



VIRGINIA DEPARTMENT OF SOCIAL SERVICES

SALARY ADMINISTRATION PLAN

Effective September 25, 2000



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Virginia Department of Social Services

SALARY ADMINISTRATION PLAN

INTRODUCTION

The Virginia Department of Social Services' Administration Plan outlines how our agency will implement the Commonwealth's new Compensation Management System. This plan provides the structure within which the agency is to formulate internal job evaluation processes and salary administration policies to support the agency's mission and organizational needs. It is intended to serve as a framework for the creation, implementation, assessment and continuous updating of the agency's Salary Administration Plan. This document will become the foundation for ensuring consistent application of pay administration decisions and help avoid employee disputes based on misapplication of policy. It is intended to be a flexible document, with a review at the beginning of each fiscal year to assure its continued applicability to the agency's mission and organizational needs.

The agency's Salary Administration Plan has been developed with the assistance of an agency compensation committee comprised of top-level agency executives and managers and with consultation from the agency's Division of Human Resources' staff. The agency compensation committee will serve as a resource to the agency to assist with plan changes.

I. EFFECTIVE DATE

The effective date of the initial agency Salary Administration Plan is September 25, 2000. The plan is reviewed and modified as necessary at least annually, prior to the beginning of each fiscal year. In unusual cases it may be necessary to update the plan at other times of the year.

II. AGENCY SALARY ADMINISTRATION PHILOSOPHY AND POLICIES

The Commonwealth's Compensation Philosophy is to pay employees in a manner sufficient to support and develop a high performance workforce that provides quality service in a fiscally responsible manner to the citizens of Virginia. In support of this philosophy, the Virginia Department of Social Services' Compensation Philosophy is:

"The Virginia Department of Social Services is committed to attracting and retaining a highly motivated and qualified workforce by providing a

compensation program that is easily understood, consistent with the agency's mission, and flexible in managing employee compensation in response to evolving business needs. The agency is committed to achieving administrative efficiency and effectiveness while balancing fiscal responsibility to the citizens of Virginia.”

Generally, the agency's market position for the compensation of employees will approximate total compensation comparable to the relevant labor market. Total compensation includes benefits and incentives, as well as base pay. However, because compensation will be negotiated, and because some roles and/or backgrounds of candidates may require compensation at other than average labor market rates, individual compensation decisions may vary from the average rate. All salary increases will be based on performance, which includes the demonstration of behavioral competencies, technical expertise, and the results of work. Increases based on longevity alone (that is to say, years of service) will no longer exist.

Prior to the implementation of a salary action there will be a review to determine if there is sufficient funding to support the action. Salary actions may be delayed pending the availability of funds.

VDSS - COMPENSATION (Effective 9/25/2000)

- I. **APPLICATION:** Full and part-time classified employees.
- II. **PURPOSE:** To establish procedures for the agency's pay practices under Compensation Reform.
- III. **AUTHORITY, INTERPRETATION, AND REVISION:**

This Standard Operating Procedure (SOP), issued by the Virginia Department of Social Services (VDSS), is an adaptation of compensation information issued by the Virginia Department of Human Resource Management pursuant to authority provided in Section 2.1-114.5(13) of the Code of Virginia. The Director of the Virginia Department of Social Services' Division of Human Resource Management (VDSS/DHRM), or designee, is responsible for the agency's interpretation of this SOP and for its revision or rescission.

IV. DEFINITIONS

- A. **Agency Business Need**
One of the thirteen Pay Factors used for pay determination purposes. Agency Business Need describes the specific activities and organizational, financial, and human resource requirements that are derived from the agency's mission.
- B. **Competitive Salary Offer - Counter Offer Due to Retention**
Competitive salary offers are made to retain employees who are deemed critical to the agency's mission and on-going operations. Offers of this type include countering an offer made by another State agency or from an organization external to the Commonwealth.
- C. **Disciplinary or Performance-Related Salary Action**
Disciplinary or performance-related salary actions apply to current agency employees and involves downward movement within the same or to a lower pay band, with corresponding reduction in level and type of duties and responsibilities.
- D. **Employee-Initiated Pay Practices**
These are pay practices that result from an employee applying for a vacant higher, lower or equal position through a competitive selection process, or movement into a lower or equal position through a voluntary non-competitive selection process.

E. In-Band Adjustment

An In-Band adjustment applies to current agency employees and involves a permanent change in level of duties, or application of new KSA's and competencies, or retention, or internal alignment.

F. Management-Initiated Pay Practices

These are pay practices that are specifically designed to provide agency management the flexibility to manage employee compensation based on their agency's unique needs. Pay practices initiated by agency management are non-competitive in nature and allow management to make pay determinations that directly impact an employee's compensation.

G. Pay Band

A range that specifies the minimum and maximum compensation rates authorized for specific Roles within each Career Group. Each pay band is uniform in length, with an approximate range of 30.6% difference between the minimum salary in each pay band (with the exception of pay band two and three which has a 19.5% difference).

H. Promotion

A promotion applies to current agency employees and those transferring in from another State agency. This pay practices involves a competitive selection process, and results in the employee's movement to a different Role in a higher pay band.

I. Rate of Pay

A specific salary within a pay band:

1. The salary amount that comprises a rate of pay step amount authorized for full-time employment, with due allowance for holidays and paid leaves of absence.
2. The rate of a pay is considered to include compensation of all kinds paid to an employee, except for reimbursement or allowance for official, authorized expenses incurred as a result of the employment, which is not considered compensation.
3. Except as otherwise provided in these policies, the total compensation of all kinds and from all sources paid to an employee shall not exceed the salary amount of the employee's rate of pay.

J. Role Change

A Role change applies to current agency employees and involves a change in the classification assignment of a position as a result of a gradual change in the duties of the position.

K. Starting Pay

Starting pay applies to new employees and rehires.

L. Temporary Pay

Additional pay, on a temporary basis, provided to an employee required to perform the duties of a Role in a higher pay band, or the duties of a Role in the same pay band, or for a long-term special project, or for a critical skill.

M. Voluntary Demotion

A voluntary demotion applies to current agency employees and those transferring in from another State agency. This pay practice involves movement to a different Role in a lower pay band.

N. Voluntary Transfer - Competitive

A voluntary transfer - competitive applies to current agency employees and those transferring in from another State agency. This pay practice involves a competitive selection process, and results in the employee's movement within the same Role or to a different Role in the same pay band.

O. Voluntary Transfer - Non Competitive

A voluntary transfer - non competitive applies to current agency employees. This pay practice results in the employee's movement within the same Role or to a different Role in the same pay band.

V. PAY PRACTICE ACTIONS

1. General

- a. Employees shall not be paid salaries below the minimum of their assigned pay- band.
- b. Employees' salaries shall not be adjusted, except in accordance with this policy, or upon authorization of the agency Commissioner.

2. Adjusting Pay Ranges

Agencies are responsible for monitoring salary data for Roles used and targeting salary increases based on this information. However, if the rate

for a particular type of job (e.g. electrician) increases faster than the State's band structure, the agency should contact the VDSS/DHRM to request the establishment of differentials, Career Group revisions or re-banding of a particular Role.

3. Employee Initiated Pay Actions

a. Starting Pay, Promotion, and Voluntary Transfer - Competitive

1. The supervisor/manager consults with VDSS/DHRM prior to completing the agency's Compensation Decision Worksheet (CDW), and Personnel Transaction form.
2. Once completed, all forms and documentation are sent from the immediate supervisor/manager(s) to the division director for approval. If approved by the division director, all forms are sent to their respective executive management member (EM) for final approval. **NOTE: For Voluntary Transfer - Competitive, all actions of this type that result in a recommendation for salary increase, require approval by the agency Commissioner before forms and documentation may be forwarded to the Budget Office.**
3. The division director forwards the approved action to the agency Budget Office, who then forwards to VDSS/DHRM.

b. Voluntary Transfer - Non-Competitive

1. The employee completes the Employee Reassignment form and forwards to their immediate supervisor. The immediate supervisor/manager(s) and manager(s) reviews the request with the division director.
2. The supervisor/manager(s) consults with their division director to discuss the impact of the request and make a determination on approval or denial.
3. The supervisor/manager(s) consults with VDSS/DHRM prior to completing the CDW and Personnel Transaction form.
4. The division director forwards all forms and documentation to their respective EM for approval. If approved, they forward all forms and documentation to the agency Budget Office. The agency Budget Office then forwards to VDSS/DHRM.

5. If the voluntary transfer results in a decrease to the level of duties and application of lower level of knowledge, skills, and abilities, there is a minimum salary reduction of 5%.
6. If the voluntary transfer results in no change to the level of duties and application of knowledge, skills, and abilities, there is no change in salary.

c. Voluntary Demotion

1. The employee requests this action in writing to their immediate supervisor. The immediate supervisor and manager(s) reviews the request with the division director.
2. The division director assesses the impact of the request and provides written justification on the approval or denial.
3. The supervisor/manager(s) consults with VDSS/DHRM prior to completing the CDW and Personnel Transaction form. All forms and documentation are sent from the division director to their EM for approval. If approved, they forward the action to the agency Commissioner.
4. If approved by the agency Commissioner, all forms and documentation are forwarded to the agency Budget Office, who then forwards to the VDSS/DHRM.

4. Management Initiated Pay Actions

a. Temporary Pay and In-Band Adjustment

1. The supervisor/manager(s) consults with the VDSS/DHRM prior to completing the agency's Compensation Decision Worksheet (CDW), and Personnel Transaction form.
2. All forms and documentation are sent from the immediate supervisor/manager to the division director for approval. If approved by the division director, all forms are sent to their EM for approval, who then forwards the action to the agency Commissioner.
3. If approved by the agency Commissioner, all forms and documentation are forwarded to the agency Budget Office, who then forwards to the VDSS/DHRM.

b. Role Change

1. The supervisor/manager(s) consults with VDSS/DHRM prior to completing the agency's Compensation Decision Worksheet (CDW), and Personnel Transaction form.
2. All forms and documentation are sent from the immediate supervisor/manager(s) to the division director for approval. If approved by the division director, all forms and documentation are sent to their EM for approval. If approved by the ELT, the forms and documentation are forwarded to the agency Budget Office, who then forwards to the VDSS/DHRM for evaluation. **NOTE: If the role change involves more than one position due to the study of a unit or group of similarly situated positions, actions of this type require approval by the agency Commissioner before forms and documentation may be forwarded to the Budget Office.**
3. The agency VDSS/DHRM conducts a job analysis and notifies the manager or supervisor and EM of its findings and recommendations.

c. Involuntary Demotion (Disciplinary or Performance-Related Salary Actions)

1. The supervisor/manager(s) consults with VDSS/DHRM prior to completing the agency's Compensation Decision Worksheet (CDW), and Personnel Transaction form.
2. All forms and documentation must be sent from the immediate supervisor/manager(s) to the division director for approval. If approved by the division director, all forms are sent to their respective EM for approval, who then forwards the action to the agency Commissioner for evaluation and consultation with VDSS/DHRM.
3. If approved by the agency Commissioner, all forms and documentation are forwarded the agency Budget Office, who then forwards to the VDSS/DHRM.
4. This action requires a minimum salary reduction of 5%. Maximum salary reduction is limited to the minimum of the new pay band if applicable.

