



Virginia Department of Corrections

Human Resources

Operating Procedure 102.4

Compensation

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REVIEW

The Content Owner will review this operating procedure annually and re-write it no later than three years after the effective date.

The content owner reviewed this operating procedure in November 2023 and determined that no changes are needed.

COMPLIANCE

This operating procedure applies to all units operated by the Virginia Department of Corrections (DOC). Practices and procedures must comply with applicable State and Federal laws and regulations, American Correctional Association (ACA) standards, Prison Rape Elimination Act (PREA) standards, and DOC directives and operating procedures.

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DEFINITIONS

Alternate Pay Band - A salary range assigned to one or more positions based on agency needs or an approved competitive differential; may address a specific job, role, career group, or occupational family.

Determining Rate of Pay Form (DROP) - A form that requests review and approval of pay actions; this form is required within the DOC and maintained in official personnel files of affected employees.

Differential - A base pay adjustment to make salaries more competitive within local market conditions; this may be applied to a particular position, work title, Standard Occupational Classification (SOC), or role because the normal pay range is not competitive due to market conditions in a specific agency or geographic location.

Employee-Initiated Pay Practices - Pay transactions established by DHRM that result from an employee moving to a vacant higher, lower, or equal level position through a competitive process or through a voluntary non-competitive process; competitive processes that are governed by these pay practices: Promotion, Voluntary Competitive Transfer, and Voluntary Competitive Demotion. Non-competitive processes that are governed by these pay practices: Voluntary Non-Competitive Demotion and Non-Competitive Voluntary Transfer.

Essential Position - A position that must be filled in order for the Department of Corrections to perform services mandated by the Director or the Code of Virginia.

Executive Staff - For purposes of this operating procedure, Executive Staff includes the Director, the Chief of Corrections Operations, the Deputy Director for Administration, and the Deputy Director of Programs, Education, and Reentry.

Hiring Range - A segment of the pay band included in vacancy announcements to communicate the salary the DOC is willing or is able to pay applicants, and is used exclusively in the hiring process.

In-Band Adjustment - Pay practice allowing agency management the flexibility to adjust an employee's base pay based on Change in Duties, Professional/Skill Development, Retention, and Internal Alignment; in-band adjustments change the salary level of the employee.

In-Band Bonus - A pay action allowing the agency the option to provide a lump sum (one-time) payment in lieu of a base pay adjustment to an employee for changes in duties, application of new knowledge, skills or abilities, retention, or internal salary alignment; in-band bonuses do not change the salary level of an employee.

Management-Initiated Pay Practices - Pay transactions established by DHRM that result when the DOC exercises its flexibility to manage employee compensation based on unique agency needs; these practices are, by nature, non-competitive and provide management with tools to recognize and retain employees. These practices include: Temporary Pay, Role Change, In-Band Adjustments, In-Band Bonuses, Disciplinary or Performance-related Salary Actions, and Competitive Salary Offers.

Organizational Unit - A DOC unit, such as a correctional facility, Regional Office, Probation and Parole Office, Virginia Correctional Enterprises, Academy for Staff Development, Corrections Construction Unit, Agribusiness Unit, and individual headquarters unit, e.g., Human Resources, Offender Management, Internal Audit.

Organizational Unit Head - The person occupying the highest position in a DOC organizational unit, such as a correctional facility, Regional Office, Probation and Parole Office, Virginia Correctional Enterprises, Academy for Staff Development, Corrections Construction Unit, Agribusiness Unit, and individual Headquarters unit, e.g., Human Resources, Offender Management, Internal Audit.

