

# FY19 Appropriations Committee Questionnaire

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## Department of Human Resources

### 1a. What are your programs?

#### **HUMAN RESOURCES OPERATIONS**

The division includes the following enumerated programs/functions: Classification and Position Management, Benefits and Wellness, Reporting and Compliance, Compensation, and Recruitment.

#### **Classification and Position Management**

Assesses job duties for all positions in state government and classifies them using the Willis Point Factor Tool to assign a pay grade, in accordance with statute. This pay grade in combination with the provisions of the collective bargaining agreements, determine the compensation received by a classified employee. Analysis and recommendation of new position requests; verification of funding and budget status; analysis of position changes; abolishment of positions, as applicable; maintenance and management of a position pool.

#### **Benefits and Wellness**

Benefits: Manages and administers benefit programs for 25,000 employees, retirees and their eligible dependents, including health plans options, dental insurance, life insurance, an employee assistance program, and a flexible spending account program for qualifying medical expenses and dependent care. Monitors state and federal health care legislation and takes all steps necessary to prepare for future changes.

Wellness: Works to improve employee health outcomes by providing information, education, support and coaching to create behavioral change. Wellness team members also provide prevention services to over one-third of the state's workforce, including the flu immunization effort.

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## **Reporting and Compliance**

Performs information management reporting and analysis and develops and maintains a wide variety of reports from the VTHR system, serving all agencies and departments of Vermont state government. Assesses the fiscal impact of legislative proposals and proposals for collective bargaining. . Evaluates and develops systems and implements reporting to respond to statutory requirements including Affordable Care Act, and EEO.

## **Compensation**

State-wide compensation administration and analysis, including annual exempt salary adjustments, hire-into-range (HIR) requests, exempt salary requests, management of exempt pay plans, management the market factor adjustment (MFA) program, and oversight of classified and exempt merit programs and policies. Conducts and evaluates annual employee engagement survey. Conducts sophisticated analysis of workforce data to identify workforce trends.

## **Recruitment**

Develops strategic, state-wide recruiting and staffing strategies to identify, attract, recruit and hire the talent necessary for the State of Vermont to meets its business goals. Manages and maintains recruiting processes for all state agencies and departments. Assists state managers in screening and hiring. Works to attract, evaluate and acquire a qualified and diverse applicant pool. Coordinates statewide advertising program and marketing efforts. Administers the Reduction in Force Reemployment (RIF) program.

## **WORKFORCE DEVELOPMENT**

### **Center for Achievement in Public Service (CAPS)**

Develops and provides learning, coaching and consulting opportunities for supervisors, managers, and the state employee workforce, designed to enhance employee engagement and the development of new leaders. Administers a wide range of in-person and on-line learning opportunities, including the State's comprehensive and mandatory Supervising In State Government courses, and the Vermont Certified Public Managers® Program (VCPM) which is accredited by the National Certified Public Managers® Consortium

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## **FIELD SERVICES**

Provides human resources support and services to employees, agencies and departments throughout state government. The Field Services Team, which is embedded within agencies and departments, acts as the liaison between these customers and DHR Operations. They are knowledgeable about and provide services in the full range of human resource disciplines, including: recruitment, workforce planning, position management, classification, and labor relations.

## **LABOR RELATIONS**

Negotiates, interprets, and administers the collective bargaining agreements for unionized state employees in four certified bargaining units: Non-Management, Supervisory, Corrections and State Police. The Division is responsible for the administration of statewide personnel policies and procedures and ensures compliance with state and federal employment laws, including the Federal Family Medical Leave Act, Vermont's Parental and Family Leave Act, the Americans with Disabilities Act, the Americans with Disabilities Act Amendments Act, and the Fair Employment Practices Act. The Leave Management Unit within Labor Relations provides guidance and support to employees and departments in the administration and proper use of annual leave, personal leave and sick leave.

## **LEGAL SERVICES AND INVESTIGATIONS**

Advises and represents agencies and departments on cases relating to the state's workforce and works closely with the Attorney General's Office in litigation before the Vermont Labor Board, the Human Rights Commission and state and federal courts. Reviews and revises statewide personnel policies to ensure compliance with state and federal regulations as well as industry best practices.

### **Investigations**

Investigates allegations of employee misconduct. Provides guidance to managers, supervisors and HR Managers throughout investigative processes.

## **VTHR**

Responsible for the VTHR system which houses all data related to employees' status, time and labor rules, and benefits to ensure employees are paid appropriately and receive all appropriate benefits. The department continues its focus on optimizing business processes and the system is continually updated to reflect efficiencies.

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### 1b. How do these programs meet your core mission?

The Department of Human Resources' core mission is to provide leadership to, and work in partnership with, other departments within state government to promote managerial and workforce excellence while fostering an understanding and observance of regulatory requirements. The programmatic and functional areas of the Department meet the mission in the following ways:

#### **STATEWIDE HR OPERATIONS DIVISION**

##### Classification

Ensures compliance with collective bargaining agreements and equity in the salaries paid to classified employees by evaluating jobs and rating them in a principled and objective manner.

##### Benefits and Wellness

Ensures that employees have an opportunity to receive high quality benefits which increase their health, well-being and productivity, and by promoting and supporting a healthy workforce. These highly valued benefits are a major recruitment and retention tool.

##### Reporting and Compliance

Provides, identifies and analyzes data and workforce trends to assist agencies and departments to manage and understand their business. Provides financial analysis to support collective bargaining, budgeting, legislative and other business processes.

##### Recruitment

Partners with managers to attract a talented and diverse workforce to enable agencies and departments to meet their organizational objectives.

##### Compensation

Assures equity in compensation.

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## **WORKFORCE DEVELOPMENT DIVISION**

Develops the talents and strengths of employees to enable agencies and departments to meet organizational objectives. The Division provides human resources management tools, develops employee's capability to excel in their jobs, and prepares the workforce for future challenges and opportunities.

## **FIELD OPERATIONS DIVISION**

Provides expertise throughout state government on managerial and workforce excellence. Works closely with other department divisions to promote the hiring and retention of qualified staff, appropriate classification and compensation of staff, and compliance with policies, procedures, collective bargaining agreements and state/federal law.

## **LABOR RELATIONS DIVISION**

Negotiates and interprets contracts that set forth the State's obligations with respect to the workforce. This includes contract obligations relating to most areas of employment, including compensation, working conditions, performance and misconduct. Ensures the State meets its statutory obligations under the Americans with Disabilities Act, Family and Medical Leave Act and a host of other labor laws that govern employment in the state of Vermont.

## **LEGAL SERVICES DIVISION**

Provides counsel to ensure employee discipline is performed in a manner that is consistent with collective bargaining agreements and defensible in labor board or other legal proceedings.

## **VTHR**

Compensates employees appropriately and in accordance with collective bargaining agreements.

**See Results Based Accountability submission for additional information.**