- d. Competitive Salary Offer - Counter Offer Due to Retention
1. Agency management may initiate competitive salary offers to employees who are deemed critical to the agency's mission and on-going operations when the employee receives a higher salary offer. The employment offer should be in writing and can be from another State agency (**Internal Competitive Salary Offer**) or from an organization external to the Commonwealth (**External Competitive Salary Offer**). For internal competitive salary offers, the other state agency may not make a second offer in response to the employing agency's counter-offer.
 2. In the case of a written employment offer from another State agency, there can only be one counter offer made by the employee's current agency for a job with a higher salary within the same or higher pay band. The amount of the competitive offer may not exceed the amount of the job offer from the other agency or the maximum salary of the pay band.
 3. In the case of a written employment offer from an organization external to the Commonwealth the agency may make a counter offer to the employee. The amount of the competitive offer may not exceed the amount of the job offer from the external organization or the maximum salary of the pay band.

Effect of Pay Action:

- i. Added to Base Pay: The maximum increase is added to base pay and may not exceed the outside offer or maximum of pay band.
- ii. A lump sum payment: A lump sum payment may be offered, not to exceed 10% of current salary, and requires the employee to repay the agency in the event the employee leaves prior to completing 12 months of active service.

VI. EMPLOYMENT PRACTICES COVERED BY THE PROHIBITION AGAINST EMPLOYMENT DISCRIMINATION

The prohibition against employment discrimination applies broadly to all aspects of the application process, or the employment relationship, including:

- a. Hiring, demotion, promotion, layoff, and transfer;
- b. Application of corrective actions, including disciplinary actions; and
- c. Compensation and other terms, condition, and privileges of employment.

VII. APPEAL PROCESS

An employee who disagrees with a compensation decision is provided two appeal options. The employee may elect the State Employee Grievance Procedure.

A. State Employee Grievance Procedure

1. The Department of Employment Dispute Resolution (EDR) administers the State Employee Grievance Procedure, under which most work place disputes can be grieved through three successive levels of agency management.
2. If the grievance is not resolved by agency management, the employee may request a hearing by a Hearings Officer assigned by EDR. Not all grievances qualify for a hearing.
3. Further information on the Grievance Procedure may be obtained by contacting the Department of Employment Dispute Resolution or the VDSS/DHRM's Employee Relations unit.

**VDSS - PERFORMANCE MANAGEMENT (Revised
4/1/2001)**

APPLICATION: Full-time and part-time classified employees.

PURPOSE: To establish procedures for evaluating employees' performance.

AUTHORITY, INTERPRETATION, AND REVISION:

This SOP, issued by the Virginia Department of Social Services (VDSS) is an adaptation of performance management information issued by the Virginia Department of Human Resource Management pursuant to authority provided in Chapter 10, Title 2.1-114.5(13), of the Code of Virginia. The Director of the Virginia Department of Social Services' Division of Human Resource Management, or designee, is responsible for the agency's interpretation of this SOP and for its revision or rescission.

I. DEFINITIONS

A. Acknowledgement of Extraordinary Contribution Form

A form used to recognize an employee who has made an extraordinary contribution to the agency.

B. VDSS Salary Administration Plan

A plan developed by the VDSS that reflects the agency's philosophy and policies in support of the mission to ensure consistent and fair employment and compensation practices.

C. Below Contributor Rating

Results or work that fails to meet the core responsibilities and performance measures.

D. Contributor Rating

Results or work that is characterized by meeting all job functions, core responsibilities and performance measures.

E. Core Responsibilities/Measures

Job responsibilities that are essential to the type of work performed by an employee and remain relatively consistent during the performance cycle.

Core responsibilities describe major duties in terms of complexity, accountability, and results, and are specific, measurable, attainable, and relevant. Responsibilities also generally have established deadlines, timeframes, or cycles.

F. Employee Work Profile (EWP)

A form includes a brief work description, performance plan, core responsibilities and measures, and employee development goals.

G. Extraordinary Contributor Rating

Results or work characterized by exemplary accomplishments throughout the rating period; performance that is considerably and consistently well above the core responsibilities and performance measures.

H. Interim Performance Evaluation

A performance evaluation that documents and assesses an employee's progress toward achieving the performance plan during the performance cycle. Interim Performance Evaluations are not considered "official" documents and are retained in the supervisor's confidential file for use in constructing the annual performance evaluation.

I. Notice of Improvement Needed/Substandard Performance Form

A form that documents substandard performance and the need to improve performance.

J. Operational VDSS/Unit Objectives/Core Values/Core Competencies

Additional performance evaluation factors that represent behaviors, objectives, and competencies the organization values.

K. Performance Evaluation Cycle

The annual cycle during which an employee's supervisor documents performance, usually beginning October 25 of each year.

L. Performance Increase

A monetary increase based on results of the annual performance evaluation and guidelines issued by the Virginia Department of Human Resource Management.

M. Performance Increase Effective Date

November 25 of each year.

N. Performance Plan

The part of the evaluation instrument that identifies core responsibilities, special projects, and measures to indicate required achievement levels during and at the end of the performance cycle.

O. Probationary Progress Review Form

The evaluation form used to rate and employee's performance during the probationary period.

P. Reviewer

The supervisor of an employee's immediate supervisor, or another person designated to review an employee's work description, performance plan, performance rating, and who responds to appeals of performance ratings.

II. PERFORMANCE PLAN

A. Development of Performance Plan

The supervisor develops each employee's performance plan according to instructions on the "Employee Work Profile" (EWP) form. Part IV of EWP is signed by the supervisor and forwarded to the reviewer for approval. The reviewer ensures parts II and III of the EWP is appropriate before signing it.

B. Timely Presentation of Performance Plan to Employee

The supervisor presents parts II and III of the EWP to the employee review and signature, following the reviewer's approval. The supervisor discusses parts II and III of the EWP with the employee in a timely manner:

1. Generally, the discussion is held within 30 days of the beginning of the performance cycle.
2. With an employee begins a new or different position, the discussion is held within 30 days of the employee's start date.

C. Changes to the Performance Plan During the Performance Cycle

Changes to parts II and III of the EWP during the performance cycle are generally occur due to additional assignments or modifications to assignments. The reviewer must approve the changes if it is necessary to change one or more of the core responsibilities.

The EWP is not intended to fully describe the tools or methods used to accomplish work; these may change without requiring a revision. If core responsibilities include project-based assignments, supervisors may develop core responsibility statements to indicate the general nature of the projects, and applicable measures. All changes to parts II and III of the EWP is noted on the official form, and initialed and dated by the supervisor, reviewer, and employee. If it is necessary to insert additional

pages, each page is initialed and dated by the supervisor, reviewer, and employee. The pages are then attached to the EWP.

Changes to note on the official form include assignments performed for more than 30 workdays while on light duty status or in an acting status.

III. DOCUMENTATION DURING THE PERFORMANCE CYCLE

A. Feedback

Supervisors document employee's performance and provide constructive feedback to them throughout the performance cycle. Documentation may be in the form of notes and memoranda. Documentation is retained in the supervisor's confidential file, not in the employee's official personnel file.

Feedback may be formal or informal. Informal feedback is encouraged, but there may be times when formal feedback is more appropriate. Formal feedback is documented through memoranda or interim evaluations. The employee receives copies of formal feedback documentation, and the documentation, including interim evaluations, is retained in the supervisor's confidential file for use in completing the annual evaluation.

B. Interim Evaluation

Managers and supervisors are encouraged to conduct interim evaluations with each non-probationary employee near the middle of the performance cycle. The "Interim Evaluation" form or an "Employee Work Profile" form can be used for the interim evaluation. Any form used for an interim evaluation must be clearly marked as "Interim." The reviewer's signature on an interim evaluation is optional.

It is recommended that each non-probationary employee receive a formal performance review at the six-month point and another one approximately three weeks prior to the completion of their probationary period.

Interim evaluations may also be conducted at any time during the performance cycle for both probationary and non-probationary employees to advise an employee of their progress toward meeting performance measures or to document performance problems.

C. Extraordinary Performance During the Cycle

Supervisors are encouraged to recognize incidents of employee performance that are truly extraordinary. A supervisor documents incidents of extraordinary performance on the "Acknowledgment of Extraordinary Contribution" form. The form must be signed by the supervisor and reviewer, given to the employee, and a copy is retained in

the supervisor's confidential file until the annual performance evaluation is completed. The form is attached to the annual evaluation form. For an employee to receive an overall "Extraordinary Contributor" rating on the annual performance evaluation, the employee must receive at least one "Acknowledgement of Extraordinary Contribution" and perform consistently well above the core responsibilities and measures throughout the performance cycle. All extraordinary contributions are noted on the acknowledgement form and discussed with the employee close to the time of the contribution occurrence. The receipt of one or more "Acknowledgement of Extraordinary Contribution" forms does not automatically entitle an employee to an overall rating of "Extraordinary Contributor."

D. Identification of Substandard Performance and Improvement Plan

The supervisor identifies poor, substandard, or unacceptable performance in a timely manner. They should address first time minor or marginal performance issues through performance counseling and coaching.

Substandard performance of any core responsibility, special assignment, agency or unit or core value, or core competency which falls below the "Contributor" level may result in the issuance of a "Notice of Improvement Needed/Substandard Performance" form at any time during the performance cycle. The reviewer must approve and sign such notices.

The "Notice of Improvement Needed/Substandard Performance" must include an improvement plan, which includes an improvement period of no less than 30 days and no more than 180 days. The supervisor develops the improvement plan, with input from the employee. If agreement on the improvement plan cannot be reached, the supervisor may implement the improvement plan. The improvement plan is included on the EWP or attached to it. The employee should be given a copy of the "Notice" and improvement plan. When the annual evaluation is completed, the "Notice" and improvement plan is attached to the evaluation form.

Receipt of a "Notice of Improvement Needed/Substandard Performance" may result in an issuance of a "Written Notice" under SOP HR. 1-9, Standards of Conduct. Likewise, substandard performance on the improvement plan may result in disciplinary action under SOP HR. 1-9.

An employee who receives at least one "Notice of Improvement Needed/ Substandard Performance" may receive an overall rating of "Below Contributor" on the annual rating. However, an employee cannot be rated "Below Contributor" on the annual evaluation if they have not received at least one "Notice of Improvement Needed/Substandard Performance" within the performance cycle.

IV. PERSONNEL CHANGES

A. Supervisor

If an employee's supervisor leaves their position during an employee's performance cycle, the departing supervisor should complete an interim evaluation of the employee's performance.

B. Employee

If an employee transfers, is promoted, or is demoted into a new position with a different supervisor after six months into the performance cycle, with VDSS or between state agencies, then an interim evaluation should be completed. The supervisor completes the interim evaluation prior to the employee's departure. For transfers to another agency, the interim performance evaluation is completed on the original form and sent with the personnel file to the new agency for retention by the new supervisor.

V. CONDUCTING PERFORMANCE EVALUATIONS

A. Performance Cycle

The performance cycle is the annual cycle during which an employee's supervisor documents performance, usually beginning October 25 of each year. To the extent possible, performance evaluations should reflect performance levels for the entire performance cycle.

If an employee is on compensatory, on-call, worker's compensation, military, family and medical leave, or short-term disability under the Virginia Sickness and Disability Program (VSDP) leave(s) during the annual performance cycle, such leave(s) must not be used to impact negatively on the employee's overall performance rating.

B. Supervisor's Role

An employee's immediate supervisor completes parts VI, VII, and VIII of the EWP according to the form's instructions.

1. Action to be taken if performance plan changes during the cycle:

If the supervisor changes the employee's performance plan during the performance cycle, the employee should be evaluated based on the performance plan in effect during each portion of the cycle. Evaluations of performance during each portion should be consolidated to an "overall" rating and documented on the form that is in effect at the end of the cycle.