Pay Band - Nine pay ranges established by DHRM to set a minimum and maximum salary for all classified positions in each band

Pay Factors - Thirteen factors established by DHRM for determining and documenting pay actions that include: Agency Business Need, Duties and Responsibilities, Performance, Work Experience and Education, KSAs and Competencies, Training, Certification and Licensure, Internal Salary Alignment, Market Availability, Salary Reference Data, Total Compensation, Budget Implications, Long Term Impact, and Current Salary (used on a limited basis). *Note: Current salary is used for pay actions related to demotions and downward role changes.*



Pay Practices - These practices provide the rules for setting and changing compensation and include Starting Pay, Promotion, Voluntary Transfer, Voluntary Demotion, Temporary Pay, Role Change, In-Band Adjustment, Disciplinary or Performance-Related Salary Action, and Competitive Offer.

Pay Sub-band - A tool used to manage salaries within a pay band; reflects a portion of an existing pay band that has a defined minimum and maximum salary within that pay band.

Qualifications for Position - An applicant or employee may meet all or some of the qualifications of a position. Qualifications may be minimum qualifications (or requirements) or preferred qualifications (or preferences). An applicant or employee may demonstrate evidence of highly proficient experience (meets all minimum and all preferred qualifications), proficient experience (meets all minimum and some key preferred qualifications), or no experience (meets minimum qualifications only). This determination is made and documented as appropriate, depending on the nature of the pay practice affecting the applicant or the employee.

Rehire - An employee who previously worked in a classified position for the Commonwealth of Virginia.

Role Change - A non-competitive change where an employee's position is changed to a different role in the same pay band (lateral role change), a higher band (upward role change) or a lower band (downward role change) in the DOC job organizational structure

Salary Structure - The structure established by DHRM consisting of nine pay bands that account for all jobs in the Commonwealth's classified workforce

Temporary Assignment - A work assignment performed for more than 90 days, where a salaried employee has been assigned to perform different, essential duties on an interim basis; this includes situations where employees serve in an acting capacity performing the duties of a higher band or sub-band position due to a vacancy, extended leave, or a temporary assignment of additional duties associated with a special time-limited project.

Temporary Pay - Additional compensation paid to an employee temporarily assigned to perform new or additional duties, projects or assignments deemed critical to on-going operation of the agency or for serving in an acting capacity in a higher level position; temporary pay is limited to specific time-limited periods and is not a permanent salary adjustment.

Vacant position - A position that is not currently occupied by an employee or where the incumbent has been on approved leave in excess of ninety days.

PURPOSE

This operating procedure establishes protocol for all Department of Corrections (DOC) employees to receive compensation in accordance with the Commonwealth of Virginia's Compensation Policy, set forth by the Department of Human Resource Management (DHRM).

PROCEDURE

- I. Compensation Plan
 - A. The DOC compensation plan operates in compliance with COV §2.2-2900 et seq., *Virginia Personnel Act* and policies set by DHRM.
 - B. The goals of the compensation plan are to ensure that compensation and benefit levels for all DOC personnel are comparable and competitive to those for similar occupational groups in the state or region. (5-ACI-1C-18; 4-ACRS-7E-09; 2-CO-1C-22; 1-CTA-1C-09; 4-APPFS-3E-10)
- II. Determining Rate of Pay Process
 - A. The Organizational Unit Head, Human Resource Officer (HRO), or Recruiter will submit the appropriate *Determining Rate of Pay (DROP)* to the Compensation Unit in the Office of Human Resources at Headquarters, using the DOC Compensation (Compensation@vadoc.virginia.gov) email box when a pay transaction needs review and approval.
 1. See *Determining Rate of Pay Factors* section of this operating procedure.
 2. The *DROP* form may be found at *Determining Rate of Pay (DROP) 102_F12* or *Determining Rate of Pay (DROP) - Probation Officer 102_F13* or *Determining Rate of Pay (DROP) - Corrections Officer 102_F14* or *Determining Rate of Pay (DROP) - Nurse 102_F30*. See Attachment 2, *DROP Form Completion Guidelines*, for directions and required documentation.
 - B. Members of the Executive Staff may establish procedures, in consultation with the Director of Human Resources, within their line of authority to review *DROP* requests prior to submission to Human Resources.
 - C. Supervisors, HROs, and Recruiters are encouraged to consult with the Compensation Unit prior to the submission of a *DROP*. The Compensation Unit may consult with the Supervisor, Organizational Unit Head, or designee upon submission in the review process prior to a final decision. The purpose of the consultation will be:
 1. To pay employees in a manner sufficient to support and develop a high performance workforce that provides quality services in a fiscally responsible manner to the citizens of Virginia.
 2. To make pay determinations within the agency affecting its employees and applicants for employment based on legitimate reasons consistent with the Commonwealth's policies, pay practices, and consideration of DHRM's pay factors.
 3. To make prudent use of public funds to meet its goals consistent with the availability of funds and in compliance with state law and policy.
 4. To support the Agency's public safety mission, goals, and operational objectives.
 - D. The Director of Human Resources or designee will have final approval for pay determinations. The Director of Human Resources or designee may also consult with the appropriate member of the Executive Staff regarding review of specific pay determinations.
 - E. In certain circumstances, the DOC may be required to comply with additional reviews to obtain approval before a pay determination is made. The Director or the Director of Human Resources will issue written instructions to Organizational Unit Heads during these periods.



