

**From:** [Russell, Jacqueline DDS Raleigh](#)  
**To:** [#AT NC S36 All](#)  
**Subject:** DDS Equity/Compensation Plan for Salary Adjustments Update 3 4 23  
**Date:** Saturday, March 4, 2023 11:35:49 PM

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As promised, I am providing an update on the requested salary adjustments submitted to Central HR for consideration. I'm so thankful to everyone for the teamwork on this (Budget, DDS HR, Central HR, and DDS Senior Leadership members), there are four groups in the approach we used so I'm going to break it down with the status for each:

**Group 1: Disability Specialist I (Analyst in Training Groups, DA 1.0, DA 1.5, DA 2.0, DA 2.5)**, this group includes 221 DDS staff with packets moved forward. These 221 packets were all approved, actions entered, and salary adjustments have been received. HR targets to provide a letter to staff with a salary adjustment as quickly as possible. There are many competing priorities for our HR team and we appreciate all that is being juggled. In support of this, DDS Senior Leadership have sent emails to staff with the information and specifics re this salary adjustment. No later than March 12, 2023 remaining Disability Specialist I staff will have received an email from DDS Senior Leadership with their salary adjustment information or notification that it was identified the staff member is not receiving a salary adjustment due to one of three reasons: 1) The staff member is already making the identified salary aligned with their position classification, equity and education. 2) The staff member has active discipline. 3) The staff member had a Does Not Meet on their most recent Annual Performance Evaluation.

**Group 2: Administrative Specialist I, Administrative Specialist II, and Administrative Supervisor**, this group includes about 100 people and all packets are with Central HR for review/consideration. No later than March 12, 2023 Group 2 with an approved salary adjustment will have received an email from DDS Senior Leadership with their salary adjustment information. These packets were in with Central HR in February. Central HR has received a priority project with the Retention Bonuses that are moving forward, and therefore processing of these packets is taking longer. Central HR is committed to the DDS project and continues to balance these competing priorities. I have a meeting with Central HR and Greg Chavez every 2<sup>nd</sup> week to connect on status of these packets and our overall project. That helps me understand the status of these packets and support continued work on these pending packets.

**Group 3: Disability Specialist II (DA 3.0 and DA 3.5), Manager I (Case Consultants), and Manager II (Supervisors)**, this group includes about 100 people and all packets are with Central HR for review/consideration as of March 3, 2023.

**Group 4: All Other Positions**, DDS Senior Leadership is now working on this group to complete all the required documentation for these packets.

I recognize that each person is eager to have their position classification moved forward and I appreciate the patience in everyone understanding that this Equity/Compensation Plan for Salary Adjustments is a complex and ambitious project that impacts hundreds and hundreds of people. One of our Four Agreements is Do Your Best and we certainly are living that out. .

The decisions for salary adjustment recommendations were made after conducting an Equity

Study, Labor Market Research, review of your Position Classification, Position Duties/Responsibilities, along with your Total Education and Experience. This approach supports equity within the Position Classification. Here are some aspects to keep in mind:

- This approach provides equity to staff, for example, a Disability Analyst 1.5 with Total Education and Experience of 230 would not earn the same or as much as a Disability Analyst 2.0 with Total Education and Experience of 230. The Disability Analyst 2.0 has additional duties and responsibilities and therefore should earn more. Similarly, a DA 1.0 with 330 Total Education and Experience (E&E) would not earn as much as a DA 1.5 with 120 Total E&E. The DA 1.5 has additional duties and responsibilities and therefore should earn more. However, if you are a DA 1.0 with 104 E&E, you will not earn as much as a DA 1.0 with 403 E&E. The DA 1.0 with 403 E&E has more experience and therefore is compensated at a higher level.
- The instances in which someone would not receive a salary adjustment include:
  - Staff with active discipline or an overall Does Not Meet on their most recent performance evaluation are not eligible for this in-range salary adjustment per the Pay Administration Policy. I want to add that for those people when that status changes (discipline letter is no longer active or another performance review cycle has occurred) then a request can be considered for salary adjustment.
  - Staff already earning a salary at the identified amount for the Position Classification, Disability Analyst level, and Position Duties/Responsibilities, along with your Total Education and Experience.

Here are some common questions we have received from staff:

**Why are there some salary adjustments that have a November 1<sup>st</sup> effective date?**

One of the challenges with messaging proactively and transparently is that I give the information I have at the time. I work to be clear the information I am providing is what is requested and/or anticipated. I share information this way because I would rather share information up front based on what I know, being clear what is and isn't certain. My perspective is that is stronger communication that providing no information or no information until everything is all finalized. In some instances, there were groupings with an effective date of November 1, 2022. I understand this is disappointing for some staff. These are complex decisions and I know that we all want the earliest effective date possible for a salary adjustment. This is the effective date I was able to move forward and receive approval for the packets. I am glad we have received approval for hundreds of staff already for our requested salary adjustments. I find in my work I don't always get exactly everything I want, I do think we find common ground on a lot of our requests and I am thankful for that progress toward achieving our goals.

**How are the education and experience calculated?**

This is best answered by a staff member in HR as HR makes these determinations. I will ask Greg Chavez, DDS HR Manager to send an email out to explain this information.

We continue to make steady progress on this work. It is a systematic approach for this project and I'm proud of what we have accomplished together so far. I will continue providing communication on this every 30-35 days or so, and will plan to share another update no later than April 8<sup>th</sup>. I'll

provide an update on the work toward requests for Retention Bonuses at that time as well.

Thank you for your hard work to support claimants. It means everything to our claimants and your focus on Customer Service is valued and appreciated.

Sincerely,

*Jacki*

**Jacqueline Russell**

she/her/hers [why this is important](#)

Division Director, Disability Determination Services

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**President, [National Council of Disability Determination Directors](#)**

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**From:** [Russell, Jacqueline DDS Raleigh](#)  
**To:** [#AT\\_NC\\_S36\\_All](#)  
**Subject:** DDS Equity/Salary Adjustment Update 7/1/23  
**Date:** Sunday, July 2, 2023 3:42:29 PM

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Summer greetings! I had shared in my last update on May 15<sup>th</sup> that I thought I would be providing my last update on the DDS Equity/Salary Adjustment project at the end of June and here it is. I am emailing to provide you a final update on our DDS Equity/Salary Adjustment and an update on our DDS Special Initiative Retention Bonus Project.

### **Retention Bonus:**

There were about 75% (~400+ staff) of our DDS staff that received a DHHS Retention Bonus for Specific Classifications (related to the vacancy rate for their classification). I'm thankful for the work from Secretary Kody Kinsley, Central HR Leadership support from Karen Gerald, and other Central HR staff that supported this to completion. DDS Senior Leadership worked with DDS HR and Central HR for these to be in the May 2023 and June 2023 paychecks. That work is complete.

DDS Senior Leadership had submitted in May 2023 a request to Central HR for consideration of a DDS Retention Bonus for Special Initiatives for other DDS staff as they are part of the critical work for DDS Special Initiatives (Customer Enhancement project, 2023 Strong Workforce Hiring of Training Classes and VOIP (use of SSA laptops to make/receive phone calls). I received feedback on the request, made revisions and we resubmitted the request for consideration. I anticipate this will need to go through several external partners as our other requests have, those external partners being Central HR, Central Budget, OSHR and OSBM who all have the same goal as DDS Senior Leadership – following the retention policy to retain a strong workforce. The DDS work to increase retention is working, the DDS attrition rate is markedly lower than previous years. As we work with many external partners, I can't promise a timeline for this to be complete. I can promise to continue giving you updates.

I shared previously that the DDS Retention Bonus for Special Initiatives, if approved, would be for the staff **not included** in the DHHS Retention Bonus for Specific Classifications. One of the first steps we took was to secure federal funding, that has occurred. The second step is to secure state funding and we are still in that process. These last few weeks have led up to the closeout of the state fiscal year and we are working with our state partners to obtain the confirmation of budget for state funded positions. Additionally, our state does not yet have a budget confirmed. Until we have a state budget finalized I don't anticipate receiving a response to my request for a DDS Retention Bonus for Special Initiatives. It's my understanding our policy and procedures require us to wait until after a budget is finalized. I do anticipate a state budget being finalized by early August. To be clear, staff would only be eligible for one Retention Bonus and if you already received a Retention Bonus, you would not receive a second Retention Bonus.

I'll provide an update on this no later than the end of August.

### **DDS Equity/Salary Adjustments:**

In June 2022, the DDS Senior Leadership moved forward a request to DDS HR, DHHS HR, DDS Budget, and DHHS Budget to deploy a DDS Equity/Salary Adjustment project. DDS Senior Leadership

recognized the importance of this work for the DDS. I am so proud of the work of everyone involved. DDS Senior Leadership, DDS HR, DHHS Central HR and DDS Budget have all worked tirelessly over the past year to complete the DDS Equity/Salary Adjustment project. **This positively impacted more than 500 DDS staff.** For me, this is one of the most complex projects I have ever been a part of, and I'm thankful to be part of the team in making this happen. It has taken all of us to get to completion and it's exciting that together we made this happen. We provided proactive communication throughout the project. I recognize that some DDS staff did not receive a salary adjustment for one of the reasons below or didn't receive as much of a salary adjustment as you had hoped. The DDS Equity/Salary Adjustment project has had a positive impact for the majority of DDS staff. I'm glad for the progress we have made in stronger salaries comparable with the Labor Market and we'll keep assessing and identifying any additional actions that are appropriate. Here are the Groups and status updates.

**Group 1 Disability Specialists (DA 1.0, DA 1.5, DA 2.0, and DA 2.5):** These are complete.

**Group 2 Budget and Planning, Administrative Specialist, Administrative Specialist II, and Administrative Supervisors:** The requests we submitted are all back approved from Central HR!

**Group 3: Disability Specialist II (DA 3.0 and DA 3.5), Manager I (Case Consultants), and Manager II (Supervisors):** The requests we submitted are all back approved from Central HR!

**Group 4: Disability Hearing Officers, Supervisor, Chief, Systems, MCs, PCs, Sr Leadership and All Others:** The requests we submitted are all back approved from Central HR!

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Our DDS HR and DDS Budget teams both have many actions to make in the system in order for the salary actions to be in the paycheck. The last two weeks of June DDS Senior Leadership worked closely with DDS HR, DHHS Central HR and DDS Budget to respond to questions and track outstanding requests so that as many salary adjustments as possible would be in the June paycheck. Although the approved salary adjustments were not all able to be keyed in time for the June paycheck, they do all have an effective date of June 1<sup>st</sup> or earlier. HR will send you an official notification with the information about the salary adjustment. As a support to you and HR, DDS Senior Leadership works to send an email with the date effective and amount of your salary adjustment when confirmed. This provides you something in writing while you wait for the official letter from HR. We have our DDS HR team juggling a lot with new hires, salary adjustments, etc.

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There are a handful of people across the Groups that we requested a salary adjustment after the Group was submitted to Central HR (they started with the DDS after the Group was submitted to Central HR, disciplinary action became inactive, etc.). We'll provide updates to you if that describes you.

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**Effective Dates:** A common question received is what will be the effective date for these requests. These effective dates are varying across groups. It's my responsibility to follow policy with the requested effective date and give DDS HR and Central HR a reasonable timeframe to complete salary actions. When you receive your written confirmation, an effective date will be provided.

A reminder, the decisions for salary adjustment recommendations were made after conducting an Equity Study, Labor Market Research, review of your Position Classification, Disability Analyst level, and Position Duties/Responsibilities, along with your Total Education and Experience. This approach

supports equity within the Position Classification. Here are some aspects to keep in mind:

- This approach provides equity to staff, for example, a Disability Analyst 1.5 with Total Education and Experience of 230 would not earn the same or as much as a Disability Analyst 2.0 with Total Education and Experience of 230. The Disability Analyst 2.0 has additional duties and responsibilities and therefore should earn more. Similarly, a DA 1.0 with 330 Total Education and Experience (E&E) would not earn as much as a DA 1.5 with 120 Total E&E. The DA 1.5 has additional duties and responsibilities and therefore should earn more. However, if you are a DA 1.0 with 104 E&E, you will not earn as much as a DA 1.0 with 403 E&E. The DA 1.0 with 403 E&E has more experience and therefore is compensated at a higher level.
- The instances in which someone would not receive a salary adjustment include:
  - Staff with active discipline or an overall Does Not Meet on their most recent performance evaluation are not eligible for this in-range salary adjustment per the Pay Administration Policy. I want to add that for those people when that status changes (discipline letter is no longer active or another performance review cycle has occurred) then a request can be considered for salary adjustment.
  - Staff already earning a salary at the identified amount for the Position Classification, Disability Analyst level, and Position Duties/Responsibilities, along with your Total Education and Experience.

**Education and Experience Factors:** We have received questions as to how Education and Experience are calculated. We've received information from HR as follows:

- Education is calculated based on the degree. Each degree has an association with the number of years it counts e.g. Associate, Bachelor, Master, etc.
- Experience is typically counted year for year based on the job. Non-related jobs do not get credit towards calculating experience. For example, working in a doctor's office will not count towards experience as a DA.
- For additional questions on this please contact our Human Resources team.

DDS staff members that are employed through Temporary Solutions, we are reviewing information and budget to consider the last time an increase was provided, the amount provided, etc. Your contributions are important too and we haven't forgotten about you. We'll include an update on this by the end of August too.

If you have questions about the DDS Equity/Salary Adjustment project, please submit those to your Supervisor. Your Supervisor will provide those to the Assistant Chief for your work (who will compile for their Deputy Director) and for those teams that roll up to me Supervisors (Systems, DHU, Budget, etc) please provide any questions to me. We will work to have responses back to your questions no later than the end of August.

The DDS Senior Leadership team members along with our DDS Budget, DDS Human Resources, Central DHHS Budget, and Central DHHS Human Resources team have been phenomenal and earn every bit of the credit for this project deploying and being completed. This massive project took a lot of patience and focus. Central DHHS Human Resources have shared that it is not common for a division to take on a project like this and execute it as the DDS has, and the DDS Senior Leadership did this for you. Our hope is that this is one additional action that demonstrates our appreciation for

you and your work for people seeking disability benefits.

Have a good week and day off on Tuesday!

Sincerely,

*Jacki*

**Jacqueline Russell**

*she/her/hers* [why this is important](#)

Division Director, Disability Determination Services

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**From:** [Russell, Jacqueline DDS Raleigh](#)  
**To:** [#AT NC S36 All](#)  
**Subject:** DDS Salary Adjustment Plan Update 1 9 23  
**Date:** Monday, January 9, 2023 9:38:15 PM  
**Attachments:** [image001.png](#)

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Monday Greetings! As promised last Monday, I am providing an update on the requested salary adjustments submitted to Central HR for consideration. We have a couple groupings at play and one on deck so I'm going to break it down with the status:

**Group 1: Disability Specialist I (Analyst in Training Groups, DA 1.0, DA 1.5, DA 2.0, DA 2.5)** this group includes 221 people with packets moved forward. I messaged on 11/29/22 that we were able to get all the salary actions in for the 60 people from this group approved by Central HR. I had shared that the remaining people (and their packets) were at OSHR or Central HR for review/consideration. The remaining packets had to go to Central HR Senior Leadership and OSHR for review and consideration. I am excited that Central HR shared they have returned all remaining packets (about 160) to us and the requested salary adjustments for this group are approved by Central HR and OSHR!

- We are going through the spreadsheets to verify as a second layer of confirmation there are all staff packets submitted are included in the approvals, the salary amount approved is what was requested and the date effective.
- Our DDS HR and DDS Budget teams both have many actions to take in the system in order for those to be in the paycheck. We are targeting these to be completed no later than the February paycheck.

The decisions for salary adjustment recommendations were made after conducting an Equity Study, Labor Market Research, review of your Position Classification, Disability Analyst level, and Position Duties/Responsibilities, along with your Total Education and Experience. This approach supports equity within the Position Classification. Here are some aspects to keep in mind:

- This approach provides equity to staff, for example, a Disability Analyst 1.5 with Total Education and Experience of 230 would not earn the same or as much as a Disability Analyst 2.0 with Total Education and Experience of 230. The Disability Analyst 2.0 has additional duties and responsibilities and therefore should earn more. Similarly, a DA 1.0 with 330 Total Education and Experience (E&E) would not earn as much as a DA 1.5 with 120 Total E&E. The DA 1.5 has additional duties and responsibilities and therefore should earn more. However, if you are a DA 1.0 with 104 E&E, you will not earn as much as a DA 1.0 with 403 E&E. The DA 1.0 with 403 E&E has more experience and therefore is compensated at a higher level.
- The instances in which someone would not receive a salary adjustment include:
  - Staff with active discipline or an overall Does Not Meet on their most recent performance evaluation are not eligible for this in-range salary adjustment per the Pay Administration Policy. I want to add that for those people when that status changes (discipline letter is no longer active or another performance review cycle has occurred) then a request can be considered for salary adjustment.
  - Staff already earning a salary at the identified amount for the Position Classification, Disability Analyst level, and Position Duties/Responsibilities, along with your Total



Education and Experience.

**Group 2: Administrative Specialist I, Administrative Specialist II, and Administrative Supervisor**, this group includes about 100 people with packets moved forward for consideration and review by DDS HR. These are with DDS HR and we anticipate those to begin moving forward to Central HR this week for consideration and review. I had the opportunity to meet with Central HR and DDS HR recently to respond to a couple questions and I'm glad for the opportunity for proactive communication. That makes the process work smoothly and we'll keep this proactive communication ongoing throughout this DDS Salary Adjustment Plan.

**Group 3: Disability Specialist II (DA 3.0 and DA 3.5), Manager I (Case Consultants), and Manager II (Supervisors)** this group includes about 100 people and DDS Management will begin working on our part of the packets this week (week of January 9, 2023). We want to be sure we do our part to keep the momentum moving forward.

**Group 4: All Other Positions**, once we have Group 3 packets completed and moved forward to DDS HR we will begin working on these packets.

We have had questions if performance is considered as a factor with the salary adjustments. Staff whose performance is not at an overall "Meets Expectations" or higher are not included in the request for consideration for salary adjustment so in that manner – yes performance is considered as a factor. DDS Leadership continues to hold staff accountable and following our DDS process for addressing conduct and performance concerns, disciplinary action is issued and at times when improvement has not occurred following our established process, dismissal of the staff member occurs.

Once all of our requested salary adjustments have had decisions received from OSHR, we'll provide the parameters used for these salary adjustments to all staff. We are waiting until final decisions are received from OSHR so we can be confident we are providing accurate information to all staff.

There are a lot of partners we work with on these requests, from our federal partner of SSA, to our state partners in DHHS, OSHR, and our internal partners of our DDS HR Team and DDS Senior Leadership. I imagine you would like clearer estimated timeframes. The challenge with providing estimated timeframes is we don't have full control over all the decisions. We will continue to keep you in the loop on which groups have been submitted for consideration and status of the requests. I am very proud of our progress toward our goals. I want you to know we are actively and diligently working on these requests together as one team, DDS Senior Leadership, DDS HR, DHHS Central HR, etc. I am encouraged by our systematic and methodical approach. We will continue to update staff as we move through the different DDS position classifications. I have been providing communication on this every 30-35 days or so, and will plan to share another update no later than Tuesday, 2/14/23.

Every day, I am proud to work with and for you. A Strong and Inclusive Workforce is one of the DHHS Priorities and this is just one of the ways we are working on this for you. Thank you for your work and I am glad to share this exciting update.

Sincerely,

*Jacki*

**Jacqueline Russell**

*she/her/hers* [why this is important](#)

Division Director, Disability Determination Services

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**From:** [Russell, Jacqueline DDS Raleigh](#)  
**To:** [#AT NC S36 All](#)  
**Subject:** DDS Update : Retention Bonuses & Salary Adjustments 5 15 23  
**Date:** Monday, May 15, 2023 8:32:36 PM

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Hello, I am excited to share progress with you on the Retention Bonuses and DDS Equity Salary Adjustments!

I wanted to surface a reminder that when I give an estimated timeframe and that changes, sometimes people get upset although it was messaged as an estimated/projected timeframe. I want to remind you that the estimated timeframes can change, there are many teams involved in these actions. We'll continue working hard together to make the best decisions we can with the options we have. I'm glad we are working as a team with DDS Budget, DDS HR, Central Budget, and Central HR and continuing to make progress. This is a massive project and we have all learned a lot in this work to support staff equity/salary adjustments.

### **Retention Bonus:**

We have about 400+ staff that are eligible for the DHHS Retention Bonus for Specific Classifications. I'm excited that about 92% of those people were able to get all the required documents signed by the timeline. Those Retention Bonuses of \$2,500 are on track to be in your May paycheck. I have emailed a small group of staff eligible for this that either had technology challenges or were not able to get the required documents in and this Phase II group will receive an email the week of June 5<sup>th</sup> that must be signed early that week in order for the bonus to be in the June paycheck. I will let this group know if I hear any additional information. These actions with the survey and Docusign are not happening through DDS Senior Leadership and that is why we are working so closely with Central HR and our DDS HR team to learn status and next needed action.

I shared previously that I am pursuing a retention bonus for the staff not included in the group Retention Bonus for Specific Classifications. One of the first steps I took was to secure federal funding, that has occurred. The second step is to secure state funding and I am still in that process. I've had an opportunity to meet a couple times with Central HR and our DDS HR staff to receive feedback on the request I submitted. I had mentioned in the last update I am pursuing with Central HR guidance to submit a request for consideration for a DDS Retention Bonus for Special Initiatives for the remaining staff as they are part of the critical work for DDS Special Initiatives (Customer Enhancement project, 2023 Strong Workforce Hiring of Training Classes and VOIP (use of SSA laptops to make/receive phone calls) Pilot). I anticipate this will need to go through several external partners as our other requests for salary adjustments have, those external partners being Central HR, Central Budget, OSHR and OSBM who all have the same goal as DDS Senior Leadership – following the retention policy to retain a strong workforce. The DDS work to increase retention is working, the NC attrition rate is markedly lower than previous years and lower than the Regional attrition rate. As we work with many external partners, I can't promise a timeline for this to be complete. I can promise to continue giving you updates and funding is often one of the biggest hurdles so I am glad to have that in place for the federal part of our budget. Given the feedback I have received I don't think that this bonus will be at the same time as the other bonuses. I am estimating August 2023 and am hoping/working toward July 2023.

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### **Salary Adjustments:**

**Group 1 Disability Specialists (DA 1.0, DA 1.5, DA 2.0, and DA 2.5):** These are complete.

**Group 2 Budget and Planning, Administrative Specialist, Administrative Specialist II, and Administrative Supervisors:** The large majority of these are all back approved from Central HR!

**Group 3: Disability Specialist II (DA 3.0 and DA 3.5), Manager I (Case Consultants), and Manager II (Supervisors):** These are all back approved from Central HR!

**Group 4: Disability Hearing Officers, Supervisor, Chief, Systems, MCs, PCs, Sr Leadership and All Others:** These are all submitted to Central HR and being reviewed.

-  
**Timeframes:** Our DDS HR and DDS Budget teams both have many actions to take in the system in order for those to be in the paycheck. We are targeting these to be completed no later than the June paycheck. I don't know that all these will be keyed in time for the May paycheck. I do know we'll do our best and if not then I estimate June's paycheck will include these. HR will send you an official notification with the information about the salary adjustment. As a support to you and HR, DDS Senior Leadership works to send an email with the date effective and amount of your salary adjustment when confirmed. This provides you something in writing while you wait for the official letter from HR. We have our DDS HR team juggling a lot with the new hires, salary adjustments, etc. We are all working very hard for this to be done by end of June.

-  
**Effective Dates:** A common question received is what will be the effective date for these requests. These effective dates are varying across groups. It's my responsibility to follow policy with the requested effective date and give DDS HR and Central HR a reasonable timeframe to complete salary actions. As the effective dates are proposed and can change, I'll wait to share more information when there is a final decision on the effective date.

A reminder, the decisions for salary adjustment recommendations were made after conducting an Equity Study, Labor Market Research, review of your Position Classification, Disability Analyst level, and Position Duties/Responsibilities, along with your Total Education and Experience. This approach supports equity within the Position Classification. Here are some aspects to keep in mind:

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**Education and Experience Factors:** We have received questions as to how Education and Experience are calculated. We've received information from HR as follows:

- Education is calculated based on the degree. Each degree has an association with the number of years it counts e.g. Associate, Bachelor, Master, etc.
- Experience is typically counted year for year based on the job. Non-related jobs do not get credit towards calculating experience. For example, working in a doctor's office will not count towards experience as a DA.
- For additional questions on this please contact our Human Resources team.

I'm so thankful for the work of the team that has supported our requests. It's hard to believe and exciting that perhaps my next update (by June 30<sup>th</sup>) will be the last update on this project because we will be done.

Sincerely,

*Jacki*

**Jacqueline Russell**

she/her/hers [why this is important](#)

Division Director, Disability Determination Services

[NC Department of Health and Human Services](#)

**President, [National Council of Disability Determination Directors](#)**

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**From:** [Russell, Jacqueline DDS Raleigh](#)  
**To:** [#AT NC S36 All](#)  
**Subject:** DDS Update : Retention Bonuses, Salary Adjustments, Career Progression, Maximizing Telework 4 14 23  
**Date:** Thursday, April 13, 2023 5:14:17 PM  
**Attachments:** [Retention Bonus Eligible Classifications 2023 from DHHS.pdf](#)

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Greetings! I wanted to provide updates on several items so I am using our weekly update communication for this purpose.

