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West Virginia Higher Education Policy Commission
West Virginia Community and Technical College System

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Clarence "Butch" Pennington
Chair

James L. Skidmore
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Trish Clay

February 16, 2015

The Honorable Dave Sypolt
Co-Chair, Legislative Oversight Commission on Education Accountability
Senate Education Committee
Room 417M, Building 1
State Capitol Complex
Charleston, West Virginia 25305

The Honorable Amanda Pasdon
Co-Chair, Legislative Oversight Commission on Education Accountability
House Education Committee
Room 434M, Building 1
State Capitol Complex
Charleston, West Virginia 25305

Dear Senator Sypolt and Delegate Pasdon:

The Resolution approved by the Legislative Oversight Commission on Education Accountability (LOCEA) on May 20, 2014 requires quarterly progress reports of accomplishments regarding implementation of Senate Bill 330, comprehensive legislation relating to personnel administration. This report addresses progress made on behalf of the West Virginia Higher Education Policy Commission (Commission) and West Virginia Council for Community and Technical College Education (Council) for the period November 12, 2014 through February 15, 2015.

Request for Information - Market Compensation Survey

A Request for Information (RFI) with appendices guiding responders to the most appropriate sections of West Virginia Code was published in July 2014. The RFI included three main sections for vendors to review and suggest processes, methods, and timelines for completing the work. The three sections of the RFI were: (1) compensation market studies for all categories of employees; (2) proposal of a process, method, and/or program for establishing, measuring and maintaining compensation equity among employee categories; and (3) review of statutory expectations with regard to centralized support of the human resources function for West Virginia public higher education with recommendations for organization, programs, staffing and budgeting to implement the Legislature's expectations.

Four responses to the request were received by the September 23, 2014 deadline. Responses were reviewed and initial cost estimations provided by two large reputable vendors indicate the cost for this comprehensive study with systemic program recommendations related to jobs held by approximately 15,000 employees of the Commission and Council will range from \$993,000 to \$1,550,000. Cost estimations did not include pricing for software to manage annual updates of the system, or for conducting review for redesign of the current central human resources structure to effectuate change, as well as implement and maintain requirements of Senate Bill 330.

Staff plans to use the RFI responses as guiding resources for drafting the final Request for Proposal (RFP). Constituent groups will have an opportunity to review and provide feedback on the draft RFP. The Compensation Planning and Review Committee (CPRC), established by Senate Bill 330, is charged with oversight of the study and will be called upon to review and finalize the Request for Proposal that is expected to be published soon.

New Senate Education Committee leadership requested, and staff prepared, a revised Senate Bill 330 Timeline on January 20, 2015 estimating release of the RFP be completed by February 27, 2015. A copy of the new timeline is included with this report. However, Commission and Council staff are concerned with the fiscal prudence of awarding a bid for a comprehensive compensation study as required by West Virginia Code changes made by Senate Bill 330. In the face of continued and additional budget reductions for West Virginia Higher Education and the recently introduced legislation proposing removal of the requirement to conduct such an extensive compensation study, Commission and Council staff have delayed release of the Request for Proposal until receiving an indication from new leadership to proceed with advertising a contract costing up to \$1.5 million during a period of declining appropriations and student enrollment.

WVOASIS

Implementation of Phase D – HRM/Payroll of wvOASIS has been indefinitely delayed by the Enterprise Resource Planning Board. West Virginia higher education organizations continue to maintain data in the “HR Staging” environment of the new system. However, without necessary data elements (such as fields to identify categories of higher education employees, faculty rank, academic disciplines, tenure indicators, etc.) or methods to meet nationally standardized higher education data reporting (IPEDS) and federal contractor reporting requirements (VETS100), concern is growing that the system will be a complex payroll system and not be able to meet the business process and reporting needs for higher education human resources. The Vice Chancellor for Human Resources continues to assist with identification of issues affecting higher education, problem resolution and coordination for stages of implementation for higher education institutions with wvOASIS Phase D-Human Resources/Payroll. Participation in testing and maintaining multiple data systems for all personnel transactions continue to make demands on the time of human resources staff at all West Virginia public higher education institutions.

Vice Chancellor for Human Resources Search

Patricia Clay was named Vice Chancellor for Human Resources effective December 17, 2014. An abbreviated copy of her resume is included with this report.

Development of Annual Human Resources Report Card

West Virginia Code §18B-7-8(b)(2) requires the preparation of an annual Human Resources Report Card summarizing the performance of organizations on key human resources measures. Some required measures are included in the statute. However, to demonstrate the value and effectiveness of the human resources function at each higher education organization, additional elements must be included.

Traditional human resource metrics coupled with strategic key performance indicators should provide strategic, operational, and monetary measures of the effectiveness of the human resources function at each organization. At this time, there is no uniform method to collect data for a standardized human resources report card. It is very doubtful the wvOASIS will contain the data elements necessary for development of a report. A committee of chief human resources officers has been established to identify and define data elements, and to recommend a method for developing the annual Human Resources Report Card. The first meeting of the committee was held on February 10, 2015.