- III. Determining Rate of Pay Factors - The DOC considers and documents pay factors, in accordance with DHRM Policy 3.05, *Compensation*, when determining the rate of pay for an employee:
- A. Job Factors - Provided by the Organizational Unit Head or HRO on the *DROP* form.
1. **Agency Business Need:** The specific activities and organizational, financial, and human resource requirements that are directly derived from the agency's mission. For example, changes in an employee's duties, responsibilities, and abilities should be relevant to the agency business need in order to be compensable.
 2. **Duties and Responsibilities:** The primary and essential work functions performed by an employee or group of employees. Variation in these duties and responsibilities help distinguish one employee from another for comparison purposes.
- B. Employee Factors - Provided by the Organizational Unit Head or Human Resources Officer on the *DROP* form. The unit's recruitment and selection process generates the information for these pay factors.
1. **Performance:** The candidate's or incumbent's previous and/or current work accomplishments or outcomes and behavioral interactions that are typically assessed in written, verbal or observable forms. NOTE: All management initiated salary increases are based on employees meeting an acceptable performance level (rated as "Contributor" or higher).
 2. **Work Experience and Education:** The candidate's or incumbent's relevant employment history and academic qualifications. Work experience is the employment history of an individual, which typically includes jobs held and corresponding description of the duties, responsibilities, and tasks performed. Education includes academic credentials obtained and is usually listed as high school diploma, associate degree, bachelor's degree, or specific advanced degree.
 3. **Knowledge, Skills, Abilities and Competencies:** Elements commonly listed for job requirements, hiring qualifications, or employee credentials.
 - a. Knowledge refers to acquired principles and practices related to a particular job (for example, principles of dentistry or accounting).
 - b. Skills refer to acquired psychomotor behaviors (for example, operation of forklift, or a personal computer).
 - c. Abilities include the talents, observable behaviors, or acquired dexterity (for example, capacity to lift 100 pounds).
 - d. Competencies include knowledge, skills, and underlying behaviors that correlate with successful job performance.
 4. **Training, Certification, and License:** Job requirements or employee qualifications that are relevant or highly desirable for a particular job.
 - a. Training refers to a specialized course of instruction outside the realm of recognized academic degree programs (for example, in-service training).
 - b. Certification refers to a specialized course of study resulting in a certification upon successful completion (for example, Cardiopulmonary Resuscitation, Certified Public Accountant, Emergency Medical Technician).
 - c. A license is a credential that is required by law to practice one's occupation (for example, Registered Nurse, Pharmacist, Physician).
 5. **Current Salary:** The candidate's or incumbent's present base pay compensation, which may be reported as an hourly wage or weekly, semi-monthly, monthly, or annual salary. This pay factor is used on a limited basis for pay actions related to demotions and downward role changes. It does not include shift differentials, benefits, overtime, incentive premiums, bonuses, commissions, or other similar non-base pay compensation.
- C. Additional Employee Factors - Shared by the Organizational Unit Head or Human Resources Officer, and

Compensation staff. The Compensation Unit provides comparison of employee to peers at the unit on the *DROP* form. Compensation staff provides additional comparison to career group within the DOC workforce in supplemental *DROP* analysis.

