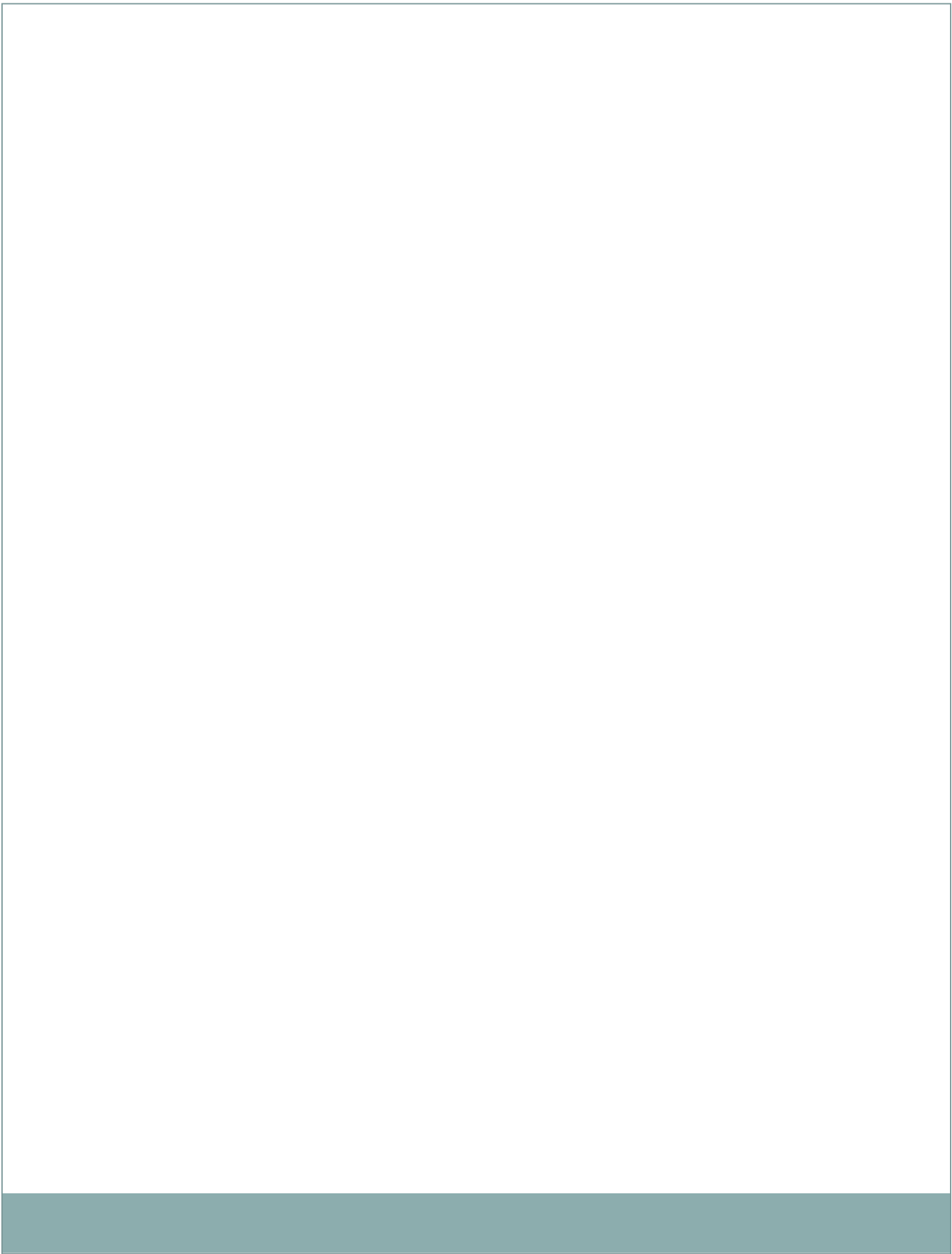


State of Nevada  
Department of Administration  
Division of Human Resource  
Management







Department of  
Administration

Division of  
Human Resource  
Management

## Mission

To provide exceptional Human Resource services with integrity, respect and accountability.

## Vision

To be recognized as a leader and partner in the management of Human Resources.

## Statutory Authority

Nevada State Constitution, Article 15, Section 15, and the Nevada Revised Statutes, Chapter 284. Appointment to Merit Award Board is authorized in NRS 285.

# DHRM Office Locations



## Administrator's Office

(Includes IT Business Process Analyst)

209 E. Musser Street, Suite 101, Carson City (Blasdel Building)

## Division Offices of EMS, EEO and OED

(Includes Employee & Management Services, Sexual Harassment/Discrimination Investigation Unit, EEO Officer & Mediation Program, and Office of Employee Development)

100 N. Stewart Street, Suite 200, Carson City (NSLA Building)

## Central Payroll

209 E. Musser Street, Suite 105, Carson City (Blasdel Building)

## Central Records

209 E. Musser Street, Suite 105, Carson City (Blasdel Building)

## Compensation, Classification & Recruitment

209 E. Musser Street, Suite 101, Carson City (Blasdel Building)

## Agency Human Resource Services

400 W. King Street, Suite 406, Carson City

## Human Resources

(Includes Recruitment, Classification, Office of Employee Development, and Agency HR Services, and Organizational Climate Studies)

555 East Washington Avenue, Suite 1400, Las Vegas (Grant Sawyer Building)

## Equal Employment Opportunity

(Includes EEO Administrator and Sexual Harassment/Discrimination Unit)