### **Retention Bonuses:**

- You've received emails about the Retention Bonus for Specific Classifications. I attached the list of included position classifications that I provided previously. If you aren't sure of your position classification please contact your Supervisor. Staff are able to decide whether they accept the bonus or not. Accepting the bonus will lead to a form being sent to you for signature that you agree to remain employed with DHHS for 12 months. If you leave prior to the 12 months, you will need to pay back a prorated amount. I appreciate the work from Secretary Kinsley and the leadership team to obtain approval for these bonuses for the identified staff.
  - For this group, it's my understanding that staff employed on March 1, 2023 or earlier, you will receive a bonus for \$2,500 and it is planned to be in your May 31, 2023 paycheck.
  - There will be an email sent to you, possibly this Friday, with additional information and time sensitive actions you will need to take.
- I have shared that I am pursuing a retention bonus for the staff not included in the group Retention Bonus for Specific Classifications. One of the first steps I took was to secure federal funding, that has occurred. The second step is to secure state funding and I am in that process at this time. At the same time, I am pursuing with Central HR guidance to submit a request for consideration for a DDS Retention Bonus for Special Initiatives for the remaining staff as they are part of the critical work for DDS Special Initiatives (Customer Enhancement project, 2023 Strong Workforce Hiring of Training Classes and VOIP (use of SSA laptops to make/receive phone calls) Pilot). I anticipate this will need to go through several external partners as our other requests for salary adjustments have, those external partners being Central HR, Central Budget, OSHR and OSBM who all have the same goal as DDS Senior Leadership – following the retention policy to retain a strong workforce. The DDS work to increase retention is working, the NC attrition rate is markedly lower than previous years and lower than the Regional attrition rate. As we work with many external partners, I can't promise a timeline for this to be complete. I can promise to continue giving you updates and funding is often one of the biggest hurdles so I am glad to have that in place for the federal part of our budget.

### **Salary Adjustments:**

- **Group 1 Disability Specialists (DA 1.0, DA 1.5, DA 2.0, and DA 2.5):** I messaged previously this group of 221 DDS staff are complete and that all staff in this classification either received an email of their salary adjustment or that they did not receive a salary adjustment for one of three reasons (e.g. active discipline, an overall does not meet on their performance evaluation, or they are earning the salary assigned to their position, education and

experience, etc.). I have double checked and all staff have received these communications, if you are in this classification and do not recall receiving an email please contact me or Stephanie Sanders for follow up. This work did surface two errors that we are working with HR and Central HR to correct. There are a lot of steps in this and I am sorry for the two errors and glad that we got it right for 219 people on the first try.

- **Group 2 Budget and Planning, Administrative Specialist, Administrative Specialist II, and Administrative Supervisors:** This group of about 100 people and about 15 of this group has come back approved. The remainder of this group which was submitted in February continues to be processed by Central HR. There have been some follow up documents requested and those have been provided.
- **Group 3: Disability Specialist II (DA 3.0 and DA 3.5), Manager I (Case Consultants), and Manager II (Supervisors):** This group of about 100 people had their packets sent from DDS HR to Central HR on March 3, 2023. These packets are being processed by Central HR.
- **Group 4: Disability Hearing Officers, Supervisor, Chief, Systems, MCs, PCs, Sr Leadership and All Others:** This group of about 64 people have been moved to DDS HR. DDS HR is compiling the needed information in order to send the packets to Central HR.
- **Timeframes:** Central HR has had to shift their focus and work on our packets to the Retention Bonuses for the first phase which support the State Operated Health Facilities. These packets will have a few levels of review with Central HR and OSHR. Central HR is committed to the DDS project and continues to balance these competing priorities. I have a meeting with Central HR and Greg Chavez every 2<sup>nd</sup> week to connect on status of these packets and our overall project. That helps me understand the status of these packets and support continued work on these pending packets.
- **Education and Experience Factors:** We have received questions as to how Education and Experience are calculated. We've received information from HR as follows:
  - Education is calculated based on the degree. Each degree has an association with the number of years it counts e.g. Associate, Bachelor, Master, etc.
  - Experience is typically counted year for year based on the job. Non-related jobs do not get credit towards calculating experience. For example, working in a doctor's office will not count towards experience as a DA.
  - For additional questions on this please contact our Human Resources team.
- **Effective Dates:** A common question received is what is the effective date for these requests. These effective dates are varying across groups. It's my responsibility to follow policy with the requested effective date and give DDS HR and Central HR a reasonable timeframe to complete salary actions. As the effective dates are proposed and can change, I'll wait to share more information when there is a final decision on the effective date.

### **Career Progression:**

- Our Career Progression process and procedures are written so that we deploy in April and October of each year. We learned from the experience of Career Progression last year that when there are pending requests for salary adjustment, it is much better to wait until the decision is made for the salary adjustment request. That allows a smooth process for salary actions. For this reason, we have decided to wait until the decisions from Group 3 are back before we launch our Career Progression process. Once the decisions for Group 3 are back we will identify timeframes for Career Progression as quickly as possible and share with staff.

**Maximizing Telework Pilot:**

I had mentioned in a previous Monday Mindset that we are establishing a pilot to “Maximize Telework” more regularly throughout the week/month. We are in the first phase of design for this pilot and will be working with two units per branch in Operations with this pilot. This first phase is focused on Disability Analysts and we are expanding the pilot to other positions in the second phase. This pilot is on track to deploy by the end of May for phase one. We will continue to share more on this each month. While there are no positions at the DDS that are able to be 100% telework, we continue to consider additional continuous improvement processes utilizing staff feedback and prioritizing meeting the customer service needs. We recognize additional teams have thoughts and ideas re maximizing telework and we will be working separately with you to obtain feedback/input to consider re telework.

**The decisions for salary adjustment recommendations were made after conducting an Equity Study, Labor Market Research, review of your Position Classification, Position Duties/Responsibilities, along with your Total Education and Experience. This approach supports equity within the Position Classification. Here are some aspects to keep in mind:**

- This approach provides equity to staff, for example, a Disability Analyst 1.5 with Total Education and Experience of 230 would not earn the same or as much as a Disability Analyst 2.0 with Total Education and Experience of 230. The Disability Analyst 2.0 has additional duties and responsibilities and therefore should earn more. Similarly, a DA 1.0 with 330 Total Education and Experience (E&E) would not earn as much as a DA 1.5 with 120 Total E&E. The DA 1.5 has additional duties and responsibilities and therefore should earn more. However, if you are a DA 1.0 with 104 E&E, you will not earn as much as a DA 1.0 with 403 E&E. The DA 1.0 with 403 E&E has more experience and therefore is compensated at a higher level.
- The instances in which someone would not receive a salary adjustment include:
  - Staff with active discipline or an overall Does Not Meet on their most recent performance evaluation are not eligible for this in-range salary adjustment per the Pay Administration Policy. I want to add that for those people when that status changes (discipline letter is no longer active or another performance review cycle has occurred) then a request can be considered for salary adjustment.
  - Staff already earning a salary at the identified amount for the Position Classification, Disability Analyst level, and Position Duties/Responsibilities, along with your Total Education and Experience.

I imagine you are ready for this process to be complete. Please know that DDS Senior Leadership and our partners in HR and Budget want this too. We are all working diligently toward that and we will continue to move through this process making steady progress. I will continue to share updates every 30-40 days or earlier if I have a meaningful update. My next update will be around May 19<sup>th</sup>.

Thank you for your service and focus for claimants, as DDS Senior Leadership works to focus and serve you.

Sincerely,

*Jacki*



**Jacqueline Russell**

*she/her/hers* [why this is important](#)

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**From:** [Russell, Jacqueline DDS Raleigh](#)  
**To:** [#AT NC S36 All](#)  
**Subject:** Monday Mindset - March 13, 2023  
**Date:** Monday, March 13, 2023 10:34:56 PM

---

Monday greetings! For all the people who love cold weather and snow, this was your weekend (for about 20 minutes with the snow. For those that love the sunshine and warmth, our time is a coming. It was the trifecta this morning, cold-Monday-time change, these tips may be helpful to you to learn [how time changes affect your sleep](#).

### **People First**

- I sent an email update on DDS Equity/Compensation Plan for Salary Adjustments on March 4. I had shared in the update that Group 1 (DDS Specialist I which is DA 1.0, DA 1.5, DA 2.0, and DA 2.5) packets have all been approved and processed. All staff in Group 1 have been notified if they did or did not receive a salary adjustment. This was a huge group of about 220 staff, that is one-third of our division complete! I had also shared that Group 2 (Admin Spec I, Admin Spec II, and Administrative Supervisor) have some packets back and approved and I would notify those staff by 3/12. The staff with approved packets back have been notified. The majority of staff in this group with packets moved forward to Central HR are still pending with Central HR. Group 3 (DA 3.0, DA 3.5, Manager I, and Manager II) are also still being reviewed/considered by Central HR. Greg Chavez and I meet with Central HR every two weeks to identify status and anticipated next steps. The next Salary Adjustment update will be provided by April 8<sup>th</sup>.
- One consistent feedback suggestion is to find a way to support analysts when they take time off, expectedly or unexpectedly, that cases do not continue coming in assigned to the analyst. This is challenging to problem solve because of the technology and customer service needs for our claimants. At the same time, we want to support our staff where we can and so I'm excited to share that we have asked for support in brainstorming new approaches with the DHHS Operational Excellence team. Our project request has not yet been accepted, we will meet with them in the next few weeks to share more information as they consider our request. Whether we receive help from the DHHS Operational Excellence team or we pursue strategies on our own, we are continuing to think of continuous improvement approaches.
- We are pulling a team together to also brainstorm for a pilot to "Maximize Telework" more regularly throughout the week/month. We are in the first phase of design for this pilot and will be working with a couple units in Operations with this pilot. We will share more on this over the next month or so. While there are no positions at the DDS that are able to be 100% telework, we continue to consider additional continuous improvement processes utilizing staff feedback and prioritizing meeting the customer service needs. We recognize additional teams have thoughts and ideas re maximizing telework and we will be working separately with you to obtain feedback/input to consider re telework.

### **Production Matters**

- Faith Newsome (Case Consultant) and Darin Richardson (DC/PC Supervisor) joined me in a visit to the New Bern SSA Field Office last Thursday. It was a great visit and we were able to learn more from each other on our work and work processes. Areas that were discussed included the importance that DLIs are noted on all T2 cases, new approaches to try for clearer

messaging with needed actions for paper folders, Assistance Request processes, and we had the opportunity to listen in on a claimant interview.

- I was especially thankful for the opportunity to learn more about eMailer, an SSA communication tool the FO uses to text and email with claimants. DDS Administrators have been advocating for eMailer to be a tool approved for DDSs to use as an additional resource in communicating with claimants. DDS Administrators have a demo tomorrow to learn more about this tool and identify what development would be needed for this to be useful for DDSs.
- People focused is one of our values, and we use that in our work with claimants as well as in our support of staff. While many states did not decrease their weekly assignments to staff through the transition to DCPS and afterward, I'm glad we have. We temporarily reduced weekly assignments for analysts last year (2022) when we were brainstorming and piloting approaches through the transitions of the past couple years and while we piloted the No Assignment Week process. I'm glad we have that in place for analysts to access quarterly. I also recognize that we need to work together to think of additional approaches to take to decrease the cases we have in our backlog. We have a work group that will be thinking through next steps as we work to balance the customer service needs while continuing to support caseload assignment needs. I trust the team to give ideas and input, this process has worked well for us in the past – having staff closest to the work help design changes in processes and procedures. We're thankful to have such strong teamwork at the DDS!
- I'm also excited about the stability of our average caseloads which continues to decrease with the federal average caseload being 140 and the Medicaid average caseload being 98. That is the right direction! We've heard a lot of positive feedback about the quarterly No Assignment Week working well for staff and I'm thankful that pilot and project has been a contributor to such strong outcomes!
- Last week we received two OQR returns. We share the details as a lesson learned in what we receive as feedback from OQR. I want to note that our Initial Accuracy last month was 94% which is great. Thank you for your continued focus on a quick and accurate decision!
  - [REDACTED]
  - [REDACTED]
- Last week we closed 1,300 initials and our total closures were 2,167 for the week. We also closed 555 Medicaid cases this week. GREAT WEEK!

Sincerely,

*Jacki*

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**From:** [Russell, Jacqueline DDS Raleigh](#)  
**To:** [#AT NC S36 All](#)  
**Subject:** Monday Mindset - October 9, 2023 (includes update on DDS Retention Bonuses for Special Initiatives)  
**Date:** Monday, October 9, 2023 5:20:43 PM

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What a beautiful day we have today, I hope you step outside to let the sun shine on you a bit. For all you sweater weather people, I know you are loving this day! Quick reminder, the [state fair](#) kicks off October 12<sup>th</sup> and runs through October 22<sup>nd</sup>! I hope to get out there this year and ride the ferris wheel and see the competitions for baking, sewing and such.

**People First:**

- The Office of the Secretary is hosting a **State Employees Combined Campaign (SECC) Kickoff and Fall Employee Appreciation Event on Tuesday, October 17 from 11:00am – 1:00pm on the front lawn of the Adams building, the flyer is below**. We will have lunch, music, and lawn games for all to enjoy! We encourage you to join us and learn about charities supported by the SECC, win some prizes, and enjoy time with your colleagues and members of our leadership team. Secretary Kinsley will be offering some remarks at 11:30am.
- Today is the first day of insurance Open Enrollment for the 2024 year. Everyone is automatically enrolled in the 70/30 plan, however you can change that if you go into the system to enroll and make selections specific to you and your wants/needs. To make changes you must go in during the enrollment time period of October 9 – 27, 2023. Susan Boykins is doing a great job of sharing information and timelines for this very important step you must take, search for emails from Susan Boykins for more information/direction.
- Transparency and Proactive Communication are two of our DHHS values, so I want to share an update on the DDS Special Initiative Retention Bonus requests. I am thankful 75% of our staff were able to receive a retention bonus this past summer. I had messaged to all staff at that time that DDS Senior Leadership submitted a request for consideration for Retention Bonuses for two specific Special Initiatives, “All Hands on Deck” and “Let’s Talk”. We do not have approval for all remaining DDS employees to receive a retention bonus, **we do have approval for some additional classifications to receive a retention bonus**.
  - The **All Hands On Deck** special initiative focuses on decreasing the backlog, onboarding and retention practices/processes, and strengthening our customer service. Every DDS staff member is contributing in one way or another toward this special initiative and I, along with thousands of people applying for disability benefits, we are grateful to everyone for their work on this. Not all classifications at the DDS are approved for the retention bonuses however, we are glad we have approval for these position classifications to receive a retention bonus for their focus on this work: Administrative Specialist II, HR Technician III, Executive Assistant I, and Disability Determination Manager I.
    - If you are in one of these classifications mentioned above, please watch your email this week very carefully for emails about the retention bonus and documents you must sign if you choose to accept the retention bonus.
  - The **Let’s Talk** special initiative focuses on our communications and the deployment plan for these which includes our transition to WebEx, a new phone system for the Disability Call Center, and more. We anticipate approval from Central HR for these position classifications to receive a retention bonus for their focus on this work: IT Director I, Procurement Specialist II, Program Coordinator II, and Systems Administrator II.
    - If you are in one of these classifications mentioned above, please watch your email this week very carefully for emails about the retention bonus and documents you must sign if you choose to accept the retention bonus.

Retention Bonuses are one additional step we are taking to demonstrate the value and appreciation for your work for North Carolinians. I wish we were able to approve retention bonuses for all positions/classifications; however, that is not how the process works. Please know we will continue to work to provide retention bonuses as necessary to carry out mission-critical services and initiatives. I am glad that the vast majority of staff have/will have received

a retention bonus. We have demonstrated value in other ways too: hybrid teleworking, unique approach to how we count a day at the DDS building (6 hours at DDS, 2 hours telework if you choose), building improvements, and equity/salary adjustments to name a few projects/work from DDS Senior Leadership. As you know, every project takes time, longer than we ever think it will take. These requests take a lot of work, energy, thinking, and follow up and I appreciate the work of the DDS Senior Leadership, DDS Human Resources, DHHS Human Resources and DDS Budget and Planning team for these projects. We will keep working on additional approaches for the DHHS and DDS priority of a Strong Workforce.

**Production Matters:**

- We had strong production last week, especially for not having overtime! We had 2,241 total closures and 1,368 were initial cases. Way to go DDS!
- We had two OQR returns last week we can learn from:

- [Redacted]
- [Redacted]



**State Employees Combined Campaign (SECC)  
Kickoff and Fall Employee  
Appreciation Event**

*Join Us*

DATE/TIME  
**Oct. 17, 2023  
11 a.m. to 1 p.m.**

LOCATION  
**Front Lawn of the  
Adams Building,  
Dix Campus,  
101 Blair Dr., Raleigh**

Join us for a combined SECC Kickoff and Fall Employee Appreciation Event. Lunch will be provided. Come learn about charities supported by SECC, win some prizes, and enjoy time with your DHHS coworkers. Secretary Kinsley will make remarks starting at 11:30 a.m.

American Sign Language (ASL) Interpreters will be available at the event.

Lunch Provided

Learn about Charities

Win Prizes

 NC DEPARTMENT OF HEALTH AND HUMAN SERVICES

 **SECC**  
State Employees  
Combined Campaign

 **give**

Sincerely,

*Jacki*

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**From:** [Russell, Jacqueline DDS Raleigh](#)  
**To:** [#AT NC S36 All](#)  
**Subject:** Monday Mindset 4 24 23  
**Date:** Monday, April 24, 2023 4:29:25 PM

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Hi! We are excited to share that a team has been planning “[Bring a Kid to Work](#)” day at the DDS which will be this Thursday, 4/27/23, roughly 10:00 am – 1:00 pm. We have not tried this at the DDS since I’ve been here (2018). This came about via an employee suggestion for this national event and a big thank you to the team who worked to pull this together quickly. I’m proud of the work each of you do. This is a good opportunity for them to learn more about your work and how you contribute to those in our community. We’re going to try it out and see how it goes! If you are interested, you can sign up via this [survey](#).

Ground Rules:

- School aged children can participate
- Children may never be left unattended by the adult that brings them to work
- Children must not have any exposure to PII
- You may bring your children, grandchildren, nieces/nephews, or any child you have a special relationship with

**Tentative Schedule:**

- 10:00 am Main Conference Room: Intro from Jacki Russell, Director  
DDS Tour and Team Visits (PC/Mail Room, Training, Unit 30 or Unit 31, Systems, Safety Rep, State Capitol Police Tour, CEC, QA, ACOs, DCC, Admin, PRO, Visit FBI Fingerprinting Station, End back at Main Conference Room)  
SSA Podium Pictures
- 11:00 am Carolina Gaming Truck – Front Parking Lot
- 12:00 pm Lunch and Art Work Opportunity for DDS Walls  
(If anyone would like to donate, please contact Sophia Medlin. Sophia is also seeking donations from nearby restaurants.)
- 1:00 pm Conclude with Ice Cream

**People First:**

- I’m excited to share that many of the Salary Adjustments requested for Manager I positions are back approved. I am also excited to share that we have more of the Administrative Specialist I Salary Adjustments back and approved. They will not be in the April paycheck, we are working on these to be in the May paycheck. You’ll receive an email or letter with information about this prior to the May paycheck. Progress!
- Last week I had the opportunity to join the NC Office of State Human Resources Commission meeting to request a Continuous Posting for Disability Specialist I. This is a new strategy we hope will allow us to streamline hiring for trainee classes. We were approved! We anticipate



this becoming live in June.

**Production Matters:**

- Our Customer Enhancement project kicked off 4/17 and with one week under our belt we see a meaningful decrease in the number of cases in the backlog. Thank you for your focus on this work!
- We had an excellent week, total closures were 2,386 with 1,440 initial cases closed! Way to go! Excellent!
- DHU had resumed in person hearings and are now scheduling Video hearings in conjunction with SSA Field Offices. It's nice to have that moving forward.
- We had a recent visit to the SSA Raleigh FO, Jennifer Ganus (Disability Analyst) and Ann Guy (Processing Center Supervisor) joined me and here are some impressions:
  - It was great being able to see how things work on the FO side of the application process. I found it very beneficial hearing from the FO issues with the AR. I learned that it may be best that we add a 5002 into the file whenever sending AR requests through DCPS as it would allow for more details to be sent to the FO. The 5002 form would also include the analyst's name so that direct contact can be made for any clarification. If I understood correctly, our preferred business practice is to have FO reach out to supervisors instead of analysts. However, I am not opposed to having a FO employee reach out to me directly for clarification. It was also good to have a discussion about ECDS Action items and paper folders as well. Since ECDS is for electronic cases, it may not be feasible to have the ECDS worksheet included on every paper folder that comes in. However, it is possible to put more details on the green routing slips to better identify case type and actions needed. I really liked the way the FO is able to send email correspondence and use a desktop phone system. I'm hopeful that SSA will someday allow DDS to utilize the same technologies in the future.
  - It was nice to meet the key players in person. I felt that the conversation was very open and freely friendly which of course makes everyone comfortable sharing even with the more difficult topics. I think they were open, after some conversation, to work on standardizing the EDCS Routing Form to a common language. I feel that they seem to have a good working group with great knowledge which leads to less mistakes. As I said, I really don't see a lot that I have to send back to them. I enjoyed seeing the demo of entering a case and showing how paying attention to detail really doesn't take a lot of effort. The user interface was very friendly, similar to DCPS type interface. The Supervisors seemed to be very knowledgeable in all of the software and take interest in their people. I think there could be more work done with groups/teams to improve both of our processes. Some of the details with the 5002/ARs and having standardized language seems it needs more work and should make things much easier.

Have a great week!

Sincerely,

*Jacki*

**Jacqueline Russell**

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**From:** [Russell, Jacqueline DDS Raleigh](#)  
**To:** [Charchar, John DDS Raleigh](#)  
**Subject:** RE: Disability Specialist I Salary Adjustments  
**Date:** Tuesday, November 29, 2022 6:29:30 PM  
**Attachments:** [image002.png](#)  
[Pay Administration Policy.pdf](#)

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Hi! Great question! Noone is earning less than the new minimum salary for their classification. There weren't any analysts that fell below their minimum salary. It was largely all Admin Specialists, one Manager I, and then some of the Systems staff.

None of the people below their new minimum had discipline or performance challenges, thankfully.

With the new Pay Administration Policy, it states that in ranges can't be provided to staff with active discipline nor a DNM on their overall. With that in mind, we have complied with that in our salary adjustments we moved forward. I feel like I have read that policy backwards and forwards a few times by now lol.

I appreciate your checking in on this.

Thank you,

*Jacki*

**Jacqueline Russell**  
*she/her/hers*  
Division Director, Disability Determination Services  
[NC Department of Health and Human Services](#)

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**From:** Charchar, John DDS Raleigh <John.Charchar@ssa.gov>  
**Sent:** Tuesday, November 29, 2022 6:12 PM  
**To:** Russell, Jacqueline DDS Raleigh <Jacqueline.Russell@ssa.gov>  
**Subject:** RE: Disability Specialist I Salary Adjustments

Hi Jacki,

I have been meaning to ask this, but have not had a chance. Will any Analysts with active discipline or DNM on their most recent APE earn less than the new minimum salary for their classification (not career progression, the two classifications DHHS uses)? From my admittedly limited understanding of how class and comp works, Divisions are not permitted to pay employees less than the minimum salary for their classification. If you have not already discussed this with those that know more than me, you may want to bring it up with Greg and/or Liz to confirm if employees can make less than the minimum. If you have already received confirmation, or all employees will earn at least the minimum for their classification, please disregard this email .

Please feel free to contact me if you have any questions and/or concerns.

Thank you,

**John Charchar**

Employee Relations Consultant  
Division of Human Resources, Division of Disability Determination Services (DDS)  
[NC Department of Health and Human Services](#)

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**Wednesday: 7:30 a.m.-11:30 a.m.**

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---

**From:** Russell, Jacqueline DDS Raleigh <[Jacqueline.Russell@ssa.gov](mailto:Jacqueline.Russell@ssa.gov)>

**Sent:** Tuesday, November 29, 2022 5:42 PM

**To:** Charchar, John DDS Raleigh <[John.Charchar@ssa.gov](mailto:John.Charchar@ssa.gov)>

**Cc:** Chavez, Greg DDS Raleigh <[Greg.Chavez@ssa.gov](mailto:Greg.Chavez@ssa.gov)>; Sanders, Stephanie V. DDS Raleigh <[Stephanie.V.Sanders@ssa.gov](mailto:Stephanie.V.Sanders@ssa.gov)>; Perryman, Victoria DDS Raleigh <[Victoria.Perryman@ssa.gov](mailto:Victoria.Perryman@ssa.gov)>

**Subject:** Disability Specialist I Salary Adjustments

Hi! I wanted to alert you, we have good news in that we have received approval for about 60ish salary adjustments of the 200ish some we moved through...the remaining ones are waiting on Central HR or OSHR review.