1. **Internal Salary Alignment:** A fairness criterion that takes into consideration the proximity of one employee's salary to the salaries of others who have comparable levels of training and experience; similar duties and responsibilities; each employee's performance and similar knowledge, skills, abilities, and competencies. Internal salary alignment is determined by examining an employee's salary in relation to comparable co-workers.

D. Market Factors - The unit's recruitment and selection process generates the information for these factors. Organizational Unit Heads, HROs or Recruiters should add any pertinent information in additional comments related to these factors.

1. **Market Availability:** The relative availability of suitable, qualified employees in the general labor market, which is subject to the effects of supply and demand; the agency should consider its tolerance for variation in the applicant pool and its willingness to accept applicants with fewer qualifications in times of high market demand.
2. **Total Compensation:** This factor includes all forms of cash compensation (for example, base pay, shift differentials, overtime, on-call pay, bonuses, and commissions) and the dollar value of the employer sponsored benefit package for example, health and dental insurance, long and short term disability, paid leave, retirement benefits, and life insurance). NOTE: The greatest impact of total compensation will focus on starting pay and competitive offers.

E. Additional Market Factors - Provided by Compensation staff in supplemental *DROP* analysis.

1. **Salary Reference Data:** A composite of relevant salary information extracted from available surveys that indicate market pricing for various jobs in the Commonwealth; for example, average salary range, median salary, weighted average salary.

F. Financial Factors - Considered by Compensation staff in supplemental *DROP* analysis and in final approval for pay determinations. Members of the Executive Staff may establish procedures to review *DROP* requests and these factors prior to submission to Human Resources:

1. **Budget Implications:** The short and long-term financial consequences of pay decisions and how the agency manages its salary dollars.
2. **Long Term Impact:** The strategic and financial effect of anticipated future salary costs, staffing changes, salary alignment among employees, career growth, and salary reference data changes.

IV. Starting Pay Determination

A. Starting Pay Practices: These provisions cover new hires and rehires to the DOC who are not currently employed with other State agencies including State colleges, universities, and museums.

1. The Organizational Unit Head and the HRO with payroll submission signatory authority are authorized to handle starting pay salary levels in the following cases where the *DROP* process is not necessary:
 - a. Rehires returning to the same position or job with the same job title, in the same pay area, at same salary level, after separation of less than a year.
 - b. Hires or rehires assigned a salary at the minimum of the advertised range with the exception of nursing positions.
2. The Organizational Unit Head, HRO, or Recruiter with or without payroll submission signatory authority, are required to handle starting pay salary levels using the *DROP* process through the Compensation Unit in all other cases.

B. The Organizational Unit Head, HRO, or Recruiter must secure appropriate written approval as required before extending a Starting Pay salary level in an offer or conditional offer for employment.



V. Employee-initiated Practices Pay Determination**A. Competitive Promotion, Competitive Voluntary Transfer, and Competitive Voluntary Demotion Provisions:**