555 East Washington Avenue, Suite 1500, Las Vegas (Grant Sawyer Building)

**Division Administrator, Human Resource Management**  
PCN: 0001

**Administrative Assistant IV**  
PCN: 0002

**Business Process Analyst III**  
PCN: 0094

**Climate Studies Personnel Analyst III (LV)**  
PCN: 0041

**Personnel Commission**

**Merit Award Board**

**Employee-Management Committee**

**Committee on Catastrophic Leave**

**Administrator Equal Employment Opportunity**  
PCN: 0040

**Admin. Asst III (LV)**  
PCN: 0086

**Mediation Program EEO Officer**  
PCN: 0085

**Investigation Unit Personnel Analyst II**  
PCN: 0042

**Compliance Investigator II (LV)**  
PCN: 0230

**Compliance Investigator II (LV)**  
PCN: 0270

**Compliance Investigator II**  
PCN: 0045

**Employee & Management Services Div. Deputy Administrator HR Mgmt**  
PCN: 0009

**Admin Asst III**  
PCN: 0065

**Consultation & Accountability Supry Personnel Analyst**  
PCN: 0063

**Personnel Analyst III**  
PCN: 0004

**Personnel Analyst III**  
PCN: 0005

**Personnel Analyst III**  
PCN: 0062

**Admin Asst II**  
PCN: 0012

**Central Payroll & Employee Records Management Analyst IV**  
PCN: 0021

**Central Records Program Officer II**  
PCN: 0027

**Personnel Tech III**  
PCN: 0006

**Personnel Tech II**  
PCN: 0071

**Personnel Tech II**  
PCN: 0180

**Personnel Tech I**  
PCN: 0038

**Compensation, Classification & Recruitment Div. Deputy Administrator HR Mgmt**  
PCN: 0037

**Payroll Mgmt Analyst II**  
PCN: 0057

**Admin Asst III**  
PCN: 0068

**Acct. Asst III**  
PCN: 0033

**Acct Asst III**  
PCN: 0072

**Acct Asst III**  
PCN: 0058

**Acct Asst II**  
PCN: 0190

**Payroll Accountant III**  
PCN: 0102

**Acct Tech I**  
PCN: 0080

**Acct Tech II**  
PCN: 0059

**Compensation Personnel Analyst III**  
PCN: 0067

**Classification Supry Personnel Analyst (LV)**  
PCN: 0016

**Personnel Analyst III**  
PCN: 0064

**Personnel Analyst III**  
PCN: 0019

**Personnel Analyst II**  
PCN: 0026

**Personnel Tech III**  
PCN: 0047

**Admin Asst II (LV)**  
PCN: 0007

**Agency Human Resource Services Personnel Officer III**  
PCN: 0171

**Recruitment Supry Personnel Analyst**  
PCN: 0010

**Personnel Analyst III**  
PCN: 0050

**Personnel Analyst III**  
PCN: 0092

**Personnel Analyst III**  
PCN: 0011

**Personnel Analyst III**  
PCN: 0093

**Personnel Analyst III (LV)**  
PCN: 0039

**Personnel Analyst III (LV)**  
PCN: 0083

**Personnel Analyst III**  
PCN: 0075

**Personnel Analyst II**  
PCN: 0082

**Personnel Analyst II**  
PCN: 0013

**Personnel Tech I**  
PCN: 0036

**Personnel Analyst III**  
PCN: 0169

**Admin Asst II**  
PCN: 0172

**Personnel Analyst I**  
PCN: 0170

**Personnel Analyst I**  
PCN: 0079

**Personnel Officer II**  
PCN: 0533

**Personnel Tech III**  
PCN: 0078

**Personnel Tech III**  
PCN: 0023

**Personnel Tech II**  
PCN: 1076

**Personnel Officer I**  
PCN: 1014

**Personnel Analyst II (LV)**  
PCN: 0060

**Personnel Tech II (LV)**  
PCN: 0090

**Office of Employee Development Employee Development Manager (LV)**  
PCN: 0097

**Training Officer II**  
PCN: 0018

**Training Officer II (LV)**  
PCN: 0098

**Training Officer II (LV)**  
PCN: 0034

**Training Officer II (LV)**  
PCN: 0240

**Program Officer III (LV)**  
PCN: 0044

**Admin Asst III (LV)**  
PCN: 0074

**Admin Asst I (LV)**  
PCN: 0051

**NVCPM Contract Trainers**

- Administrator
- Manager
- Supervisor



# Functions of the Division



## Office of the Administrator

- Division Administration
- Technology
- Organizational Climate Studies

## Employee & Management Services

- Leave and Attendance
- Performance Management
- Employee Grievances/Resolution Conferences
- Alcohol and Drug Testing Program
- Employee Assistance Program
- Regulations Making and Legislative Tracking
- DHRM Inventory, Internal Controls, Contract and Bill Paying Approval

## Equal Employment Opportunity

- Sexual Harassment/Discrimination Training and Investigations
- Mediation Program

## Compensation, Classification and Recruitment

- Compensation
- Classification
- Recruitment & Exam Development

## Office of Employee Development

- State Training Program
- Certified Public Manager Program
- Mid-Level Manager's Academy

## Central Payroll and Central Records

- Payroll for Executive Branch and Judicial Branch
- Employee Records for Executive Branch and Judicial Branch

## Agency Human Resource Services

- Comprehensive Personnel Services for 14 State Departments and Agencies, 2474 authorized positions

# Office of the Administrator



## Administrator

### Who We Are

Human Resource Management is a division within the Department of Administration. We operate under Chapter 284 of the Nevada Revised Statutes (NRS) and the Nevada Administrative Code (NAC). The Administrator is appointed by the Director of the Department of Administration. The various sections in the Division include Employee and Management Services; Equal Employment Opportunity; Compensation, Classification and Recruitment; Employee Development; Central Payroll and Central (Employee) Records; and Agency Human Resource Services.

The Office of the Administrator consists of the Administrator and an Administrative Assistant IV. Each of the section managers, IT Business Process Analyst, the Personnel Analyst responsible for Organizational Climate Studies and the Administrative Assistant IV report to the Administrator.

### What We Do

The Division provides a full range of human resource services with the exception of health benefits, retirement, and safety and workers' compensation which are administered separately by the Public Employees' Benefits Program, Public Employees' Retirement System, and Risk Management, respectively.

The Nevada Legislature establishes the laws related to statewide human resource management and the Personnel Commission adopts regulations to implement the laws. Under the direction of the Governor's Office and the Director of the Department of Administration, the Administrator is responsible for establishing the centralized human resource practices for Nevada's Executive Branch and classified employees of the Nevada System of Higher Education.

### Who Our Customers Are

Our primary customers are the citizens of Nevada. It is our task to assist departments in filling vacancies with qualified candidates and provide a system of human resource practices that are fair and equitable to our State employees.

## Frequently Asked Questions

Since the Division handles so many employment-related issues, there are many questions that each section responds to daily. Additionally, the Division has provided information, forms, and procedures for many questions through an online tool known as HR 1-2-3. It can be found at this link: [http://hr.nv.gov/Resources/Publications/HR123/HR\\_1-2-3\\_Topics/](http://hr.nv.gov/Resources/Publications/HR123/HR_1-2-3_Topics/).

## What We Like Best About What We Do

It is all about our State employees, as they are our greatest asset and without them we could not provide the needed services to the citizens of Nevada.

## The Biggest Challenge We Face

During the recent economic decline, State employees did not suffer as much as workers in the private sector jobs. Very few layoffs occurred and health benefits and retirement for long-term State employees is still much better than many private employers. However, compensation differences between local and State government presents a challenge in recruitment and retention for some job classes.

## What Quality Customer Service Means to Us and What We Do to Ensure We Continually Promote it

The staff in each section of the Division have been asked to identify processes, reports, and tasks that are not efficient and may slow our responsiveness and/or should be discontinued due to their limited value. Ideas that are big and small are valued as ultimately increased efficiency allows us to focus on the most important reasons why we are here.

## Accomplishments We Are Proud Of

Over the last few years, the Division has been able to streamline a number of recruitment practices, increase outreach, and offer agencies additional flexibility in the selection of employees. We have also been able to expand upon the services offered to include a full-time position dedicated to Climate Study work. The continued automation of human resource management-related functions has also increased efficiency for both the agencies, as well as, the Division.

We are also proud of the wonderful caring and hard-working employees that work for the Division of Human Resource Management and keep customer service in the forefront of their thoughts each and every day.



# Technology

## Who We Are

Human Resource Management currently has one internal technology-focused position, a Business Process Analyst III (BPA). This position coordinates the Division's IT efforts with Enterprise IT Services (EITS), particularly with new software projects, as well as managing our website.

## What We Do

The technology section manages the software aspects of our business processes, mostly our customized HR applications such as ADV-HR (employee data), NEATS/NVAPPS (timekeeping and applicant tracking), Incident Tracking and HRDW (the HR Data Warehouse). The position works very closely with staff at EITS. The BPA also is the manager of the Division's website. This includes giving access to staff responsible for editing/creating content as well as providing assistance when requested.