Since I know we can't make 600 people happy, I anticipate some people may come to you to complain. I wanted to share the objective parameters we used for the salary adjustments. At this time it is confidential. Once we have all of them through OSHR we will share this with the division so we are transparent.

I am sure you've been reading the DDS Updates on Salary Adjustments which communicates consistently and transparently where we are at in the process. If people have a concern or complaint, I think those will be helpful.

I can tell you the average salary adjustment is about 11% and some people have more or less because there were a range of salaries depending on how long they have been here, etc.

Just trying to think of different people I should alert since I imagine complaints from people who don't get a salary increase (because they have had a higher salary than others with less E&E) or people in active discipline, DNM overall, etc.

We have messaged in our DDS Updates for people with discipline or DNM that they can request a reconsideration of salary when those are not longer in place.

Let me know what questions you have.

Thank you,

*Jacki*

**Jacqueline Russell**

*she/her/hers*

Division Director, Disability Determination Services

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**From:** [Russell, Jacqueline DDS Raleigh](#)  
**To:** [#AT NC S36 All](#)  
**Subject:** Tuesday Thinking 1 3 23  
**Date:** Tuesday, January 3, 2023 10:13:51 PM  
**Attachments:** [image001.png](#)  
[image002.png](#)  
[image003.png](#)

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Tuesday greetings! I hope you are reading this, rejuvenated and holding on to memories of joy and peaceful moments over the past week or two. I included the picture to the left because I thought it was interesting to think of the seven different kinds of rest.

A big thank you to our Office Assistants and everyone who helped last week when the mail machine went down. Hand folding letters is not fun, and I'm glad it was for a short time and then we had the mail machine back up and running.

Last week I was thinking about [Kwanzaa](#), I remembered it followed Christmas. I thought I would learn more about Kwanzaa and share. You probably know that Kwanzaa is a celebration of African-American culture and have heard that Kwanzaa is a seven day celebration. It was just celebrated December 26<sup>th</sup> – January 1<sup>st</sup>. Each day of Kwanzaa is dedicated to a principle that's supposed to be reflected on and celebrated. In order, the principles are *Umoja* (unity), *Kujichagulia* (self-determination), *Ujima* (collective work and responsibility), *Ujamaa* (cooperative economics), *Nia* (purpose), *Kuumba* (creativity) and *Imani* (faith). Imani is a call for deep reflection of what an individual believes in. Kwanzaa celebrations typically open each day with honoring ancestors and acknowledging their struggles. Ancestors honored can be from the distant past, such as those who died during the Middle Passage, or more recent relatives, like grandparents. Many often use the time to honor celebrities or community leaders who have passed, as well. I like learning about different aspects of celebrations and I especially liked learning about Imani and that the celebrations often opens with honoring ancestors and acknowledging their struggle. I'm loving that and glad to have learned more.

I shared in the last Monday Mindset that I was stepping out of my comfort zone in being interviewed by a reporter from the Washington Post. My intent in speaking with her was to share what I felt was missing from her previous articles, the path forward to address the challenges DDSs and SSA have with significant attrition of DDS staff, soaring backlog, and very real need for vocational policy revisions drafted with DDS people at the table as equal partners with SSA in this work. I wanted to provide you with an update that from the interview there were two articles, [one two weeks ago](#) and [one that was published last week](#). We'll post these on the bulletin boards in case you aren't able to access the links (there is a limit on how many articles can be read without an account). I understand the risk with speaking with a reporter is that your comments and responses are not always included as you shared them, and that happened a bit. All in all the articles share the needs and steps toward the path forward on actions needed by SSA and Congress. I believe there was benefit in these conversations so we can continue to press toward an opportunity to speak with Congressional representatives about the legislative changes we need with regard to the current requirement of HSPD12 and a reforming of a pilot such as Single Decision Maker. We'll keep you posted.

I've received updates on the salary adjustment process and want to provide a brief update here, and

a more thorough update to all staff no later than Monday, December 9<sup>th</sup> end of day. We are making progress and I'm excited that the remaining packets for people in the Disability Specialist I are coming in now. We are reconciling these to confirm that all are back and identifying the estimated timeline for salary actions to be entered so we can share an estimated timeframe when these will be included in paychecks. At the same time, we are responding to questions about the second grouping that we moved forward: Administrative Specialist I, Administrative Specialist II, Administrative Supervisor, and a handful of other like positions. Our third grouping we will focus on will be Disability Specialist II, Manager I, and Manager II. The fourth and last grouping will be all remaining position classifications.

May you have abundant health, joy, and peace in this new year of 2023 and each and every year!

*Jacki*

**Jacqueline Russell**

she/her/hers [why this is important](#)

Division Director, Disability Determination Services

[NC Department of Health and Human Services](#)

**President, [National Council of Disability Determination Directors](#)**

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**From:** [Russell, Jacqueline DDS Raleigh](#)  
**To:** [Greg Chavez](#); [Chavez, Gregory L](#); [Longmire, Kala DDS Raleigh](#)  
**Subject:** Business Manager I Posting  
**Date:** Friday, March 24, 2023 11:39:07 PM  
**Attachments:** [Business Manager I Posting.docx](#)  
[Business Manager I Position Description 3 24 23.docx](#)

---

Hi! Will you please post this Monday for me? I would like to post it for 5 days and if there are 5 or less candidates, please extend by another 3 days and we can discuss when I am back from leave on 4/3/23.

I really appreciate your help.

Greg – will you please shoot me a text when it is posted?

Sincerely,

*Jacki*

**Jacqueline Russell**  
*she/her/hers* [why this is important](#)  
Division Director, Disability Determination Services  
[NC Department of Health and Human Services](#)

**President, [National Council of Disability Determination Directors](#)**

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**From:** [Russell, Jacqueline DDS Raleigh](#)  
**To:** [#AT NC S36 All](#)  
**Subject:** DDS Equity/Compensation Plan for Salary Adjustments Update 3 4 23  
**Date:** Saturday, March 4, 2023 11:35:48 PM

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As promised, I am providing an update on the requested salary adjustments submitted to Central HR for consideration. I'm so thankful to everyone for the teamwork on this (Budget, DDS HR, Central HR, and DDS Senior Leadership members), there are four groups in the approach we used so I'm going to break it down with the status for each:

**Group 1: Disability Specialist I (Analyst in Training Groups, DA 1.0, DA 1.5, DA 2.0, DA 2.5)**, this group includes 221 DDS staff with packets moved forward. These 221 packets were all approved, actions entered, and salary adjustments have been received. HR targets to provide a letter to staff with a salary adjustment as quickly as possible. There are many competing priorities for our HR team and we appreciate all that is being juggled. In support of this, DDS Senior Leadership have sent emails to staff with the information and specifics re this salary adjustment. No later than March 12, 2023 remaining Disability Specialist I staff will have received an email from DDS Senior Leadership with their salary adjustment information or notification that it was identified the staff member is not receiving a salary adjustment due to one of three reasons: 1) The staff member is already making the identified salary aligned with their position classification, equity and education. 2) The staff member has active discipline. 3) The staff member had a Does Not Meet on their most recent Annual Performance Evaluation.

**Group 2: Administrative Specialist I, Administrative Specialist II, and Administrative Supervisor**, this group includes about 100 people and all packets are with Central HR for review/consideration. No later than March 12, 2023 Group 2 with an approved salary adjustment will have received an email from DDS Senior Leadership with their salary adjustment information. These packets were in with Central HR in February. Central HR has received a priority project with the Retention Bonuses that are moving forward, and therefore processing of these packets is taking longer. Central HR is committed to the DDS project and continues to balance these competing priorities. I have a meeting with Central HR and Greg Chavez every 2<sup>nd</sup> week to connect on status of these packets and our overall project. That helps me understand the status of these packets and support continued work on these pending packets.

**Group 3: Disability Specialist II (DA 3.0 and DA 3.5), Manager I (Case Consultants), and Manager II (Supervisors)**, this group includes about 100 people and all packets are with Central HR for review/consideration as of March 3, 2023.

**Group 4: All Other Positions**, DDS Senior Leadership is now working on this group to complete all the required documentation for these packets.

I recognize that each person is eager to have their position classification moved forward and I appreciate the patience in everyone understanding that this Equity/Compensation Plan for Salary Adjustments is a complex and ambitious project that impacts hundreds and hundreds of people. One of our Four Agreements is Do Your Best and we certainly are living that out. .

The decisions for salary adjustment recommendations were made after conducting an Equity

Study, Labor Market Research, review of your Position Classification, Position Duties/Responsibilities, along with your Total Education and Experience. This approach supports equity within the Position Classification. Here are some aspects to keep in mind:

- This approach provides equity to staff, for example, a Disability Analyst 1.5 with Total Education and Experience of 230 would not earn the same or as much as a Disability Analyst 2.0 with Total Education and Experience of 230. The Disability Analyst 2.0 has additional duties and responsibilities and therefore should earn more. Similarly, a DA 1.0 with 330 Total Education and Experience (E&E) would not earn as much as a DA 1.5 with 120 Total E&E. The DA 1.5 has additional duties and responsibilities and therefore should earn more. However, if you are a DA 1.0 with 104 E&E, you will not earn as much as a DA 1.0 with 403 E&E. The DA 1.0 with 403 E&E has more experience and therefore is compensated at a higher level.
- The instances in which someone would not receive a salary adjustment include:
  - Staff with active discipline or an overall Does Not Meet on their most recent performance evaluation are not eligible for this in-range salary adjustment per the Pay Administration Policy. I want to add that for those people when that status changes (discipline letter is no longer active or another performance review cycle has occurred) then a request can be considered for salary adjustment.
  - Staff already earning a salary at the identified amount for the Position Classification, Disability Analyst level, and Position Duties/Responsibilities, along with your Total Education and Experience.

Here are some common questions we have received from staff:

**Why are there some salary adjustments that have a November 1<sup>st</sup> effective date?**

One of the challenges with messaging proactively and transparently is that I give the information I have at the time. I work to be clear the information I am providing is what is requested and/or anticipated. I share information this way because I would rather share information up front based on what I know, being clear what is and isn't certain. My perspective is that is stronger communication that providing no information or no information until everything is all finalized. In some instances, there were groupings with an effective date of November 1, 2022. I understand this is disappointing for some staff. These are complex decisions and I know that we all want the earliest effective date possible for a salary adjustment. This is the effective date I was able to move forward and receive approval for the packets. I am glad we have received approval for hundreds of staff already for our requested salary adjustments. I find in my work I don't always get exactly everything I want, I do think we find common ground on a lot of our requests and I am thankful for that progress toward achieving our goals.

**How are the education and experience calculated?**

This is best answered by a staff member in HR as HR makes these determinations. I will ask Greg Chavez, DDS HR Manager to send an email out to explain this information.

We continue to make steady progress on this work. It is a systematic approach for this project and I'm proud of what we have accomplished together so far. I will continue providing communication on this every 30-35 days or so, and will plan to share another update no later than April 8<sup>th</sup>. I'll

provide an update on the work toward requests for Retention Bonuses at that time as well.

Thank you for your hard work to support claimants. It means everything to our claimants and your focus on Customer Service is valued and appreciated.

Sincerely,

*Jacki*

**Jacqueline Russell**

she/her/hers [why this is important](#)

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**From:** [Russell, Jacqueline DDS Raleigh](#)  
**To:** [#AT\\_NC\\_S36\\_All](#)  
**Subject:** DDS Equity/Salary Adjustment Update 7/1/23  
**Date:** Sunday, July 2, 2023 3:42:28 PM

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Summer greetings! I had shared in my last update on May 15<sup>th</sup> that I thought I would be providing my last update on the DDS Equity/Salary Adjustment project at the end of June and here it is. I am emailing to provide you a final update on our DDS Equity/Salary Adjustment and an update on our DDS Special Initiative Retention Bonus Project.

### **Retention Bonus:**

There were about 75% (~400+ staff) of our DDS staff that received a DHHS Retention Bonus for Specific Classifications (related to the vacancy rate for their classification). I'm thankful for the work from Secretary Kody Kinsley, Central HR Leadership support from Karen Gerald, and other Central HR staff that supported this to completion. DDS Senior Leadership worked with DDS HR and Central HR for these to be in the May 2023 and June 2023 paychecks. That work is complete.

DDS Senior Leadership had submitted in May 2023 a request to Central HR for consideration of a DDS Retention Bonus for Special Initiatives for other DDS staff as they are part of the critical work for DDS Special Initiatives (Customer Enhancement project, 2023 Strong Workforce Hiring of Training Classes and VOIP (use of SSA laptops to make/receive phone calls). I received feedback on the request, made revisions and we resubmitted the request for consideration. I anticipate this will need to go through several external partners as our other requests have, those external partners being Central HR, Central Budget, OSHR and OSBM who all have the same goal as DDS Senior Leadership – following the retention policy to retain a strong workforce. The DDS work to increase retention is working, the DDS attrition rate is markedly lower than previous years. As we work with many external partners, I can't promise a timeline for this to be complete. I can promise to continue giving you updates.

I shared previously that the DDS Retention Bonus for Special Initiatives, if approved, would be for the staff **not included** in the DHHS Retention Bonus for Specific Classifications. One of the first steps we took was to secure federal funding, that has occurred. The second step is to secure state funding and we are still in that process. These last few weeks have led up to the closeout of the state fiscal year and we are working with our state partners to obtain the confirmation of budget for state funded positions. Additionally, our state does not yet have a budget confirmed. Until we have a state budget finalized I don't anticipate receiving a response to my request for a DDS Retention Bonus for Special Initiatives. It's my understanding our policy and procedures require us to wait until after a budget is finalized. I do anticipate a state budget being finalized by early August. To be clear, staff would only be eligible for one Retention Bonus and if you already received a Retention Bonus, you would not receive a second Retention Bonus.

I'll provide an update on this no later than the end of August.

### **DDS Equity/Salary Adjustments:**

In June 2022, the DDS Senior Leadership moved forward a request to DDS HR, DHHS HR, DDS Budget, and DHHS Budget to deploy a DDS Equity/Salary Adjustment project. DDS Senior Leadership

recognized the importance of this work for the DDS. I am so proud of the work of everyone involved. DDS Senior Leadership, DDS HR, DHHS Central HR and DDS Budget have all worked tirelessly over the past year to complete the DDS Equity/Salary Adjustment project. **This positively impacted more than 500 DDS staff.** For me, this is one of the most complex projects I have ever been a part of, and I'm thankful to be part of the team in making this happen. It has taken all of us to get to completion and it's exciting that together we made this happen. We provided proactive communication throughout the project. I recognize that some DDS staff did not receive a salary adjustment for one of the reasons below or didn't receive as much of a salary adjustment as you had hoped. The DDS Equity/Salary Adjustment project has had a positive impact for the majority of DDS staff. I'm glad for the progress we have made in stronger salaries comparable with the Labor Market and we'll keep assessing and identifying any additional actions that are appropriate. Here are the Groups and status updates.

**Group 1 Disability Specialists (DA 1.0, DA 1.5, DA 2.0, and DA 2.5):** These are complete.

**Group 2 Budget and Planning, Administrative Specialist, Administrative Specialist II, and Administrative Supervisors:** The requests we submitted are all back approved from Central HR!

**Group 3: Disability Specialist II (DA 3.0 and DA 3.5), Manager I (Case Consultants), and Manager II (Supervisors):** The requests we submitted are all back approved from Central HR!

**Group 4: Disability Hearing Officers, Supervisor, Chief, Systems, MCs, PCs, Sr Leadership and All Others:** The requests we submitted are all back approved from Central HR!

-  
Our DDS HR and DDS Budget teams both have many actions to make in the system in order for the salary actions to be in the paycheck. The last two weeks of June DDS Senior Leadership worked closely with DDS HR, DHHS Central HR and DDS Budget to respond to questions and track outstanding requests so that as many salary adjustments as possible would be in the June paycheck. Although the approved salary adjustments were not all able to be keyed in time for the June paycheck, they do all have an effective date of June 1<sup>st</sup> or earlier. HR will send you an official notification with the information about the salary adjustment. As a support to you and HR, DDS Senior Leadership works to send an email with the date effective and amount of your salary adjustment when confirmed. This provides you something in writing while you wait for the official letter from HR. We have our DDS HR team juggling a lot with new hires, salary adjustments, etc.

-  
There are a handful of people across the Groups that we requested a salary adjustment after the Group was submitted to Central HR (they started with the DDS after the Group was submitted to Central HR, disciplinary action became inactive, etc.). We'll provide updates to you if that describes you.

-  
**Effective Dates:** A common question received is what will be the effective date for these requests. These effective dates are varying across groups. It's my responsibility to follow policy with the requested effective date and give DDS HR and Central HR a reasonable timeframe to complete salary actions. When you receive your written confirmation, an effective date will be provided.

A reminder, the decisions for salary adjustment recommendations were made after conducting an Equity Study, Labor Market Research, review of your Position Classification, Disability Analyst level, and Position Duties/Responsibilities, along with your Total Education and Experience. This approach

supports equity within the Position Classification. Here are some aspects to keep in mind:

- This approach provides equity to staff, for example, a Disability Analyst 1.5 with Total Education and Experience of 230 would not earn the same or as much as a Disability Analyst 2.0 with Total Education and Experience of 230. The Disability Analyst 2.0 has additional duties and responsibilities and therefore should earn more. Similarly, a DA 1.0 with 330 Total Education and Experience (E&E) would not earn as much as a DA 1.5 with 120 Total E&E. The DA 1.5 has additional duties and responsibilities and therefore should earn more. However, if you are a DA 1.0 with 104 E&E, you will not earn as much as a DA 1.0 with 403 E&E. The DA 1.0 with 403 E&E has more experience and therefore is compensated at a higher level.
- The instances in which someone would not receive a salary adjustment include:
  - Staff with active discipline or an overall Does Not Meet on their most recent performance evaluation are not eligible for this in-range salary adjustment per the Pay Administration Policy. I want to add that for those people when that status changes (discipline letter is no longer active or another performance review cycle has occurred) then a request can be considered for salary adjustment.
  - Staff already earning a salary at the identified amount for the Position Classification, Disability Analyst level, and Position Duties/Responsibilities, along with your Total Education and Experience.

**Education and Experience Factors:** We have received questions as to how Education and Experience are calculated. We've received information from HR as follows:

- Education is calculated based on the degree. Each degree has an association with the number of years it counts e.g. Associate, Bachelor, Master, etc.
- Experience is typically counted year for year based on the job. Non-related jobs do not get credit towards calculating experience. For example, working in a doctor's office will not count towards experience as a DA.
- For additional questions on this please contact our Human Resources team.

DDS staff members that are employed through Temporary Solutions, we are reviewing information and budget to consider the last time an increase was provided, the amount provided, etc. Your contributions are important too and we haven't forgotten about you. We'll include an update on this by the end of August too.

If you have questions about the DDS Equity/Salary Adjustment project, please submit those to your Supervisor. Your Supervisor will provide those to the Assistant Chief for your work (who will compile for their Deputy Director) and for those teams that roll up to me Supervisors (Systems, DHU, Budget, etc) please provide any questions to me. We will work to have responses back to your questions no later than the end of August.

The DDS Senior Leadership team members along with our DDS Budget, DDS Human Resources, Central DHHS Budget, and Central DHHS Human Resources team have been phenomenal and earn every bit of the credit for this project deploying and being completed. This massive project took a lot of patience and focus. Central DHHS Human Resources have shared that it is not common for a division to take on a project like this and execute it as the DDS has, and the DDS Senior Leadership did this for you. Our hope is that this is one additional action that demonstrates our appreciation for

you and your work for people seeking disability benefits.

Have a good week and day off on Tuesday!

Sincerely,

*Jacki*

**Jacqueline Russell**

*she/her/hers* [why this is important](#)

Division Director, Disability Determination Services

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**From:** [Russell, Jacqueline DDS Raleigh](#)  
**To:** [#AT\\_NC\\_S36 All](#)  
**Subject:** DDS Salary Adjustment Plan Update 1 9 23  
**Date:** Monday, January 9, 2023 9:38:14 PM  
**Attachments:** [image001.png](#)

---

Monday Greetings! As promised last Monday, I am providing an update on the requested salary adjustments submitted to Central HR for consideration. We have a couple groupings at play and one on deck so I'm going to break it down with the status:

**Group 1: Disability Specialist I (Analyst in Training Groups, DA 1.0, DA 1.5, DA 2.0, DA 2.5)** this group includes 221 people with packets moved forward. I messaged on 11/29/22 that we were able to get all the salary actions in for the 60 people from this group approved by Central HR. I had shared that the remaining people (and their packets) were at OSHR or Central HR for review/consideration. The remaining packets had to go to Central HR Senior Leadership and OSHR for review and consideration. I am excited that Central HR shared they have returned all remaining packets (about 160) to us and the requested salary adjustments for this group are approved by Central HR and OSHR!

- We are going through the spreadsheets to verify as a second layer of confirmation there are all staff packets submitted are included in the approvals, the salary amount approved is what was requested and the date effective.
- Our DDS HR and DDS Budget teams both have many actions to take in the system in order for those to be in the paycheck. We are targeting these to be completed no later than the February paycheck.

The decisions for salary adjustment recommendations were made after conducting an Equity Study, Labor Market Research, review of your Position Classification, Disability Analyst level, and Position Duties/Responsibilities, along with your Total Education and Experience. This approach supports equity within the Position Classification. Here are some aspects to keep in mind:

- This approach provides equity to staff, for example, a Disability Analyst 1.5 with Total Education and Experience of 230 would not earn the same or as much as a Disability Analyst 2.0 with Total Education and Experience of 230. The Disability Analyst 2.0 has additional duties and responsibilities and therefore should earn more. Similarly, a DA 1.0 with 330 Total Education and Experience (E&E) would not earn as much as a DA 1.5 with 120 Total E&E. The DA 1.5 has additional duties and responsibilities and therefore should earn more. However, if you are a DA 1.0 with 104 E&E, you will not earn as much as a DA 1.0 with 403 E&E. The DA 1.0 with 403 E&E has more experience and therefore is compensated at a higher level.
- The instances in which someone would not receive a salary adjustment include:
  - Staff with active discipline or an overall Does Not Meet on their most recent performance evaluation are not eligible for this in-range salary adjustment per the Pay Administration Policy. I want to add that for those people when that status changes (discipline letter is no longer active or another performance review cycle has occurred) then a request can be considered for salary adjustment.
  - Staff already earning a salary at the identified amount for the Position Classification, Disability Analyst level, and Position Duties/Responsibilities, along with your Total

Education and Experience.

**Group 2: Administrative Specialist I, Administrative Specialist II, and Administrative Supervisor**, this group includes about 100 people with packets moved forward for consideration and review by DDS HR. These are with DDS HR and we anticipate those to begin moving forward to Central HR this week for consideration and review. I had the opportunity to meet with Central HR and DDS HR recently to respond to a couple questions and I'm glad for the opportunity for proactive communication. That makes the process work smoothly and we'll keep this proactive communication ongoing throughout this DDS Salary Adjustment Plan.

**Group 3: Disability Specialist II (DA 3.0 and DA 3.5), Manager I (Case Consultants), and Manager II (Supervisors)** this group includes about 100 people and DDS Management will begin working on our part of the packets this week (week of January 9, 2023). We want to be sure we do our part to keep the momentum moving forward.

**Group 4: All Other Positions**, once we have Group 3 packets completed and moved forward to DDS HR we will begin working on these packets.

We have had questions if performance is considered as a factor with the salary adjustments. Staff whose performance is not at an overall "Meets Expectations" or higher are not included in the request for consideration for salary adjustment so in that manner – yes performance is considered as a factor. DDS Leadership continues to hold staff accountable and following our DDS process for addressing conduct and performance concerns, disciplinary action is issued and at times when improvement has not occurred following our established process, dismissal of the staff member occurs.

Once all of our requested salary adjustments have had decisions received from OSHR, we'll provide the parameters used for these salary adjustments to all staff. We are waiting until final decisions are received from OSHR so we can be confident we are providing accurate information to all staff.

There are a lot of partners we work with on these requests, from our federal partner of SSA, to our state partners in DHHS, OSHR, and our internal partners of our DDS HR Team and DDS Senior Leadership. I imagine you would like clearer estimated timeframes. The challenge with providing estimated timeframes is we don't have full control over all the decisions. We will continue to keep you in the loop on which groups have been submitted for consideration and status of the requests. I am very proud of our progress toward our goals. I want you to know we are actively and diligently working on these requests together as one team, DDS Senior Leadership, DDS HR, DHHS Central HR, etc. I am encouraged by our systematic and methodical approach. We will continue to update staff as we move through the different DDS position classifications. I have been providing communication on this every 30-35 days or so, and will plan to share another update no later than Tuesday, 2/14/23.

Every day, I am proud to work with and for you. A Strong and Inclusive Workforce is one of the DHHS Priorities and this is just one of the ways we are working on this for you. Thank you for your work and I am glad to share this exciting update.

Sincerely,

*Jacki*

**Jacqueline Russell**

*she/her/hers* [why this is important](#)

Division Director, Disability Determination Services

[NC Department of Health and Human Services](#)

**President, [National Council of Disability Determination Directors](#)**

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**From:** [Russell, Jacqueline DDS Raleigh](#)  
**To:** [#AT NC S36 All](#)  
**Subject:** DDS Update : Retention Bonuses & Salary Adjustments 5 15 23  
**Date:** Monday, May 15, 2023 8:32:35 PM

---

Hello, I am excited to share progress with you on the Retention Bonuses and DDS Equity Salary Adjustments!