2. Action to be taken if a new supervisor is assigned during the cycle:
If a new supervisor is assigned during the performance cycle, the new supervisor should review parts II and III of the EWP, make necessary modifications, and make their own assessment, along with the former supervisor's assessment, prior to determining the employee's overall evaluation at the end of the performance cycle.

The new supervisor is responsible for completing the official performance evaluation. However, in some cases, the reviewer or other designated person may need to assist the new supervisor or complete the evaluation.

3. Action to be taken when two or more supervisors supervise an employee at the same time:

Only one of the supervisors evaluates an employee who is working for two or more supervisors at the same time. Input is provided by the other supervisor(s). Only the evaluating supervisor signs the evaluation form.

4. Gathering information for the evaluation:

The supervisor identifies all potential sources of evaluation information including observable employee behaviors. In addition to the observations of the immediate supervisor, evaluation information can come from other sources, including the employee, peers, customers, subordinates, supervisors, and work products. When information from individuals, other than the employee's immediate supervisor, will be used to complete parts VII, VIII and IX of the EWP, the employee should be informed of potential sources at the beginning of the performance cycle when they receive parts II and III of the EWP.

C. Employee Self-Evaluation

Each employee must be afforded an opportunity to provide their supervisor with a self-assessment of their performance for the evaluation period. The employee should be asked to provide a self-evaluation at least two weeks prior to the evaluation meeting. The supervisor reviews and considers the self-assessment when completing parts VII, VIII and IX of the EWP.

D. Team Evaluations

An employee may be evaluated upon their performance as a team member. Performance feedback from others such as managers or

supervisors, customers, and the employee's peers may be considered as determined by the supervisor and/or reviewer.

E. Reviewer's Role

The reviewer must review and sign part IX of the EWP form before the evaluation is discussed and presented to the employee. If the reviewer does not agree with the EWP, the reviewer should discuss the disagreements with the supervisor. The reviewer has the authority to change parts VI, VII, VIII and IX of the EWP. In addition, higher levels of management may also change parts VI, VII, VIII and IX of the EWP. The next higher level of management should review the EWP in the absence of the reviewer.

VI. PERFORMANCE INCREASES

A. Supplementing Performance Increase Funding Prohibited

VDSS may not supplement funding provided by the General Assembly and the Governor for performance increases. Agencies with non-general fund sources will be guided by the amount authorized for performance increases by the General Assembly and the Governor.

B. Department vs. Sub-Agency Distribution of Funds

VDSS has elected to handle the distribution of funding for performance increases in an across-the-board manner for the entire agency.

C. Formula for Non-Probationary Employees

1. Non-probationary "Contributor"

- a. A non-probationary "Contributor" must receive at least 80% of the statewide average increase. The actual increase may vary from one state agency to another based on the formula used within these limits and the number of employees rated "Contributor."
- b. All VDSS employees rated as "Contributors" must receive the same percentage increase.

2. Non-probationary "Extraordinary Contributor"

- a. A non-probationary "Extraordinary Contributor" must receive no more than 250% of the statewide average increase. The actual increase may vary from one state agency to another based on the formula used within these limits and the number of employees rated "Contributor."
- b. All VDSS employees rated as "Extraordinary Contributors" must receive the same percentage increase.

D. Formula for Probationary Employees

The hire or rehire date guides determining the percentage increase for probationary employees, and the rating received as indicated below:

1. Hire/rehire date between October 25 and January 4
 - a. A probationary “Contributor” is eligible to receive an increase identical to the increase given to non-probationary “Contributors.”
 - b. A probationary “Extraordinary Contributor” is eligible to receive an increase identical to the increase given to non-probationary “Extraordinary Contributors.”
2. Hire/rehire date between January 25 and April 24
 - a. A probationary “Contributor” is eligible to receive an increase of 75% of the increase given to non-probationary “Contributors.”
 - b. A probationary employee hired or re-hired during this time period will not be eligible to receive a rating of “Extraordinary Contributor.”
3. Hire/rehire date between April 25 and July 24
 - a. A probationary “Contributor” is eligible to receive an increase of 50% of the increase given to non-probationary “Contributors.”
 - b. A probationary employee hired or re-hired during this time period will not be eligible to receive a rating of “Extraordinary Contributor.”
4. Hire/rehire date between July 25 and October 24
 - a. A probationary “Contributor” is eligible to receive an increase of 25% of the increase given to non-probationary “Contributors.”
 - b. A probationary employee hired or re-hired during this time period will not be eligible to receive a rating of “Extraordinary Contributor.”

E. Schedule

1. Performance evaluations should be carried out according to the following schedule:
 - a. A non-probationary employee who has completed a full 12-month performance cycle (October 25 through the next October 24) must have their performance evaluation completed between August 10 and October 24.
 - b. A probationary employee who is hired or re-hired between October 25 and July 24 must have their performance evaluation completed between August 10 and October 24.
 - c. A probationary employee who is hired or re-hired between July 25 and October 24 must have their performance evaluation completed by October 24.
 - d. An employee who is serving their probationary period during the time performance evaluations are completed will be evaluated on the "Probationary Progress Review" form.

F. Impact of Transfers or other Pay Practices

An employee who experiences changes in salary during the performance cycle (because of promotion, demotion, transfer, or the application of other pay practices) is eligible to receive the same percentage performance increase as other VDSS employees, contingent on their overall rating earned.

VII. PROCESS FOR APPEALING AN EVALUATION

If an employee disagrees with parts VI, VII, and VIII of the EWP and cannot resolve disagreements with their supervisor, the employee may appeal to the reviewer for another review of these parts of the EWP.

A. Employee's Action

The employee must file the appeal in writing to the reviewer within ten workdays of the initial performance meeting.

B. Reviewer's Action

The reviewer should discuss an employee's appeal with the employee and the employee's supervisor. After discussion of the appeal, the reviewer should provide the employee with a written response within five workdays of receiving it. The response should indicate one of the following:

1. The reviewer agrees with the evaluation;
2. The supervisor will revise the evaluation;
3. The supervisor will complete a new evaluation;
4. The reviewer will revise the evaluation; or
5. The reviewer will complete a new evaluation.

VIII. REQUIREMENT FOR REEVALUATION OF AN EMPLOYEE WHO RECEIVED A BELOW CONTRIBUTOR RATING

An employee who receives a rating of “Below Contributor” must be reevaluated and have a performance reevaluation.

A. Reevaluation Plan

Within ten workdays of the evaluation meeting, the employee’s supervisor must develop a performance reevaluation plan that sets forth performance measures for the following three months.

1. The reviewer must approve the reevaluation plan.
2. The supervisor should develop an entire performance plan, including a section pertaining to employee development.
3. If the core responsibilities and measures of the original performance plan are appropriate, this information should be transferred to a separate evaluation form that will be used for reevaluation purposes. This form should clearly indicate that this is a reevaluation.
4. The supervisor must discuss with the employee the specific recommendation for meeting the minimum measures contained in the performance reevaluation plan during the reevaluation period.
5. The employee’s reviewer and then the employee should review and sign the performance reevaluation plan.
6. If the employee transfers to another position during the reevaluation period, the reevaluation process will be terminated. *Regardless of the employee’s movement to another position during the reevaluation period, the employee will not be eligible for a performance increase.*

B. Three-month Reevaluation

The supervisor must reevaluate the employee's performance within two weeks prior to the end of the three-month period. If the employee is absent for more than 14 consecutive days during the three-month reevaluation period, the period will be extended by the total number of days of absence, including the first 14 days.

C. Action to be Taken when Performance has not improved during the Reevaluation Period

If the employee receives a reevaluation rating of "Below Contributor," the supervisor shall demote, reassign, or terminate the employee by the end of the three-month reevaluation period.

1. Demotion or reassignment

An employee whose performance during the reevaluation period is documented as not improving may be demoted or reassigned to another position with lower level of duties within the three-month period if another position more suitable for the employee's performance level is identified. A demotion or reassignment to another position will end the reevaluation period.

When an employee is moved to another position with lower duties due to unsatisfactory performance during or at the end of the reevaluation period, the action is considered a "Performance Demotion." The employee's salary must be reduced by at least 5%.

2. Reduction of duties

As an alternative to reassignment, demotion, or termination, an employee who is unable to achieve satisfactory performance during the reevaluation period may be allowed to remain in their position with a reduction in duties. Such a reduction should follow the reevaluation and be based on the its outcome. It must be accompanied by a concurrent salary reduction of at least 5%.

3. Termination

If, based on the reevaluation, it is determined that termination is the proper action, then the employee will be terminated at the end of the three-month reevaluation period.

4. Disciplinary action

The reevaluation process does not prevent the use of disciplinary action based on the employee's poor performance or other reasons stipulated in the SOP HR.1-9, Standards of Conduct. It also does not prohibit issuing additional "Improvement Needed/Substandard Performance" notices.

IX. RETENTION OF PERFORMANCE FORMS

A. Completed Evaluations

Completed evaluations, including those used for reevaluation, are official personnel documents and must be retained in each employee's official personnel file, located within the VDSS Division of Human Resource Management.

B. Interim Evaluations and other Performance Documentation

Interim evaluations are not official personnel documents and are retained in the supervisor's confidential files. The supervisor retains other documentation of work performance in files other than the employee's official personnel file. The interim evaluations and other documentation may be purged after the performance cycle is completed or after the employee's separation from state service.

An exception to the above occurs when the interim evaluation or other documentation of work performance is necessary to support disciplinary action taken under the Standards of Conduct. Such documentation should be attached to the "Written Notice" form and placed with it in the employee's personnel file.

**VDSS - RECRUITMENT AND SELECTION OF CLASSIFIED STAFF (Revised
9/25/2001)**

PURPOSE: To provide guidelines for the recruitment, screening, and selection of applicants for employment within the Virginia Department of Social Services.

AUTHORITY, INTERPRETATION, AND REVISION:

This SOP supersedes VDSS SOP 3, dated July 22, 1975, SOP 4, dated July 22, 1975, and SOP 21, dated March 15, 1983. The Director of the Department of Social Services' Division of Human Resource Management, or their designee, is responsible for the agency's interpretation of this SOP and for its revision or rescission.

I. DEFINITIONS

A. Addendum Interview List

List prepared by the Virginia Department of Social Services/Division of Human Resource Management (VDSS/DHRM) when an applicant's name was omitted in error from the original Referral List, Interview List or Supplementary Interview List.

B. Complete Screening

At the request of the hiring authority, the VDSS/DHRM evaluator screens all applications in order to identify the most qualified applicants. An Interview List containing the names of the applicants to be interviewed and their applications are sent to the hiring authority. The hiring authority must interview all candidates on the Interview List.

C. Disposition Codes

Abbreviations used to indicate the final status of each referred applicant.

D. Interview List

List prepared by the VDSS/DHRM. It contains the names of applicants to be interviewed for the position.

E. Preliminary Screening

The VDSS/DHRM evaluator screens all applications in order to identify the applicants whose qualifications meet or exceed the minimum requirements for the position. A Referral List containing the names of those applicants and their applications are sent to the hiring authority for further evaluation. The hiring authority determines which applicants will be offered an interview.

F. Recruitment Announcement

Job vacancy posting which contains position title and number along with other pertinent information (full-time/part-time/temporary; salary; position expiration date, if applicable); special requirements/preferences, if any; a brief duties and responsibilities paragraph; entry-level knowledge, skill, and ability statements (KSAs); announcement period closing date; and mailing address.

G. Referral List

List prepared by VDSS/DHRM. It contains the names of applicants that the hiring authority may further consider in order to determine which applicants will be offered an interview.