## Who Our Customers Are

Our customers are literally everyone. Obviously all State employees are our customers, but our software applications also serve the entire public, including those who want to look for a job or browse our website for information.

## Frequently Asked Questions

- How do we get enhancements done to an HR system? Relatively small scope changes to our existing, custom applications (NEATS/NAPPS, HRDW, ADV-HR) can be requested through EITS; the BPA can help facilitate this. An issue is brought before a group where, when regular maintenance software builds are done, the issue is prioritized and decided if it is to be included as programmer work for a scheduled build. If the enhancement reaches the level where it is a somewhat major project, then that needs to be scoped out and discussed in detail with the BPA and EITS. This is necessary to see if it needs to be a new project that can be done internally, or a big project where we would work with a vendor.
- How do I get a new system? A completely new software application typically involves writing proposals (a Technology Investment Request or TIR), getting cost estimates from a vendor, asking for funding, and working with the selected vendor (if internal EITS staff is unable to handle the project) on the design, development, and deployment. The BPA is here to lead that process.
- Who takes care of my desktop computer? Issues that arise from the usage of the computer assigned to you are usually directed to the EITS Help Desk. They employ desktop support staff that will be assigned a ticket to come and work on a computer issue.

- Why do I need to leave my computer on at night? Due to the centralized management of operating system and anti-virus updates, computers need to be on for updates to be applied remotely. Even though the computer should be left on 99% of the time, occasional restarts should be done by the primary user.
- I need help getting my section's information on the website changed or created. Who do I contact? Generally each section should have at least one dedicated staff member with access to HR's folders on the website content management program (Ektron) that can make changes. If this person is unavailable or does not know how to accomplish the task, the BPA should be contacted.

## What We Like Best About What We Do

As computer technology becomes more and more a part of our everyday lives, it's very interesting to be part of the advancement of technology making our processes more efficient and effective. It's thrilling to see outdated processes and paper files go away, along with bringing a more convenient way of doing business to the users.

## The Biggest Challenge We Face

The biggest challenges are managing the available resources and making sure we have enough capacity to adequately maintain our current systems while ensuring we make progress moving forward with new projects. It is definitely a balancing act.

## What Quality Customer Service Means to Us and What We Do to Ensure We Continually Promote it

In the tech world, quality customer service means being responsive to user needs while acknowledging resource and technology limitations. We strive to create and manage systems that make our business processes as efficient as possible; however, we have to acknowledge that there is no such thing as perfect software. We can serve our customers best by giving our fullest effort to each project/system and always working to make improvements. We strive to give our best service by making products that work instead of being in the way of what users are trying to accomplish.

## An Accomplishment We Are Proud Of

We are most proud of successful deployments of new software. We accomplish the most when people need and see us the least. More specifically, we've received funding for new technology projects in the last two legislative sessions (2013 and 2015). Also, in 2013, we were awarded a GMIS G2 Government to Citizen award for our NVAPPS software: <http://www.gmis.org/?page=OtherAwards>.

# Organizational/Workplace Climate Study Program

## What are organizational climate studies?

An independent study conducted by the Division of Human Resource Management (DHRM) to assess and evaluate the culture, effectiveness of management, employee morale and internal communication of an organization.

## What are the benefits of workplace climate studies?

By identifying areas of inefficiency and acting on performance barriers identified by employees of all levels, an organization gains a fresh and different perspective. Survey analysis identifies areas of employee satisfaction and dissatisfaction to assist management in the creation of greater workplace harmony and, therefore, increased productivity.

- DHRM analyzes study results and reviews key findings with agency leadership
- DHRM partners with agency leadership to address significant issues and develop solutions
- The DHRM team provides necessary training and coaching to address concerns

## Program Accomplishments

- Successful launch of the Program including dedicated funding by the Legislature
- Ability to show, through the resurvey process, that the Program works
- The number of agencies requesting a Climate Study for the first time as well as the number of agencies requesting a re-survey (2<sup>nd</sup> survey) is rising

## Climate Study Program Challenges

- Willingness of agency leadership to engage in the Climate Study process
- Willingness of agency leadership to commit to recommendations to improve workplace climate
- Continued funding for a dedicated employee for the Program

# Employee & Management Services



## Consultation & Accountability

### Who We Are

Our unit serves employees, supervisors/managers, and agency representatives. Additionally, we provide information to employee representatives including labor associations and attorneys. We provide expert consultation in the following areas:

- Alcohol and Drug Testing Program
- Americans with Disabilities Act (ADA)
- Appeal Hearings
- Employee Assistance Program
- Employee Evaluations
- Employee Relations
- Exit Surveys
- Family and Medical Leave Act
- Grievance Process
- Grievance Resolution Conferences
- Leave and Attendance Issues
- Performance Management
- Progressive Disciplinary Process
- Regulation Making Process
- Safety
- Whistleblower Retaliation
- Work Performance Standards

### Frequently Asked Questions

The most frequent questions received are related to:

- Employee rights under the Family and Medical Leave Act
- Grievances including filing of a grievance, resolution conferences and hearings before the Employee-Management Committee
- General employee relations issues

The answers to these are typically situation specific although general information can be found on the Division's Website at <http://hr.nv.gov/Resources/FAQ/ConsultationFAQ/> or by contacting the staff assigned to the subject areas. Contact information for assigned staff can be found at:

[http://hr.nv.gov/uploadedFiles/hrnvgov/Content/Sections/C\\_A/Contact%20List%20C\\_A.pdf](http://hr.nv.gov/uploadedFiles/hrnvgov/Content/Sections/C_A/Contact%20List%20C_A.pdf).

## What We Like Best About What We Do

We pride ourselves in providing timely and accurate information to employees, supervisors/managers, and employee representatives, enabling them to make informed decisions.

## The Biggest Challenge We Face

Many of the issues handled by the Consultation & Accountability Unit are sensitive and emotional in nature. Additionally, we frequently don't get all of the relevant information from the employee and the employee's management. Careful listening and probing for information is necessary, as well as knowing when to refer an employee back to their own management.

## What Quality Customer Service Means To Us And What We Do to Ensure We Continually Provide It

Being available when our customers need us is very important to our section. Staff are subject matter experts in their assigned areas but are also cross-trained to assist in all areas of the Consultation & Accountability Unit. When staff members are out of the office their telephones are forwarded to another staff member and/or information is provided for an alternate contact.

## Accomplishments We Are Proud Of

Over the last several years, the section staff have developed training, publications and forms that can be accessed online so that the most up-to-date information is available. Recently a number of forms have been converted to a fillable format to provide even more convenience.

## General Division Administration

The Deputy Administrator, Employee & Management Services and the Administrative Assistant III are primarily responsible for:

- Monitoring the Division's budget, approving expenditures, and providing information for future budget requests
- Responding to surveys, audits and requests for information
- Developing and monitoring the Division's Internal Controls
- Tracking Inventory
- Legislative Bill Tracking
- Nevada State Library and Archives Building Access

# Equal Employment Opportunity



## What We Do

This section is comprised of two main functional areas and within each functional area, the unit is responsible for a variety of different but interrelated duties:

### Equal Employment Opportunity (EEO)

- Consultation
- Reporting
- Training
- Mediation Program

### Sexual Harassment/Discrimination Investigations (SHDI)

- Investigations
- Training

Our services are available to all State employees! By statute all of the Executive Branch of the State, including Boards, Commissions and elected officials.