1. These provisions cover competitive movement of employees from other State agencies or within the DOC.
 - a. In a promotion, the employee moves to a job in a higher pay band.
 - b. In a voluntary competitive transfer, the employee moves to another job within the same band. The new job could be in a lower, same, or higher sub-band.
 - c. In a demotion, the employee moves to a job in a lower pay band.
2. The Organizational Unit Head and HRO with payroll submission signatory authority are authorized to handle voluntary employee-initiated practices for salary adjustments in the following cases where the *DROP* process is *not* necessary:
 - a. Promotion or voluntary competitive transfer (upward) to minimum of the advertised range, even if it is greater than a 10% adjustment
 - b. Promotions and Competitive Voluntary Transfers Upward within the Security Services Series which includes Sergeant, Lieutenant, Captain, and Major where a 10% increase is applied and there is no change in pay area by the employee moving into or out of a position covered by a special pay area or differential
 - c. Voluntary competitive transfer (lateral) with no adjustment to pay
3. The Organizational Unit Head and HRO are required to handle voluntary employee-initiated practices for salary adjustments through the *DROP* process in the following cases:
 - a. Promotion or voluntary competitive transfer (upward) for an employee moving into or out of a position covered by a special pay area or differential
 - b. Promotion or voluntary competitive transfer (upward) for jobs in a higher sub-band.
 - c. Voluntary competitive transfer (lateral) with an adjustment in pay.
 - d. Promotion or voluntary competitive transfer for an employee moving out of a position in which they were placed due to budget reductions or layoff process.
 - e. Any other case involving adjustment of pay not covered in the promotion, competitive voluntary transfer or competitive voluntary demotion cases above.
4. The Organizational Unit Head, HRO, or Recruiter must secure appropriate written approval, as required, before extending salary level for a competitive employee-initiated pay practice.

B. Non-competitive Voluntary Transfer and Non-competitive Voluntary Demotion Provisions:

1. These provisions cover non-competitive movement of employees within the DOC.
 - a. In a voluntary non-competitive transfer, the employee moves to another job in the same band. The new job could be in the same or lower pay band or sub-band.
 - b. In a demotion, the employee moves to a job in a lower pay band.
2. The Organizational Unit Head, HRO, or Recruiter are required to handle all voluntary employee-initiated practices for salary adjustments using the *DROP* process through the Compensation Unit.
3. The Organizational Unit Head, HRO, or Recruiter Officer must secure appropriate written approval, as required, before extending salary level for a non-competitive employee-initiated pay practice.

VI. Management-Initiated Practice Pay Determination**A. These provisions cover non-competitive movement of employees within the DOC.**

1. They are used, with discretion, to provide flexibility in management of the agency's workforce and to address employee compensation based on unique needs.



2. In general, the *DROP* process through the Compensation Unit is required to support these pay determinations. Consultation with the Recruitment and Compensation Manager is encouraged prior to submission of *DROPs* for approval.

B. Temporary Pay Provisions

1. Temporary pay is based on the agency's need for an employee to assume different responsibilities on an interim basis.
 - a. This occurs as either acting assignments in a higher level position or through temporary assignment, special time-limited projects.
 - b. Temporary pay is limited to specific time-limited periods and is not a permanent salary adjustment.
2. Temporary pay will normally be approved only after an employee has performed new or additional duties for a minimum of 90 days; however, it may be approved earlier if it requires relocation, a significant increase in level of responsibility, e.g., becoming acting unit head, or is deemed essential for agency operations.
3. Temporary pay will normally be authorized at a pay level on par with pay practices that would govern a voluntarily competitive transfer into the position.
4. The Organizational Unit Head may request acting pay by memorandum or by using a *Determining Rate of Pay (DROP) 102_F12* and should document the following:
 - a. The position is vacant or the incumbent has been unable to perform the duties for more than 90 days.
 - b. The employee has performed the duties of the position for at least 90 days.
 - i. At a minimum, the employee must perform the duties that are distinguished as being at a higher level.
 - ii. If the request is made prior to the 90 days, the Organizational Unit Head must provide justification that the position is essential for agency operations.
 - c. The intended completion date of the acting assignment should be included.
 - i. Normally, this will be no more than 90 additional days.
 - ii. In unique circumstances, the additional period may be extended to support the agency's business need.
5. The Organizational Unit Head must document that the above criteria have been met and submit a request for temporary pay through the chain of command to the appropriate member of the Executive Staff, as defined in this operating procedure.
 - a. If approved, the appropriate member of the Executive Staff will submit the acting pay request to the Compensation Unit of Human Resources.
 - b. The Director of Human Resources or designee will have final authority on temporary pay actions.