H. Request to Fill Position Form

Form submitted by the hiring authority to VDSS/DHRM when there is a need to fill a position.

I. Supplemental Interview List

List prepared by VDSS/DHRM at the request of the hiring authority when fewer than five applicants listed on the Interview List accept an interview. A Supplemental Interview List may also be issued if, after conducting interviews, the hiring authority is unable to select an applicant from the original Interview List.

II. LISTING JOB ANNOUNCEMENTS

All job announcements for vacant classified positions that are open to State Employees Only, or Open Recruitment must be advertised in RECRUIT, except in the following situations:

1. Positions to be filled through Agency Internal Recruitment. (Requires procedures be in place to notify all agency employees of such openings.
2. Vacant positions available as placement or recall opportunities for employees affected by Layoff.
3. Positions to be filled by agency-initiated demotions, or temporary assignments, or employee-requested demotions, or lateral transfers. (NOTE: Approval of employees' requests for lateral transfers or voluntary demotions is at the discretion of the Agency.)
4. Similar vacancies (same Role, duties/work title, organizational unit, and geographic area) that become vacant, or funded, within 90 calendar days from the position closing date of the similar vacancy. (NOTE: When such vacancy occurs and is not listed in RECRUIT,

the hiring authority may only consider applications in the applicant pool for the previously recruited position.)

5. Positions to be filled by employees returning from leave (with or without pay, including VSDP), or placements resulting from job-related injuries, if the position is in a Role equal to or lower than the position held by the employee before the leave.

III. APPLICANT RECRUITMENT, SCREENING, AND SELECTION

A. Posting Requirements

Job announcements must be listed in RECRUIT for a minimum of five consecutive workdays.

B. Types of recruitment

1. Fixed Period

A period of time such as one week, two weeks, etc., that the hiring authority chooses. If this option is selected;

- A closing date must be specified in the announcement, and
- All applications received by the closing date must be considered.

2. Open Until Filled

Positions may be posted with an open-until-filled statement. If this method is used, a statement must be included in postings that indicate the date a position opened and that there is a minimum-posting requirement of five consecutive workdays.

3. Intra-agency

Recruitment is limited to current permanent, probationary, and temporary (P-14) employees of the State Department of Social Services. Contract employees are excluded from applying.

4. Inter-agency

Recruitment is limited to current permanent, probationary, and temporary (P-14) employees of any agency of the Commonwealth of Virginia.

C. Request to Fill Position Form

1. Hiring Authority's Role

The hiring authority completes an up-to-date Employee Work Profile (EWP) form, Request to Fill Position (RTFP), and Justification Statement (JS) and sends to VDSS/DHRM. If more than one position with the same Role title and position type (permanent, temporary; full-time or part-time) is being recruited for, a separate EWP must be submitted for each position; however, one RTFP and one JS may be completed which lists all position numbers. The hiring authority indicates on the RTFP the type of applicant screening (refer all, preliminary or complete) that is desired.

2. VDSS/DHRM's Role

VDSS/DHRM checks all information for completeness and accuracy, prepares documents for submission to the Chief Deputy Commissioner for review and approval, and completes a Hiring/Exemption Request Approval Form for submission to the Office of the Secretary of Health and Human Services

D. Preparation of Recruitment Announcements, closing day and time, and extensions

1. Preparation of Recruitment Announcements

VDSS/DHRM prepares the Recruitment Announcement, newspaper advertisement(s), coordinates a review of the announcement with the hiring authority, and enters information into RECRUIT, the Department of Human Resource Management's automated personnel system

2. Closing day and time

Recruitment Announcements prepared will generally close on a Friday at 5 p.m. unless requested otherwise by the hiring authority.

3. Extensions

An announcement-posting period may be extended a minimum of five additional workdays at the discretion of the hiring authority.

E. Recruitment Announcement and Newspaper Advertisement

1. Contents of Recruitment Announcements and Newspaper Advertisements
 - a. Recruitment Announcements include the Role/Working title; position number; salary range, entry salary, or hourly rate of pay; if part-time, hours per week; and position location; statement about the type of recruitment for any position for which open recruitment is not being used; deadline date and time for receipt of applications; duties and responsibilities paragraph; special requirements, if any; knowledge, skills, and abilities (KSAs) needed for entry into the position; application instructions; and a statement that the agency is an equal opportunity employer.
 - b. Newspaper advertisements include the Role/Working title; position number; salary range, entry salary, or hourly rate of pay; if part-time, hours per week; position location; statement about the type of recruitment for any position for which open recruitment is not being used; deadline date and time for receipt of applications; duties and responsibilities paragraph; application instructions; and a statement that the agency is an equal opportunity employer. The knowledge, skill, and ability statements (KSAs) may be included if classified advertising costs are not prohibitive.
2. Restrictions on the use of Required Qualifications

Recruitment Announcements and newspaper advertisements may include preferred qualifications, but unless a job analysis supports a specific requirement, the desired qualifications should not be set forth so absolutely as to discourage otherwise qualified applicants from applying or automatically preclude applicants from consideration.

- a. Specific years of experience prohibited

Except where required by law or State Board policy, Recruitment Announcements and newspaper advertisements may not state a qualification for specific years of experience, but may state a qualification of related or applicable experience.

b. Educational qualifications

Except where required by law or State Board policy, Recruitment Announcements and newspaper advertisements should not state absolute educational qualifications or use educational qualifications to preclude from consideration applicants who have equivalent or sufficient applicable experience or training.

c. Proficiency levels

Recruitment Announcements and newspaper advertisements may include proficiency levels that are reasonable and consistent with expectations of acceptable proficiency within the work force. An example of an acceptable proficiency level is a typing speed requirement for a secretarial position which typing is a significant component.

d. Occupational certification or license

Recruitment Announcements and newspaper advertisements should state occupational certification or licensing that is required by law.

3. Approval for Bona Fide Occupational Qualifications (BFOQs)

Recruitment Announcements or newspaper advertisements may not include a BFOQ as a qualification requirement without the approval by VDSS/DHRM.

F. Application for Employment

A completed Commonwealth of Virginia "Application for Employment" must be submitted (mailed, faxed, e-mailed, or hand-delivered) for each position under recruitment. A facsimile, e-mail, or photocopied application is acceptable; however, the applicant must sign the application at the time of interview. The position number(s) and location must be entered on the application. Attachments to the completed "Application for Employment," including a resume, will be considered during the screening process. The "Application for Employment" may be obtained from VDSS/DHRM, Virginia Employment Commission, or from the Department of Human Resource Management's website at www.dhrm.state.va.us.

G. Testing or Use of Work Samples

This needs to be discussed and approved by VDSS/DHRM team prior to initiating.

H. Screening, Re-evaluation, Interviewing, Reference Checks, and Selection

The hiring authority may choose from three types of screening. The option selected is indicated on the Request to Fill Position form.

1. Refer All, Preliminary, and Complete Screening

- a. A VDSS/DHRM evaluator, using the Recruitment Announcement duties and responsibilities paragraph, entry-level knowledge, skill, and ability statements (KSAs), and special and/or preferred qualification(s) information, shall screen all applications received in response to the Recruitment Announcement.
- b. For "Refer All" screening, all applications are forwarded to the hiring authority for evaluation.
- c. For "Preliminary" screening, a Referral List of all applicants who meet or exceed the minimum required and/or desired qualifications for the position and their applications is forwarded to the hiring authority for further evaluation.
- d. For "Complete" screening, an Interview List of applicants who most closely possess the required and/or desired qualifications for the position and their applications is forwarded to the hiring authority.

2. Application re-evaluation

- a. Re-evaluation by VDSS/DHRM
 - (1) Any applicant whose name is not placed by VDSS/DHRM on a Referral List, Interview List, or Supplemental Interview List for a particular position may request a re-evaluation of his Application for Employment and all attachments. The request must be submitted in writing to VDSS/DHRM. It may be mailed or faxed.

- (2) A re-evaluation is performed by a VDSS/DHRM evaluator only if the hiring authority has not concluded interviews.
- (3) The VDSS/DHRM evaluator sends written notification of the re-evaluation results to the applicant.
- (4) If the re-evaluation results in a rating change and if the hiring authority initially selected the preliminary screening option, then another Referral List will be issued. The hiring authority then determines if the applicant will be offered an interview. If the complete screening option was initially selected, then an Addendum List is sent to the hiring authority, which shall ensure that the applicant is offered an interview.

3. Interviewing

- a. Interviews are a required step in the selection process. An interview panel, or hiring authority conducts the interviews.
- b. The Commissioner reserves the right to interview candidates in payband six and above.
- c. The hiring authority may sit on the interview panel or permit the panel to recommend the top candidates for second interview with the hiring authority.
- d. VDSS/DHRM and the hiring authority are responsible for ensuring that the interview process is fair and consistent.
- e. The hiring authority has the discretion to select individuals to serve on an interview panel. It is important that the hiring authority ensure that panel members are familiar with the basic responsibilities of the position for which they will interview applicants, for it is the panelists' responsibility to determine which applicants the hiring authority will interview.
- f. An effort must be made to contact by telephone or in writing, if unable to reach by telephone, all applicants who have been judged eligible for an employment interview. However, the hiring authority is not required to reschedule interviews with applicants who are unable to make the scheduled interview.
- g. The hiring authority and/or panel members develop a set of interview questions to be asked of each applicant. The questions

should allow the interviewer(s) an opportunity to seek information related directly to the knowledge, skills, and/or abilities (KSAs) necessary to perform the job. Questions that are not job-related or that violate EEO standards are not permissible. The interviewer(s) may ask or answer questions in response to any statements or questions from the applicant or to clarify information provided by the applicant on the application.

4. Reference checks

The hiring authority checks references with the current and former supervisor(s) of the applicant who is the final candidate for the position. The reference check, at a minimum, should obtain the following information: name, employment dates position title and duties, beginning and ending salaries, training completed, performance (work experience, KSA's, competencies), whether the employer would rehire the applicant and verification of any required license, certification, or degree.

5. Selection

- a. The hiring authority takes into consideration all information on the Application for Employment, the interview, and reference checks when determining the suitability of an applicant for employment. Race, color, religion, national origin, political affiliation, sex, age, or other non-KSA information such as salary history or marital status, may not be used in the selection decision.
- b. After a decision is made on determining the selected candidate, the hiring authority prepares a summary of the selection process, completes the Compensation Decision Worksheet (CDW), and meets with their VDSS/DHRM team who reviews the selection process, salary calculation, and start date.
- c. The hiring authority notifies the selected candidate after receiving notification from their VDSS/DHRM team
- d. The hiring authority's VDSS/DHRM team sends the offer of employment letter under the hiring authority's signature.
- e. The hiring authority's VDSS/DHRM team sends written notification to all applicants who were interviewed, but not selected.
- f. The hiring authority indicates the disposition status by each applicant's name on the Referral List, and returns the list and all applications to their VDSS/DHRM team.

I. Other Employment Requirements

Before an applicant is eligible for employment with the Commonwealth, several records must be reviewed or verified. This information is considered part of the application process, and as with information contained on the application form, if it is later discovered that an applicant falsified any information related to their employment, the employee's employment may be terminated.

1. Employment Eligibility/I-9

Form I-9 must be completed for each newly hired employee within three days from the start date of employment as required by the Immigration Reform and Control Act of 1986.

2. Child Support Inquiries

Agencies must ask each new employee to disclose whether they have an income withholding order to pay child support as required by sections 20-79 and 63.1-250 of the Code of Virginia.

3. Selective Service

All male applicants who apply for State positions must indicate on the State application whether they have registered for Selective Service as required by Section 2.1-32.1 of the Code of Virginia.