I wanted to surface a reminder that when I give an estimated timeframe and that changes, sometimes people get upset although it was messaged as an estimated/projected timeframe. I want to remind you that the estimated timeframes can change, there are many teams involved in these actions. We'll continue working hard together to make the best decisions we can with the options we have. I'm glad we are working as a team with DDS Budget, DDS HR, Central Budget, and Central HR and continuing to make progress. This is a massive project and we have all learned a lot in this work to support staff equity/salary adjustments.

### **Retention Bonus:**

We have about 400+ staff that are eligible for the DHHS Retention Bonus for Specific Classifications. I'm excited that about 92% of those people were able to get all the required documents signed by the timeline. Those Retention Bonuses of \$2,500 are on track to be in your May paycheck. I have emailed a small group of staff eligible for this that either had technology challenges or were not able to get the required documents in and this Phase II group will receive an email the week of June 5<sup>th</sup> that must be signed early that week in order for the bonus to be in the June paycheck. I will let this group know if I hear any additional information. These actions with the survey and Docusign are not happening through DDS Senior Leadership and that is why we are working so closely with Central HR and our DDS HR team to learn status and next needed action.

I shared previously that I am pursuing a retention bonus for the staff not included in the group Retention Bonus for Specific Classifications. One of the first steps I took was to secure federal funding, that has occurred. The second step is to secure state funding and I am still in that process. I've had an opportunity to meet a couple times with Central HR and our DDS HR staff to receive feedback on the request I submitted. I had mentioned in the last update I am pursuing with Central HR guidance to submit a request for consideration for a DDS Retention Bonus for Special Initiatives for the remaining staff as they are part of the critical work for DDS Special Initiatives (Customer Enhancement project, 2023 Strong Workforce Hiring of Training Classes and VOIP (use of SSA laptops to make/receive phone calls) Pilot). I anticipate this will need to go through several external partners as our other requests for salary adjustments have, those external partners being Central HR, Central Budget, OSHR and OSBM who all have the same goal as DDS Senior Leadership – following the retention policy to retain a strong workforce. The DDS work to increase retention is working, the NC attrition rate is markedly lower than previous years and lower than the Regional attrition rate. As we work with many external partners, I can't promise a timeline for this to be complete. I can promise to continue giving you updates and funding is often one of the biggest hurdles so I am glad to have that in place for the federal part of our budget. Given the feedback I have received I don't think that this bonus will be at the same time as the other bonuses. I am estimating August 2023 and am hoping/working toward July 2023.

---

### **Salary Adjustments:**

**Group 1 Disability Specialists (DA 1.0, DA 1.5, DA 2.0, and DA 2.5):** These are complete.

**Group 2 Budget and Planning, Administrative Specialist, Administrative Specialist II, and Administrative Supervisors:** The large majority of these are all back approved from Central HR!

**Group 3: Disability Specialist II (DA 3.0 and DA 3.5), Manager I (Case Consultants), and Manager II (Supervisors):** These are all back approved from Central HR!

**Group 4: Disability Hearing Officers, Supervisor, Chief, Systems, MCs, PCs, Sr Leadership and All Others:** These are all submitted to Central HR and being reviewed.

-  
**Timeframes:** Our DDS HR and DDS Budget teams both have many actions to take in the system in order for those to be in the paycheck. We are targeting these to be completed no later than the June paycheck. I don't know that all these will be keyed in time for the May paycheck. I do know we'll do our best and if not then I estimate June's paycheck will include these. HR will send you an official notification with the information about the salary adjustment. As a support to you and HR, DDS Senior Leadership works to send an email with the date effective and amount of your salary adjustment when confirmed. This provides you something in writing while you wait for the official letter from HR. We have our DDS HR team juggling a lot with the new hires, salary adjustments, etc. We are all working very hard for this to be done by end of June.

-  
**Effective Dates:** A common question received is what will be the effective date for these requests. These effective dates are varying across groups. It's my responsibility to follow policy with the requested effective date and give DDS HR and Central HR a reasonable timeframe to complete salary actions. As the effective dates are proposed and can change, I'll wait to share more information when there is a final decision on the effective date.

A reminder, the decisions for salary adjustment recommendations were made after conducting an Equity Study, Labor Market Research, review of your Position Classification, Disability Analyst level, and Position Duties/Responsibilities, along with your Total Education and Experience. This approach supports equity within the Position Classification. Here are some aspects to keep in mind:

- This approach provides equity to staff, for example, a Disability Analyst 1.5 with Total Education and Experience of 230 would not earn the same or as much as a Disability Analyst 2.0 with Total Education and Experience of 230. The Disability Analyst 2.0 has additional duties and responsibilities and therefore should earn more. Similarly, a DA 1.0 with 330 Total Education and Experience (E&E) would not earn as much as a DA 1.5 with 120 Total E&E. The DA 1.5 has additional duties and responsibilities and therefore should earn more. However, if you are a DA 1.0 with 104 E&E, you will not earn as much as a DA 1.0 with 403 E&E. The DA 1.0 with 403 E&E has more experience and therefore is compensated at a higher level.
- The instances in which someone would not receive a salary adjustment include:
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  - Staff already earning a salary at the identified amount for the Position Classification, Disability Analyst level, and Position Duties/Responsibilities, along with your Total

Education and Experience.

**Education and Experience Factors:** We have received questions as to how Education and Experience are calculated. We've received information from HR as follows:

- Education is calculated based on the degree. Each degree has an association with the number of years it counts e.g. Associate, Bachelor, Master, etc.
- Experience is typically counted year for year based on the job. Non-related jobs do not get credit towards calculating experience. For example, working in a doctor's office will not count towards experience as a DA.
- For additional questions on this please contact our Human Resources team.

I'm so thankful for the work of the team that has supported our requests. It's hard to believe and exciting that perhaps my next update (by June 30<sup>th</sup>) will be the last update on this project because we will be done.

Sincerely,

*Jacki*

**Jacqueline Russell**

she/her/hers [why this is important](#)

Division Director, Disability Determination Services

[NC Department of Health and Human Services](#)

**President, [National Council of Disability Determination Directors](#)**

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**From:** [Russell, Jacqueline DDS Raleigh](#)  
**To:** [Greg Chavez](#); [Sanders, Stephanie V. DDS Raleigh](#); [Perryman, Victoria DDS Raleigh](#)  
**Subject:** DRAFT Messaging re DDS Salary Adjustment Plan 1 9 23  
**Date:** Monday, January 9, 2023 7:54:44 PM  
**Attachments:** [image001.png](#)

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**Hi! Here is a draft message for staff, what do you think?**

Monday Greetings! As promised last Monday, I am providing an update on the requested salary adjustments submitted to Central HR for consideration. We have a couple groupings at play and one on deck so I'm going to break it down with the status:

**Group 1: Disability Specialist I (Analyst in Training Groups, DA 1.0, DA 1.5, DA 2.0, DA 2.5)**, this group includes 221 people with packets moved forward. I messaged on 11/29/22 that we were able to get all the salary actions in for the 60 people from this group approved by Central HR. I had shared that the remaining people (and their packets) were at OSHR or Central HR for review/consideration. The remaining packets had to go to Central HR Senior Leadership and OSHR for review and consideration. I am excited that Central HR shared they have returned all remaining packets (about 160) to us and the requested salary adjustments for this group are approved by Central HR and OSHR!

- We are going through the spreadsheets to verify as a second layer of confirmation there are all staff packets submitted are included in the approvals, the salary amount approved is what was requested and the date effective.
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  - Staff already earning a salary at the identified amount for the Position Classification,

Disability Analyst level, and Position Duties/Responsibilities, along with your Total Education and Experience.

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**Group 3: Disability Specialist II (DA 3.0 and DA 3.5), Manager I (Case Consultants), and Manager II (Supervisors)** this group includes about 97 people and DDS Management will begin working on our part of the packets this week (week of January 9, 2023). We want to be sure we do our part to keep the momentum moving forward.

**Group 4: All Other Positions,** once we have Group 3 packets completed and moved forward to DDS HR we will begin working on these packets.

We have had questions if performance is considered as a factor with the salary adjustments. Staff whose performance is not at an overall "Meets Expectations" or higher are not included in the request for consideration for salary adjustment so in that manner – yes performance is considered as a factor. DDS Leadership continues to hold staff accountable and following our DDS process for addressing conduct and performance concerns, disciplinary action is issued and at times when improvement has not occurred following our established process, dismissal of the staff member occurs.

Once all of our requested salary adjustments have had decisions received from OSHR, we'll provide the parameters used for these salary adjustments to all staff. We are waiting until final decisions are received from OSHR so we can be confident we are providing accurate information to all staff.

There are a lot of partners we work with on these requests, from our federal partner of SSA, to our state partners in DHHS, OSHR, and our internal partners of our DDS HR Team and DDS Senior Leadership. I imagine you would like clearer estimated timeframes. The challenge with providing estimated timeframes is we don't have full control over all the decisions. We will continue to keep you in the loop on which groups have been submitted for consideration and status of the requests. I am very proud of our progress toward our goals. I want you to know we are actively and diligently working on these requests together as one team, DDS Senior Leadership, DDS HR, DHHS Central HR, etc. I am encouraged by our systematic and methodical approach. We will continue to update staff as we move through the different DDS position classifications. I have been providing communication on this every 30-35 days or so, and will plan to share another update no later than Tuesday, 2/14/23.

Every day, I am proud to work with and for you. Thank you for your work and I am glad to share this exciting update.

Sincerely,

*Jacki*



**Jacqueline Russell**

*she/her/hers* [why this is important](#)

Division Director, Disability Determination Services

[NC Department of Health and Human Services](#)

**President, [National Council of Disability Determination Directors](#)**

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**From:** [Charchar, John DDS Raleigh](#)  
**To:** [Greg Chavez](#)  
**Subject:** FW: Disability Specialist I Salary Adjustments  
**Date:** Monday, March 27, 2023 9:34:36 AM  
**Attachments:** [image001.jpg](#)  
[image002.png](#)  
[Pay Administration Policy.pdf](#)

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Please feel free to contact me if you have any questions and/or concerns.

Thank you,

**John Charchar**

Employee Relations Consultant

[Division of Human Resources](#), [Division of Disability Determination Services \(DDS\)](#)  
[NC Department of Health and Human Services](#)

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**Wednesday: 7:30 a.m.-11:30 a.m.**

Office: 919-814-2443

Work Cell: 919-922-9234

Main HR Line: 919-814-2441

Fax: 919-212-3143

Email: [John.Charchar@ssa.gov](mailto:John.Charchar@ssa.gov)

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---

**From:** Russell, Jacqueline DDS Raleigh <Jacqueline.Russell@ssa.gov>

**Sent:** Tuesday, November 29, 2022 6:29 PM

**To:** Charchar, John DDS Raleigh <John.Charchar@ssa.gov>

**Subject:** RE: Disability Specialist I Salary Adjustments

Hi! Great question! Noone is earning less than the new minimum salary for their classification. There weren't any analysts that fell below their minimum salary. It was largely all Admin Specialists, one Manager I, and then some of the Systems staff.

None of the people below their new minimum had discipline or performance challenges, thankfully.

With the new Pay Administration Policy, it states that in ranges can't be provided to staff with active discipline nor a DNM on their overall. With that in mind, we have complied with that in our salary adjustments we moved forward. I feel like I have read that policy backwards and forwards a few times by now lol.

I appreciate your checking in on this.

Thank you,

*Jacki*

**Jacqueline Russell**

*she/her/hers*

Division Director, Disability Determination Services

[NC Department of Health and Human Services](#)

Office: 919-814-2980

Fax: 919-212-3248

[Jacqueline.Russell@ssa.gov](mailto:Jacqueline.Russell@ssa.gov)

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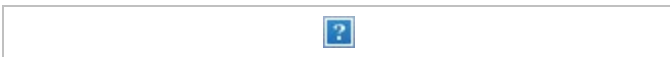
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---

**From:** Charchar, John DDS Raleigh <[John.Charchar@ssa.gov](mailto:John.Charchar@ssa.gov)>

**Sent:** Tuesday, November 29, 2022 6:12 PM

**To:** Russell, Jacqueline DDS Raleigh <[Jacqueline.Russell@ssa.gov](mailto:Jacqueline.Russell@ssa.gov)>

**Subject:** RE: Disability Specialist I Salary Adjustments

Hi Jacki,

I have been meaning to ask this, but have not had a chance. Will any Analysts with active discipline or DNM on their most recent APE earn less than the new minimum salary for their classification (not career progression, the two classifications DHHS uses)? From my admittedly limited understanding of how class and comp works, Divisions are not permitted to pay employees less than the minimum salary for their classification. If you have not already discussed this with those that know more than me, you may want to bring it up with Greg and/or Liz to confirm if employees can make less than the minimum. If you have already received confirmation, or all employees will earn at least the minimum for their classification, please disregard this email .

Please feel free to contact me if you have any questions and/or concerns.

Thank you,

**John Charchar**

Employee Relations Consultant

Division of Human Resources, Division of Disability Determination Services (DDS)  
NC Department of Health and Human Services

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---

**From:** Russell, Jacqueline DDS Raleigh <[Jacqueline.Russell@ssa.gov](mailto:Jacqueline.Russell@ssa.gov)>

**Sent:** Tuesday, November 29, 2022 5:42 PM

**To:** Charchar, John DDS Raleigh <[John.Charchar@ssa.gov](mailto:John.Charchar@ssa.gov)>

**Cc:** Chavez, Greg DDS Raleigh <[Greg.Chavez@ssa.gov](mailto:Greg.Chavez@ssa.gov)>; Sanders, Stephanie V. DDS Raleigh

<[Stephanie.V.Sanders@ssa.gov](mailto:Stephanie.V.Sanders@ssa.gov)>; Perryman, Victoria DDS Raleigh <[Victoria.Perryman@ssa.gov](mailto:Victoria.Perryman@ssa.gov)>

**Subject:** Disability Specialist I Salary Adjustments

Hi! I wanted to alert you, we have good news in that we have received approval for about 60ish salary adjustments of the 200ish some we moved through...the remaining ones are waiting on Central HR or OSHR review.

Since I know we can't make 600 people happy, I anticipate some people may come to you to complain. I wanted to share the objective parameters we used for the salary adjustments. At this time it is confidential. Once we have all of them through OSHR we will share this with the division so we are transparent.

I am sure you've been reading the DDS Updates on Salary Adjustments which communicates consistently and transparently where we are at in the process. If people have a concern or complaint, I think those will be helpful.

I can tell you the average salary adjustment is about 11% and some people have more or less because there were a range of salaries depending on how long they have been here, etc.

Just trying to think of different people I should alert since I imagine complaints from people who don't get a salary increase (because they have had a higher salary than others with less E&E) or people in active discipline, DNM overall, etc.

We have messaged in our DDS Updates for people with discipline or DNM that they can request a reconsideration of salary when those are not longer in place.

Let me know what questions you have.

Thank you,

*Jacki*

**Jacqueline Russell**

*she/her/hers*

Division Director, Disability Determination Services

[NC Department of Health and Human Services](#)

Office: 919-814-2980

Fax: 919-212-3248

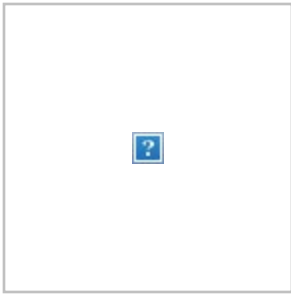
[Jacqueline.Russell@ssa.gov](mailto:Jacqueline.Russell@ssa.gov)

PO Box 243

2802 Mail Service Center

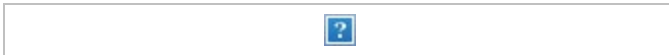
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**From:** [Chavez, Greg DDS Raleigh](#)  
**To:** [Russell, Jacqueline DDS Raleigh](#)  
**Subject:** FW: Group 3 Salary Adjustments Manager II/Manager I/Disability Specialist II

---

See Rena's response below.  
She is done but has a couple of exceptions to go over.

Thanks,  
Greg

**Greg Chavez**

Interim Assistant Human Resources Director for Divisions

DDS HR Manager

[Division of Human Resources](#), Division of Disability Determination Services (DDS)  
[NC Department of Health and Human Services](#)

Office: 919-814-3173

Cell: 919-675-5418

Fax: 919.212.3143

[Greg.Chavez@ssa.gov](mailto:Greg.Chavez@ssa.gov)

PO Box 243  
2802 Mail Service Center  
Raleigh, NC 27602-0243

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---

**From:** Dillard, Rena DDS Raleigh <Rena.Dillard@ssa.gov>

**Sent:** Friday, February 24, 2023 12:59 PM

**To:** Chavez, Greg DDS Raleigh <Greg.Chavez@ssa.gov>

**Subject:** Group 3 Salary Adjustments Manager II/Manager I/Disability Specialist II

Greg,

I have completed all of them. I have a couple of them that I need to get with you for help on how to complete them.

**Best regards,**

# Rena

## Rena Dillard

HR Administrative Specialist

[Division of Human Resources](#), Division of Disability Determination Services (DDS)  
[NC Department of Health and Human Services](#)

Office: 919-814-2770

Fax: 919.212.3143

[Rena.Dillard@ssa.gov](mailto:Rena.Dillard@ssa.gov)

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Raleigh, NC 27602-0243

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**From:** [Russell, Jacqueline DDS Raleigh](#)  
**To:** [Susan.Pittman@ssa.gov](mailto:Susan.Pittman@ssa.gov); [Kramer, David A. DDS Raleigh](#); [Greg Chavez](#)  
**Subject:** Fwd: Congratulations!! North Carolina DDS \$2,500 Retention Bonus Payment Initiative Approval  
**Date:** Thursday, March 30, 2023 2:00:28 PM  
**Attachments:** [Retention Bonus Eligible Classifications 2023.pdf](#)  
[Sign-On and Retention Bonus Policy Effective February 15 2023.pdf](#)  
[FW EXTERNAL Retention Bonus.msg](#)

---

One part of the plan is in place!

Susan-a few questions:

1. what is the number of staff outside of the federal funded count we have?
2. Can you please provide that count w name and position so I can see who automatically falls into the retention bonus from DHHS and who doesn't?
3. What is the total amount we would need in our state budget to make that happen?
4. Do we currently have that funding in our state budget?
5. What documentation supports that we have that in our budget?

Thank you,

*Jacki*

**Jacqueline Russell**

she/her/hers [why this is important](#)

**Division Director, Disability Determination Services**

[NC Department of Health and Human Services](#)

**President, [National Council of Disability Determination Directors](#)**

Office: 919-814-2980

Fax: 919-212-3248

[Jacqueline.Russell@ssa.gov](mailto:Jacqueline.Russell@ssa.gov)

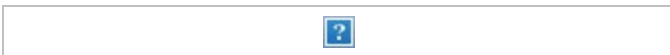
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**From:** Wynn, Demica L. <Demica.L.Wynn@ssa.gov>

**Sent:** Thursday, March 30, 2023 11:11:53 AM

**To:** Russell, Jacqueline DDS Raleigh <Jacqueline.Russell@ssa.gov>

**Cc:** Wynn, Demica L. <Demica.L.Wynn@ssa.gov>; Sanders, Stephanie V. DDS Raleigh <Stephanie.V.Sanders@ssa.gov>

**Subject:** Congratulations!! North Carolina DDS \$2,500 Retention Bonus Payment Initiative Approval

Jacki,

## Great news!!!!

The Office of General Council (OGC) and the Office of Disability Determinations (ODD) has approved the **\$2,500** retention bonus payment request for the designated **503 North Carolina DDS employees that Mr. Kody Kinsley, NC DDS Parent Agency Head, has approved.** The language supporting the approval is cited below:

*SSA regulations provide that SSA will reimburse states for their necessary costs in performing disability determinations. 20 C.F.R. § 404.1626. In determining whether a cost is “necessary”, SSA looks to OMB guidance codified in 2 C.F.R. Part 200. That guidance requires that for employee compensation in particular, the compensation must be reasonable for the services rendered and conform to the established written policy of the state, consistently applied to both federal and non-federal activities. 2 C.F.R. § 200.430(a)(1). Such compensation will be considered reasonable to the extent it is consistent with that paid for similar work in other activities of the state. 2 C.F.R. § 200.430(b).*

*To the extent that this compensation represents “incentive pay”, the OMB guidance states that such compensation “is allowable to the extent that the overall compensation is determined to be reasonable and such costs are paid or accrued pursuant to an agreement entered into in good faith between the non-Federal entity and the employees before the services were rendered, or pursuant to an established plan followed by the non-Federal entity so consistently as to imply, in effect, an agreement to make such payment.” 2 C.F.R. § 200.430(f).*

*State law provides that state agencies may develop programs to provide bonuses to recruit or retain employees. See generally N.C.G.S. § 126-4(2), (4), (5), and (10). Further, the State Human Resources Manual (attached) provides that the state “agencies may develop programs to provide bonuses to recruit or retain employees in hard-to-fill occupations.” P.1. The Office of State Human Resources has approved a retention bonus for positions in certain classifications that are experiencing significant difficulty with recruitment and retention to include, all positions within the Department of Health and Human Services’ (HHS) division of state operated healthcare facilities, and all other positions in the state HHS’ classifications that have a vacancy rate of at least 20%. (Email from Kody Kinsley dated Feb. 2, 2023.)*

*Based on the information provided, the requested retention bonus (\$2,500.00) seems to meet the aforementioned state policy. Moreover, the NC DDS represented that the state has implemented similar bonus programs for non-federally funded positions, to include over 300 other position classifications.*

*Therefore, based on the information provided, we agree that under SSA's regulations and OMB's guidance, SSA could find the proposed \$2,500 retention bonus reasonable and could justify reimbursing the state for these costs for performing disability determinations.*

**If any of the below information about this \$2,500 bonus payment initiative is different or changes, please let me know.**

- **Effective date: 4/2023**
- **Total dollar impact in FY 2023 from this bonus payment: \$ 1,257,500**

Please be sure to reflect these payments in your MOR/Spending Plan exercises as applicable.

Thanks for all you do and please let me know if you have questions.

Demica L. Wynn  
Disability Program Administrator  
Atlanta Region~ Center for Disability and Program Support  
404-562-2093

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**From:** Russell, Jacqueline DDS Raleigh <Jacqueline.Russell@ssa.gov>

**Sent:** Wednesday, March 15, 2023 9:50 AM

**To:** Wynn, Demica L. <Demica.L.Wynn@ssa.gov>

**Subject:** RE: REVISED: Will You Check Behind My Math Please: ACTION NEEDED 3/14 by 5 pm FW: Assistance Request ~ NC \$2,500 Retention Bonus Initiative

Yes we are on the same page we have 503 targeted for incentive bonus.

The attached policy identifies the authority of agencies to provide bonuses.

Sincerely,

*Jacki*

**Jacqueline Russell**  
she/her/hers [why this is important](#)

Division Director, Disability Determination Services  
[NC Department of Health and Human Services](#)

**President, [National Council of Disability Determination Directors](#)**

Office: 919-814-2980  
Fax: 919-212-3248  
[Jacqueline.Russell@ssa.gov](mailto:Jacqueline.Russell@ssa.gov)

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**From:** Wynn, Demica L. <[Demica.L.Wynn@ssa.gov](mailto:Demica.L.Wynn@ssa.gov)>  
**Sent:** Tuesday, March 14, 2023 3:33 PM  
**To:** Russell, Jacqueline DDS Raleigh <[Jacqueline.Russell@ssa.gov](mailto:Jacqueline.Russell@ssa.gov)>  
**Cc:** Wynn, Demica L. <[Demica.L.Wynn@ssa.gov](mailto:Demica.L.Wynn@ssa.gov)>  
**Subject:** REVISED: Will You Check Behind My Math Please: ACTION NEEDED 3/14 by 5 pm FW: Assistance Request ~ NC \$2,500 Retention Bonus Initiative

My apologies Jacki,

I added in the 58 NC DDS staff members who process Medicaid cases when now that I have read again, Medicaid will be directly billed for the bonuses for the 58 NC DDS staff members who process Medicaid claims. As such, I have made revisions for your review:

**~Revised~**

My count is now **503** NC DDS staff are eligible for the bonus. I backed out the four (4) part time contractual staff who are *not* eligible as identified. I also backed out the 58 staff members who process Medicaid claims. Medicaid will incur the charges for the 58 NC DDS staff members through direct billing.

501- Full Time Employees (including the 43 Medical Consultants)+  
2 – Part-time staff members who are state employees +  
**Total – 503 NC DDS staff eligible for incentive bonus**  
**Total Cost Impact – \$1,257,500 (503 x \$2,500)**

Please let me know if what I have above accurate. I want to make sure we have all eligible, well deserved NC DDS staff covered in this.