## What We Like Best About What We Do

- We like to help others
- We like to make the work environment the best it can be
- We like that we never know what each day will be like since every day is different

**Our Motto is:** "Create an Inclusive and Civil Workplace"

## Equal Employment Opportunity Program

- Provides advice and guidance to State agencies and employees about EEO matters
- Recommends and assists with the implementation of policies to create and maintain a work environment free of harassment and discrimination
- Develops and delivers EEO/Affirmative Action (AA) training for employees, supervisors and management
- Provides oversight for the State's Affirmative Action Plan and reports
- Coordinates State Mediation Program

## Mediation Program

Mediation is an informal confidential and voluntary process in which a neutral third party assists disputing parties in reaching a resolution.

### How long does the process take?

- Mediations are generally scheduled within two weeks
- Mediation sessions average three to four hours

### Purpose of Mediation?

- The Mediation Program provides a responsible, informal, confidential and effective means of resolving conflicts as an alternative to formal proceedings.
- Allows the parties to explore options and solutions to resolve issues at the lowest possible level.
- Seeks to achieve a "win-win" resolution by empowering parties to formulate a mutually agreeable resolution while maintaining management and employee rights.
- Allows employees the opportunity to discuss the issues, clear up misunderstandings, determine the underlying interest or concerns, find areas of agreement and ultimately, and agree on a resolution which is then memorialized in writing.

### Benefits of Mediation

- Voluntary process offered to all employees
- Fair
- Confidential
- Supplements and does not limit or replace established grievance or complaint procedures
- Opens avenues of communication
- Offers an opportunity to resolve issues at the lowest possible level

## Mediation Program Challenges

- Maintaining certified mediators
- Convincing employees or agencies to request Mediation early in the conflict
- Convincing employees that mediation is a safe, effective, expedient method for resolving complaints

For additional information regarding the Mediation Program, visit:

[http://hr.nv.gov/Services/Mediation/Employee\\_Mediation\\_Connection/](http://hr.nv.gov/Services/Mediation/Employee_Mediation_Connection/)

## Sexual Harassment/Discrimination Investigations (SHDI) Unit

This unit conducts impartial, consistent, prompt, independent investigations of complaints of sexual harassment and discrimination, as defined by State and federal law (Title VII of the Civil Rights Act of 1964, as amended), in order to protect the interest of the State, protect employees from unlawful discrimination and harassment, and reduce costs associated with settlements and court decisions against the State.

### What are the benefits of the SHDI Unit?

- Complaints are evaluated and investigated by trained personnel using consistent investigative procedures
- Independent investigations reduce perception of bias on the part of the investigator
- Independent investigators complete investigations more timely and in-depth than agency staff that often has too many other duties
- Unit provides management with necessary information to make informed, legally defensible decisions related to complaints investigated
- Investigators provide management with additional information which can be used to improve the working environment
- The SHDI is also a valuable resource to agencies who need non-Title VII investigations completed in a timely and efficient manner as most agencies do not have trained internal investigators

### SHDI Unit Accomplishments

- Attorney General's Office and agency directors are recognizing the capability of our SHDI unit and asking us to get involved in investigations not related to Title VII issues. These requests recognize the skills and expertise of our unit.
- Continue to meet performance measures in the face of increasing number of complaints without additional resources.

### SHDI Unit Program Challenges

- Timely turnaround of investigations with rising number of complaints
- Ensuring agencies take remedial action to address legitimate complaints
- Protecting confidentiality of investigations
- Investigating non-Title VII complaints

For more information regarding EEO and the Investigation Unit, visit:

[http://hr.nv.gov/Sections/EEO\\_Discrimination\\_Investigation\\_Unit/](http://hr.nv.gov/Sections/EEO_Discrimination_Investigation_Unit/)



# Compensation, Classification & Recruitment



## Compensation

### Who We Are and What We Do

The Compensation unit is responsible for: maintaining and distributing the compensation schedules; conducting wage and benefit surveys; developing pay policies in compliance with federal and State requirements; and participating on the Merit Award Board. This unit provides regulation consultation on compensation issues, and ensures that Accelerated Salary Requests (NPD-4) or Temporary Adjustment to Salary (NPD-5) requests comply with respective requirements established per NAC 284.

### Who Our Customers Are

The majority of our customers are State agencies and employees. We also provide services to non-state entities related to providing information on salary surveys and questions related to compensation statutes and regulations.

### Frequently Asked Questions

- When will the Compensation Schedules be released? As soon as completed to include any cost-of-living adjustments and changes in retirement contributions for that fiscal year, typically just before July 1 of that year.
- What is the status of the NPD-4 (Accelerated Salary Request) that was submitted by our agency? Approved and returned; denied with explanation; or budget authority is being verified.
- What will an employee's pay be based on promotion, demotion, reinstatement, or reappointment? Depending on the employee's current pay (grade and step), regulation will dictate the appropriate rate of pay.

### What We Like Best About What We Do

- Assisting customers in all compensation areas
- Working out issues to everyone's satisfaction

## The Biggest Challenges We Face

- Explaining to agencies why an applicant doesn't qualify for an accelerated rate
- Getting private sector companies to respond to the biennial salary survey
- Agencies not consulting with us before submitting a proposed unclassified position/salary in their budget and it not being consistent with other positions

## What Quality Customer Service Means To Us and What We Can Do To Ensure We Continually Provide It

Assisting agencies and current employees to the best of our abilities; being a subject matter expert in our area; and being able to explain to/assist our customers in a timely and efficient manner, treating all customers with respect.

## An Accomplishment We are Proud Of

Turning around accelerated rate requests in a timely manner so as not to delay an agency from hiring an employee.

## What Else You Should Know About Our Unit

We strive to ensure that agencies and employees understand compensation regulations and processes, and in so doing, maintain pay equity to the best of our ability within the regulations while providing fair and courteous service.

## Classification

### Who We Are

The Classification unit is responsible for classifying positions within the existing classification plan and providing interpretations of the applicable statutes and regulations. Additionally, we are responsible for developing, revising or abolishing class specifications used in recruitment and classification and making presentations to the Personnel Commission.

### What We Do

We provide classification expertise regarding individual classifications, class specification maintenance reviews, development of new classifications, and revision of existing classifications.

### Who Our Customers Are

Our customers are both internal and the general public – agencies and/or incumbents who request to have a position studied or a class specification reviewed.

## Frequently Asked Questions

- How long will the classification process take? Normal turnaround time for an NPD-19 is 30 business days or less, not counting time waiting for budget approval or for additional information from the employee or the employee's agency. A classification study will take longer than 30 days if the creation of a new class is required, a class specification has to be revised, or a class is reallocated to a different grade.
- My workload has increased so shouldn't my position be reclassified? Workload does not meet the definition of significant change. Per regulation, a position may be reclassified when significant change in the duties and responsibilities being performed has occurred. Subsection 1(b) of NAC 284.126 defines significant change as "a change in the duties and responsibilities assigned to a position in a class that: 1) Is outside of the scope of the class as described by the class specification; 2) Is not part of the scope of responsibility of the position; and 3) Results in the preponderance of duties and responsibilities being allocated to a different class."