C. Role Change and In-Band Adjustment Provisions

1. A role change is a non-competitive change where an employee's position is changed to a different role in the same pay band or a different sub-band within the pay band (lateral role change), a higher band (upward role change) or a lower band (downward role change) in the DOC job organizational structure.
2. An in-band adjustment is a non-competitive practice to provide potential salary growth and career progression within a pay band.
3. In-band adjustments above 10% per fiscal year require approval from the appropriate Executive Staff Member. The Human Resources Director has final authority on all in-band adjustment pay actions.
4. In-band adjustments may be considered for change in duties, professional/skill development, retention, and internal alignment.
5. The Organizational Unit Head and HRO are required to handle role change or in-band adjustment



requests for salary adjustments through the *DROP* process in all cases.

6. The Organizational Unit Head and HRO must secure appropriate written approval from the Compensation Unit as required before extending salary level for a role change or in-band salary adjustment.
 - a. The appropriate member of the Executive Staff should review in-band requests prior to submission to the Compensation Unit in the Office of Human Resources at Headquarters.
 - b. The Director of Human Resources will have final authority on in-band adjustment requests and role changes.

D. Disciplinary or Performance-related Action Provisions

1. These actions are initiated by DOC management in specific cases where the performance management or Standards of Conduct processes dictate that an employee be moved to a different role in the same or lower band. If re-assigned within the same pay band, it may be to a lower sub-band in the DOC job organization structure.
2. The Director of Human Resources or designee should be involved in the management review of these situations even before the pay determination process has begun.
3. There is a minimum 5% reduction in salary in disciplinary demotions.
 - a. The reduction may be greater depending on the nature of the disciplinary issue, the number of sub-bands lower that result in the move, and whether the employee is moving out of a position covered by a special pay area.
 - b. In no case will the employee maintain or increase their salary level.
4. While performance-related cases does not require a percentage reduction in salary, a reduction may be appropriate. The nature of the performance issue, whether the new position is in a lower sub-band, and whether the employee is moving out of a position covered by a special pay area should all be considered as factors.
5. The Organizational Unit Head and HRO are required to handle disciplinary or performance actions requests with downward salary adjustments through the *DROP* process in all cases.
6. The Organizational Unit Head and HRO must secure appropriate written approval from the Compensation Unit as required before determining the salary level in a disciplinary or performance action.

E. Competitive Offer Provisions

1. Such salary offers may take place in cases involving employees who are deemed critical to the agency's mission and ongoing operations when these employees receive legitimate employment offers from outside of state government.
2. Competitive offers do not apply to offers made by other facilities or units within the DOC to include Virginia Correctional Enterprises, or from another state agency.
3. Competitive offers cannot be considered unless the Organizational Unit Head or HRO has a legitimate written outside employment offer in-hand.
4. In no circumstances may competitive offers exceed the outside offer or the maximum of the salary band for the employee's position.
5. The Organizational Unit Head and HRO (with or without payroll submission signatory authority) are required to handle competitive offer requests through the *DROP* process in all cases.
6. The Organizational Unit Head and HRO must secure appropriate written approval as required before extending a salary level for a competitive offer.
7. The Director of Human Resources or designee will have final authority on competitive offer pay actions.



F. Reassignments within Pay Band Provisions

1. This is a management option defined by DHRM that is based on agency staffing needs or operational needs.
2. It is not a common practice and will be initiated by the Director of Human Resources in concert with the appropriate member of the Executive Staff.
3. Generally, it is a structural adjustment and there is not a salary adjustment.

G. Administrative Transfer Provisions

1. This is a management option based on agency operational needs.
2. It will be initiated by the Director of Human Resources or designee in concert with the appropriate member of the Executive Staff.
3. In some cases, an administrative transfer may be handled like a role change if additional duties are added to a position.
4. In other cases, such a transfer may be handled like a lateral transfer if relocation is involved.
5. Generally, consideration for salary adjustment beyond assignment to a different pay area will be handled on a case-by-case review.