Thank you,

Demica L. Wynn  
Disability Program Administrator  
Atlanta Region~ Center for Disability and Program Support  
404-562-2093

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**From:** Wynn, Demica L.  
**Sent:** Tuesday, March 14, 2023 2:51 PM  
**To:** Russell, Jacqueline DDS Raleigh <[Jacqueline.Russell@ssa.gov](mailto:Jacqueline.Russell@ssa.gov)>  
**Cc:** Wynn, Demica L. <[Demica.L.Wynn@ssa.gov](mailto:Demica.L.Wynn@ssa.gov)>  
**Subject:** Will You Check Behind My Math Please: ACTION NEEDED 3/14 by 5 pm FW: Assistance Request ~ NC \$2,500 Retention Bonus Initiative

Thank Jacki for your prompt reply.

Last one (I think). Now my count is **561** NC DDS staff are eligible for the bonus. I backed out the four (4) part time contractual staff who are *not* eligible as identified. The 561 figure includes 58 staff members who process Medicaid claims. Medicaid will incur the charges for the 58 NC DDS staff members.

501- Full Time Employees (including the 43 Medical Consultants)+  
2 – Part-time staff members who are state employees +  
58 – Staff Members who process Medicaid cases =  
**Total – 561 NC DDS staff eligible for incentive bonus**

Please let me know if what I have above accurate? I want to make sure we have all eligible, well deserved NC DDS staff covered in this.

Thank you,

Demica L. Wynn  
Disability Program Administrator  
Atlanta Region~ Center for Disability and Program Support  
404-562-2093

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**From:** Russell, Jacqueline DDS Raleigh <[Jacqueline.Russell@ssa.gov](mailto:Jacqueline.Russell@ssa.gov)>

**Sent:** Tuesday, March 14, 2023 2:12 PM

**To:** Wynn, Demica L. <[Demica.L.Wynn@ssa.gov](mailto:Demica.L.Wynn@ssa.gov)>

**Subject:** FW: ACTION NEEDED 3/14 by 5 pm FW: Assistance Request ~ NC \$2,500 Retention Bonus Initiative

Hi! Responses in green below ;0)

Sincerely,

*Jacki*

**Jacqueline Russell**

she/her/hers [why this is important](#)

Division Director, Disability Determination Services

[NC Department of Health and Human Services](#)

**President, [National Council of Disability Determination Directors](#)**

Office: 919-814-2980

Fax: 919-212-3248

[Jacqueline.Russell@ssa.gov](mailto:Jacqueline.Russell@ssa.gov)

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**From:** Wynn, Demica L. <[Demica.L.Wynn@ssa.gov](mailto:Demica.L.Wynn@ssa.gov)>

**Sent:** Tuesday, March 14, 2023 11:50 AM

**To:** Russell, Jacqueline DDS Raleigh <[Jacqueline.Russell@ssa.gov](mailto:Jacqueline.Russell@ssa.gov)>

**Cc:** Wynn, Demica L. <[Demica.L.Wynn@ssa.gov](mailto:Demica.L.Wynn@ssa.gov)>

**Subject:** Assistance Request ~ NC \$2,500 Retention Bonus Initiative

Good Morning Jacki,

Thank you for your assistance with the \$2,500 Retention Bonus Payment Initiative. The North Carolina request was sent to ODD for their concurrence and ODD has asked a few clarifying questions that I need your help with please.

We requested retention bonuses for 565 NC DDS staff (440+125). After reviewing the DIODS staffing report as of week ending 3/10/23 which shows **6 PT staff** and **501**

**FT staff** for a total of **507**, we are seeking assistance with the questions below:

- What category of employees are the other 58 staff members (565 requested - 507 from DIODS staffing)? We should be able to explain how we derived at 565 staff eligible.
  - The difference of 58 staff members are staff that process the Medicaid cases who are not included in the FTE count in DIODS. Our DDS staff who process non-SSA work would have charges go to Medicaid and not SSA.
- From the listing of classifications provided, can you identify the eligible classifications that apply to the DDS?
  - Administrative Associate II
  - Administrative Specialist I
  - Administrative Supervisor
  - Applications Systems Analyst I
  - Business Services Coordinator II
  - Disability Determination Specialist I
  - Disability Determination Specialist II
  - Disability Medical Consultant
  - Hearings Officer II
  - Human Services Division Director I
  - Operations Analyst
  - Psychologist Senior
- Are the 6 PT and 43 FT Medical Consultants reflected in the DIODS staffing counts state employees or contractual?
  - All of the FT and 2 of the PT are state employees and eligible for the bonus. The other 4 PT are contractual and not eligible for the bonus.

If contractual, are they eligible for the \$2,500 bonus?

  - Contractual staff are not eligible for the \$2,500 bonus.
- Are the DDS staff who process non-SSA work, Medicaid, also receiving the bonus? If yes, those amounts need to be charged to Medicaid and not SSA.
  - Certainly, our DDS staff who process non-SSA work would have charges go to Medicaid and not SSA.

Thank you and please let me know if you have questions. We can also discuss during our chat time tomorrow morning.

Demica L. Wynn  
Disability Program Administrator  
Atlanta Region~ Center for Disability and Program Support  
404-562-2093

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**From:** Wynn, Demica L. <[Demica.L.Wynn@ssa.gov](mailto:Demica.L.Wynn@ssa.gov)>  
**Sent:** Thursday, February 23, 2023 12:44 PM  
**To:** Russell, Jacqueline DDS Raleigh <[Jacqueline.Russell@ssa.gov](mailto:Jacqueline.Russell@ssa.gov)>  
**Cc:** Wynn, Demica L. <[Demica.L.Wynn@ssa.gov](mailto:Demica.L.Wynn@ssa.gov)>  
**Subject:** RE: Question: Retention Bonus

Thank you for the additional information so swiftly. I am including in my note to ODD that the payments are expected to be received in April 2023 for approximately 565 NC DDS staff. If the April 2023 date holds true, we can adjust the MOR later accordingly to change from being projected to be paid out in March 2023 as its listed now, to April 2023.

Thank you,

Demica L. Wynn  
Disability Program Administrator  
Atlanta Region~ Center for Disability and Program Support  
404-562-2093

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**From:** Russell, Jacqueline DDS Raleigh <[Jacqueline.Russell@ssa.gov](mailto:Jacqueline.Russell@ssa.gov)>  
**Sent:** Thursday, February 23, 2023 12:31 PM  
**To:** Wynn, Demica L. <[Demica.L.Wynn@ssa.gov](mailto:Demica.L.Wynn@ssa.gov)>  
**Subject:** RE: Question: Retention Bonus

Hi, I calculated this last night and it's about 440 people for this criteria. We have many staff feeling very disenfranchised at not receiving the retention bonus, and I'm glad I submitted in my MOR that we are requesting this for all staff, so that would be a remaining estimate of 125 staff. We anticipate it to be in April. Our parent agency supports retention bonuses for the DDS staff as they recognize that while not every position has a 20% vacancy rate, we do have an overall 30% attrition that we have been combatting and our work is uniquely complex.

I do believe we have this in our funding at this time. I say that because we submitted a plan for salary adjustments with an effective date of 8/1/22 and many of those effective dates had to be adjusted to 10/2022 and later. This funding plan was approved so SSA is aware and supported our funding for those salary adjustments, in which we now anticipate to use part of the approved funding for retention bonuses.

Please let me know of any questions.

Sincerely,

*Jacki*

**Jacqueline Russell**  
she/her/hers [why this is important](#)



Division Director, Disability Determination Services  
[NC Department of Health and Human Services](#)

**President, [National Council of Disability Determination Directors](#)**

Office: 919-814-2980  
Fax: 919-212-3248  
[Jacqueline.Russell@ssa.gov](mailto:Jacqueline.Russell@ssa.gov)

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**From:** Wynn, Demica L. <[Demica.L.Wynn@ssa.gov](mailto:Demica.L.Wynn@ssa.gov)>  
**Sent:** Thursday, February 23, 2023 12:22 PM  
**To:** Russell, Jacqueline DDS Raleigh <[Jacqueline.Russell@ssa.gov](mailto:Jacqueline.Russell@ssa.gov)>  
**Cc:** Wynn, Demica L. <[Demica.L.Wynn@ssa.gov](mailto:Demica.L.Wynn@ssa.gov)>  
**Subject:** Question: Retention Bonus  
**Importance:** High

Hi Jacki,

Thank you for the heads-up and including the pertinent information in the MOR.

I am sending this to ODD now for their awareness and final blessing. In my note to ODD, I am tasked with including the information requested below:

*Would you be able to tell me approximately how many NC DDS employees you think are eligible for the retention bonus based on the eligibility criteria shared by Mr. Kinsley? Also, are we thinking the staff will receive the payments on March 31, 2023 or sometime in April 2023?*

To qualify, the employee:

- Must be a probationary, permanent or time limited employee.
- Must work at least 20 hours per week.
- Must not have received a sign on or retention bonus in the last 24 months.
- Must not have any active disciplinary actions.
- Must have an overall performance rating of at least "Meets Expectations".

**Projected Total Dollar Impact (including fringe) = \$ 1,705,396**  
**Projected Implementation Date: Will it be in March or April 2023?**  
**(XXX eligible NC DDS Employees)**

Thanks and let me know when you can.

Demica L. Wynn  
Disability Program Administrator  
Atlanta Region~ Center for Disability and Program Support  
404-562-2093

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**From:** Russell, Jacqueline DDS Raleigh <[Jacqueline.Russell@ssa.gov](mailto:Jacqueline.Russell@ssa.gov)>  
**Sent:** Wednesday, February 22, 2023 10:47 PM  
**To:** Wynn, Demica L. <[Demica.L.Wynn@ssa.gov](mailto:Demica.L.Wynn@ssa.gov)>  
**Subject:** FW: [EXTERNAL] Retention Bonus

Hi! I wanted to surface for you that we included in our recent MOR our work to pursue retention bonuses for staff. You'll see in the email below that our parent agency has identified the appropriateness to move forward retention bonuses. They will be \$2,500 per person. The person will need to commit to stay for a year and if not will have to pay back the bonus.

When we have more information I will share it with you. I wanted to be proactive with this update.

Sincerely,

*Jacki*

**Jacqueline Russell**  
she/her/hers [why this is important](#)  
Division Director, Disability Determination Services  
[NC Department of Health and Human Services](#)

**President, [National Council of Disability Determination Directors](#)**

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[Jacqueline.Russell@ssa.gov](mailto:Jacqueline.Russell@ssa.gov)

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**From:** Secretary Kinsley <[Secretary@dhhs.nc.gov](mailto:Secretary@dhhs.nc.gov)>

**Sent:** Wednesday, February 22, 2023 2:55 PM

**Subject:** [EXTERNAL] Retention Bonus

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Team,

Last fall, I made a promise to you: That our entire leadership team would work tirelessly for the funding and flexibility needed to support you. I know how important your work is to the people of North Carolina, and I see every day how our 26% vacancy rate impacts our ability to get the work done.

We've made some progress. In September, all employees whose salary was below the new minimum salary for their job classification was **brought up to the minimum**. We've continued to **go on the record** about how critical your work is and how much we need investment in you. See articles [here](#), [here](#), and [here](#).

Now, I'm excited to share that after months of hard work, the Office of State Human Resources has approved a **retention bonus** for positions in certain classifications that are experiencing significant difficulty with recruitment and retention.

Those positions are:

- All positions within the division of state operated healthcare facilities.
- All other positions in classifications that have a vacancy rate of at least 20%

A list of the 325 position classifications that qualify is attached. This represents just under 10,000 employees across the department that are eligible to receive a flat-amount retention bonus.

To qualify, the employee:

- Must be a probationary, permanent or time limited employee.
- Must work at least 20 hours per week.
- Must not have received a sign on or retention bonus in the last 24 months.
- Must not have any active disciplinary actions.
- Must have an overall performance rating of at least "Meets Expectations".

**The Office of State Human Resources approved these payments to be distributed in two phases. If you are eligible for a retention bonus, you will get a separate email that outlines the bonus you are eligible to receive, when you will receive it, and instructions for additional actions to take. Division of State Operated Healthcare Facilities staff will receive this outreach first, and eligible employees in other divisions will receive emails in April.**

**Our work does not end here.** I remain steadfast to fight for further investments in YOU, our talented, committed, and often over-stretched and under-resourced teams. I will continue to do all that I can to

support more competitive compensation across NCDHHS with the limited resources we have today, while continuing to partner with the General Assembly to get more resources going forward.

Thank you for all that you have done and continue to do to improve the health, safety, and well-being for all North Carolinians.

Kody H. Kinsley  
(he / him)  
Secretary  
North Carolina Department of Health and Human Services

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**From:** [Russell, Jacqueline DDS Raleigh](#)  
**To:** [#AT NC S36 All](#)  
**Subject:** Monday Mindset - March 13, 2023  
**Date:** Monday, March 13, 2023 10:34:55 PM

---

Monday greetings! For all the people who love cold weather and snow, this was your weekend (for about 20 minutes with the snow. For those that love the sunshine and warmth, our time is a coming. It was the trifecta this morning, cold-Monday-time change, these tips may be helpful to you to learn [how time changes affect your sleep](#).

### **People First**

- I sent an email update on DDS Equity/Compensation Plan for Salary Adjustments on March 4. I had shared in the update that Group 1 (DDS Specialist I which is DA 1.0, DA 1.5, DA 2.0, and DA 2.5) packets have all been approved and processed. All staff in Group 1 have been notified if they did or did not receive a salary adjustment. This was a huge group of about 220 staff, that is one-third of our division complete! I had also shared that Group 2 (Admin Spec I, Admin Spec II, and Administrative Supervisor) have some packets back and approved and I would notify those staff by 3/12. The staff with approved packets back have been notified. The majority of staff in this group with packets moved forward to Central HR are still pending with Central HR. Group 3 (DA 3.0, DA 3.5, Manager I, and Manager II) are also still being reviewed/considered by Central HR. Greg Chavez and I meet with Central HR every two weeks to identify status and anticipated next steps. The next Salary Adjustment update will be provided by April 8<sup>th</sup>.
- One consistent feedback suggestion is to find a way to support analysts when they take time off, expectedly or unexpectedly, that cases do not continue coming in assigned to the analyst. This is challenging to problem solve because of the technology and customer service needs for our claimants. At the same time, we want to support our staff where we can and so I'm excited to share that we have asked for support in brainstorming new approaches with the DHHS Operational Excellence team. Our project request has not yet been accepted, we will meet with them in the next few weeks to share more information as they consider our request. Whether we receive help from the DHHS Operational Excellence team or we pursue strategies on our own, we are continuing to think of continuous improvement approaches.
- We are pulling a team together to also brainstorm for a pilot to "Maximize Telework" more regularly throughout the week/month. We are in the first phase of design for this pilot and will be working with a couple units in Operations with this pilot. We will share more on this over the next month or so. While there are no positions at the DDS that are able to be 100% telework, we continue to consider additional continuous improvement processes utilizing staff feedback and prioritizing meeting the customer service needs. We recognize additional teams have thoughts and ideas re maximizing telework and we will be working separately with you to obtain feedback/input to consider re telework.

### **Production Matters**

- Faith Newsome (Case Consultant) and Darin Richardson (DC/PC Supervisor) joined me in a visit to the New Bern SSA Field Office last Thursday. It was a great visit and we were able to learn more from each other on our work and work processes. Areas that were discussed included the importance that DLIs are noted on all T2 cases, new approaches to try for clearer

messaging with needed actions for paper folders, Assistance Request processes, and we had the opportunity to listen in on a claimant interview.

- I was especially thankful for the opportunity to learn more about eMailer, an SSA communication tool the FO uses to text and email with claimants. DDS Administrators have been advocating for eMailer to be a tool approved for DDSs to use as an additional resource in communicating with claimants. DDS Administrators have a demo tomorrow to learn more about this tool and identify what development would be needed for this to be useful for DDSs.
- People focused is one of our values, and we use that in our work with claimants as well as in our support of staff. While many states did not decrease their weekly assignments to staff through the transition to DCPS and afterward, I'm glad we have. We temporarily reduced weekly assignments for analysts last year (2022) when we were brainstorming and piloting approaches through the transitions of the past couple years and while we piloted the No Assignment Week process. I'm glad we have that in place for analysts to access quarterly. I also recognize that we need to work together to think of additional approaches to take to decrease the cases we have in our backlog. We have a work group that will be thinking through next steps as we work to balance the customer service needs while continuing to support caseload assignment needs. I trust the team to give ideas and input, this process has worked well for us in the past – having staff closest to the work help design changes in processes and procedures. We're thankful to have such strong teamwork at the DDS!
- I'm also excited about the stability of our average caseloads which continues to decrease with the federal average caseload being 140 and the Medicaid average caseload being 98. That is the right direction! We've heard a lot of positive feedback about the quarterly No Assignment Week working well for staff and I'm thankful that pilot and project has been a contributor to such strong outcomes!
- Last week we received two OQR returns. We share the details as a lesson learned in what we receive as feedback from OQR. I want to note that our Initial Accuracy last month was 94% which is great. Thank you for your continued focus on a quick and accurate decision!
  - [REDACTED]
  - [REDACTED]
- Last week we closed 1,300 initials and our total closures were 2,167 for the week. We also closed 555 Medicaid cases this week. GREAT WEEK!

Sincerely,

*Jacki*

**Jacqueline Russell**

she/her/hers [why this is important](#)

Division Director, Disability Determination Services

[NC Department of Health and Human Services](#)

**President, [National Council of Disability Determination Directors](#)**

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this becoming live in June.

**Production Matters:**

- Our Customer Enhancement project kicked off 4/17 and with one week under our belt we see a meaningful decrease in the number of cases in the backlog. Thank you for your focus on this work!
- We had an excellent week, total closures were 2,386 with 1,440 initial cases closed! Way to go! Excellent!
- DHU had resumed in person hearings and are now scheduling Video hearings in conjunction with SSA Field Offices. It's nice to have that moving forward.
- We had a recent visit to the SSA Raleigh FO, Jennifer Ganus (Disability Analyst) and Ann Guy (Processing Center Supervisor) joined me and here are some impressions:
  - It was great being able to see how things work on the FO side of the application process. I found it very beneficial hearing from the FO issues with the AR. I learned that it may be best that we add a 5002 into the file whenever sending AR requests through DCPS as it would allow for more details to be sent to the FO. The 5002 form would also include the analyst's name so that direct contact can be made for any clarification. If I understood correctly, our preferred business practice is to have FO reach out to supervisors instead of analysts. However, I am not opposed to having a FO employee reach out to me directly for clarification. It was also good to have a discussion about ECDS Action items and paper folders as well. Since ECDS is for electronic cases, it may not be feasible to have the ECDS worksheet included on every paper folder that comes in. However, it is possible to put more details on the green routing slips to better identify case type and actions needed. I really liked the way the FO is able to send email correspondence and use a desktop phone system. I'm hopeful that SSA will someday allow DDS to utilize the same technologies in the future.
  - It was nice to meet the key players in person. I felt that the conversation was very open and freely friendly which of course makes everyone comfortable sharing even with the more difficult topics. I think they were open, after some conversation, to work on standardizing the EDCS Routing Form to a common language. I feel that they seem to have a good working group with great knowledge which leads to less mistakes. As I said, I really don't see a lot that I have to send back to them. I enjoyed seeing the demo of entering a case and showing how paying attention to detail really doesn't take a lot of effort. The user interface was very friendly, similar to DCPS type interface. The Supervisors seemed to be very knowledgeable in all of the software and take interest in their people. I think there could be more work done with groups/teams to improve both of our processes. Some of the details with the 5002/ARs and having standardized language seems it needs more work and should make things much easier.

Have a great week!

Sincerely,

*Jacki*

**Jacqueline Russell**

*she/her/hers* [why this is important](#)

Division Director, Disability Determination Services

[NC Department of Health and Human Services](#)

**President, [National Council of Disability Determination Directors](#)**

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**From:** [Russell, Jacqueline DDS Raleigh](#)  
**To:** [Sanders, Stephanie V. DDS Raleigh](#); [Perryman, Victoria DDS Raleigh](#)  
**Cc:** [Chavez, Gregory L](#); [Greg Chavez](#)  
**Subject:** Notification of Pending Salary Actions/Adjustments  
**Date:** Sunday, May 21, 2023 11:56:43 PM

---

Hi, we had talked Friday that it would be supportive to staff with salary adjustments approved to go ahead and notify, and share that it is anticipated to be in the June paycheck.

I have now made the notifications for all of Manager I, Manager II, and Dis Spec II.

I'll tackle additional Admin Spec I another night.

Let me know please if you are hearing feedback.

Thank you,

*Jacki*

**Jacqueline Russell**

she/her/hers [why this is important](#)

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**From:** [Chavez, Gregory L](#)  
**To:** [Russell, Jacqueline DDS Raleigh](#); [Gerald, Karen](#)  
**Cc:** [Greg Chavez](#); [Egan, Christopher](#)  
**Subject:** RE: [External] HELP Needed Fwd: Business Manager I Posting  
**Date:** Tuesday, March 28, 2023 11:27:15 AM

---

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Good morning,  
This reclassification has been approved and is back with the DDS HR office for processing.  
Thanks to all in getting this moving.  
Greg

**Greg Chavez**  
Interim Assistant Human Resources Director for Divisions  
[Division of Human Resources](#)  
[NC Department of Health and Human Services](#)

Office: 919-814-3173  
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Main: 919-814-2441  
Fax: 919.212.3143  
[greg.chavez@dhhs.nc.gov](mailto:greg.chavez@dhhs.nc.gov)

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**From:** Russell, Jacqueline DDS Raleigh <Jacqueline.Russell@ssa.gov>  
**Sent:** Tuesday, March 28, 2023 11:24 AM  
**To:** Gerald, Karen <Karen.Gerald@dhhs.nc.gov>  
**Cc:** Greg Chavez <greg.chavez@ssa.gov>; Chavez, Gregory L <greg.chavez@dhhs.nc.gov>; Egan, Christopher <Chris.Egan@dhhs.nc.gov>  
**Subject:** [External] HELP Needed Fwd: Business Manager I Posting

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attachment to [Report Spam](#).

Greetings from Islamorada, FL! I am sending sunshine your way and hope it arrives and lasts. :-)

On March 13th I moved forward a request for Reallocation to try and retain my Budget leader. Greg worked diligently with Central HR but it didn't come back and on March 23rd my person resigned.

This is a pivotal and critical role for my division and so I turned around the posting info the next day to ask the Reallocation be completed so I can post Monday (3/27). It's still with Central HR, I believe with Mona but am not certain.

I am on vacation this week but monitoring status of this as I really need to get it up and make this very hard transition as smooth as possible. It takes extra time for new hires to get through the SSA security, etc.

Any help you can provide to balancing the priorities of Central HR (who are wonderful and hard working), I appreciate.

If I wasn't so desperate, I wouldn't ask for the help. I am feeling very desperate and appreciate your help. This will be a very rough transition for us

Thank you,

*Jacki*

**Jacqueline Russell**

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[NC Department of Health and Human Services](#)

**President, [National Council of Disability Determination Directors](#)**

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**From:** Russell, Jacqueline DDS Raleigh  
**Sent:** Friday, March 24, 2023 11:39:03 PM  
**To:** Chavez, Greg DDS Raleigh <[Greg.Chavez@ssa.gov](mailto:Greg.Chavez@ssa.gov)>; Chavez, Gregory L <[greg.chavez@dhhs.nc.gov](mailto:greg.chavez@dhhs.nc.gov)>; Longmire, Kala DDS Raleigh <[Kala.Longmire@ssa.gov](mailto:Kala.Longmire@ssa.gov)>  
**Subject:** Business Manager I Posting

Hi! Will you please post this Monday for me? I would like to post it for 5 days and if there are 5 or less candidates, please extend by another 3 days and we can discuss when I am back from leave on 4/3/23.

I really appreciate your help.

Greg – will you please shoot me a text when it is posted?

Sincerely,

*Jacki*

**Jacqueline Russell**  
*she/her/hers* [why this is important](#)  
Division Director, Disability Determination Services  
[NC Department of Health and Human Services](#)

**President, [National Council of Disability Determination Directors](#)**

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**From:** [Chavez, Gregory L](#)  
**To:** [Russell, Jacqueline DDS Raleigh](#); [Longmire, Kala DDS Raleigh](#); [Greg Chavez](#)  
**Subject:** RE: [External] RE: Business Manager I Posting  
**Date:** Thursday, March 30, 2023 2:06:09 PM

---

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It is posted. We had to get some assistance from central recruitment since the position reclassification has not been completed yet.

Posted through 4/6.

Greg

**Greg Chavez**

Interim Assistant Human Resources Director for Divisions

[Division of Human Resources](#)

[NC Department of Health and Human Services](#)

Office: 919-814-3173

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Main: 919-814-2441

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[greg.chavez@dhhs.nc.gov](mailto:greg.chavez@dhhs.nc.gov)

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**From:** Russell, Jacqueline DDS Raleigh <Jacqueline.Russell@ssa.gov>

**Sent:** Thursday, March 30, 2023 2:03 PM

**To:** Longmire, Kala DDS Raleigh <Kala.Longmire@ssa.gov>; Greg Chavez <greg.chavez@ssa.gov>; Chavez, Gregory L <greg.chavez@dhhs.nc.gov>

**Subject:** Re: [External] RE: Business Manager I Posting

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Hi! I wanted to see if this was posted yet?

Greg shared it would be posted yesterday as the remaining actions needed were completed.

I appreciate the help!