In short, significant change means that the duties assigned to a position have changed to such a degree that the current class concept no longer fairly describes the preponderance of responsibilities. In applying the definition, change that is the result of natural growth or an increase in workload, common to most positions in State service, is not considered to fall within the meaning of significant change, nor is the addition of duties that are similar in nature or complexity to current or previously-performed responsibilities.

- The Governor's Office of Finance and the Legislature approved my reclassification, so why do you need to conduct a desk audit? Although the Governor's Finance Office and the Legislature approve *an agency's ability to fund a position's reclassification or establishment*, it is the responsibility of the Classification Unit (initiated by the NPD-19) to determine if reclassification of a position is warranted.
- How do I get my position studied? An [NPD-19](#) Position Questionnaire must be completed and submitted to the Division of Human Resource Management. Although an NPD-19 may be submitted without an appointing authority's signature, we recommend that it be submitted to them first. If an NPD-19 is submitted without this signature, Human Resource Management will send a copy to the agency personnel liaison to obtain the appointing authority's signature and verify the statements and job duties. Upon receipt of the NPD-19, it will be forwarded to the Governor's Finance Office to ensure funding is available for the requested reclassification. Once funding has been verified, Human Resource Management will notify you of the name of the Personnel Analyst to whom it has been assigned. Please note that NDP-19s submitted for positions within a division of the Department of Health and Human Services (DHHS) or for departments or agencies served by Agency HR Services, a "Position Classification Checklist" must accompany the NPD-19.

## What We Like Best About What We Do

- Meeting with incumbents and learning about the different positions and what's entailed in the performance of duties
- Building a strong rapport with agencies
- Being able to identify positions that are not properly classified and reclassifying them so positions are aligned properly based on assigned duties, and in doing so, ensuring employees are properly compensated

## The Biggest Challenges We Face

- Articulating that the NPD-19 Reclassification process is *position-based*. The reclassification process is not the proper avenue to address the need to make more money for retirement purposes, or rewarding someone for being a great, hard-working employee, or increased workload
- Consistency with job classifications throughout State agencies (i.e. Program Officers and Administrative Assistants)
- Trying to get the agencies to understand the classification process
- Obtaining information on a timely basis

## What Quality Customer Service Means To Us And What We Do To Ensure We Continually Provide It

Assisting agencies to the best of our abilities; explaining processes and identifying alternatives; and treating all customers with respect and courtesy.

## An Accomplishment We Are Proud Of

Providing customer service with a high level of integrity and fair-mindedness.

## What Else You Should Know About Our Unit

We are customer-service oriented and strive to maintain the integrity of the classification system. We're here to help!

# Recruitment

## Who We Are and What We Do

As a unit, we are responsible for: developing and managing recruitment strategies and processes; examination development and strategies; succession planning/workforce planning strategies; and providing agencies with NVAPPS training on a continuing basis. The unit also oversees the layoff process (in the event they occur), including providing training, gathering statistics and providing information for affected agencies and employees. We also house the Veteran's Coordinator, who in conjunction with other agencies and departments, coordinates job opportunities for our veterans.

## Who Our Customers Are

We serve both internal and external job applicants as well as State agencies recruiting for positions.

## Frequently Asked Questions

- Why was my application denied? This varies depending on the situation. Oftentimes an applicant has failed to include relevant work information on their application. Other times an applicant fails to understand the qualifications of a position.
- Why haven't I heard anything from the hiring agency? This again varies depending on the position. In most cases, the applicant is not considered amongst the most qualified and therefore was never contacted for an interview. In other cases, the position was never filled or the hiring process is taking longer than the applicant expects.
- How do I apply for a job/where do I find the jobs being recruited for? We refer applicants to our website at <http://hr.nv.gov>. From there, applicants click on the "Job Announcements" link on the right side of the page. This contains a listing of all the current positions we are recruiting for in addition to the state application. Applicants must complete an applicant profile and then can apply for recruitments that interest them. At this point the applicant profile becomes the official State of Nevada application and is subsequently reviewed for qualifications by a recruiter.

## What We Like Best About What We Do

- Providing strong candidates to the hiring agency
- Watching candidates get jobs
- Helping applicants navigate the process

## The Biggest Challenges We Face

- Explaining to candidates why they do not qualify for positions
- Weak candidate pools based on any number of factors such as the position's location to salary
- Being familiar with the qualifications for the wide variety of positions that we recruit for

## What Quality Customer Service Means To Us And What We Do To Ensure We Continually Provide It

Assisting agencies and applicants to the best of our abilities; explaining processes and identifying alternatives; and treating all customers with respect and courtesy.

## Accomplishments We Are Proud Of

- Faster turnaround for applicants and agencies due to automation
- Monthly workshop on how to apply for State positions
- More attendance at job fairs
- Creating a Veteran's Coordinator position

## What Else You Should Know About Our Unit

Our process ensures equity amongst job applicants.

For more information regarding this section, related forms and publications, and a staff listing, visit: [http://hr.nv.gov/Sections/Compensation, Classification Recruitment/](http://hr.nv.gov/Sections/Compensation,_Classification_Recruitment/).

# Office of Employee Development



## Who We Are

The Office of Employee Development (OED) provides statewide training and other professional development opportunities to Expand the knowledge and skills of the State's workforce thereby enhancing the State's capacity to provide excellent public service and promote the welfare of Nevadans.

## What We Do

The Office of Employee Development's mission is to provide consultation services and training programs to assist in the development and retention of a highly qualified State workforce that serves the citizens of Nevada with quality and efficiency in management.

OED conducts needs assessments with customers, determines course offerings, designs and develops curriculum, and provides instruction through a variety of methods including classroom training, videoconference training, online/computer-based courses, etc. As part of our consultative role, we partner with State agencies to develop and implement customized solutions that help improve organizational and employee performance. We offer a full range of classes with a focus on public sector needs and challenges, and offer strategies employees can use to be more effective. Our services benefit employees and agencies, enable both to meet and exceed standards of performance, update employees' skills and knowledge of their current position, and positions they aspire to.

In addition, we:

- Administer the Nevada Certified Public Manager (CPM) Program
- Deliver the Management Academy
- Offer classes on a regular basis that focus on developing skills and knowledge in both supervisory areas and general development areas
- Stay up-to-date in the industry and profession to identify trends, needs, solutions and innovative ways to develop our employees and set them up for success

## Who Our Customers Are

Our customers are all State agencies and departments; and all employees, including individual contributors, supervisors and managers.

As our customers meet their goals, the citizens of the State of Nevada receive improved services.

