who were not on the VRS file, the value "(Old) VRS" was entered. This may not be correct in some cases. However, at the end of October 2010, DHRM will load a new VRS file which should correct any errors. After this update, DOA will match payroll records to PMIS to ensure that they are consistent and agencies will be contacted if there are situations where they aren't. VRS Plan information may be updated using the PSE091 transaction.

Performance-based Demotion

The Performance Planning and Evaluation policy (1.40) provides that an employee who receives an overall performance evaluation of "Below Contributor" and whose performance during the re-evaluation period does not improve may be demoted with a salary decrease of 5% or more. The employee may: (1) retain his position with a reduction in duties commensurate with the salary reduction; (2) be placed in a lower level position within the same pay band; or (3) be placed in a position in a lower pay band. PMIS transactions have been implemented to support these actions. If the employee remains in the same position, transaction PSE065 may be used, with the Reason Code 608. If the employee is moved to a new position, the transaction PSE018 should be used.

STD Claim Number

STD Claim Number has been added to the Short-Term Disability (STD) screens in PMIS. It is used to distinguish whether a former claim is being continued or whether a new STD claim has begun. Information relating to the claim number can be found on the Daily Action Report (DAR) that UNUM provides.

Overtime Eligibility Codes

Overtime Eligibility Codes for all Roles have been changed to "Y," indicating pre-approval for overtime [see Authorizations and Compensation Activities for Fiscal Year 2011 (July 1, 2010 - June 30, 2011) on DHRM's Compensation website]. Agencies should use the additional, position-based Overtime Eligibility Code to manage their overtime payment decisions. Initially, the former Role-based Overtime Eligibility Codes were retained in the position-based field. Agencies may update the position values to reflect their practices using the PSP160 transaction.

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.

Leading During Challenging Times

During no time more than an economically challenging one is a manager more key to employee engagement and communication as well as the agency's perceived work environment. During tough times, employees want the confidence brought by agency leaders who demonstrate competence, integrity, and decisiveness and offer both a vision and a tactical approach for the agency's direction. These leaders have the opportunity to use the power of their influence to gain employee commitment and support. Strong interpersonal skills—treating others with dignity and respect and welcoming honest feedback—can solidify this commitment.

On a more personal level, it is important that immediate supervisors offer regular coaching and counseling to support employees in fully using their existing skills and acquiring new ones so that they can see their place in the agency's overall direction. Employees who may have delayed retirement due to the down economy may be in particular need of encouragement that their contributions remain valued.

Please refer to the Employee Engagement tool in the Talent Management Toolkit for Agencies for additional information. You may also wish to take advantage of the Managing Virginia Program located in the Knowledge Center. This program is undergoing some module enhancements that will be available on January 1, 2011.

Agency Human Resource Services

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