J. Application Retention

The following records must be maintained for a period of at least three years from the date the position is filled.

- Position description
- Records related to recruitment efforts
- Copies of advertisements
- Employment applications
- Race and gender data on all applicants
- Screening and selection criteria applied
- Interview questions and notes on applicant responses

VDSS - WAGE (HOURLY) EMPLOYMENT (*Effective 4/1/2001*)

APPLICATION: All temporary help personnel [P-14 or contractual (clerical and industrial only)].

PURPOSE: The Virginia Department of Social Services (VDSS) has a continuing need for wage (hourly) or temporary employees. Wage employment covers seasonal or temporarily excessive workloads, interim replacement, short-term project, or jobs that do not require classified employees. This policy defines wage employment and outlines the job conditions, benefits and compensation for these employees.

AUTHORITY, INTERPRETATION, AND REVISION:

This SOP, issued by VDSS, is an adaptation of Policy 2.20 issued by the Virginia Department of Human Resource Management pursuant to authority provided in Chapter 10, Title 2.1, of the Code of Virginia. This SOP supercedes VDSS SOPs P-2 and P-11 governing the employment of hourly employees dated July 22, 1975, and November 17, 1980, respectively. The Director of the Virginia Department of Social Services' Division of Human Resource Management (VDSS/DHRM), or their designee, is responsible for the agency's interpretation of this SOP and for its revision or rescission.

I. RECRUITMENT FOR WAGE POSITIONS

Applicants for wage position must possess the same qualifications as those required for similar classified positions. Equal employment opportunity and affirmative action practices apply to hourly employment. The extent of hourly employment in an office, division, or unit will depend on funding availability and justification for establishing such a position(s).

II. BENEFITS AND CONDITIONS OF WAGE EMPLOYMENT

- A. Wage employees are classified within the Career Group Roles of the State's Classified Compensation System and are compensated similarly to classified staff performing comparable duties within applicable pay practices and considering applicable pay factors.
- B. Wage employees are paid for hours physically worked (both regular and approved overtime).
- C. Some wage employees may be subject to background investigations and must complete a Selective Service Form as a condition of employment.

- D. All wage employees must complete an Employment Eligibility Form (I-9) within three days of employment as a condition of employment.
- E. Wage employees are covered under the Commonwealth's Workers' Compensation Act.
- F. Wage employees are not eligible for participation in the state's life insurance, retirement, or deferred compensation programs.
- G. Wage employees may purchase health insurance through payroll deduction if they work an average of 20 hours or more per week for at least six months.
- H. Wage employees may apply for classified positions. However, if hired into a classified position, wage service is not credited towards State service. The provisions of the Virginia Personnel Act do not cover wage employees. They serve at the will of the agency and do not have access to the employee Grievance Procedure.

III. TO HIRE A WAGE EMPLOYEE

- A. The hiring authority completes the agency's Request for Temporary Assistance for submission to the Office of the Secretary of Health and Human Resources by the VDSS/DHRM. Also included is (a) an Employee Work Profile; (b) an organizational chart, and (c) a justification statement. **NOTE: Wage positions that are 100% federally funded do not require submission to the Office of the Secretary of Health and Human Resources.**
- B. VDSS/DHRM notifies the hiring authority of the Secretary's Office approval.
- C. Once approved, their VDSS/DHRM team provides recruitment services, if requested. If the hiring authority wishes to advertise the position in a newspaper, the hiring authority's division is responsible for the cost of the ad.
- D. The hiring authority interviews applicant(s), completes the Compensation Decision Worksheet, and submits forms and documentation to their VDSS/DHRM team.
- E. Their VDSS/DHRM team reviews the selected candidate for possession of minimum qualifications and requested starting hourly rate.

- F. Once their VDSS/DHRM team has contacted the hiring authority, they may proceed to make the offer to the successful candidate and coordinate the completion of the new employee paperwork.

IV. COMPENSATING WAGE EMPLOYEES

A. Starting Pay

1. Starting pay is negotiable between the minimum of the pay band up to 15% above the applicant's current hourly rate. The negotiated rate may result in a decrease from the applicant's current or most recent hourly rate. Starting pay may not exceed the pay band maximum or that of other similarly situated classified positions within the same unit.
2. The hiring authority consults with the VDSS/DHRM prior to completing the Compensation Decision Worksheet (CDW).

B. Role Change

1. An upward Role change occurs when a position is changed to a different Role in a higher or lower pay band.
2. The supervisor/manager consults with VDSS/DHRM prior to completing the agency's Compensation Decision Worksheet (CDW), and Personnel Transaction form.
3. All forms and documentation are sent from the immediate supervisor/manager to the division director for approval. If approved by the division director, all forms and documentation are sent to their executive management member (EM) for approval. If approved by their EM, the forms and documentation are forwarded to the agency Budget Office, who then forwards to the VDSS/DHRM for evaluation.
4. The agency VDSS/DHRM conducts a job analysis and notifies the manager or supervisor and the EM of its findings and recommendations.

C. In-Band Adjustment

1. The supervisor/manager consults with the VDSS/DHRM prior to completing the agency's Compensation Decision Worksheet (CDW), and Personnel Transaction form.

2. All forms and documentation are sent from the immediate supervisor/manager to the division director for approval. If approved by the division director, all forms are sent to their EM for approval, who then forwards the action to the agency Commissioner.
3. If approved by the agency Commissioner, all forms and documentation are forwarded to the agency Budget Office, who then forwards to the VDSS/DHRM.

V. WAGE EMPLOYMENT LIMITATIONS

Regardless of funding source, wage employees are limited to working no more than 1,500 hours per agency per year including regular and overtime hours, and student hours. The year is defined as a period of 365 consecutive days starting on the employee's first workday. A new year begins after the previous 365-day period has expired. If the workload permits, divisions are encouraged to schedule wage employees at 30 hours per week or less to allow for continuous employment. Supervisors/managers are responsible for monitoring the 1,500-hour limitation. Upon reaching the maximum 1,500 hours, the employee may not work again until the full 365-consecutive-day period has ended. A wage employee, whose 1,500-hour allotment has been exhausted, cannot be rehired into another hourly position within the agency before the expiration of the 365-day period.

A. To Request an Extension of the 1500-Hour Limit:

The hiring supervisor will prepare a decision memorandum for submission to the Office of the Secretary of Health and Human Resources by the VDSS/DHRM. Also included is (a) an Employee Work Profile, and (b) organizational chart, and (c) a justification statement.

B. To Request a Renewal of the 1500-Hour Limit:

The hiring supervisor will prepare a decision memorandum for submission to the Office of the Secretary of Health and Human Resources through the VDSS/DHRM. This package will consist of: (a) a position description; (b) an organizational chart; and (c) list of duties.

VI. CONTRACTUAL EMPLOYEES (CLERICAL/INDUSTRIAL ONLY)

A. Contract Provisions

1. Temporaries (clerical/industrial only) are employees of the Contractors. The Contractors are responsible for all payroll taxes, workers' compensation, payroll reports, and other employer Federal and State requirements for temporary personnel.

2. This agency has the right refuse any temporary personnel supplied by a Contractor for any job-related deficiency.
3. Contractors supply all temporary personnel with time cards. Hours worked will be signed on a daily basis by the agency.

B. To Hire a Contract Employee from a Temporary Help Agency:

1. The hiring authority completes a request for Temporary Assistance form, attaching a job description and submits to VDSS/DHRM.
2. VDSS/DHRM reviews the job duties and contacts the appropriate temporary help agency in accordance with the Notice of Contract Award (Department of General Services, Division of Purchases and Supply).
3. The hiring authority reviews the responsibilities and job description with the contract employee and monitors/approves the submission of weekly timesheets.
4. The hiring authority is responsible for assigning a Purchase Order number and payment of invoices for the services provided by the temporary employee.

III. Recruitment and Selection Process

See VDSS/DHRM policy Recruitment and Selection of Classified Staff, page 23; and Wage (Hourly) Employment, page 31.

IV. Performance Management Process

See VDSS/DHRM Performance Management policy, page 14.

**EMPLOYEE WORK PROFILE
WORK DESCRIPTION/PERFORMANCE PLAN**

Parts I, II, III, and IV are written or reviewed by the supervisor and discussed with the employee at the beginning of the

PART I – Position Identification Information	
1. Position Number:	2. Agency Name & Code; Division/Department:
3. Work Location Code:	4. Occupational Family & Career Group:
5. Role Title & Code:	6. Pay Band:
7. Work Title:	8. SOC Title & Code:
9. Level Indicator: <input type="checkbox"/> Employee <input type="checkbox"/> Supervisor <input type="checkbox"/> Manager Employees Supervised: Does employee supervise 2 or more employees (FTEs)? <input type="checkbox"/> Yes <input type="checkbox"/> No	10. FLSA Status: <input type="checkbox"/> Exempt <input type="checkbox"/> Non-Exempt Exemption/Partial Exemption Test (if applicable):
11. Supervisor's Position Number:	12. Supervisor's Role Title & Code:
13. EEO Code:	14. Effective Date:

PART II – Work Description & Performance Plan
15. Organizational Objective:
16. Purpose of Position:
17. KSA's and or Competencies required to successfully perform the work (attach Competency Model, if applicable):
18. Education, Experience, Licensure, Certification required for entry into position:

<p>% Time</p>	<p>19. Core responsibilities</p>	<p>20. Measures for Core responsibilities</p>
<p>%</p>	<p>A. Performance Management (for employees who supervise others)</p>	<p>Examples of Measures for Performance Management:</p> <ul style="list-style-type: none"> • Expectations are clear, well communicated, and relate to the goals and objectives of the department or unit; • Staff receive frequent, constructive feedback, including interim evaluations as appropriate; • Staff have the necessary knowledge, skills, and abilities to accomplish goals; • The requirements of the performance planning and evaluation system are met and evaluations are completed by established deadlines with proper documentation; • Performance issues are addressed and documented as they occur. • Safety issues are reviewed and communicated to assure a safe and healthy workplace.
<p>%</p>	<p>B.</p>	
<p>%</p>	<p>C.</p>	
<p>%</p>	<p>D.</p>	
<p>%</p>	<p>E.</p>	
<p>%</p>	<p>F.</p>	

100%

21. Special Assignments	22. Measures for Special Assignments
G.	
H.	

Optional

23. Agency/Departmental Objectives	24. Measures for Agency/Departmental Objectives
I.	
J.	
K.	
L.	

ADDENDUM – ORGANIZATIONAL CHART

This page is printed separate from the remainder of the Work Description/Performance Plan because it contains confidential employee information.

PART III – Employee Development Plan

25. Personal Learning Goals

26. Learning Steps/Resource Needs

Part IV - Review of Work Description/Performance Plan

27. Employee's Comments:

Signature:

Date:

Print Name:

28. Supervisor's Comments:

Signature:

Date:

Print Name:

29. Reviewer's Comments:

Signature:

Date:

Print Name:

EMPLOYEE WORK PROFILE

PERFORMANCE EVALUATION

Parts V, VI, VII,
VIII, and IX are
written or

The following pages are printed separate from the remainder of the EWP because they contain confidential employee information.