Thank you,

*Jacki*

**Jacqueline Russell**

she/her/hers [why this is important](#)

**Division Director, Disability Determination Services**

[NC Department of Health and Human Services](#)

**President, [National Council of Disability Determination Directors](#)**

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**From:** Longmire, Kala DDS Raleigh <[Kala.Longmire@ssa.gov](mailto:Kala.Longmire@ssa.gov)>

**Sent:** Tuesday, March 28, 2023 10:20:52 AM

**To:** Russell, Jacqueline DDS Raleigh <[Jacqueline.Russell@ssa.gov](mailto:Jacqueline.Russell@ssa.gov)>

**Subject:** FW: [External] RE: Business Manager I Posting

Good morning

Please see the response from Greg regarding the Business Manager I posting.

Thanks.

---

**From:** Chavez, Gregory L <[greg.chavez@dhhs.nc.gov](mailto:greg.chavez@dhhs.nc.gov)>

**Sent:** Monday, March 27, 2023 3:25 PM

**To:** Longmire, Kala DDS Raleigh <[Kala.Longmire@ssa.gov](mailto:Kala.Longmire@ssa.gov)>

**Subject:** RE: [External] RE: Business Manager I Posting

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DDS has requested reclassification to Business Manager I classification. This is currently under central Class/Comp review. We have to wait to post it until the request has been approved.

They have all they need to process that. Hopefully they will have it soon.

Let me know if you have any questions.

Thanks,

Greg

**Greg Chavez**

Interim Assistant Human Resources Director for Divisions

[Division of Human Resources](#)

[NC Department of Health and Human Services](#)

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**From:** Longmire, Kala DDS Raleigh <[Kala.Longmire@ssa.gov](mailto:Kala.Longmire@ssa.gov)>

**Sent:** Monday, March 27, 2023 10:00 AM

**To:** Russell, Jacqueline DDS Raleigh <[Jacqueline.Russell@ssa.gov](mailto:Jacqueline.Russell@ssa.gov)>; Greg Chavez <[greg.chavez@ssa.gov](mailto:greg.chavez@ssa.gov)>; Chavez, Gregory L <[greg.chavez@dhhs.nc.gov](mailto:greg.chavez@dhhs.nc.gov)>

**Subject:** [External] RE: Business Manager I Posting

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Good morning,

The position number was just made vacant this morning by Liz. I attempted to locate the position in NEOGOV but the number is not showing up. It will not show up until tomorrow since the position was vacant on today.

Thanks.

---

**From:** Russell, Jacqueline DDS Raleigh <[Jacqueline.Russell@ssa.gov](mailto:Jacqueline.Russell@ssa.gov)>  
**Sent:** Friday, March 24, 2023 11:39 PM  
**To:** Chavez, Greg DDS Raleigh <[Greg.Chavez@ssa.gov](mailto:Greg.Chavez@ssa.gov)>; Chavez, Gregory L <[greg.chavez@dhhs.nc.gov](mailto:greg.chavez@dhhs.nc.gov)>; Longmire, Kala DDS Raleigh <[Kala.Longmire@ssa.gov](mailto:Kala.Longmire@ssa.gov)>  
**Subject:** Business Manager I Posting

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I really appreciate your help.

Greg – will you please shoot me a text when it is posted?

Sincerely,

*Jacki*

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*she/her/hers* [why this is important](#)  
Division Director, Disability Determination Services  
[NC Department of Health and Human Services](#)

**President, [National Council of Disability Determination Directors](#)**

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**From:** [Chavez, Gregory L](#)  
**To:** [Goodson, Shannon DDS Raleigh](#); [Russell, Jacqueline DDS Raleigh](#); [Greg Chavez](#)  
**Subject:** RE: [External] RE: Manager I Posting- Unit 24 Case Consultant Position  
**Date:** Wednesday, August 23, 2023 8:19:54 AM

---

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I am checking on it.  
Greg

**Greg Chavez**  
Assistant Human Resources Director for Divisions  
[Division of Human Resources](#)  
[NC Department of Health and Human Services](#)

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Cell: 984-297-1868  
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[greg.chavez@dhhs.nc.gov](mailto:greg.chavez@dhhs.nc.gov)

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Raleigh, NC 27602-0243

---

**From:** Goodson, Shannon DDS Raleigh <[Shannon.Goodson@ssa.gov](mailto:Shannon.Goodson@ssa.gov)>  
**Sent:** Tuesday, August 22, 2023 4:48 PM  
**To:** Russell, Jacqueline DDS Raleigh <[Jacqueline.Russell@ssa.gov](mailto:Jacqueline.Russell@ssa.gov)>; Greg Chavez <[greg.chavez@ssa.gov](mailto:greg.chavez@ssa.gov)>; Chavez, Gregory L <[greg.chavez@dhhs.nc.gov](mailto:greg.chavez@dhhs.nc.gov)>  
**Subject:** [External] RE: Manager I Posting- Unit 24 Case Consultant Position

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I am waiting on the referred candidates. The posting closed on 8/18/23.

---

**From:** Russell, Jacqueline DDS Raleigh <[Jacqueline.Russell@ssa.gov](mailto:Jacqueline.Russell@ssa.gov)>  
**Sent:** Thursday, August 17, 2023 10:48 AM  
**To:** Goodson, Shannon DDS Raleigh <[Shannon.Goodson@ssa.gov](mailto:Shannon.Goodson@ssa.gov)>; Chavez, Greg DDS Raleigh <[Greg.Chavez@ssa.gov](mailto:Greg.Chavez@ssa.gov)>; Chavez, Gregory L <[greg.chavez@dhhs.nc.gov](mailto:greg.chavez@dhhs.nc.gov)>  
**Subject:** Re: Manager I Posting- Unit 24 Case Consultant Position

Hi, where are we with this?

Thank you,  
*Jacki*

**Jacqueline Russell**

she/her/hers [why this is important](#)

**Division Director, Disability Determination Services**

[NC Department of Health and Human Services](#)

**President, [National Council of Disability Determination Directors](#)**

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---

**From:** Goodson, Shannon DDS Raleigh <[Shannon.Goodson@ssa.gov](mailto:Shannon.Goodson@ssa.gov)>

**Sent:** Friday, August 11, 2023 8:41:29 AM

**To:** Russell, Jacqueline DDS Raleigh <[Jacqueline.Russell@ssa.gov](mailto:Jacqueline.Russell@ssa.gov)>; Chavez, Greg DDS Raleigh <[Greg.Chavez@ssa.gov](mailto:Greg.Chavez@ssa.gov)>; Chavez, Gregory L <[greg.chavez@dhhs.nc.gov](mailto:greg.chavez@dhhs.nc.gov)>

**Subject:** Manager I Posting- Unit 24 Case Consultant Position

Good morning,

I tried to reach out to Susan this morning to get an idea of how many people have applied for the Manager I position (Case Consultant-Unit 24) to determine if we need to extend the position. It appears Susan is on leave. Greg, can you provide this information? If there are not a lot of applicants, I would like to extend the posting for another week. Thanks!

**Shannon Goodson**

Assistant Chief of Operations

Disability Determination Services, Branch II

[NC Department of Health and Human Services](#)

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[Shannon.Goodson@ssa.gov](mailto:Shannon.Goodson@ssa.gov)

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**From:** [Russell, Jacqueline DDS Raleigh](#)  
**To:** [Susan.Pittman@ssa.gov](mailto:Susan.Pittman@ssa.gov); [Kramer, David A. DDS Raleigh](#)  
**Cc:** [Greg Chavez](#)  
**Subject:** Re: Congratulations!! North Carolina DDS \$2,500 Retention Bonus Payment Initiative Approval  
**Date:** Wednesday, April 5, 2023 8:58:32 PM  
**Attachments:** [image001.jpg](#)

---

Hi! Great analysis and we'll unpack it more in our check in tomorrow. I appreciate the work on this!!

Thank you,

*Jacki*

**Jacqueline Russell**

she/her/hers [why this is important](#)

**Division Director, Disability Determination Services**

[NC Department of Health and Human Services](#)

**President, [National Council of Disability Determination Directors](#)**

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**From:** Pittman, Susan DDS Raleigh <[Susan.Pittman@ssa.gov](mailto:Susan.Pittman@ssa.gov)>

**Sent:** Wednesday, April 5, 2023 4:36:32 PM

**To:** Russell, Jacqueline DDS Raleigh <[Jacqueline.Russell@ssa.gov](mailto:Jacqueline.Russell@ssa.gov)>; Kramer, David A. DDS Raleigh <[David.A.Kramer@ssa.gov](mailto:David.A.Kramer@ssa.gov)>

**Cc:** Chavez, Greg DDS Raleigh <[Greg.Chavez@ssa.gov](mailto:Greg.Chavez@ssa.gov)>

**Subject:** RE: Congratulations!! North Carolina DDS \$2,500 Retention Bonus Payment Initiative Approval

Good afternoon!



I feel like I have some solid data to share regarding savings from staggered and delayed implementation of the salary adjustments to support funding of a retention bonus.

In summary, the bonus for 558 staff (all) is \$1,843,492 including fringes.

The breakdown of needed funding is as follows:

\$1,645,962	SSA
\$ 98,765	Medicaid Grant
\$ 98,765	DHB Transfer of

**Appropriations**

After careful analysis of groups 1-4, I calculate an approximate savings as shown below (by category):

<u>Group 1</u>	
\$ 110,013	SSA
\$ 7,906	DHB Grant
<u>\$ 7,906</u>	DHB Transfer Receipts
\$ 125,825	

<u>Group 2</u>	
\$ 127,526	SSA
\$ 10,852	DHB Grant
<u>\$ 10,852</u>	DHB Transfer Receipts
\$ 149,230	

<u>Group 3</u>	
\$ 265,892	SSA
\$ 23,307	DHB Grant
<u>\$ 23,307</u>	DHB Transfer Receipts
\$ 312,506	

<u>Group 4</u>	
\$ 146,155	SSA
\$ 4,261	DHB Grant
<u>\$ 4,261</u>	DHB Transfer Receipts
\$ 154,677	

Here is the summary of savings by funding source:

\$ 649,586	SSA
\$ 46,326	DHB Grant
<u>\$ 46,326</u>	DHB Transfer Receipts
\$ 742,238	

If we compare the needed transfer from DHB in the amount of \$98,765 to the earned savings of \$46,326 from the salary adjustments, we are short \$52,439. Are you thinking that we could consider submitting this request as a one-time need for recruitment and retention? I look forward to hearing more on this.

Thank you!

**Susan W. Pittman**

Budget and Planning Manager

Disability Determination Services

[NC Department of Health and Human Services](#)

Office: 919-814-2361

Mobile: 919-675-8065

Fax: 919-212-3247

[Susan.Pittman@ssa.gov](mailto:Susan.Pittman@ssa.gov)

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Raleigh, NC 27602-0243

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**From:** Russell, Jacqueline DDS Raleigh <Jacqueline.Russell@ssa.gov>

**Sent:** Tuesday, April 4, 2023 8:25 PM

**To:** Pittman, Susan DDS Raleigh <Susan.Pittman@ssa.gov>; Kramer, David A. DDS Raleigh <David.A.Kramer@ssa.gov>; Chavez, Greg DDS Raleigh <Greg.Chavez@ssa.gov>

**Subject:** RE: Congratulations!! North Carolina DDS \$2,500 Retention Bonus Payment Initiative Approval

Looks great! We'll talk tomorrow then to unpack the other piece you are working on. Thank you so much!

Sincerely,

*Jacki*

**Jacqueline Russell**

she/her/hers [why this is important](#)

Division Director, Disability Determination Services

[NC Department of Health and Human Services](#)

**President, [National Council of Disability Determination Directors](#)**

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**From:** Pittman, Susan DDS Raleigh <[Susan.Pittman@ssa.gov](mailto:Susan.Pittman@ssa.gov)>  
**Sent:** Tuesday, April 4, 2023 6:54 PM  
**To:** Russell, Jacqueline DDS Raleigh <[Jacqueline.Russell@ssa.gov](mailto:Jacqueline.Russell@ssa.gov)>; Kramer, David A. DDS Raleigh <[David.A.Kramer@ssa.gov](mailto:David.A.Kramer@ssa.gov)>; Chavez, Greg DDS Raleigh <[Greg.Chavez@ssa.gov](mailto:Greg.Chavez@ssa.gov)>  
**Subject:** RE: Congratulations!! North Carolina DDS \$2,500 Retention Bonus Payment Initiative Approval

Hi, Jacki.

I apologize for omitting the attachment yesterday. Now, I have a comprehensive document that breaks down the bonus by Medicaid staff, 100% federally funded SSA staff, and staff that are funded by SSA and DHB. There is a separate tab for each category.

In summary, the bonus for 558 staff (all) is \$1,843,492 including fringes.

The breakdown is as follows:	\$1,645,962	SSA
	\$ 98,765	Medicaid Grant
	\$ 98,765	DHB Transfer of Appropriations

I also notated if the classification is eligible for the bonus per Secretary Kinsley's memo.

Tomorrow, I will be able to compare needed funding with funding saved or realized from the delayed and staggered implementation of the salary adjustments. I trust we can review and discuss to make sure I have presented as you need.

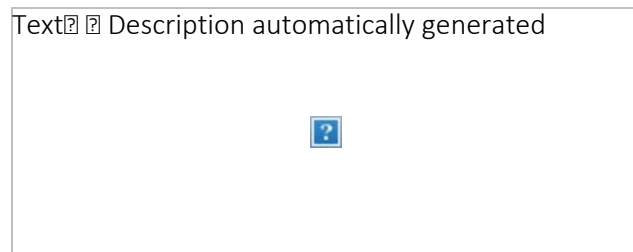
Thank you!

**Susan W. Pittman**

Budget and Planning Manager  
Disability Determination Services  
[NC Department of Health and Human Services](#)

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Mobile: 919-675-8065  
Fax: 919-212-3247  
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**From:** Russell, Jacqueline DDS Raleigh <[Jacqueline.Russell@ssa.gov](mailto:Jacqueline.Russell@ssa.gov)>  
**Sent:** Monday, April 3, 2023 6:08 PM  
**To:** Pittman, Susan DDS Raleigh <[Susan.Pittman@ssa.gov](mailto:Susan.Pittman@ssa.gov)>; Kramer, David A. DDS Raleigh <[David.A.Kramer@ssa.gov](mailto:David.A.Kramer@ssa.gov)>; Chavez, Greg DDS Raleigh <[Greg.Chavez@ssa.gov](mailto:Greg.Chavez@ssa.gov)>  
**Subject:** RE: Congratulations!! North Carolina DDS \$2,500 Retention Bonus Payment Initiative Approval

Hi! Thanks so much for this work! A couple follow ups:

1. I didn't see anything attached.
2. Will you please provide me with a list of all the positions and their % funding federal, DHB, or cost allocated?

If we need to ask for money, we should do so in the opportunity Marjorie moved forward that will be due to her Monday. Could you please provide this info requested by COB Wednesday of this week so I can work on it to turn around?

I appreciate your help!

Sincerely,  
*Jacki*

**Jacqueline Russell**

she/her/hers [why this is important](#)

Division Director, Disability Determination Services  
[NC Department of Health and Human Services](#)

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**From:** Pittman, Susan DDS Raleigh <[Susan.Pittman@ssa.gov](mailto:Susan.Pittman@ssa.gov)>

**Sent:** Monday, April 3, 2023 1:17 PM

**To:** Russell, Jacqueline DDS Raleigh <[Jacqueline.Russell@ssa.gov](mailto:Jacqueline.Russell@ssa.gov)>; Kramer, David A. DDS Raleigh <[David.A.Kramer@ssa.gov](mailto:David.A.Kramer@ssa.gov)>; Chavez, Greg DDS Raleigh <[Greg.Chavez@ssa.gov](mailto:Greg.Chavez@ssa.gov)>

**Subject:** RE: Congratulations!! North Carolina DDS \$2,500 Retention Bonus Payment Initiative Approval

Jacki,

Please see responses below and attached. This is not all needed details, but a big start.

First, I pulled a BO-149 report and filtered for all filled MEDICAID positions. I identified 56 positions. Those 56 position are in the attached report. Next, I calculated \$2500 plus fringes for each position to reach a total \$ need of \$185,010.

Then, I identified the classifications that DHHS identified as receiving a retention bonus. There are 47 positions at a total of \$155,276.25. Of that, ½ or \$77,638.12 would be funded from the Medicaid grant and the same amount would be funded by transfer receipts/appropriations.

There are 9 Medicaid positions not in a classification designated for a retention bonus. The total need for those positions is \$29,733.75. Of that, ½ or \$14,866.87 would be funded from the Medicaid grant and the same amount would be funded by transfer receipts/appropriations.

In total, there is a need of \$92,505 of transfer receipts/appropriations from DHB for the Medicaid positions. I still need to see how much we have generated or saved from the delayed effective date of the salary adjustments. I will also do the same calculation for the cost-allocated federal positions.

Thank you.

**Susan W. Pittman**  
Budget and Planning Manager  
Disability Determination Services  
[NC Department of Health and Human Services](#)

Office: 919-814-2361  
Mobile: 919-675-8065  
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**From:** Russell, Jacqueline DDS Raleigh <[Jacqueline.Russell@ssa.gov](mailto:Jacqueline.Russell@ssa.gov)>

**Sent:** Thursday, March 30, 2023 2:00 PM

**To:** Pittman, Susan DDS Raleigh <[Susan.Pittman@ssa.gov](mailto:Susan.Pittman@ssa.gov)>; Kramer, David A. DDS Raleigh <[David.A.Kramer@ssa.gov](mailto:David.A.Kramer@ssa.gov)>; Chavez, Greg DDS Raleigh <[Greg.Chavez@ssa.gov](mailto:Greg.Chavez@ssa.gov)>

**Subject:** Fwd: Congratulations!! North Carolina DDS \$2,500 Retention Bonus Payment Initiative Approval

One part of the plan is in place!

Susan-a few questions:

1. what is the number of staff outside of the federal funded count we have? **We have 56 Medicaid staff.**
2. Can you please provide that count w name and position so I can see who automatically falls

into the retention bonus from DHHS and who doesn't? [See Attached.](#)

3. What is the total amount we would need in our state budget to make that happen? [We need a total of \\$92,505 in Medicaid grant receipts and \\$92,505 in transfer receipts/appropriations from DHB for all 56 Medicaid positions. Similar calculations will be run on the cost allocated federal positions to determine need for those positions.](#)
4. Do we currently have that funding in our state budget? [Potentially. Will work to identify savings from delayed and staggered implementation of salary adjustments.](#)
5. What documentation supports that we have that in our budget? [Hope to support with a BD-701.](#)

Thank you,

*Jacki*

**Jacqueline Russell**

she/her/hers [why this is important](#)

**Division Director, Disability Determination Services**

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**From:** Wynn, Demica L. <[Demica.L.Wynn@ssa.gov](mailto:Demica.L.Wynn@ssa.gov)>

**Sent:** Thursday, March 30, 2023 11:11:53 AM

**To:** Russell, Jacqueline DDS Raleigh <[Jacqueline.Russell@ssa.gov](mailto:Jacqueline.Russell@ssa.gov)>

**Cc:** Wynn, Demica L. <[Demica.L.Wynn@ssa.gov](mailto:Demica.L.Wynn@ssa.gov)>; Sanders, Stephanie V. DDS Raleigh <[Stephanie.V.Sanders@ssa.gov](mailto:Stephanie.V.Sanders@ssa.gov)>

**Subject:** Congratulations!! North Carolina DDS \$2,500 Retention Bonus Payment Initiative Approval

Jacki,

**Great news!!!!**

The Office of General Council (OGC) and the Office of Disability Determinations (ODD) has approved the **\$2,500** retention bonus payment request for the designated 503 North Carolina DDS employees that Mr. Kody Kinsley, NC DDS Parent Agency Head, has approved. The language supporting the approval is cited below:

*SSA regulations provide that SSA will reimburse states for their necessary costs in performing disability determinations. 20 C.F.R. § 404.1626. In determining whether a cost is “necessary”, SSA looks to OMB guidance codified in 2 C.F.R. Part 200. That guidance requires that for employee compensation in particular, the compensation must be reasonable for the services rendered and conform to the established written policy of the state, consistently applied to both federal and non-federal activities. 2 C.F.R. § 200.430(a)(1). Such compensation will be considered reasonable to the extent it is consistent with that paid for similar work in other activities of the state. 2 C.F.R. § 200.430(b).*

*To the extent that this compensation represents “incentive pay”, the OMB guidance states that such compensation “is allowable to the extent that the overall compensation is determined to be reasonable and such costs are paid or accrued pursuant to an agreement entered into in good faith between the non-Federal entity and the employees before the services were rendered, or pursuant to an established plan followed by the non-Federal entity so consistently as to imply, in effect, an agreement to make such payment.” 2 C.F.R. § 200.430(f).*

*State law provides that state agencies may develop programs to provide bonuses to recruit or retain employees. See generally N.C.G.S. § 126-4(2), (4), (5), and (10). Further, the State Human Resources Manual (attached) provides that the state “agencies may develop programs to provide bonuses to recruit or retain employees in hard-to-fill occupations.” P.1. The Office of State Human Resources has approved a retention bonus for positions in certain classifications that are experiencing significant difficulty with recruitment and retention to include, all positions within the Department of Health and Human Services’ (HHS) division of state operated healthcare facilities, and all other positions in the state HHS’ classifications that have a vacancy rate of at least 20%. (Email from Kody Kinsley dated Feb. 2, 2023.)*

*Based on the information provided, the requested retention bonus (\$2,500.00) seems to meet the aforementioned state policy. Moreover, the NC DDS represented that the state has implemented similar bonus programs for non-federally funded positions, to include over 300 other position classifications.*

*Therefore, based on the information provided, we agree that under SSA’s regulations and OMB’s guidance, SSA could find the proposed \$2,500 retention bonus reasonable and could justify reimbursing the state for these costs for performing disability determinations.*

**If any of the below information about this \$2,500 bonus payment initiative is**



**different or changes, please let me know.**

- **Effective date: 4/2023**
- **Total dollar impact in FY 2023 from this bonus payment: \$ 1,257,500**

Please be sure to reflect these payments in your MOR/Spending Plan exercises as applicable.

Thanks for all you do and please let me know if you have questions.

Demica L. Wynn  
Disability Program Administrator  
Atlanta Region~ Center for Disability and Program Support  
404-562-2093

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---

**From:** Russell, Jacqueline DDS Raleigh <[Jacqueline.Russell@ssa.gov](mailto:Jacqueline.Russell@ssa.gov)>  
**Sent:** Wednesday, March 15, 2023 9:50 AM  
**To:** Wynn, Demica L. <[Demica.L.Wynn@ssa.gov](mailto:Demica.L.Wynn@ssa.gov)>  
**Subject:** RE: REVISED: Will You Check Behind My Math Please: ACTION NEEDED 3/14 by 5 pm FW: Assistance Request ~ NC \$2,500 Retention Bonus Initiative

Yes we are on the same page we have 503 targeted for incentive bonus.

The attached policy identifies the authority of agencies to provide bonuses.

Sincerely,

*Jacki*

**Jacqueline Russell**  
*she/her/hers* [why this is important](#)  
Division Director, Disability Determination Services  
[NC Department of Health and Human Services](#)

**President, [National Council of Disability Determination Directors](#)**

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**From:** Wynn, Demica L. <[Demica.L.Wynn@ssa.gov](mailto:Demica.L.Wynn@ssa.gov)>

**Sent:** Tuesday, March 14, 2023 3:33 PM

**To:** Russell, Jacqueline DDS Raleigh <[Jacqueline.Russell@ssa.gov](mailto:Jacqueline.Russell@ssa.gov)>

**Cc:** Wynn, Demica L. <[Demica.L.Wynn@ssa.gov](mailto:Demica.L.Wynn@ssa.gov)>

**Subject:** REVISED: Will You Check Behind My Math Please: ACTION NEEDED 3/14 by 5 pm FW: Assistance Request ~ NC \$2,500 Retention Bonus Initiative

My apologies Jacki,

I added in the 58 NC DDS staff members who process Medicaid cases when now that I have read again, Medicaid will be directly billed for the bonuses for the 58 NC DDS staff members who process Medicaid claims. As such, I have made revisions for your review:

[~Revised~](#)

My count is now **503** NC DDS staff are eligible for the bonus. I backed out the four (4) part time contractual staff who are *not* eligible as identified. I also backed out the 58 staff members who process Medicaid claims. Medicaid will incur the charges for the 58 NC DDS staff members through direct billing.

501- Full Time Employees (including the 43 Medical Consultants)+  
2 – Part-time staff members who are state employees +  
**Total – 503 NC DDS staff eligible for incentive bonus**  
**Total Cost Impact – \$1,257,500 (503 x \$2,500)**

Please let me know if what I have above accurate. I want to make sure we have all eligible, well deserved NC DDS staff covered in this.

Thank you,

Demica L. Wynn  
Disability Program Administrator  
Atlanta Region~ Center for Disability and Program Support  
404-562-2093

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---

**From:** Wynn, Demica L.  
**Sent:** Tuesday, March 14, 2023 2:51 PM  
**To:** Russell, Jacqueline DDS Raleigh <[Jacqueline.Russell@ssa.gov](mailto:Jacqueline.Russell@ssa.gov)>  
**Cc:** Wynn, Demica L. <[Demica.L.Wynn@ssa.gov](mailto:Demica.L.Wynn@ssa.gov)>  
**Subject:** Will You Check Behind My Math Please: ACTION NEEDED 3/14 by 5 pm FW: Assistance Request ~ NC \$2,500 Retention Bonus Initiative

Thank Jacki for your prompt reply.