## Frequently Asked Questions

- When is the next class offered? We schedule classes six months in advance and all live classes offered are listed on the Nevada Employee Action and Timekeeping System (NEATS) Training tab.
- When does the next CPM class start? Each new class of the Certified Public Manager Program starts in June of every year. We announce the class and selection has typically occurred by the end of March. To get an idea of how the program classes run and see sample dates, please visit our website at: <http://hr.nv.gov/CPM/>.
- What do I have to do to get a class offered at my office? Contact the OED office at 702-486-2900 and let us know that you are interested in an off-site class. You can also go to our website at: [http://hr.nv.gov/Sections/Office\\_of\\_Employee\\_Development/](http://hr.nv.gov/Sections/Office_of_Employee_Development/) and click on the link "Contact Office of Employee Development". We will send you our Needs Assessment Questionnaire to complete and one of our trainers will contact you to discuss your situation.

## What We Like Best About What We Do

We get to work directly with our customers at all levels to teach and coach new skills. We love seeing "the light bulb go on," and knowing that we made a difference. Seeing success in action or hearing from someone that they tried something they learned from us and it worked is truly gratifying.

## The Biggest Challenges We Face

One of our biggest challenges is staying up-to-date with human resource and employee relations trends that are occurring across the state so that we can tailor our products and services to our customers' current needs. These include management practices, skill deficiencies, generational differences, new skills that will be required in the future, and even problems that are identified through grievances.



Another big challenge we face is assisting our agencies and departments in preparing staff to take over positions as our veteran staff prepare to retire. One of our goals is to continually offer new opportunities for employees to hone the skills they need to prepare them to take on new roles and responsibilities, especially vacated supervisory and management positions. To assist with this, we offer classes and initiatives dedicated to making supervisors and managers more effective in their role.

## What Quality Customer Service Means To Us and What We Do To Ensure We Continually Provide It

Our section is dedicated to satisfying our State employees' development needs. We show pride, enthusiasm and dedication through our work to help State employees succeed. Overall, we provide training and development services designed to help all employees work together better, improve their work environment and perform well for continued success.

We encourage the open exchange of ideas and information among all who attend our classes, to ensure everyone has a voice. Honest interaction creates an atmosphere of trust and promotes a higher level of performance and service. We also welcome feedback on what we do and our performance so that we continue improving. We strive to answer all inquiries and resolve problems successfully in order to exceed customer expectations.

## Accomplishments We Are Proud Of

Successful development and delivery of the Management Academy: A five-month professional development initiative where participants are able to practice relevant, practical management skills, strengthen their teamwork strategies, and learn from some of our leaders across the state. This initiative is designed for current mid-level managers to make them more effective in their roles. We are pleased that participants consistently rate the program as either "Very Good" or "Excellent" and they all said that the information covered in the Academy is useful to them in their jobs.

NV Certified Public Manager Program: This flagship leadership development program continues to be one of the most successful programs across the state. We have continued to expand our participant base to city and county employees, and non-profits. At this time, based on successful implementation of Capstone Projects, we have well over \$30 million in return-on-investment. Our program has been nationally accredited since 2005.

For more information regarding the Office of Employee Development, training courses, Certified Public Manager Program, forms, and a staff listing, visit:

[http://hr.nv.gov/Sections/Office\\_of\\_Employee\\_Development/](http://hr.nv.gov/Sections/Office_of_Employee_Development/).

# Central Payroll and Central Records



## Central Payroll

This unit processes biweekly payroll for approximately 20,000 State of Nevada employees in the Executive and Judicial branches, excluding the Nevada System of Higher Education and the Legislative Counsel Bureau. Services include collection and submission of all voluntary, mandatory and involuntary payroll deductions; payments to various benefit providers; issuance of employee Form W-2's; and payroll training as required by NAC 284. For access to forms, policies and procedures, FAQs, and pay schedules, visit:

[http://hr.nv.gov/Sections/Central\\_Payroll/](http://hr.nv.gov/Sections/Central_Payroll/).

## Central Records

The Central Records unit audits and applies final approval to approximately 2,500 to 3,000 agency-submitted transactions biweekly. Other services provided by Central Records include: creating and maintaining official service records for all active and inactive Executive (excluding the Nevada System of Higher Education) and Judicial Branch employees; processing requests for copies of and appointments to review employee service records; processing employment verification requests; indexing and archiving employee personnel records; and training agency human resource management representatives. For access to forms, policies and procedures, and FAQs, visit: [http://hr.nv.gov/Sections/Central\\_Records/](http://hr.nv.gov/Sections/Central_Records/).

## Frequently Asked Questions

The most frequently asked questions for this section are related to:

- employment and wage verifications;
- timing of certain wage payments; and
- obtaining copies of employee service jackets, W-2s, or paycheck details.

The answers to these are typically situation-specific although general information can be found on the Division's website at <http://hr.nv.gov/Resources/FAQ/RecordsFAQ/> or <http://hr.nv.gov/Resources/FAQ/PayrollFAQ/>.

## What We Like Best About What We Do

Despite constant deadlines, we accurately and timely process personnel and payroll transactions for State employees.

## The Biggest Challenge We Face

Every employee personnel transaction and paycheck is unique and governed by State and Federal rules and regulations. The challenge is to ensure the rules and regulations are being applied consistently among all State agencies. To meet this challenge, we ensure that updates are communicated to our Agency HR and Payroll representatives expediently and effectively.

## What Quality Customer Service Means To Us And What We Do to Ensure We Continually Provide It

With nine employees in Central Payroll and only five employees in Central Records, we rely heavily on our State Agency HR and Payroll representatives to answer their employee personnel and payroll related questions. However, when a State employee contacts our offices directly, we take the time to assist them with their questions, rather than refer them back to their agency. Our goal is to respond back to the employee within twenty-four hours of the inquiry.

## Accomplishments We Are Proud Of

- In FY17, Central Payroll processed gross payroll totaling \$1.40 billion
- In FY17, Central Records processed over 19,700 ESMT-A transactions and over 12,154 performance evaluations

# Agency Human Resource Services



## Who we are:

Agency Human Resource Services (AHRs) provides a full range of HR services for specific departments and agencies which may include recruitment and hiring needs, leave issues, employee relations issues, and answering supervisor and manager questions. For access to forms, policies and procedures, FAQs, and more, visit: [http://hr.nv.gov/Resources/Forms/Agency\\_HR/Agency\\_HR\\_Services/](http://hr.nv.gov/Resources/Forms/Agency_HR/Agency_HR_Services/).

## What we do:

We provide highly complex and professional human resource services to directors, administrators, management and employees in the agencies served. We are Generalists providing human resource services in all areas such as employee relations, grievances, discipline, succession planning, benefits, recruitment and selection, classification and compensation, policy development and enforcement, Family and Medical Leave Act leave management, Americans with Disabilities Act compliance, catastrophic leave and workers' compensation, and we provide regular rule interpretation/guidance on all areas of NAC Chapter 284 [Rules for State Personnel Administration](#).

We process all personnel actions by entering transactions into a live production environment and auditing transactions as needed. We conduct new employee orientation and explain retirement options, benefits, timekeeping, leave, and state policies. We act as the liaison to the Public Employees' Retirement System and Public Employees' Benefits Program, and we maintain all agency personnel files and ensure proper retention and confidentiality is maintained.