PART V – Employee/Position Identification Information	
30. Position Number:	31. Agency Name & Code; Division/Department:
32. Employee Name:	33. Employee ID Number:

PART VI – Performance Evaluation	
34. Core responsibilities - Rating Earned	35. Core responsibilities - Comments on Results Achieved
A. <input type="checkbox"/> Extraordinary Contributor <input type="checkbox"/> Contributor <input type="checkbox"/> Below Contributor	
B. <input type="checkbox"/> Extraordinary Contributor <input type="checkbox"/> Contributor <input type="checkbox"/> Below Contributor	
C. <input type="checkbox"/> Extraordinary Contributor <input type="checkbox"/> Contributor <input type="checkbox"/> Below Contributor	
D. <input type="checkbox"/> Extraordinary Contributor <input type="checkbox"/> Contributor <input type="checkbox"/> Below Contributor	
E. <input type="checkbox"/> Extraordinary Contributor <input type="checkbox"/> Contributor <input type="checkbox"/> Below Contributor	
F. <input type="checkbox"/> Extraordinary Contributor <input type="checkbox"/> Contributor <input type="checkbox"/> Below Contributor	
36. Special Assignments - Rating Earned	37. Special Assignments - Comments on Results Achieved
G. <input type="checkbox"/> Extraordinary Contributor <input type="checkbox"/> Contributor <input type="checkbox"/> Below Contributor	

H. <input type="checkbox"/> Extraordinary Contributor <input type="checkbox"/> Contributor <input type="checkbox"/> Below Contributor	
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38. Agency/Department Objectives - Rating Earned	<u>39. Agency/Department Objectives - Comments on Results Achieved</u>
I. <input type="checkbox"/> Extraordinary Contributor <input type="checkbox"/> Contributor <input type="checkbox"/> Below Contributor	
J. <input type="checkbox"/> Extraordinary Contributor <input type="checkbox"/> Contributor <input type="checkbox"/> Below Contributor	
K. <input type="checkbox"/> Extraordinary Contributor <input type="checkbox"/> Contributor <input type="checkbox"/> Below Contributor	
L. <input type="checkbox"/> Extraordinary Contributor <input type="checkbox"/> Contributor <input type="checkbox"/> Below Contributor	

40. Other significant results for the performance cycle:	
---	--

Part VII - Employee Development Results

41. Year-end Learning Accomplishments:

Part VIII - Overall Results Assessment and Rating Earned

An employee receiving an overall rating of "Below Contributor" must have received at least one Notice of Improvement Needed/Substandard Performance form during the performance cycle.

An employee who earns an overall rating of "Below Contributor" must be reviewed again within three months.

An employee receiving an overall rating of "Extraordinary Contributor" must have received at least one Acknowledgment of Extraordinary Contribution form during the performance cycle. However, the receipt of an Acknowledgment of Extraordinary Contribution form does not guarantee an overall performance rating of "Extraordinary Contributor" for that performance cycle.

42. Overall Rating Earned

- Extraordinary Contributor
- Contributor
- Below Contributor

Part IX - Review of Performance Evaluation

43. Supervisor's Comments:	Signature: Print Name:	Date:
44. Reviewer's Comments:	Signature: Print Name:	Date:
45. Employee's Comments:	Signature: Print Name:	Date:

EMPLOYEE WORK PROFILE

AGENCY OPTIONAL SECTIONS

Confidentiality Statement:

I acknowledge and understand that I may have access to confidential information regarding [employees, students, patients, inmates, the public]. In addition, I acknowledge and understand that I may have access to proprietary or other confidential information business information belonging to [Agency]. Therefore, except as required by law, I agree that I will not:

- Access data that is unrelated to my job duties at [Agency];
- Disclose to any other person, or allow any other person access to, any information related to [Agency] that is proprietary or confidential and/or pertains to [employees, students, patients, inmates, the public]. Disclosure of information includes, but is not limited to, verbal discussions, FAX transmissions, electronic mail messages, voice mail communication, written documentation, "loaning" computer access codes, and/or another transmission or sharing of data.

I understand that [Agency] and its [employees, students, patients, inmates, public], staff or others may suffer irreparable harm by disclosure of proprietary or confidential information and that [Agency] may seek legal remedies available to it should such disclosure occur. Further, I understand that violations of this agreement may result in disciplinary action, up to and including, my termination of employment.

Employee Signature

Date

Annual Requirements:

Activity	Current? If so, date completed?			
Required In-Service or other training	<input type="checkbox"/> Yes _____ Date	<input type="checkbox"/> No	<input type="checkbox"/> N/A	
Valid Licensure/Certification/Registration	<input type="checkbox"/> Yes _____ Date	<input type="checkbox"/> No	<input type="checkbox"/> N/A	
Employee Health Update	<input type="checkbox"/> Yes _____ Date	<input type="checkbox"/> No	<input type="checkbox"/> N/A	

Essential Job Requirements (Indicate by each E = Essential, M = marginal, or N/A)

Physical Demands and Activities:

Light lifting <20 lbs.	Standing _____	Sitting _____	Bending _____
Moderate lifting 20-50 lbs.	Lifting _____	Walking _____	Climbing _____
Heavy lifting >50 lbs.	Reaching _____	Repetitive motion _____	
Pushing/pulling	Other _____		

Emotional Demands:

Fast pace _____ Avg. pace _____
Multiple priorities _____
Intense customer interaction _____
Multiple stimuli _____
Frequent change _____

Mental/Sensory Demands:

<u>Memory</u> _____	Reasoning _____	<u>Hearing</u> _____
Reading _____	Analyzing _____	Logic _____
	<u>Verbal communication</u> _____	
<u>Other</u> _____	Written communication _____	

Interim Evaluation Form

Employee Name: _____

Supervisor Name: _____

Meeting Date: _____

<u>Performance Areas Fully Meeting Job Criteria or Job Responsibilities</u>
<u>Performance Areas Identified for Improvement/Substandard</u>
Additional Discussion Items (e.g., project updates, progress on priorities, training and professional development, employee's concerns)
Next Steps in Employee Development (for both the supervisor and employee)

Employee's Signature: _____

Date: _____

Supervisor's Signature: _____

Date: _____

Probationary Progress Review

Projected Probationary End Date:

Review Interval

3-month 6-month Probationary Period End Other:

Employee Name (Last, First, Middle)

Employee ID Number

Position Number

Role Title

Work Title

Agency

Sub-Division

Employment Date

Supervisor's Name

Supervisor's Title

Comments on Overall Progress (Indicate progress toward meeting Performance Plan. Attachments may be added if necessary. Indicate # of attachments here: ____)

Overall Results of Review

- Contributor Performance shows consistent achievement toward meeting established performance expectations.
- Below Contributor Performance shows deficiencies, which interfere with the attainment of performance expectations.
- Probationary Period Extended In accordance with the Policy 1.45, the probationary period is extended for performance reasons until _____.

Employee Development Plan (Attachments may be added if necessary. Indicate # of attachments here: ____)

Personal Learning Goals

Learning Steps/Resource Needs

Supervisor's Signature:

Date:

Employee's Signature:

Date:

PERFORMANCE MANAGEMENT

NOTICE OF IMPROVEMENT NEEDED/SUBSTANDARD PERFORMANCE

Name:	Employee ID# or SS#:
Position Number:	Agency & Division:
Work Title:	

This form documents that you must make immediate improvement in the performance of your duties. Continued poor performance as described below may result in an overall "Below Contributor" rating on the annual performance evaluation conducted in this performance cycle.

Description of specific performance deficiencies and improvements needed:

Improvement plan:

Supervisor's Signature:	Date:	
Reviewer's Comments:	Signature:	Date:
Employee's Comments:	Signature:	Date:

Note: An employee who receives at least one Improvement Needed form during the performance cycle may receive an overall "Below Contributor" rating on the performance evaluation conducted in the same performance cycle. Receipt of one or more of these forms does not automatically warrant a "Below Contributor" rating.

PERFORMANCE MANAGEMENT

ACKNOWLEDGMENT OF EXTRAORDINARY CONTRIBUTION

Name:	Employee ID# or SS#:
Position Number:	Agency & Division:
Work Title:	

This form documents and recognizes you for the extraordinary contribution you have made in the performance of your duties. You are commended for your exemplary accomplishment/performance.

Description of specific extraordinary contributions:

Supervisor's Signature:	Date:	
Reviewer's Comments:	Signature:	Date:
Employee's Comments:	Signature:	Date:

Note: An employee must receive at least one Acknowledgement of Extraordinary Contribution during the performance cycle to be eligible for an overall "Extraordinary Contributor" rating on the performance evaluation conducted in the same performance cycle. Receipt of one or more Acknowledgement forms does not automatically entitle an employee to the "Extraordinary Contributor" rating.

**V. PAY PRACTICE PROCESSES, RESPONSIBILITIES, AND COMPENSATION
DECISION WORKSHEET**

See page 57.

VDSS PAY PRACTICE GUIDELINES (rev. 07/10/07)

	Pay Practice	Description	Pay Guidelines	Approval Levels
	Starting Pay	<ul style="list-style-type: none"> New Employees Rehires 	Negotiable from minimum of pay band up to 15% above current salary, not to exceed pay band maximum Starting pay in excess of 15% must be approved by the Commissioner	<ul style="list-style-type: none"> 0-15% Division/Regional Management Decision; requires consultation with HR >15% Review by HR Representative; Approval of Commissioner Periodic post-audit by HR
EMPLOYEE INITIATED	Promotion	Movement to a different Role in a higher pay band	Salary increase is 9-15%, but may be less due to market rate and internal equity (Salary may not be below the minimum of the new pay band.)	Delegated to Executive Management; Redelegable to Division/Regional Directors <ul style="list-style-type: none"> 9-15% Management Decision; requires consultation with HR Periodic post-audit by HR
	Voluntary Transfer Competitive	Movement within same Role or to different Role in the same pay band	Increase in Level of Duties and higher level KSA's: 0-15% Decrease in Level of Duties and lower level of KSA's: Minimum 5% reduction No Change in Level of Duties: No change in salary	Requires approval by Commissioner if salary increase is recommended; otherwise delegated to Executive Management; Redelegable to Division/Regional Directors <ul style="list-style-type: none"> 0-15% Management Decision Periodic post-audit by HR If salary reduction is greater than 10%, requires approval of Executive Staff
	Voluntary Transfer Non-Competitive	Movement within same Role or to different Role in the same pay band	Decrease in Level of Duties and lower level of KSA's: Minimum 5% reduction No Change in Level of Duties: No change in salary	Delegated to Executive Management; Redelegable to Division/Regional Directors <ul style="list-style-type: none"> Justification of why non-competitive Typically no increase in pay If salary reduction is greater than 10%, requires approval of Executive Staff
	Voluntary Demotion	Movement to a different Role in a lower pay band	Minimum 5% reduction in pay; maximum decrease to minimum of new pay band (Agency option to freeze salary above maximum for 6 months – requires approval of Commissioner)	Delegated to Executive Management; Redelegable to Division/Regional Directors <ul style="list-style-type: none"> Requires Approval of Commissioner HR consultation 5% Decrease in Pay – Exceptions Approved by Commissioner
	Temporary Pay	Assuming new duties and responsibilities on a temporary basis	Acting – Role in Higher Pay Band 0-15% above current salary not to exceed pay band maximum Acting – Role in Same Pay Band 0-10% increase not to exceed pay band maximum Long-term Special Project 0-10% increase not to exceed pay band maximum Critical Skill 0-10% increase not to exceed pay band maximum	Requires approval of Commissioner
MANAGEMENT INITIATED	Role Change	(Formerly Reallocation)	Upward – Higher Pay Band: 0-10% increase or to minimum of higher pay band	Requires approval of Commissioner for upward actions involving study of multiple positions; otherwise, delegated to Executive Management; Redelegable to Division/Regional Directors <ul style="list-style-type: none"> Upward: 0-10% Downward: 0% Lateral: 0%
			Downward – Lower Pay Band: No change in salary unless above maximum of the lower pay band, reduce after six months	
			Lateral – Different Role, Same Pay Band: Increase in Level of Duties and higher level KSA's: 0-10% Decrease in Level of Duties and lower level of KSA's: No change in salary No Change in Level of Duties: No change in salary	
In-Band Adjustment	<ul style="list-style-type: none"> Permanent Change in level of duties Application of new KSA's, competencies Retention Internal alignment 	0-10% increase not to exceed pay band maximum, maximum 10% per fiscal year for In-Band Adjustments (to include any increase for Lateral Role Change)	Requires approval of Commissioner	
Disciplinary or Performance-Related Salary Action	Movement within same or to lower pay band	Minimum 5% reduction in pay; maximum decrease to minimum of new band	Delegated to Executive Management Redelegable to Division/Regional Directors Guidance from Employee Relations prior to submission of request	
Competitive Salary Offer – Counter Offer Due to Retention	Outside offer (including other state agencies)	Maximum increase not to exceed outside offer or maximum of pay band or Lump sum payment not to exceed 10% of current salary Requires an employee to sign a retention agreement, stipulating that the employee must repay the agency in the event the employee leaves prior to completing 12 months of active service	Requires approval of Commissioner	