Communications

In order to provide updates and exchange of information, Patricia Clay, Vice Chancellor for Human Resources, met with the Advisory Council of Classified Employees (ACCE) on December 10, 2014 and January 13, 2015; provided updates regarding human resources activities and Senate Bill 330 implementation to the Higher Education Policy Commission on November 21, 2014 in Lewisburg, WV and to the Community and Technical College Council on January 29, 2015 in South Charleston, WV; presented the Annual Personnel Report to the Legislative Oversight Commission on Education Accountability (LOCEA) on January 11, 2015; held monthly meetings via conference call with the Chief Human Resources Officers in November, December and January; and attended the Enterprise Resource Planning Steering Committee meeting on February 2, 2015.

The Vice Chancellor for Human Resources continues to provide policy guidance, advice and technical support for the institutional chief human resources officers as well as providing human resources services for the offices of the Commission and Council.

Sincerely,



Paul L. Hill
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James L. Skidmore
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Proposed Activities, Milestones, and Goals
Human Resource Initiatives
SB330/LOCEA Resolution
January 20, 2015

January 21 – April 1, 2015

- **Draft job description and job announcement for Director of Classification and Compensation.** Advertise position with closing date three weeks from appearance of advertisements. Screen, interview and select finalist. Anticipated starting date April 1, 2015.

January 21, 2015 – February 27, 2015

- **Draft Request for Proposal (RFP) for compensation market studies for classified, non-classified and faculty employee categories (approximately 15,000 employees).** Include option to allow vendors to bid on aspects of RFP that align with their area of expertise. For example, a consultant may specialize in compensation for a specific discipline (information technology, research, sport coaches, etc.) and may bid on doing a portion of the work.
- The RFP will include a requirement for the vendor to review the effectiveness of existing job classification methodology and make recommendations to ensure the system in use produces and continues to produce accurate results aligned with the market and with best classification and compensation practices.
- Additionally, the RFP will include a requirement to design and develop equity measures (Relative Market Equity – RME) and a reporting structure using the market data resulting from compensation studies. It was apparent from vendor responses to the Request for Information that compensation consultants focus on gender equity and market equity which are common in the compensation arena. More specific guidance is necessary to receive appropriate proposals to design a separate program to measure compensation equity between West Virginia higher education employee categories and not the more common legal requirements for equity that are expected to be included in any credible compensation market study.

- Share draft for input from Chief Human Resources Officers (CHRO), Advisory Council of Classified Employees (ACCE), Advisory Council of Faculty (ACF), college Presidents and Commission/Council administrative staff.
- Revise proposal based on feedback from constituencies.
- Schedule and meet with Compensation Planning and Review Committee (CPRC) to finalize Request for Proposal for publication.
- Length of time to receive vendor bids will be determined by the Commission's Director of Procurement and requirements of the West Virginia Department of Administration's Purchasing Division.

February 27, 2015

- **Anticipated release of final Request for Proposal for compensation market study and design of compensation structures for all categories of employees.**

Timelines after release of the Request for Proposals for conducting market studies, developing pay philosophies, designing pay structures, incorporating communication plans, designing and presenting reports and updates, will be dependent on proposals from consultants. Additional factors that affect timeline estimations include:

- The cost of the project(s) and the Commission's and Council's ability to award contracts for all work required or whether the work has to be spread over additional fiscal years;
- The amount of support required of Commission/Council staff, as well as college and university human resources staff (Include professional and technical support);
- Competing demands on staff time with regard to coordinating WVOASIS HR/Payroll implementation for the twenty-two Commission/Council organizations;
- Competing demands on staff time with regard to human resources functions necessary for the internal human resources functions of Commission and Council as an agency; and
- Ability of the Commission and Council to staff the Human Resources Division at a level conducive to analysis, design, implementation, maintenance and evaluation of requirements, studies, on-going programs and data reporting outlined in Senate Bill 330.

March 1 – March 30, 2015

- **Draft Request for Proposal to conduct review for redesign of Commission's current human resources structure to effectuate system change, as well as implement and maintain requirements of Senate Bill 330.**
- **Work with Division of Policy and Planning to design a data submission portal for Chief Human Resources Officers to categorize and upload current job descriptions for classified, non-classified and faculty employees.**

Job descriptions for faculty and non-classified employees will be used for systems' job specification development, benchmark identification, design of job titling structure, compensation market pricing, and assignment of existing employees to newly developed titles and/or compensation grades/tiers/structures. Job descriptions or Position Information Questionnaires (PIQs) for classified employees will be used for the same purposes, including development of job specifications. Much of the classification system design is already in place for classified employees, so building a new structure for job titling and evaluation will not be required. However, more importantly the PIQs will be used by the consultants to "audit" or validate the effectiveness of the existing methodology and/or decisions made at the organizational level to appropriately assign titles and pay grades to positions. This work will satisfy the requirement for evaluation and report to the Legislature of the effectiveness of the existing methodology to classify jobs in public higher education institutions.