## Who our customers are:

- State job applicants
- State employees, directors, administrators, managers, supervisors, agency representatives, and board and commission members within the agencies we service:
  - \* Administration
  - \* Agriculture
  - \* Business & Industry
  - \* Education
  - \* Ethics
  - \* Deferred Compensation
  - \* Governor's Office
  - \* Judicial Discipline
  - \* Lt. Governor's Office
  - \* Public Employees' Benefits Program
  - \* Silver State Health Insurance Exchange
  - \* State Public Charter School Authority
  - \* Taxation
  - \* Tourism & Cultural Affairs

## Frequently Asked Questions

- Why do I have to use FMLA when I have plenty of sick leave?
- Why did this person not make it on the list of eligible applicants?
- What is my Merit Salary Date?
- What is my new ID number?
- I am having an issue with my employee, what can I do?

## What We Like Best About What We Do

We enjoy being able to provide HR services to our customers that don't have the time to research laws, regulations and procedures or the expertise to handle issues on their own. They are truly grateful to know we are their resource. We have a great team and work really well together. It is very rewarding helping people and seeing people get hired!

## The Biggest Challenge We Face

Often times, we do not receive notice of a new employee or a termination in time to process the paperwork in a timely manner. In order for employees to get paid correctly, these are actions that are imperative to be processed on time with each Records deadline we face. If agencies give us this information in advance, employees will not have issues with their pay.

Frequently, supervisors wait to contact us when they're having an issue with an employee. This leads to a delay in appropriate actions and/or actions not being addressed at all. If a supervisor would contact us at the onset of an issue, we would be able to provide guidance regarding the most effective and appropriate manner to resolve the issue at the lowest level to benefit all parties involved in the issue.

## What Quality Customer Service Means To Us And What We Do to Ensure We Continually Provide It

We have had to develop many tracking mechanisms due to the high volume of items we process and services we provide. By doing so any staff member can access information and relay it to our customers at any time. We utilize the phone system so that any of our staff can answer another staff member's phone. We have an agency email mailbox that we encourage all our customers to use, avoiding delays if a particular staff member is unavailable.

## Accomplishments We Are Proud Of

- Being able to provide a level of detail with our customer service to bring satisfaction to our agencies
- Strengthening communication between Northern and Southern Nevada to streamline processes
- We are a great team of HR professionals providing a full spectrum of experience and knowledge for our agencies
- Making Agency HR Services a success

# Performance Indicators



## Primary Activity

### Hire and Retain a Qualified Workforce

This activity meets the current and future human resource staffing requirements of State agencies including developing and managing recruitment strategies, succession planning, classification and compensation activities, and employee training and development activities.

## Performance Indicator

### Number of Days to Fill Request for Recruitment

Number of days from the time the Division receives a request for a list of eligible applicants from an agency to the date the agency receives the list.

Indicator	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Actual*	FY18 Projected	FY19 Projected
Average Number of Days to Produce List	20 days	21 days	22 days	20 days	22 days	22 days

\*Total number of days to produce recruitment lists in FY17 34,427 divided by total number of initial lists 1,720.

## Caseload

Indicator	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Projected	FY19 Projected
Job Recruitments Conducted	2,444	2,579	3,199	2,578	2,800	2,800
Applications Evaluated for State Positions	89,483	85,578	98,104	73,001	93,862	93,862

# Performance Indicators



## Primary Activity

### Statewide Employee Relations and Management Services

Provide consultation and assistance to employees and agency personnel staff regarding performance management, attendance and leave, EEO, the employee assistance program, and testing for alcohol and drugs. Provide staff support to the Employee-Management Committee, Committee on Catastrophic Leave, and personnel hearings.

## Performance Indicator

### Percent of Mediations that are Successful

The percent of mediations performed through the Mediation Unit with an agreed/resolved outcome.

Indicator	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Actual*	FY18 Projected	FY19 Projected
Percentage of Successful Outcomes	95%	97%	97%	84%	95%	95%

\*Number of successful mediations, 32, divided by the total number of mediations, 38.

### Percent of Resolution Conferences Successful

The percent of employee relations issues that are resolved through the agency, employee and a neutral facilitator working together to resolve a grievance.

Indicator	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Actual*	FY18 Projected	FY19 Projected
Percentage of Successful Outcomes	44%	79%	63%	43%	40%	40%

\* Number of successful resolution conferences, 23, divided by the total number of resolution conferences, 54.

# Performance Indicators



## Primary Activity

### Central Payroll and Central Records

The purpose of this activity is to serve as the central repository of employee information and to pay employees accurately and on time.

## Performance Indicator

### Percentage of Paychecks Issued Without an Overpayment

This measure represents the percentage of employees that were issued paychecks without an overpayment. (Overpayments are recovered.)

Indicator	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Actual*	FY18 Projected	FY19 Projected
Percent of Paychecks w/out Overpayment	99.83%	99.88%	99.93%	99.86%	99.89%	99.89%

\* Number of paychecks issued without overpayment, 494,728, divided by paychecks processed, 495,425.

## Caseload

Indicator	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Projected	FY19 Projected
Paychecks Issued Without Overpayment	455,132	460,934	487,017	494,728	485,182	485,182
Paychecks Issued	455,897	461,503	487,357	495,425	458,7000	458,700



# Performance Indicators



## Primary Activity

Central Payroll and Central Records, continued

### Performance Indicator

Employee Status Maintenance Transaction Documents Timely and without Errors

This measurement represents the percentage of Employee Status Maintenance Transaction (ESMT) documents that are submitted timely and without errors.

Indicator	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Actual*	FY18 Projected	FY19 Projected
Percent of Documents Without Errors	75.14%	77.14%	83.07%	76.10%	79%	79%

\* Number of documents without errors 17,925 divided by the number of documents audited 23,554.

### Caseload

Indicator	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Actual*	FY18 Projected	FY19 Projected
# of ESMTs Audited in a Year	25,191	23,281	25,621	23,554	25,084	25,084
# of ESMTs Without Errors	18,929	17,958	21,283	17,925	19,770	19,770

\* All documents that were submitted with errors were corrected.

# Board, Commission & Committees



## Personnel Commission

Five members and five alternate members of the public are selected by the Governor to serve on the Personnel Commission. Statute requires that three members are representatives of the general public and have a demonstrated interest in or knowledge of the principles of public personnel administration; one member is a representative of labor and has a background in personnel administration; and one member is a representative of employers or managers and has a background in personnel administration. The alternate members must have the same qualifications or background as the member he or she serves as an alternate. The Administrator serves as the nonvoting recording Secretary of the Commission.