COMPENSATION DECISION WORKSHEET (CDW)

Manager/Supervisor's Name _____ Title _____ Date _____ Phone Ext. _____
 Division _____ Cost Code _____ Sub Div _____
 Employee/Candidate Name _____ Social Security Number _____
 Position Number _____ Position Type: Classified Full-time _____ Classified Part-time _____ Wage (P-14) _____
 Current Role Code _____ Current Pay Band _____ New Role Code _____ New Pay Band _____

Salary Components	Current	Proposed
<u>Starting Pay and Promotion</u>		
1. Requested starting salary of new hire or promotional increase _____% not to exceed 15% of most recent salary - subject to market rate (Increase on promotion is 9-15%, but may be less due to market rate and internal equity.) a. Calculate average salary of employees with similar credentials and experience of new hire/promotion b. Calculate market rate for job.	1. \$ _____ a. \$ _____ b. \$ _____	1. \$ _____
<u>Discretionary Pay Differentials</u>		
2. *Retention - Counter Offer _____% of Base pay (subject to job rate not to exceed outside offer or pay band maximum or external salary offer	2. \$ _____	2. \$ _____
3. *Retention - Counter Offer - Non-base (Lump sum payment not to exceed 10% of current salary)	3. \$ _____	3. \$ _____
4. *Temporary Pay – Acting: end date ___/___/___; increase _____% Different role in higher pay band - 0 to 15% of current salary not to exceed Pay band maximum; Same or different role in same pay band - 0 to 10% of current salary not to Exceed pay band maximum	4. \$ _____	4. \$ _____
5. *Temporary Pay – Long-term Special Project: end date ___/___/___ Increase _____%; 0 to 10% of current salary not to exceed pay band maximum	5. \$ _____	5. \$ _____
6. *Temporary Pay – Critical Skill: end date ___/___/___ Increase _____%; 0 to 10% of current salary not to exceed pay band maximum	6. \$ _____	6. \$ _____
7. *Recognition and Spot Awards Cash Payments – Non-base Building (Non-base pay increase up to \$1,000 per fiscal year per employee)	7. \$ _____	7. \$ _____
<u>Salary Increases/Decreases Due to Change in Job Duties/Assignments</u>		
8. *In Band Adjustment – Base Building _____% increase, not to exceed 10% of current Salary, per fiscal year, per employee Check most applicable ___ Permanent Change in Level of Duties ___ Application of New Knowledge, Skills, Abilities and Competencies ___ Retention ___ Internal Alignment a. Calculate average salary of employees with similar credentials and experience b. Calculate market rate for job	8. \$ _____ a. \$ _____ b. \$ _____	8. \$ _____
9. *Voluntary Demotion-- Movement to a different Role in a lower pay band (Minimum 5% reduction in pay; maximum reduction to new pay band minimum; may freeze salary for six months if above pay band maximum)	9. \$ _____	9. \$ _____
10. Role Change - Management Initiated - Check most applicable ___ Upward: Movement to a different Role in higher pay band - _____% increase Not to exceed 10% of current salary NOTE: Requires approval of Commissioner if upward salary recommendations involve multiple positions. ___ Lateral: Movement to a different Role in the same pay band – typically no Increase	10. \$ _____	10. \$ _____

Salary Components	Current	Proposed
<p>_____ Downward: Movement to a different Role in a lower pay band – no increase</p> <p>a. Calculate average salary of employees with similar credentials and experience of new transfer</p> <p>b. Calculate market rate for job</p>	<p>a. \$ _____</p> <p>b. \$ _____</p>	
<p>11. Involuntary Demotion (Disciplinary or Performance-Related Salary Action) - Movement within same or to lower pay band (Minimum 5% reduction in pay; maximum decrease to minimum of new pay band)</p>	<p>11.\$ _____</p>	<p>11.\$ _____</p>
<p>12. Voluntary Transfer – Competitive Requested salary of _____% increase, not to exceed 15% of current salary (See VDSS Pay Practice Guidelines Chart) NOTE: Requires approval of Commissioner for increase in salary.</p> <p>a. Calculate average salary of employees with similar credentials and experience of new transfer</p> <p>b. Calculate market rate for job</p>	<p>12.\$ _____</p> <p>a. \$ _____</p> <p>b. \$ _____</p>	<p>12.\$ _____</p>
<p>13. Voluntary Transfer – Non-Competitive Continuation of current salary contingent on market rate and internal equity.</p> <p>a. Calculate average salary of employees with similar credentials and experience of new transfer</p> <p>b. Calculate market rate for job</p>	<p>13.\$ _____</p> <p>a. \$ _____</p> <p>b. \$ _____</p>	<p>13.\$ _____</p>

Compensation Factors to Consider for all Compensation Decisions

- Current Salary
- Duties & Responsibilities
- Training, Certification, License, etc.
- Salary Reference Data
- Long Term Impact
- Work Experience & Education
- Knowledge, Skills, Abilities & Competencies
- Market Availability
- Total Compensation
- Reference Checks if Applicable
- Internal Salary Alignment
- Performance
- Budget Implications
- Agency Business Needs

Justification for Item # _____ (Please document consideration of the compensation factors listed above. Please refer to the agency's Pay Practice Guidelines chart for additional information.)

SIGNATURES

Manager/Supervisor _____ **Date** _____

Division Director _____ **Date** _____

Executive Management _____ **Date** _____

***Agency Commissioner** _____ **Date** _____

Budget Representative _____ **Date** _____

H.R. Director _____ **Date** _____

VI. PROGRAM EVALUATION

The Virginia Department of Social Services will evaluate the overall agency implementation of the Compensation Management System. The goal of the evaluation is to assure continuing, consistent application of policies and practices across roles, pay bands, and race and gender groups. It is also to assure compliance with applicable federal and state laws, rules, policies and procedures. Where significant issues are identified through these evaluations the affected central office program, in conjunction with the agency VDSS/DHRM, will prepare an action plan designed to correct the problems which will identify activities, dates for completion and performance measures.

Program evaluation will occur twice a year and should consist of four parts: 1) assessment of procedural adherence; 2) assessment of impact; 3) assessment of results; and 4) assessment of budget impact.

Procedural adherence will be assessed via historical information (e.g. reports from VDSS/DHRM staff of violations of policy) and the auditing of a sample of transaction files when the pay practice analyses reveal trends inconsistent with the proper application of VDSS/DHRM pay practices.

Impact will be evaluated by statistical analysis. The purpose of impact evaluation is to determine what pay practices are being used, what groups, including demographic groups, are being affected, and what trends can be identified. Impact evaluations will be conducted primarily to determine if there are general corrective actions that should be taken.

Results will be evaluated by comparing observed accomplishment with proposed outcome. All innovative proposals will be required to state a desired result (e.g. reduction of turnover, reduction of overtime, increased attendance). If a proposal is implemented, there must be regular follow-up to determine if its result is being accomplished and maintained. If data indicate that the innovation is no longer serving its purpose, it will be discontinued; and the effect of its discontinuance will be evaluated.

Pay Practices Review - The agency's VDSS/DHRM evaluates agency wide salary actions twice a year, across the following factors: race, sex, role, pay band, number of pay actions and average percent increase. Where the pay practice analyses reveal trends inconsistent with the proper application of VDSS pay practices, the agency's VDSS/DHRM will evaluate a sample of individual pay actions in an attempt to identify the underlying cause(s) of the trend and develop strategies to address compensation issues.

Fiscal Impact Review - The agency's VDSS/DHRM will work with the Finance Office to develop a means to track amounts budgeted for personal services versus actual payroll amounts. This review will be done twice yearly and will assess spending trends. Additionally, a method will be developed to monitor personal services expenditures.

Compensation Program Effectiveness Review - For each role identified as critical to the agency's operations (i.e., having a significant impact on the achievement of the agency's mission and services) or as being consistently hard to fill, the VDSS/DHRM will identify performance measures to assess their success in meeting their operational needs. For example, the number of qualified applicants applying for vacant positions, the number of rejected salary offers, the turnover rate or average length of service for a particular role, or the amount of overtime being paid. General assessments may also be made of such things as the number of certifications attained, increases in staff educational level, etc. Data should be gathered quarterly so trends can be identified.

VII. APPEAL PROCESS

The agency's appeal process will be an informal two (2) step process in which the employee verbally presents his or her concern(s) to the immediate supervisor and if his or her concern is not resolved, presents his or her concerns to the immediate supervisor's supervisor (the "Reviewer" in the performance evaluation process). Individuals in probationary status will have access to this appeal process.

VIII. EEO STATEMENT

The Virginia Department of Social Services, by policy and preference and adherence to **Executive Order Number Two (98)**, reaffirms its continuing commitment to afford all applicants who have the necessary qualifications an equal opportunity to compete for employment within the Department. Further, equal employment opportunity shall be afforded to all employees in regard to recruitment, selection, promotion, demotion, transfer, compensation, benefits, training, and termination. There shall be no employment discrimination, or preferential treatment favoring any individual or group because of race, sex, color, national origin, religion, age, or political affiliation, or against otherwise qualified persons with disabilities. This policy prohibits the lowering of qualification standards to give preference to any applicant. The Virginia Department of Social Services is an Equal Opportunity/Affirmative Action Employer.

The Department prohibits harassment. Offensive workplace behavior that does not violate this policy should be addressed to the appropriate manager/supervisor. However, if issues can not be resolved, these may be presented to the human resource generalist team representative that responds to human resource issues for the division in which the employee works. The employee will be counseled regarding courses of action available. While avenues of redress are available through the United States Equal Employment Opportunity Commission, the State Discrimination Complaint Procedure, and the State Grievance Procedure, employees are encouraged to contact their human resource generalist team representative assigned to their division for resolution of complaints prior to using other avenues.

Every employee is expected to adhere to the Department's policy of non-discrimination, equal employment opportunity, and non-harassment within their assigned area of responsibility. Employees found engaging in actions which violate this policy may be issued a "Second Group Offense" under the Commonwealth of Virginia Employee Standards of Conduct. Subsequent violations may result in employment termination.

This Equal Employment Opportunity Policy shall serve as a guide for all actions in every area of the Department of Social Services.

IX. TRAINING AND COMMUNICATIONS PLAN

The agency's communication plan includes Employee Information Sessions and training with supervisors, managers and employees on changeover to the new performance plan under Compensation Reform. See page 64 for a schedule of all information and training sessions.