H. Second Language Communication and/or Translation

1. This is a management option based on agency operational needs designed to recognize employees who use their proficiency in second language communication and/or translation as an ongoing, on-the-job contribution that benefits the DOC.
2. The DOC reserves the right to revise, adjust its provisions, or terminate this plan at any time.
3. Second language contributions in languages other than English or in American Sign Language address a fundamental business need for the DOC in maintaining relations with inmates and key constituencies. This contribution considers an employee's ability to complete their own assigned duties and responsibilities as well as providing translation assistance to other employees.
4. This program is intended to recognize second language skills essential to an employee independently and fully completing essential job duties and core job responsibilities. Mastery of the language (both spoken and written fluency) should be must be demonstrated before second language contributions are will be applied.
5. **Qualifications for Recruiting Current Positions**
 - a. Each Organizational Unit Head, in consultation with their HRO, will have responsibility for confirming second language requirements for recruitment of existing positions. The Compensation Unit is available as a resource to assist.
 - b. The second language requirement must be documented in the Recruitment Posting and/or the Employee Work Profile (EWP) 145_F2/145_F2a for the position in Item 17: KSA's and/or Competencies and at least one of the following areas as appropriate:
 - i. Item 16. Purpose of the Position
 - ii. Item 18. Education, Experience, Licensure and Certification
 - iii. Item 19. Core Responsibilities
 - iv. Item 21. Other Assignments
 - c. The second language requirement must be included in any recruiting announcement as either a minimum or preferred qualification for starting pay consideration.
6. Employees whose positions require a qualified second language contribution will be compensated in their salary level.
 - a. This consideration will be extended the first time an employee enters a qualified position i.e., new hire, promotion or if responsibilities within the current position are changed e.g., new duties, role



change.

- b. This consideration will not be repeated any subsequent time an employee changes positions or duties within the current position.
 - c. The annualized salary adjustment for a full-time employee will be \$1,200.00.
7. The compensation actions that will be made under this program are subject to the following restrictions:
- a. A salary adjustment made to recognize second language contributions is considered an “in-band” compensation action.
 - b. An employee whose salary is at the maximum of the range for the salary band of their position is not eligible under State policy for “in-band” salary adjustment. In this case, the employee will receive a one-time cash payment equal to the amount of the adjustment.
 - c. At this time, no policies or budget restrictions impede this initiative. However, it is possible future provisions may require the DOC to suspend or discontinue this initiative. The Director of Human Resources or designee will address such conditions should they occur.
8. The HRO, after consultation with the Organizational Unit Head, will submit a *Determining Rate of Pay (DROP)* to the Compensation Unit for second language salary adjustments.
- a. This may occur as a Starting Pay or In-band Adjustment.
 - b. A copy of the current EWP with the second language requirements should be attached.
 - c. A *DROP* submitted for a current employee should confirm that no performance, conduct, or attendance issues justify deferral action on the request.
9. Human Resources Compensation Initiatives
- a. The Director of Human Resources may issue plan documents specific to various compensation initiatives that support the workforce needed to carry out the DOC public safety mission. These initiatives will be developed, implemented, and evaluated in consultation with the appropriate members of the.
 - b. Compensation initiatives are subject to limitations of funding and budget constraints. The DOC has the authority to amend, adjust, suspend, or terminate any initiative at any time.
 - c. Compensation initiatives are intended to be dynamic, time-bound programs and as such are not intended to be documented in a policy format.
 - i. Each initiative will be supported in writing and approved by the Director of Human Resources or the Recruitment and Compensation Manager to ensure consistent, timely, and accurate administration.
 - ii. These written plan documents can be reviewed on the DOC intranet (iDOC) under the Human Resources section.
 - d. Employee Referral Bonus Program - See Attachment 1, *Employee Referral Bonus Program*, and Attachment 1a, *Positions Eligible for Employee Referral Bonus*, for current program information.