### The Duties of the Commission are to:

- Advise the Administrator concerning the organization and administration of the Division
- Report to the Governor on all matters which the Commission may deem pertinent to the Division and concerning any specific matters previously requested by the Governor
- Advise and make recommendations to the Governor or the Legislature relative to the personnel policy of the State
- Adopt regulations to carry out the provisions of NRS 284
- Foster the interest of institutions of learning and of civic, professional and employee organizations in the improvement of personnel standards in the State service
- Review decisions of the Administrator in contested cases involving the classification or allocation of particular positions
- Appoint one or more hearing officers to conduct hearings and render decisions as provided in NRS 284.376 and 284.390. May designate any agent or agency to administer oaths and affirmations and examine witnesses (NRS 284.391)
- Approve changes to the classification plan, except for those that are posted for 20 days without written objection (NRS 284.160)
- Decide appeals to the Commission regarding the Administrator's refusal to examine or certify an applicant for a position (NRS 284.245)
- Approve the prohibited acts, possible violations and penalties and a fair and equitable process for taking disciplinary action against an employee submitted by departments and agencies (NRS 284.383)

- Provide a hearing to determine if an employee has taken sick or disability leave to which the employee was not entitled; the Commission may order the forfeiture of all or part of the employee's accrued sick leave (NRS 284.355)
- Determine which positions of employment affect the public safety and require pre-employment drug testing (NRS 284.4066)

### The Commission may:

- Determine the number of years of progressively responsible experience in personnel administration required to be the Administrator of the Division of Human Resource Management
- Maintain in the district court of any county the recovery of over paid funds (NRS 284.190)

### Members and Meeting Dates:

The names of the current Personnel Commissioners and meeting information can be found at the following link: [http://hr.nv.gov/Boards/PersonnelCommission/Personnel\\_Commission/](http://hr.nv.gov/Boards/PersonnelCommission/Personnel_Commission/).

## Employee-Management Committee

The Employee-Management Committee consists of six management and six employee representatives and six management and six employee alternates. The Committee provides the final administrative review of employee grievances, serves in an advisory capacity to the Governor, the Personnel Commission, and the Division of Human Resource Management with respect to all matters of human resource administration and employee relations. It may also receive, consider and make recommendations on matters relating to personnel administration, policy and procedures, provide a forum for the hearing of employees' suggestions, complaints or disciplinary problems, as well as provide a means of communication for disseminating information to employees regarding the personnel program. The Division provides secretarial services for the Committee.

### Members and Meeting Information:

The names of the current Employee-Management Committee members and meeting information can be found at: [http://hr.nv.gov/Boards/Employee-Management/Employee-Management\\_Committee/](http://hr.nv.gov/Boards/Employee-Management/Employee-Management_Committee/).

## Committee on Catastrophic Leave

The Committee on Catastrophic Leave is a five member committee which hears appeals by employees in relation to their requests for catastrophic leave. The Committee is appointed by the Governor and is made up of two employee representatives and three management representatives. The Administrator or the designee of the Administrator acts as the nonvoting recording Secretary of the Committee. The Administrator has appointed an Administrative Assistant from the Employee and Management Services Section to serve in this role.

## Members, Meeting Information, and Forms:

The names of the current Committee on Catastrophic Leave members and forms can be found at the following link:

[http://hr.nv.gov/Boards/Catastrophic\\_Leave/Committee\\_on\\_Catastrophic\\_Leave/](http://hr.nv.gov/Boards/Catastrophic_Leave/Committee_on_Catastrophic_Leave/). Due to the sensitive nature of medical conditions discussed, appeal hearings and meetings of the Committee are not subject to the Open Meeting Law.

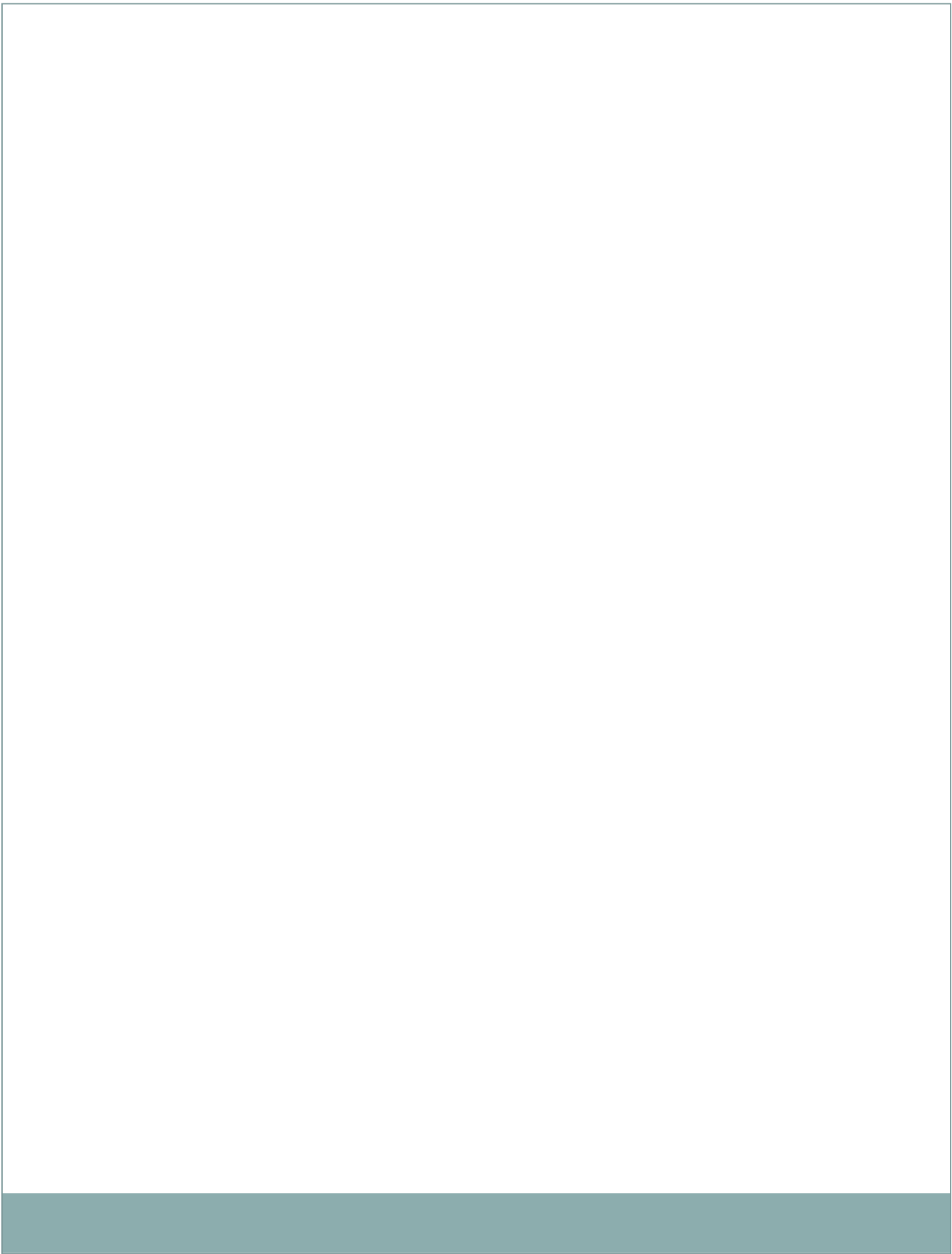
## Merit Award Board

The Merit Award Board is the controlling authority of the "Good Government, Great Employees Award". The program was created in 1967 to reward people for money-saving ideas and to recognize efforts and contributions to increase the efficiency and productivity of Nevada. This Board is composed of five members.

## Members, Meeting Information, FAQs and Forms:

The names of the current Merit Award Board members, meeting information, FAQs and forms can be found at the following link:

[http://hr.nv.gov/Boards/MeritAward/Merit\\_Award\\_Board/](http://hr.nv.gov/Boards/MeritAward/Merit_Award_Board/).





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