Agency Communication Planning

Month	Key Activities	Who Responsible
April 2000	<ul style="list-style-type: none"> <input type="checkbox"/> HR Generalists receive additional information on Comp Reform to include information on development of career group descriptions and pay practices <input type="checkbox"/> Develop "High-level" Comp Reform communication/implementation plan 	<ul style="list-style-type: none"> <input type="checkbox"/> Charles/Sandra <input type="checkbox"/> All
May	<ul style="list-style-type: none"> <input type="checkbox"/> HR Generalists deliver Communication Sessions with mgrs/supvs/employees (May – June) 	<ul style="list-style-type: none"> <input type="checkbox"/> All
June	<ul style="list-style-type: none"> <input type="checkbox"/> HRG receives additional information at June 23rd Forum Mtg. <input type="checkbox"/> HRG & Mgrs meet to prepare for Pay Practices Task Force Meeting 	<ul style="list-style-type: none"> <input type="checkbox"/> Rue White <input type="checkbox"/> Wayne/Sandra/Charles
July	<ul style="list-style-type: none"> <input type="checkbox"/> 7/13/00 - HR Meets with Pay Practices Committee <input type="checkbox"/> WK July 10-14 - HR Receives ACA Comp Training 	<ul style="list-style-type: none"> <input type="checkbox"/> Wayne/Sandra/Charles <input type="checkbox"/> Comp Reform
August	<ul style="list-style-type: none"> <input type="checkbox"/> HR receives Train-the-Trainer sessions on <ul style="list-style-type: none"> <input type="checkbox"/> Compensation Reform – Aug 8-30 (various locations) <input type="checkbox"/> Recruitment/Selection <input type="checkbox"/> 8/24/00 - HR Drafts Agency Pay Practices Presentation <input type="checkbox"/> 8/25/00 – HRG Begins Drafting Pay Practices Project Plan to include Training & Communication <input type="checkbox"/> 8/31/00 - Pay Practices Committee Meets with Commissioner 	<ul style="list-style-type: none"> <input type="checkbox"/> Comp Reform <input type="checkbox"/> Comp Reform <input type="checkbox"/> S. Fox <input type="checkbox"/> HRG <input type="checkbox"/> PPC
September	<ul style="list-style-type: none"> <input type="checkbox"/> 9/11/00 – Agency Transition Planning Checklist and Agency Salary Administration Plan Guidelines due to DHRM <input type="checkbox"/> 9/25/00 – Agency Training on Pay Practices Begins <input type="checkbox"/> 9/25/00 – Agency Transition to Pay Banding 	<ul style="list-style-type: none"> <input type="checkbox"/> VDSS <input type="checkbox"/> HRG & Mgrs <input type="checkbox"/> DPT
October	<ul style="list-style-type: none"> <input type="checkbox"/> HR receives Train-the-Trainer sessions on HR Policies (Oct/Nov) 	<ul style="list-style-type: none"> <input type="checkbox"/> TBA
November	<ul style="list-style-type: none"> <input type="checkbox"/> VDSS HR Trains mgrs/supvrs/ee's on Performance Management System (November – December) 	<ul style="list-style-type: none"> <input type="checkbox"/> TBA
December	<ul style="list-style-type: none"> <input type="checkbox"/> 12/1/00 – Final Agency Salary Administration Plan Due <input type="checkbox"/> HR receives Train-the-Trainer sessions on Performance Management 	<ul style="list-style-type: none"> <input type="checkbox"/> VDSS <input type="checkbox"/> Comp Reform
January 2001	<ul style="list-style-type: none"> <input type="checkbox"/> HR delivers Performance Mgmt training to Supv. 	<ul style="list-style-type: none"> VDSS
February	<ul style="list-style-type: none"> <input type="checkbox"/> HR delivers Performance Mgmt training to Supv & Employees 	<ul style="list-style-type: none"> VDSS
March	<ul style="list-style-type: none"> <input type="checkbox"/> HR delivers Performance Mgmt training to Employees 	<ul style="list-style-type: none"> VDSS

Month	Key Activities	Who Responsible
April	☐ April 2, employee work profiles are due	VDSS
May		
June		
July		
August		
September		
October		
November		
December		

Compensation Reform Overview Schedule

Date	Location	Time	Team Members
May 16	Petersburg District Office	9:00 – 12:00/1:30 – 4:30	Pam/Sandra
Wed - May 17	Central Office, LL 2&3	9:00 – 12:00/1:30 – 4:30	Charles/Shelby
May 23	Newport News District Office	9:00 – 12:00/1:30 – 4:30	Wayne/Charles
May 23	Fairfax District Office	9:00 – 12:00/1:30 – 4:30	Diane/Kathy
Wed - May 24	Central Office, LL 1&2	9:00 – 12:00/1:30 – 4:30	Bill/Shelby
May 25	Lynchburg District Office	9:00 – 12:00/1:30 – 4:30	Lil/Lori
Wed - June 7	Central Office, LL 2&3	9:00 – 12:00 <i>only</i>	Lori/Bill
June 8	Verona District Office	1:30 – 4:30 <i>only</i>	Charles/Pam
June 8	Fredericksburg District Office	9:00 – 12:00/1:30 – 4:30	Diane/Sandra
June 13	Central Office LL 1&2	9:00 – 12:00/1:30 – 4:30	Kathy/Cliff
June 13	Central Regional Office	9:00 – 12:00/1:30 – 4:30	Wayne/Lori
Wed - June 14	Central Office LL 1&2	9:00 – 12:00/1:30 – 4:30	Diane/Sandra
June 14	Norfolk District Office	9:00 – 12:00/1:30 – 4:30	Pam/Shelby
June 15	Central Office LL 1&2	1:30 – 4:30 <i>only</i>	Bill/Lil
June 19	Western Regional Office	1:00 – 4:00 (<i>overnight</i>)	Shelby/Lil
June 20	Western Regional Office	9:00 – 12:00 (<i>overnight</i>)	Shelby/Lil
June 20	Northern Regional Office	9:00 – 12:00/1:30 – 4:30	Kathy/Bill
Wed - June 21	Danville District Office	9:00 – 12:00/1:30 – 4:30	Shelby/Lil
Wed - June 28	Portsmouth District Office	9:00 – 12:00/1:30 – 4:30	Pam/Diane
Wed - June 28	Roanoke District Office	9:00 - 12:00/1:30 - 4:30 (<i>Overnight</i>)	Kathy/Lil
June 29	Eastern Regional Office	9:00 – 12:00/1:30 – 4:30	Sandra/Cliff

Agency Pay Practices Training
Schedule

Date	Location	Time	Team Members
Oct 3	Glen Allen Cult Arts Center	8:30 a.m. to 5:00 p.m.	
Oct 6	Central Office	8:30 a.m. to 5:00 p.m.	
Oct 10	Central Office	8:30 a.m. to 5:00 p.m.	
Oct 11	Eastern Reg Office	8:30 a.m. to 5:00 p.m.	
Oct 16	Central Office	8:30 a.m. to 5:00 p.m.	
Oct 18	Central Office	8:30 a.m. to 5:00 p.m.	
Oct 20	Central Reg Office	8:30 a.m. to 5:00 p.m.	
Oct 26	Northern Reg Office	8:30 a.m. to 5:00 p.m.	
Nov 6	Western Reg Office	8:30 a.m. to 5:00 p.m.	
Nov 8	Piedmont Reg Office	8:30 a.m. to 5:00 p.m.	
Nov 30	Glen Allen Cult Art Center	8:30 a.m. to 5:00 p.m.	

Agency Performance Management Training
For Supervisors
Schedule

Date	Location	Time	Team Members
Jan 9	JSRCC	9:00 a.m. to 4:00 p.m.	
Jan 10	JSRCC	9:00 a.m. to 4:00 p.m.	
Jan 11	DCSE	9:00 a.m. to 4:00 p.m.	
Jan 16	JSRCC	9:00 a.m. to 4:00 p.m.	
Jan 17	JSRCC	9:00 a.m. to 4:00 p.m.	
Jan 18	DCSE	9:00 a.m. to 4:00 p.m.	
Jan 23	JSRCC	9:00 a.m. to 4:00 p.m.	
Jan 24	JSRCC	9:00 a.m. to 4:00 p.m.	
Feb 15	Central Office	9:00 a.m. to 4:00 p.m.	
Feb 22	Central Office	9:00 a.m. to 4:00 p.m.	
Feb 23	Central Office	9:00 a.m. to 4:00 p.m.	

Agency Performance Management Communication Sessions
For Employees
Schedule

Date	Location	Time	Team Members
Feb 27	Central Office	9:00 a.m. to noon	
	DCSE - Petersburg	1:30 p.m. to 4:30 p.m.	
		9:00 a.m. to noon	
		1:30 p.m. to 4:30 p.m.	
Feb 28	Central Office	9:00 a.m. to noon	

Date	Location	Time	Team Members
Mar 1		1:30 p.m. to 4:30 p.m.	
	Eastern Regional Office	9:00 a.m. to noon	
		1:30 p.m. to 4:30 p.m.	
	Central Office	9:00 a.m. to noon	
		1:30 p.m. to 4:30 p.m.	
Mar 2	Newport News D.O.	9:00 a.m. to noon	
		1:30 p.m. to 4:30 p.m.	
	Norfolk D.O.	9:00 a.m. to noon	
		1:30 p.m. to 4:30 p.m.	
Mar 5	Charlottesville D.O.	9:00 a.m. to noon	
Mar 6	Northern/Western DCSE	1:30 p.m. to 4:30 p.m.	
	Piedmont Regional Office	9:00 a.m. to noon	
		1:30 p.m. to 4:30 p.m.	
Mar 7	Piedmont DCSE	9:00 a.m. to noon	
		1:30 p.m. to 4:30 p.m.	
	Central Regional Office	9:00 a.m. to noon	
		1:30 p.m. to 4:30 p.m.	
Mar 8	Northern Prog Operations	1:30 p.m. to 4:30 p.m.	
		1:30 p.m. to 4:30 p.m.	
Mar 9	Northern DCSE	9:00 a.m. to noon	
Mar 2	Eastern DCSE	9:00 a.m. to noon	
		1:30 p.m. to 4:30 p.m.	
Mar 13	Central Office	9:00 a.m. to noon	
		1:30 p.m. to 4:30 p.m.	
Mar 14	Eastern DCSE	9:00 a.m. to noon	
		1:30 p.m. to 4:30 p.m.	
	Central Office	9:00 a.m. to noon	
		1:30 p.m. to 4:30 p.m.	
Mar 20	Central Office	9:00 a.m. to noon	
		1:30 p.m. to 4:30 p.m.	
Mar 21	Central Office	9:00 a.m. to noon	
		1:30 p.m. to 4:30 p.m.	
Mar 22	Western DCSE, Lynchburg	9:00 a.m. to noon	
		1:30 p.m. to 4:30 p.m.	
	Western DCSE, Danville	9:00 a.m. to noon	
		1:30 p.m. to 4:30 p.m.	
	Western Regional Office	1:30 p.m. to 4:30 p.m.	
		1:30 p.m. to 4:30 p.m.	
Mar 23	Central Office	9:00 a.m. to noon	
		1:30 p.m. to 4:30 p.m.	

Date	Location	Time	Team Members
	Western Regional Office	9:00 a.m. to noon	
Mar 27	Central Office	9:00 a.m. to noon	
		1:30 p.m. to 4:30 p.m.	

X. Authorization and Signature

Sonia Rivero, Commissioner Date

Sally U. Blanchard, Human Resources Director Senior Date