Last one (I think). Now my count is **561** NC DDS staff are eligible for the bonus. I backed out the four (4) part time contractual staff who are *not* eligible as identified. The 561 figure includes 58 staff members who process Medicaid claims. Medicaid will incur the charges for the 58 NC DDS staff members.

501- Full Time Employees (including the 43 Medical Consultants)+  
2 – Part-time staff members who are state employees +  
58 – Staff Members who process Medicaid cases =  
**Total – 561 NC DDS staff eligible for incentive bonus**

Please let me know if what I have above accurate? I want to make sure we have all eligible, well deserved NC DDS staff covered in this.

Thank you,

Demica L. Wynn  
Disability Program Administrator  
Atlanta Region~ Center for Disability and Program Support  
404-562-2093

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**From:** Russell, Jacqueline DDS Raleigh <[Jacqueline.Russell@ssa.gov](mailto:Jacqueline.Russell@ssa.gov)>  
**Sent:** Tuesday, March 14, 2023 2:12 PM  
**To:** Wynn, Demica L. <[Demica.L.Wynn@ssa.gov](mailto:Demica.L.Wynn@ssa.gov)>  
**Subject:** FW: ACTION NEEDED 3/14 by 5 pm FW: Assistance Request ~ NC \$2,500 Retention Bonus Initiative

Hi! Responses in green below ;0)

Sincerely,

*Jacki*

**Jacqueline Russell**  
*she/her/hers* [why this is important](#)  
Division Director, Disability Determination Services

[NC Department of Health and Human Services](#)

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**From:** Wynn, Demica L. <[Demica.L.Wynn@ssa.gov](mailto:Demica.L.Wynn@ssa.gov)>

**Sent:** Tuesday, March 14, 2023 11:50 AM

**To:** Russell, Jacqueline DDS Raleigh <[Jacqueline.Russell@ssa.gov](mailto:Jacqueline.Russell@ssa.gov)>

**Cc:** Wynn, Demica L. <[Demica.L.Wynn@ssa.gov](mailto:Demica.L.Wynn@ssa.gov)>

**Subject:** Assistance Request ~ NC \$2,500 Retention Bonus Initiative

Good Morning Jacki,

Thank you for your assistance with the \$2,500 Retention Bonus Payment Initiative. The North Carolina request was sent to ODD for their concurrence and ODD has asked a few clarifying questions that I need your help with please.

We requested retention bonuses for 565 NC DDS staff (440+125). After reviewing the DIODS staffing report as of week ending 3/10/23 which shows **6 PT staff** and **501 FT staff** for a total of **507**, we are seeking assistance with the questions below:

- **What category of employees are the other 58 staff members (565 requested - 507 from DIODS staffing)? We should be able to explain how we derived at 565 staff eligible.**
  - **The difference of 58 staff members are staff that process the Medicaid cases who are not included in the FTE count in DIODS. Our DDS staff who process non-SSA work would have charges go to Medicaid and not SSA.**
- **From the listing of classifications provided, can you identify the eligible classifications that apply to the DDS?**
  - **Administrative Associate II**
  - **Administrative Specialist**

- Administrative Supervisor
- Applications Systems Analyst I
- Business Services Coordinator II
- Disability Determination Specialist I
- Disability Determination Specialist II
- Disability Medical Consultant
- Hearings Officer II
- Human Services Division Director I
- Operations Analyst
- Psychologist Senior
- Are the 6 PT and 43 FT Medical Consultants reflected in the DIODS staffing counts state employees or contractual?
  - All of the FT and 2 of the PT are state employees and eligible for the bonus. The other 4 PT are contractual and not eligible for the bonus.
  - If contractual, are they eligible for the \$2,500 bonus?
    - Contractual staff are not eligible for the \$2,500 bonus.
- Are the DDS staff who process non-SSA work, Medicaid, also receiving the bonus? If yes, those amounts need to be charged to Medicaid and not SSA.
  - Certainly, our DDS staff who process non-SSA work would have charges go to Medicaid and not SSA.

Thank you and please let me know if you have questions. We can also discuss during our chat time tomorrow morning.

Demica L. Wynn  
 Disability Program Administrator  
 Atlanta Region~ Center for Disability and Program Support  
 404-562-2093

**MOS Mission:** To provide *effective* support, *forward* vision, and *strategic* leadership to deliver world class mission support.

---

**From:** Wynn, Demica L. <[Demica.L.Wynn@ssa.gov](mailto:Demica.L.Wynn@ssa.gov)>  
**Sent:** Thursday, February 23, 2023 12:44 PM  
**To:** Russell, Jacqueline DDS Raleigh <[Jacqueline.Russell@ssa.gov](mailto:Jacqueline.Russell@ssa.gov)>  
**Cc:** Wynn, Demica L. <[Demica.L.Wynn@ssa.gov](mailto:Demica.L.Wynn@ssa.gov)>  
**Subject:** RE: Question: Retention Bonus

Thank you for the additional information so swiftly. I am including in my note to ODD that the payments are expected to be received in April 2023 for approximately 565 NC DDS staff. If the April 2023 date holds true, we can adjust the MOR later accordingly to change from being projected to be paid out in March 2023 as its listed now, to April 2023.

Thank you,

Demica L. Wynn

Disability Program Administrator

Atlanta Region~ Center for Disability and Program Support

404-562-2093

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---

**From:** Russell, Jacqueline DDS Raleigh <[Jacqueline.Russell@ssa.gov](mailto:Jacqueline.Russell@ssa.gov)>

**Sent:** Thursday, February 23, 2023 12:31 PM

**To:** Wynn, Demica L. <[Demica.L.Wynn@ssa.gov](mailto:Demica.L.Wynn@ssa.gov)>

**Subject:** RE: Question: Retention Bonus

Hi, I calculated this last night and it's about 440 people for this criteria. We have many staff feeling very disenfranchised at not receiving the retention bonus, and I'm glad I submitted in my MOR that we are requesting this for all staff, so that would be a remaining estimate of 125 staff. We anticipate it to be in April. Our parent agency supports retention bonuses for the DDS staff as they recognize that while not every position has a 20% vacancy rate, we do have an overall 30% attrition that we have been combatting and our work is uniquely complex.

I do believe we have this in our funding at this time. I say that because we submitted a plan for salary adjustments with an effective date of 8/1/22 and many of those effective dates had to be adjusted to 10/2022 and later. This funding plan was approved so SSA is aware and supported our funding for those salary adjustments, in which we now anticipate to use part of the approved funding for retention bonuses.

Please let me know of any questions.

Sincerely,

*Jacki*

**Jacqueline Russell**

*she/her/hers* [why this is important](#)

Division Director, Disability Determination Services

[NC Department of Health and Human Services](#)

**President, [National Council of Disability Determination Directors](#)**

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---

**From:** Wynn, Demica L. <[Demica.L.Wynn@ssa.gov](mailto:Demica.L.Wynn@ssa.gov)>  
**Sent:** Thursday, February 23, 2023 12:22 PM  
**To:** Russell, Jacqueline DDS Raleigh <[Jacqueline.Russell@ssa.gov](mailto:Jacqueline.Russell@ssa.gov)>  
**Cc:** Wynn, Demica L. <[Demica.L.Wynn@ssa.gov](mailto:Demica.L.Wynn@ssa.gov)>  
**Subject:** Question: Retention Bonus  
**Importance:** High

Hi Jacki,

Thank you for the heads-up and including the pertinent information in the MOR.

I am sending this to ODD now for their awareness and final blessing. In my note to ODD, I am tasked with including the information requested below:

*Would you be able to tell me approximately how many NC DDS employees you think are eligible for the retention bonus based on the eligibility criteria shared by Mr. Kinsley? Also, are we thinking the staff will receive the payments on March 31, 2023 or sometime in April 2023?*

To qualify, the employee:

- Must be a probationary, permanent or time limited employee.
- Must work at least 20 hours per week.
- Must not have received a sign on or retention bonus in the last 24 months.
- Must not have any active disciplinary actions.
- Must have an overall performance rating of at least "Meets Expectations".

**Projected Total Dollar Impact (including fringe) = \$ 1,705,396**  
**Projected Implementation Date: Will it be in March or April 2023?**  
**(XXX eligible NC DDS Employees)**

Thanks and let me know when you can.

Demica L. Wynn  
Disability Program Administrator  
Atlanta Region~ Center for Disability and Program Support

404-562-2093

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---

**From:** Russell, Jacqueline DDS Raleigh <[Jacqueline.Russell@ssa.gov](mailto:Jacqueline.Russell@ssa.gov)>

**Sent:** Wednesday, February 22, 2023 10:47 PM

**To:** Wynn, Demica L. <[Demica.L.Wynn@ssa.gov](mailto:Demica.L.Wynn@ssa.gov)>

**Subject:** FW: [EXTERNAL] Retention Bonus

Hi! I wanted to surface for you that we included in our recent MOR our work to pursue retention bonuses for staff. You'll see in the email below that our parent agency has identified the appropriateness to move forward retention bonuses. They will be \$2,500 per person. The person will need to commit to stay for a year and if not will have to pay back the bonus.

When we have more information I will share it with you. I wanted to be proactive with this update.

Sincerely,

*Jacki*

**Jacqueline Russell**

she/her/hers [why this is important](#)

Division Director, Disability Determination Services

[NC Department of Health and Human Services](#)

**President, [National Council of Disability Determination Directors](#)**

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---

**From:** Secretary Kinsley <[Secretary@dhhs.nc.gov](mailto:Secretary@dhhs.nc.gov)>

**Sent:** Wednesday, February 22, 2023 2:55 PM

**Subject:** [EXTERNAL] Retention Bonus

---



Team,

Last fall, I made a promise to you: That our entire leadership team would work tirelessly for the funding and flexibility needed to support you. I know how important your work is to the people of North Carolina, and I see every day how our 26% vacancy rate impacts our ability to get the work done.

We've made some progress. In September, all employees whose salary was below the new minimum salary for their job classification was **brought up to the minimum**. We've continued to **go on the record** about how critical your work is and how much we need investment in you. See articles [here](#), [here](#), and [here](#).

Now, I'm excited to share that after months of hard work, the Office of State Human Resources has approved a **retention bonus** for positions in certain classifications that are experiencing significant difficulty with recruitment and retention.

Those positions are:

- All positions within the division of state operated healthcare facilities.
- All other positions in classifications that have a vacancy rate of at least 20%

A list of the 325 position classifications that qualify is attached. This represents just under 10,000 employees across the department that are eligible to receive a flat-amount retention bonus.

To qualify, the employee:

- Must be a probationary, permanent or time limited employee.
- Must work at least 20 hours per week.
- Must not have received a sign on or retention bonus in the last 24 months.
- Must not have any active disciplinary actions.
- Must have an overall performance rating of at least "Meets Expectations".

**The Office of State Human Resources approved these payments to be distributed in two phases. If you are eligible for a retention bonus, you will get a separate email that outlines the bonus you are eligible to receive, when you will receive it, and instructions for additional actions to take. Division of State Operated Healthcare Facilities staff will receive this outreach first, and eligible employees in other divisions will receive emails in April.**

**Our work does not end here.** I remain steadfast to fight for further investments in YOU, our talented, committed, and often over-stretched and under-resourced teams. I will continue to do all that I can to support more competitive compensation across NCDHHS with the limited resources we have today, while continuing to partner with the General Assembly to get more resources going forward.

Thank you for all that you have done and continue to do to improve the health, safety, and well-being for all North Carolinians.

Kody H. Kinsley  
(he / him)  
Secretary  
North Carolina Department of Health and Human Services

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**From:** [Russell, Jacqueline DDS Raleigh](#)  
**To:** [Greg Chavez](#); [Chavez, Gregory L](#); [Longmire, Kala DDS Raleigh](#)  
**Subject:** RE: DDS Job Vacancy DDS Budget Manager  
**Date:** Monday, April 3, 2023 5:18:43 PM

---

Hi! Thank you so much for your work on this. I appreciate your getting it reallocated and posted last week.

Can you also please push this to Linked In so it shows up there in addition to the ncjobs.gov website? I'm hoping to get at least 5-8 candidates screened in for consideration. If you have other thoughts on how to promote it let me know. I appreciate the help!

Sincerely,

*Jacki*

**Jacqueline Russell**  
*she/her/hers* [why this is important](#)  
Division Director, Disability Determination Services  
[NC Department of Health and Human Services](#)

**President, [National Council of Disability Determination Directors](#)**

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---

**From:** Chavez, Greg DDS Raleigh <Greg.Chavez@ssa.gov>  
**Sent:** Thursday, March 30, 2023 6:06 PM  
**To:** #AT NC S36 All <AT.NC.S36.All@ssa.gov>  
**Subject:** DDS Job Vacancy DDS Budget Manager

Good afternoon,

We are currently recruiting for the Business Manager I (DDS Budget Manager)

position. [DDS Budget Manager | Job Details tab | Career Pages \(governmentjobs.com\)](#)

DHHS requires a complete descriptive work history with all employment experience detailed to be considered for employment.

- To receive credit for all of your work history and credentials, you must list the information on your application form.
- **Qualified applicants must document on the application that they possess all of the knowledge, skills and abilities listed in the posting.**
- Please be sure to identify how your information relates to the minimum education and experience requirements.

Remember to submit applications online by 5:00 pm on **04/06/2023**.

Please refer to the NC OSHR website to apply on-line.

**Greg Chavez**

Interim Assistant Human Resources Director for Divisions  
DDS HR Manager

[Division of Human Resources](#), Division of Disability Determination Services (DDS)  
[NC Department of Health and Human Services](#)

Office: 919-814-3173

Cell: 919-675-5418

Fax: 919.212.3143

[Greg.Chavez@ssa.gov](mailto:Greg.Chavez@ssa.gov)

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**From:** [Chavez, Greg DDS Raleigh](#)  
**To:** [Russell, Jacqueline DDS Raleigh](#); [Sanders, Stephanie V. DDS Raleigh](#)  
**Subject:** RE: DRAFT Monday Mindset - October 9, 2023 (includes update on DDS Retention Bonuses for Special Initiatives)  
**Attachments:** [image001.png](#)

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Just a couple of items for consideration.

The HR position is an HR Tech III.

Regarding the sentence below—I do not want to give the appearance that we are trying to give everyone a retention bonus. I do not think that was the intent of the retention bonuses per OSHR.

**Please know we will continue to work on different approaches, including options for considering retention bonuses for those who have not received a retention bonus.**

I would reword—Please know we will continue to work to provide retention bonuses as necessary to carry out mission-critical services and initiatives. (that is straight from the policy so it may be a bit dry if you want to pretty it up).

Let me know if you have any additional questions .

Thanks,

Greg

**Greg Chavez**

DDS HR Manager

[Division of Human Resources](#), Division of Disability Determination Services (DDS)  
[NC Department of Health and Human Services](#)

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Cell: 919-675-5418  
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**From:** Russell, Jacqueline DDS Raleigh <[Jacqueline.Russell@ssa.gov](mailto:Jacqueline.Russell@ssa.gov)>

**Sent:** Monday, October 9, 2023 1:25 PM

**To:** Sanders, Stephanie V. DDS Raleigh <[Stephanie.V.Sanders@ssa.gov](mailto:Stephanie.V.Sanders@ssa.gov)>; Chavez, Greg DDS Raleigh <[Greg.Chavez@ssa.gov](mailto:Greg.Chavez@ssa.gov)>

**Subject:** DRAFT Monday Mindset - October 9, 2023 (includes update on DDS Retention Bonuses for Special Initiatives)

Stephanie and Greg – please review and provide feedback today. Stephanie, please help me with the wording in the lessons learned in the OQR returns...

What a beautiful day we have today, I hope you step outside to let the sun shine on you a bit. For all you sweater weather people, I know you are loving this day! Quick reminder, the [state fair](#) kicks off October 12<sup>th</sup> and runs through October 22<sup>nd</sup>! I hope to get out there this year and ride the ferris wheel and see the competitions for baking, sewing and such.

### **People First:**

- The Office of the Secretary is hosting a **State Employees Combined Campaign (SECC) Kickoff and Fall Employee Appreciation Event on Tuesday, October 17 from 11:00am – 1:00pm on the front lawn of the Adams building, the flyer is below**. We will have lunch, music, and lawn games for all to enjoy! We encourage you to join us and learn about charities supported by the SECC, win some prizes, and enjoy time with your colleagues and members of our leadership team. Secretary Kinsley will be offering some remarks at 11:30am.
- Today is the first day of insurance Open Enrollment for the 2024 year. Everyone is automatically enrolled in the 70/30 plan, however you can change that if you go into the system to enroll and make selections specific to you and your wants/needs. To make changes you must go in during the enrollment time period of October 9 – 27, 2023. Susan Boykins is doing a great job of sharing information and timelines for this very important step you must take, search for emails from Susan Boykins for more information/direction.
- Transparency and Proactive Communication are two of our DHHS values, so I want to share an update on the DDS Special Initiative Retention Bonus requests. I am thankful 75% of our staff were able to receive a retention bonus this past summer. I had messaged to all staff at that time that DDS Senior Leadership submitted a request for consideration for Retention Bonuses for two specific Special Initiatives, “All Hands on Deck” and “Let’s Talk”. We do not have approval for all remaining DDS employees to receive a retention bonus, **we do have approval for some additional classifications to receive a retention bonus**.
  - The **All Hands On Deck** special initiative focuses on decreasing the backlog, onboarding and retention practices/processes, and strengthening our customer service. Every DDS staff member is contributing in one way or another toward this special initiative and I, along with thousands of people applying for disability benefits, we are grateful to everyone for their work on this. Not all classifications at the DDS are approved for the retention bonuses however, we are glad we have approval for these position classifications to receive a retention bonus for their focus on this work: Administrative Specialist II, **HR Technician III,I**, Executive Assistant I, and Disability Determination Manager I.
    - If you are in one of these classifications mentioned above, please watch your email this week very carefully for emails about the retention bonus and documents you must sign if you choose to accept the retention bonus.
  - The **Let’s Talk** special initiative focuses on our communications and the deployment plan for these which includes our transition to WebEx, a new phone system for the Disability Call Center, and more. We anticipate approval from Central HR for these position classifications to receive a retention bonus for their focus on this work: IT Director I, Procurement Specialist II, Program Coordinator II, and Systems Administrator II.

Retention Bonuses are one additional step we are taking to demonstrate the value and appreciation for your work for North Carolinians. I wish we were able to approve retention bonuses for all positions/classifications, however, that is not how the process works. Please know we will continue to work on different approaches, including options for considering retention bonuses for those who have not received a retention bonus. I am glad that the vast majority of staff have/will have received a retention bonus. We have demonstrated value in other ways too: hybrid teleworking, unique approach to how we count a day at the DDS building (6 hours at DDS, 2 hours telework if you choose), building improvements, and equity/salary adjustments to name a few projects/work from DDS Senior Leadership. As you know, every project takes time, longer than we every think it will take. These requests take a lot of work, energy, thinking, and follow up and I appreciate the work of the DDS Senior Leadership, DDS Human Resources, DHHS Human Resources and DDS Budget and Planning team for these projects. We will keep working on additional approaches for the DHHS and DDS priority of a Strong Workforce.

### **Production Matters:**

- We had strong production last week, especially for not having overtime! We had 2,241 total closures and 1,368 were initial cases. Way to go DDS!

- We had two OQR returns last week we can learn from:
  - QA-Initial in which the NCDDS allowed the claim based on an RFC with 20/10, 4 hours stand/walk and manipulative limitations that precluded S PRW at step 5 and at step 5 the claimants PRW skills were determined to be non-transferable to other work. We received this back as OQR stated there is insufficient evidence to support the proposed RFC limitations prior to the DLI 3/19. OQR stated there is no objective physical exam records prior to DLI related to the claimants allegations. Lesson learned: Confirm records are in evidence prior to the DLI.
  - QA-Initial in which the NCDDS submitted the claim however there are inconsistencies in the work reported. One example of this inconsistency is on the 3369 the claimant reported working from 5/94 to 9/23. On another 3369 the claimant reports working as a machine operator from 5/94 to 5/22. Lesson learned: In reviewing documents, check for consistency in the work time periods.

Timeline? ? Description automatically generated



Sincerely,

*Jacki*

**Jacqueline Russell**

she/her/hers [why this is important](#)

Division Director, Disability Determination Services

[NC Department of Health and Human Services](#)

**President, [National Council of Disability Determination Directors](#)**

Office: 919-814-2980

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**From:** [Russell, Jacqueline DDS Raleigh](#)  
**To:** [#AT NC S36 Sup](#)  
**Cc:** [#AT NC S36 EMT](#)  
**Subject:** Update on Retention Bonuses for Special Initiatives  
**Date:** Monday, October 9, 2023 4:49:10 PM

---

Supervisors, I wanted to share messaging ahead of notifying all staff re specific classifications that we anticipate approval for a retention bonus to come in this week.

We were not able to obtain blanket approval for all remaining position classifications who have not yet received a retention bonus, to receive a retention bonus. We are glad we were able to move forward and receive approval for equity/salary adjustments for supervisors and other position classifications.

In the final review of the special initiative request to HR, we were able to receive approval for these classifications to receive a retention bonus:

- The **All Hands On Deck** special initiative focuses on decreasing the backlog, onboarding and retention practices/processes, and strengthening our customer service. We anticipate approval for the classification from Central HR for these position classifications to receive a retention bonus for their focus on this work: Administrative Specialist II, HR Technician III, Executive Assistant I, and Disability Determination Manager I.
- The **Let's Talk** special initiative focuses on our communications and the deployment plan for these which includes our transition to WebEx, a new phone system for the Disability Call Center, and more. We anticipate approval from Central HR for these position classifications to receive a retention bonus for their focus on this work: IT Director I, Procurement Specialist II, Program Coordinator II, and Systems Administrator II.

I will include a message to all staff in the Monday Mindset and message directly with positions approved for a bonus. Again, wanted to give you a heads up. I also wanted to share that although we have not received approval for your

position classification to receive a retention bonus, we are continuing to work on additional approaches to demonstrate our value of you and your work at the DDS.

Sincerely,

*Jacki*

**Jacqueline Russell**

she/her/hers [why this is important](#)

Division Director, Disability Determination Services

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**From:** [Russell, Jacqueline DDS Raleigh](#)  
**To:** [Firlet, Cassandra](#)  
**Cc:** [Greg Chavez](#); [Chavez, Gregory L](#)  
**Subject:** Updated Group 3 Manager I tab and Parameters  
**Date:** Saturday, February 18, 2023 7:51:06 AM  
**Attachments:** [Group 3 Dis Spec II Mgr I Mgr II 2 17 23.xlsx](#)  
[Group 3 DDS Parameters for OSHR Salary Revisions Dis Spec II Mgr I and Mgr II 2 17 23.docx](#)

---

Good morning! I wanted to provide a slight update to the spreadsheet and parameters. In reviewing I have decided to slightly adjust and add the item in blue. For the Support Components it is appropriate to differentiate between the ascending E&E so I included the 3% escalator consistent with all other categories/spreadsheets.

- **Disability Determination Manager I (NC17)**
  - **Support Components: (Training, Disability Contact Center, Quality Assurance, CDI, TSA)**
    - Total E&E 200-299: \$70,000
    - **Total E&E 300-399: \$72,100**
  - **Working Title: Disability Case Consultant Level 3.0**
  - Total E&E 100-199: \$70,000
  - Total E&E 200-299: \$72,100
  - Total E&E 300-399: \$74,263

Thank you so very much for your time and energy on this!

Sincerely,

*Jacki*

**Jacqueline Russell**

she/her/hers [why this is important](#)

Division Director, Disability Determination Services

[NC Department of Health and Human Services](#)

**President, [National Council of Disability Determination Directors](#)**

Office: 919-814-2980

Fax: 919-212-3248

[Jacqueline.Russell@ssa.gov](mailto:Jacqueline.Russell@ssa.gov)

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**From:** [Russell, Jacqueline DDS Raleigh](#)  
**To:** [Greg Chavez](#); [Chavez, Gregory L](#); [Longmire, Kala DDS Raleigh](#)  
**Subject:** Business Manager I Posting  
**Attachments:** [Business Manager I Posting.docx](#)  
[Business Manager I Position Description 3 24 23.docx](#)

---

Hi! Will you please post this Monday for me? I would like to post it for 5 days and if there are 5 or less candidates, please extend by another 3 days and we can discuss when I am back from leave on 4/3/23.

I really appreciate your help.

Greg – will you please shoot me a text when it is posted?