VII. Commonwealth Commuter Choice Program

- A. Governor James S. Gilmore’s Executive Order 71 (00), *Commonwealth Commuter Choice Commuter Assistance for State Employees Using Van Pools or Transit Facilities*, issued August 23, 2000, established *Commonwealth Commuter Choice*.
- B. *Commonwealth Commuter Choice* is a fully paid, up to the maximum allowable per month, tax-free, qualified transportation fringe benefit made available by the Executive Order to full-time employees who report to offices in selected localities. The DOC applies this program in the following counties and cities:
 1. The Counties of Arlington, Fairfax, Loudoun, Prince William, Spotsylvania, and Stafford
 2. The Cities of Alexandria, Fairfax, Falls Church, Fredericksburg, Manassas, and Manassas Park



3. The Cities of Chesapeake, Hampton, Newport News, Norfolk, Portsmouth, Suffolk and Virginia Beach
- C. Employees must commute to their offices using a qualified vanpool or transit service.
- D. Program information, enrollment forms, and other required documentation are available from the eligible employee's HRO or coordinator at their P&P Office.
1. *Employee Enrollment* 102_F27 is used to sign up for the program.
 2. Each employee receiving benefits must submit a *Yearly Certification* 102_F28 in December of each year to prove their continued eligibility to be in the program.
 3. *Monthly Public Transportation/Van Pool Verification Log* 102_F29 must be signed and submitted monthly by employees receiving cash reimbursements and requires a supervisor's signature.
- E. Those participating in this program must submit the required documentation to the Headquarters General Accounting Office in a timely manner monthly. General Accounting staff will review and process their requests. Those documents include, but are not necessarily limited to:
1. *Monthly Public Transportation/Van Pool Verification Log* 102_F29
 2. Monthly Time Sheets
 3. Payment Receipts - Documentation/Receipts supporting the public transportation expense incurred to commute from home to work and return via methods such as bus, train, metro, and vanpool.
 - a. This documentation may vary depending on the method(s) of transportation used.
 - b. General Accounting will assist with questions related to the documentation submission.
- F. Reimbursement request should be submitted monthly.
1. The *Monthly Public Transportation/Van Pool Verification Log* must be submitted to the local Accounts Payable Office for processing and forwarded to the General Accounting Office at Headquarters for processing and payment.
 2. Reimbursed funds will be direct deposited to the same bank account used for payroll net pay deposits.
- G. If staff members purchase a monthly pass, an average cost per day approach should be use when recording the daily cost. This may be calculated by dividing the monthly expense by the number of workdays in the month. The number of workdays vary (between 18 and 23) per month.
- H. The Virginia Department of Rail and Public Transportation manages this commuter program. For those eligible for this program in the geographic areas listed above, service provider information can be found at the DRPT Service Locator web site.
1. The *Commonwealth Commuter Choice Agency Package of Materials* can be found on the DRPT Web Site.
 2. The Headquarters General Accounting Office is responsible for and will designate an employee to stay current with the current IRS reimbursement rate by reviewing the federal register annually in April.
 3. The Headquarters Human Resources Office is responsible for and will designate an employee to stay current with the current *Commonwealth Commuter Choice* program.

REFERENCES

Commonwealth of Virginia's Compensation Policy
COV §2.2-2900 et seq., *Virginia Personnel Act*

ATTACHMENTS

Attachment 1, *Employee Referral Bonus Program*
Attachment 1a, *Positions Eligible for Employee Referral Bonus*



Attachment 2, *DROP Form Completion Guidelines*

FORM CITATIONS

Employment Candidate Referral Inquiry 102_F11

Determining Rate of Pay (DROP) 102_F12

Determining Rate of Pay (DROP) - Probation Officer 102_F13

Determining Rate of Pay (DROP) - Corrections Officer 102_F14

Employee Enrollment 102_F27

Yearly Certification 102_F28

Monthly Public Transportation/Van Pool Verification Log 102_F29

Determining Rate of Pay (DROP) - Nurse 102_F30

Employee Work Profile (EWP) 145_F2 and 145 F2a