April 1 – April 30, 2015

- **Anticipated vendor meetings and bid opening.**
- **Classification and Compensation Review Committee evaluation of bids and selection of vendor.**
- **Finalization of vendor contract to begin work.**
- **Orientation and training of new Director of Classification and Compensation.**

May 2015

Anticipated start of work by consultants.

Patricia A. Clay

74 Lakeside Drive
Hurricane, WV 25526

Resume'

Qualification Summary: Twenty-nine years experience in human resources management and development, of which 18 have been in executive administration. Extensive West Virginia Higher Education knowledge and experience. Expertise in Employee Relations, Benefit Administration, Classification and Compensation, Training and Development, Performance Management, Employment and Staffing, Legal Compliance, and HR Information Systems. Developed and implemented severance benefit programs; succession management program; performance management programs; training and development programs; faculty compensation program; and executive management performance management program. Successful grievance and mediation experience in strong pro-labor environment. Served as key member of a three person project oversight team working with consultants to develop a classification and compensation program for 6,000+ classified employees in the WV Higher Education Systems.

EDUCATION and CERTIFICATIONS:

Master's of Science in Management/Employee Relations, West Virginia Graduate College, Institute, WV (Earned GPA 3.73) (The MSMER program was created by combining the management core of the MBA program and the core requirements of the Industrial Relations program.)

Regents Bachelor of Arts with concentration in Business Administration, Summa Cum Laude, West Virginia State College, Institute, WV (Earned GPA 3.76)

Associate in Science in General Business with Honors, Southern WV Community College, Logan, WV Named "Outstanding Graduate 1986" by Division of Business at Southern. (Earned GPA 3.87)

SPHR - Certified Senior Professional in Human Resources granted by the Human Resources Certification Institute (HRCI) of the Society for Human Resource Management (SHRM). June 2008-2017

CCP – Certified Compensation Professional designation from World at Work Association of Certified Professionals. September 2007-2016

Certificate in Salary Administration from World at Work Association of Certified Professionals. August 2007

IPMA-CP (International Public Management Association for Human Resources Certified Professional) Executive level certification awarded by the Public Human Resource Certification Council (PHRCC) 2007 -2013

Post Graduate work at West Virginia University and Marshall University in Legal Studies and Higher Education Administration.

PROFESSIONAL ASSOCIATIONS, BOARDS and COMMITTEES:

Member, President, past president, and founding member of the West Virginia Chapter of the College and University Professional Association for Human Resources (WVCUPA-HR) (2008 - Present)

Member of the Society for Human Resources Management (SHRM)

Member of the WorldatWork Total Rewards Association

Member of the International Public Management Association for Human Resources (IPMA-HR)

Member West Virginia Higher Education Job Evaluation Committee (JEC) (1994 to 2011) and Job Classification Committee (JCC) (2012-present)

Member of the National Coal Heritage Area Regional Trail Plan Steering Committee (2008 - 2012)

Past Board member Children's Home Society of WV (2003 - 2010)

Co-founder Tire on the Mountain/Bike the Park Days mountain bike instruction and trail ride organizations (www.wvmountainbike.com) (2003 - Present)

Served on multiple statewide Higher Education committees and work groups.

OTHER RECENT/RELEVANT TRAINING:

I consider myself a life long learner and regularly participate in conferences, webinars and other learning opportunities to stay current in my field and maintain professional certifications. Listed below are relevant training programs.

Society for Human Resources (SHRM) Lead(HR) Conference, 2014

World-at-Work National Compensation Conference, 2014

Association of Title IX Administrators, Title IX Investigator Training School, 2012 and 2013.

WVCUPA-HR Annual Conferences 2008, 2009, 2010, 2011, 2012, 2013

World at Work, Inc., Skill & Competency Based Pay Delivery Systems, 2001; New Strategies and Applications for Public Sector Compensation, 2001; Compensation Fundamentals, 2006; Job Analysis, Documentation and Evaluation, 2007; Market Pricing - Conducting a Competitive Pay Analysis, 2007; Total Rewards Management, 2007; Quantitative Methods, 2007; Base Pay Management, 2007; Regulatory Environments for Compensation Programs, 2007; Variable Pay - Incentives, Recognition and Bonuses, 2007; Performance Management - Strategy, Design and Implementation, 2007; and Accounting and Finance for the Human Resources Professional, 2007

Deem HR Annual Conference, 2010, 2011

West Virginia EEO Conference, 1999, 2000, 2002, 2003, 2005, 2006, 2012

Homeland Security Planning for Campus Executives, 2006

College and University Personnel Association for Human Resources National Convention, 2000, 2011, 2013

Personal Information:

Ms. Clay is a life long resident of West Virginia and has worked in West Virginia higher education for over thirty-two years. She resides at Hurricane, WV. Ms. Clay has one son and three grandchildren. She is a avid mountain biker and mountain bike basic skills instructor.