Sincerely,

*Jacki*

**Jacqueline Russell**

she/her/hers [why this is important](#)

Division Director, Disability Determination Services

[NC Department of Health and Human Services](#)

**President, [National Council of Disability Determination Directors](#)**

Office: 919-814-2980

Fax: 919-212-3248

[Jacqueline.Russell@ssa.gov](mailto:Jacqueline.Russell@ssa.gov)

PO Box 243

2802 Mail Service Center

Raleigh, NC 27602-0243

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**From:** [Chavez, Greg DDS Raleigh](#)  
**To:** [Frost, Denise DDS Raleigh](#); [Jacqueline.russell](#)  
**Cc:** [Liz Wortham](#)  
**Subject:** Corrected HRAF  
**Date:** Tuesday, February 28, 2023 9:01:50 AM  
**Attachments:** [Disability Determination Specialist II.xlsx](#)  
[Disability Determination Manager II.xlsx](#)  
[Disability Determination Manager I.xlsx](#)

---

HRAF with corrected effective date.

Greg

**Greg Chavez**

Interim Assistant Human Resources Director for Divisions

DDS HR Manager

[Division of Human Resources](#), Division of Disability Determination Services (DDS)

[NC Department of Health and Human Services](#)

Office: 919-814-3173

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**From:** [Russell, Jacqueline DDS Raleigh](#)  
**To:** [Firlet, Cassandra](#); [DiMartino, Mona M](#); [Greg Chavez](#)  
**Subject:** DDS Connect re InRange Equity/Labor Market SalAdj

---

1/3/23 Adjusting for the holiday on 1/16/23. JNR

Hi! I am proposing this time for us to connect re DDS salary adjustments submitted for Disability Specialist I and Administrative Specialist I.

I appreciate your guidance and work on this project! We can always cancel a meeting if we have no need to connect.

With gratitude,

Jacki

---

Microsoft Teams meeting

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Click here to join the meeting <[https://teams.microsoft.com/l/meetup-join/19%3ameeting\\_YTMzY2VmZWYtNDAwNC00YzI0LWJlOTAtYjJmMjhiZGYyYzJl%40thread.v2/0?context=%7b%22Tid%22%3a%229ed61bc-45d1-4a5b-946a-54bd05626381%22%2c%22Oid%22%3a%227e71019a-a84e-4e94-bece-6fa4aa446b24%22%7d](https://teams.microsoft.com/l/meetup-join/19%3ameeting_YTMzY2VmZWYtNDAwNC00YzI0LWJlOTAtYjJmMjhiZGYyYzJl%40thread.v2/0?context=%7b%22Tid%22%3a%229ed61bc-45d1-4a5b-946a-54bd05626381%22%2c%22Oid%22%3a%227e71019a-a84e-4e94-bece-6fa4aa446b24%22%7d)>

Meeting ID: 214 191 830 495  
Passcode: gpqkBT

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---

**From:** [Russell, Jacqueline DDS Raleigh](#)  
**To:** [Firlet, Cassandra](#); [DiMartino, Mona M](#); [Greg Chavez](#); [Melvin, Crystal](#); [Russell, Jacqueline](#); [Sanders, Stephanie V. DDS Raleigh](#)  
**Subject:** DDS Connect re SpInitiative Retention Bonus/Labor Market SalAdj

---

Hi! I am proposing this time for us to connect re DDS salary adjustments submitted for Disability Specialist I and Administrative Specialist I.

I appreciate your guidance and work on this project! We can always cancel a meeting if we have no need to connect.

With gratitude,

Jacki

---

Microsoft Teams meeting

Join on your computer, mobile app or room device

Click here to join the meeting <[https://teams.microsoft.com/l/meetup-join/19%3ameeting\\_YTMzY2VmZWYtNDAwNC00YzI0LWJlOTAtYjJmJmhiZGYyYzJl%40thread.v2/0?context=%7b%22Tid%22%3a%229ed61bc-45d1-4a5b-946a-54bd05626381%22%2c%22Oid%22%3a%227e71019a-a84e-4e94-bece-6fa4aa446b24%22%7d](https://teams.microsoft.com/l/meetup-join/19%3ameeting_YTMzY2VmZWYtNDAwNC00YzI0LWJlOTAtYjJmJmhiZGYyYzJl%40thread.v2/0?context=%7b%22Tid%22%3a%229ed61bc-45d1-4a5b-946a-54bd05626381%22%2c%22Oid%22%3a%227e71019a-a84e-4e94-bece-6fa4aa446b24%22%7d)>

Meeting ID: 214 191 830 495  
Passcode: gpqkBT

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---



**From:** [Chavez, Greg DDS Raleigh](#)  
**To:** [#AT\\_NC\\_S36\\_All](#)  
**Subject:** DDS Job Vacancy DDS Budget Manager  
**Date:** Thursday, March 30, 2023 6:05:43 PM

---

Good afternoon,

We are currently recruiting for the Business Manager I (DDS Budget Manager) position. [DDS Budget Manager | Job Details tab | Career Pages \(governmentjobs.com\)](#)

DHHS requires a complete descriptive work history with all employment experience detailed to be considered for employment.

- To receive credit for all of your work history and credentials, you must list the information on your application form.
- **Qualified applicants must document on the application that they possess all of the knowledge, skills and abilities listed in the posting.**
- Please be sure to identify how your information relates to the minimum education and experience requirements.

Remember to submit applications online by 5:00 pm on **04/06/2023**.

Please refer to the NC OSHR website to apply on-line.

**Greg Chavez**

Interim Assistant Human Resources Director for Divisions  
DDS HR Manager

[Division of Human Resources](#), Division of Disability Determination Services (DDS)  
[NC Department of Health and Human Services](#)

Office: 919-814-3173

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**From:** [Russell, Jacqueline DDS Raleigh](#)  
**To:** [Charchar, John DDS Raleigh](#)  
**Cc:** [Greg Chavez](#); [Sanders, Stephanie V. DDS Raleigh](#); [Perryman, Victoria DDS Raleigh](#)  
**Subject:** Disability Specialist I Salary Adjustments  
**Attachments:** [image001.jpg](#)  
[image002.png](#)  
[DDS Parameters for OSHR Salary Revisions Dis Spec I 11 3 22.docx](#)

---

Hi! I wanted to alert you, we have good news in that we have received approval for about 60ish salary adjustments of the 200ish some we moved through...the remaining ones are waiting on Central HR or OSHR review.

Since I know we can't make 600 people happy, I anticipate some people may come to you to complain. I wanted to share the objective parameters we used for the salary adjustments. At this time it is confidential. Once we have all of them through OSHR we will share this with the division so we are transparent.

I am sure you've been reading the DDS Updates on Salary Adjustments which communicates consistently and transparently where we are at in the process. If people have a concern or complaint, I think those will be helpful.

I can tell you the average salary adjustment is about 11% and some people have more or less because there were a range of salaries depending on how long they have been here, etc.

Just trying to think of different people I should alert since I imagine complaints from people who don't get a salary increase (because they have had a higher salary than others with less E&E) or people in active discipline, DNM overall, etc.

We have messaged in our DDS Updates for people with discipline or DNM that they can request a reconsideration of salary when those are not longer in place.

Let me know what questions you have.

Thank you,

*Jacki*

**Jacqueline Russell**

*she/her/hers*

Division Director, Disability Determination Services

[NC Department of Health and Human Services](#)

Office: 919-814-2980

Fax: 919-212-3248

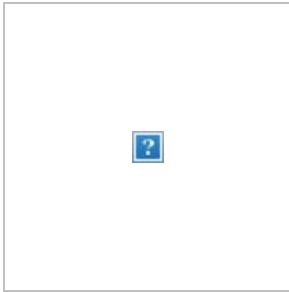
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**From:** [Russell, Jacqueline DDS Raleigh](#)  
**To:** [Greg Chavez](#); [Sanders, Stephanie V. DDS Raleigh](#); [Perryman, Victoria DDS Raleigh](#)  
**Subject:** DRAFT Messaging re DDS Salary Adjustment Plan 1 9 23  
**Attachments:** [image001.png](#)

---

**Hi! Here is a draft message for staff, what do you think?**

Monday Greetings! As promised last Monday, I am providing an update on the requested salary adjustments submitted to Central HR for consideration. We have a couple groupings at play and one on deck so I'm going to break it down with the status:

**Group 1: Disability Specialist I (Analyst in Training Groups, DA 1.0, DA 1.5, DA 2.0, DA 2.5)** this group includes 221 people with packets moved forward. I messaged on 11/29/22 that we were able to get all the salary actions in for the 60 people from this group approved by Central HR. I had shared that the remaining people (and their packets) were at OSHR or Central HR for review/consideration. The remaining packets had to go to Central HR Senior Leadership and OSHR for review and consideration. I am excited that Central HR shared they have returned all remaining packets (about 160) to us and the requested salary adjustments for this group are approved by Central HR and OSHR!

- We are going through the spreadsheets to verify as a second layer of confirmation there are all staff packets submitted are included in the approvals, the salary amount approved is what was requested and the date effective.
- Our DDS HR and DDS Budget teams both have many actions to take in the system in order for those to be in the paycheck. We are targeting these to be completed and included no later than the February paycheck.

The decisions for salary adjustment recommendations were made after conducting an Equity Study, Labor Market Research, review of your Position Classification, Disability Analyst level, and Position Duties/Responsibilities, along with your Total Education and Experience. This approach supports equity within the Position Classification. Here are some aspects to keep in mind:

- This approach provides equity to staff, for example, a Disability Analyst 1.5 with Total Education and Experience of 230 would not earn the same or as much as a Disability Analyst 2.0 with Total Education and Experience of 230. The Disability Analyst 2.0 has additional duties and responsibilities and therefore should earn more. Similarly, a DA 1.0 with 330 Total Education and Experience (E&E) would not earn as much as a DA 1.5 with 120 Total E&E. The DA 1.5 has additional duties and responsibilities and therefore should earn more. However, if you are a DA 1.0 with 104 E&E, you will not earn as much as a DA 1.0 with 403 E&E. The DA 1.0 with 403 E&E has more experience and therefore is compensated at a higher level.
- The instances in which someone would not receive a salary adjustment include:
  - Staff with active discipline or an overall Does Not Meet on their most recent performance evaluation are not eligible for this in-range salary adjustment per the Pay Administration Policy. I want to add that for those people when that status changes (discipline letter is no longer active or another performance review cycle has occurred) then a request can be considered for salary adjustment.
  - Staff already earning a salary at the identified amount for the Position Classification, Disability Analyst level, and Position Duties/Responsibilities, along with your Total

Education and Experience.

**Group 2: Administrative Specialist I, Administrative Specialist II, and Administrative Supervisor**, this group includes 107 people with packets moved forward for consideration and review by DDS HR. These are with DDS HR and we anticipate those to begin moving forward to Central HR this week for consideration and review. I had the opportunity to meet with Central HR and DDS HR recently to respond to a couple questions and I'm glad for the opportunity for proactive communication. That makes the process work smoothly and we'll keep this proactive communication ongoing throughout this DDS Salary Adjustment Plan.

**Group 3: Disability Specialist II (DA 3.0 and DA 3.5), Manager I (Case Consultants), and Manager II (Supervisors)** this group includes about 97 people and DDS Management will begin working on our part of the packets this week (week of January 9, 2023). We want to be sure we do our part to keep the momentum moving forward.

**Group 4: All Other Positions**, once we have Group 3 packets completed and moved forward to DDS HR we will begin working on these packets.

We have had questions if performance is considered as a factor with the salary adjustments. Staff whose performance is not at an overall "Meets Expectations" or higher are not included in the request for consideration for salary adjustment so in that manner – yes performance is considered as a factor. DDS Leadership continues to hold staff accountable and following our DDS process for addressing conduct and performance concerns, disciplinary action is issued and at times when improvement has not occurred following our established process, dismissal of the staff member occurs.

Once all of our requested salary adjustments have had decisions received from OSHR, we'll provide the parameters used for these salary adjustments to all staff. We are waiting until final decisions are received from OSHR so we can be confident we are providing accurate information to all staff.

There are a lot of partners we work with on these requests, from our federal partner of SSA, to our state partners in DHHS, OSHR, and our internal partners of our DDS HR Team and DDS Senior Leadership. I imagine you would like clearer estimated timeframes. The challenge with providing estimated timeframes is we don't have full control over all the decisions. We will continue to keep you in the loop on which groups have been submitted for consideration and status of the requests. I am very proud of our progress toward our goals. I want you to know we are actively and diligently working on these requests together as one team, DDS Senior Leadership, DDS HR, DHHS Central HR, etc. I am encouraged by our systematic and methodical approach. We will continue to update staff as we move through the different DDS position classifications. I have been providing communication on this every 30-35 days or so, and will plan to share another update no later than Tuesday, 2/14/23.

Every day, I am proud to work with and for you. Thank you for your work and I am glad to share this exciting update.

Sincerely,

*Jacki*

**Jacqueline Russell**

*she/her/hers* [why this is important](#)

Division Director, Disability Determination Services

[NC Department of Health and Human Services](#)

**President, [National Council of Disability Determination Directors](#)**

Office: 919-814-2980

Fax: 919-212-3248

[Jacqueline.Russell@ssa.gov](mailto:Jacqueline.Russell@ssa.gov)

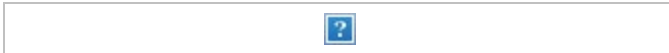
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**From:** [Russell, Jacqueline DDS Raleigh](#)  
**To:** [Sanders, Stephanie V. DDS Raleigh](#); [Greg Chavez](#)  
**Subject:** DRAFT Monday Mindset - October 9, 2023 (includes update on DDS Retention Bonuses for Special Initiatives)  
**Attachments:** [image001.jpg](#)

---

Stephanie and Greg – please review and provide feedback today. Stephanie, please help me with the wording in the lessons learned in the OQR returns...

What a beautiful day we have today, I hope you step outside to let the sun shine on you a bit. For all you sweater weather people, I know you are loving this day! Quick reminder, the [state fair](#) kicks off October 12<sup>th</sup> and runs through October 22<sup>nd</sup>! I hope to get out there this year and ride the ferris wheel and see the competitions for baking, sewing and such.

**People First:**

- The Office of the Secretary is hosting a **State Employees Combined Campaign (SECC) Kickoff and Fall Employee Appreciation Event on Tuesday, October 17 from 11:00am – 1:00pm on the front lawn of the Adams building, the flyer is below**. We will have lunch, music, and lawn games for all to enjoy! We encourage you to join us and learn about charities supported by the SECC, win some prizes, and enjoy time with your colleagues and members of our leadership team. Secretary Kinsley will be offering some remarks at 11:30am.
- Today is the first day of insurance Open Enrollment for the 2024 year. Everyone is automatically enrolled in the 70/30 plan, however you can change that if you go into the system to enroll and make selections specific to you and your wants/needs. To make changes you must go in during the enrollment time period of October 9 – 27, 2023. Susan Boykins is doing a great job of sharing information and timelines for this very important step you must take, search for emails from Susan Boykins for more information/direction.
- Transparency and Proactive Communication are two of our DHHS values, so I want to share an update on the DDS Special Initiative Retention Bonus requests. I am thankful 75% of our staff were able to receive a retention bonus this past summer. I had messaged to all staff at that time that DDS Senior Leadership submitted a request for consideration for Retention Bonuses for two specific Special Initiatives, “All Hands on Deck” and “Let’s Talk”. We do not have approval for all remaining DDS employees to receive a retention bonus, **we do have approval for some additional classifications to receive a retention bonus**.
  - The **All Hands On Deck** special initiative focuses on decreasing the backlog, onboarding and retention practices/processes, and strengthening our customer service. Every DDS staff member is contributing in one way or another toward this special initiative and I, along with thousands of people applying for disability benefits, we are grateful to everyone for their work on this. Not all classifications at the DDS are approved for the retention bonuses however, we are glad we have approval for these position classifications to receive a retention bonus for their focus on this work: Administrative Specialist II, HR Technician II,I, Executive Assistant I, and Disability Determination Manager I.
    - If you are in one of these classifications mentioned above, please watch your email this week very carefully for emails about the retention bonus and documents you must sign if you choose to accept the retention bonus.
  - The **Let’s Talk** special initiative focuses on our communications and the deployment plan for these which includes our transition to WebEx, a new phone system for the Disability Call Center, and more. We anticipate approval from Central HR for these position classifications to receive a retention bonus for their focus on this work: IT Director I, Procurement Specialist II, Program Coordinator II, and Systems Administrator II.

Retention Bonuses are one additional step we are taking to demonstrate the value and appreciation for your work for North Carolinians. I wish we were able to approve retention bonuses for all positions/classifications, however, that is not how the process works. Please know we will continue to work on different approaches, including options for considering retention bonuses for those who have not received a retention bonus. I am glad that the



vast majority of staff have/will have received a retention bonus. We have demonstrated value in other ways too: hybrid teleworking, unique approach to how we count a day at the DDS building (6 hours at DDS, 2 hours telework if you choose), building improvements, and equity/salary adjustments to name a few projects/work from DDS Senior Leadership. As you know, every project takes time, longer than we every think it will take. These requests take a lot of work, energy, thinking, and follow up and I appreciate the work of the DDS Senior Leadership, DDS Human Resources, DHHS Human Resources and DDS Budget and Planning team for these projects. We will keep working on additional approaches for the DHHS and DDS priority of a Strong Workforce.

**Production Matters:**

- We had strong production last week, especially for not having overtime! We had 2,241 total closures and 1,368 were initial cases. Way to go DDS!
- We had two OQR returns last week we can learn from:
  - QA-Initial in which the NCDDS allowed the claim based on an RFC with 20/10, 4 hours stand/walk and manipulative limitations that precluded S PRW at step 5 and at step 5 the claimants PRW skills were determined to be non-transferable to other work. We received this back as OQR stated there is insufficient evidence to support the proposed RFC limitations prior to the DLI 3/19. OQR stated there is no objective physical exam records prior to DLI related to the claimants allegations. Lesson learned: Confirm records are in evidence prior to the DLI.
  - QA-Initial in which the NCDDS submitted the claim however there are inconsistencies in the work reported. One example of this inconsistency is on the 3369 the claimant reported working from 5/94 to 9/23. On another 3369 the claimant reports working as a machine operator from 5/94 to 5/22. Lesson learned: In reviewing documents, check for consistency in the work time periods.

Timeline ? ? Description automatically generated



Sincerely,

*Jacki*

**Jacqueline Russell**

*she/her/hers* [why this is important](#)

Division Director, Disability Determination Services

[NC Department of Health and Human Services](#)

**President, [National Council of Disability Determination Directors](#)**

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**From:** [Russell, Jacqueline DDS Raleigh](#)  
**To:** [Greg Chavez](#)  
**Subject:** FW: [External] DDS In Ranges for Disability Specialist I Classification  
**Attachments:** [image001.jpg](#)  
[image002.png](#)

---

Hi! I appreciate Cassandra's response. What are the items you are researching?

Thank you,

*Jacki*

**Jacqueline Russell**

*she/her/hers*

Division Director, Disability Determination Services

[NC Department of Health and Human Services](#)

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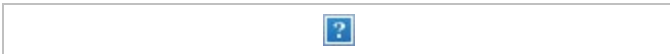
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---

**From:** Firlet, Cassandra <Cassandra.Firlet@dhhs.nc.gov>

**Sent:** Thursday, October 27, 2022 1:00 PM

**To:** Russell, Jacqueline DDS Raleigh <Jacqueline.Russell@ssa.gov>

**Cc:** Chavez, Greg DDS Raleigh <Greg.Chavez@ssa.gov>; DiMartino, Mona M <mona.dimartino@dhhs.nc.gov>

**Subject:** RE: [External] DDS In Ranges for Disability Specialist I Classification

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Hi Jacki,

I hope all is well, and that you are having a wonderful week so far. Thank you so much for the offer to connect and answer questions with respect to the current Disability Determination Specialist I in-range requests.

As you know, Mona and I had an opportunity to speak with Greg earlier in the week, and he is researching a few items.

In the meantime, please know Mona and I are preparing options for consideration which may streamline the current process. Please know yesterday we requested a meeting with our management this afternoon to discuss and determine next steps. If our research and proposals seem

viable, we hope to share them with you in the near term.

We look forward to touching base with you next week.

Warm regards,

Cassandra Anne Firlet, SPHR, SHRM-SCP  
Agency Human Resources Consultant III  
Division of Human Resources - Classification & Compensation  
[NC Department of Health and Human Services](#)

Fax: (919) 733-6087

[cassandra.firlet@dhhs.nc.gov](mailto:cassandra.firlet@dhhs.nc.gov)

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---

**From:** Russell, Jacqueline DDS Raleigh <[Jacqueline.Russell@ssa.gov](mailto:Jacqueline.Russell@ssa.gov)>

**Sent:** Thursday, October 27, 2022 12:37 PM

**To:** Firlet, Cassandra <[Cassandra.Firlet@dhhs.nc.gov](mailto:Cassandra.Firlet@dhhs.nc.gov)>

**Cc:** Chavez, Greg DDS Raleigh <[Greg.Chavez@ssa.gov](mailto:Greg.Chavez@ssa.gov)>

**Subject:** [External] DDS In Ranges for Disability Specialist I Classification

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Hi! I wanted to connect about the DDS In Ranges for Disability Specialist I classification that I believe the DDS HR team submitted 9/26. I don't have Mona's last name but please feel free to add her to this email and fw the calendar invite I send.

I appreciate the conversations happening between Greg, Mona and you. I would like to connect Monday to identify the status, answer any questions, and provide context with that request. I'm going to propose 9:00 am for Monday via Teams and if 8:30 or 9:30 is better for you I can make that work too.

I have attached the DDS Parameters used for these requested in ranges. I believe you have this already.

My purpose for us meeting is to learn where this request is in the consideration process, if there are any questions/concerns, and identify how we can help with this project.

I appreciate your time and energy, I know your to do list looms large...

Thank you,

*Jacki*

**Jacqueline Russell**

*she/her/hers*

Division Director, Disability Determination Services

[NC Department of Health and Human Services](#)

Office: 919-814-2980

Fax: 919-212-3248

[Jacqueline.Russell@ssa.gov](mailto:Jacqueline.Russell@ssa.gov)

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**From:** [Russell, Jacqueline DDS Raleigh](#)  
**To:** [Greg Chavez](#); [Chavez, Gregory L](#)  
**Subject:** FW: Business Manager I Interview Materials  
**Attachments:** [Interview Questions Business Manager I 5 4 23.docx](#)  
[Sole Source Letter Interaction Associates.pdf](#)  
[.Waiver of Competition Request - Non-IT Purchases \(12-9-22\) NEW 12 2022.docx](#)

---

Hi! Here are my interview materials:

- Interview Questions (please pick a section to lead questions)\
- Performance Task Materials: At the end of our questions you'll see the script I'll share to describe the Waiver of Competition performance task. I am giving them the form and a sole source letter which has the link for more information. I'm interested to see if they will click on the link and then go to the training noted in the sole source letter to complete the WoC.

Please let me know your feedback. I have my first one scheduled tomorrow.

Sincerely,

*Jacki*

**Jacqueline Russell**

she/her/hers [why this is important](#)

Division Director, Disability Determination Services

[NC Department of Health and Human Services](#)

**President, [National Council of Disability Determination Directors](#)**

Office: 919-814-2980

Fax: 919-212-3248

[Jacqueline.Russell@ssa.gov](mailto:Jacqueline.Russell@ssa.gov)

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**From:** [Chavez, Greg DDS Raleigh](#)  
**To:** [Jacqueline.russell](#)  
**Subject:** FW: Group 3 Salary Adjustments Manager II/Manager I/Disability Specialist II  
**Date:** Friday, February 24, 2023 1:08:00 PM

---

See Rena's response below.  
She is done but has a couple of exceptions to go over.

Thanks,  
Greg

**Greg Chavez**  
Interim Assistant Human Resources Director for Divisions  
DDS HR Manager  
[Division of Human Resources](#), Division of Disability Determination Services (DDS)  
[NC Department of Health and Human Services](#)

Office: 919-814-3173  
Cell: 919-675-5418  
Fax: 919.212.3143  
[Greg.Chavez@ssa.gov](mailto:Greg.Chavez@ssa.gov)

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**From:** Dillard, Rena DDS Raleigh <Rena.Dillard@ssa.gov>  
**Sent:** Friday, February 24, 2023 12:59 PM  
**To:** Chavez, Greg DDS Raleigh <Greg.Chavez@ssa.gov>  
**Subject:** Group 3 Salary Adjustments Manager II/Manager I/Disability Specialist II

Greg,  
I have completed all of them. I have a couple of them that I need to get with you for help on how to complete them.

**Best regards,**

# Rena

## Rena Dillard

HR Administrative Specialist

[Division of Human Resources](#), Division of Disability Determination Services (DDS)  
[NC Department of Health and Human Services](#)

Office: 919-814-2770

Fax: 919.212.3143

[Rena.Dillard@ssa.gov](mailto:Rena.Dillard@ssa.gov)

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**From:** [Russell, Jacqueline DDS Raleigh](#)  
**To:** [Greg Chavez](#)  
**Cc:** [Sanders, Stephanie V. DDS Raleigh](#); [Perryman, Victoria DDS Raleigh](#)  
**Subject:** FW: SSA Request for Info: Your Detailed Hiring Plan

---

Greg,

I was glad to connect with you today to talk about our need to trying a new process for the Disability Specialist I posting. I have been working with SSA to provide information on our detailed hiring plan. SSA is very worried the hires we have this year will be reduced if not used or have hires in the security queue by April 2023 (Federal Quarter 3).

I have been sharing our process and plan with SSA and wanted to follow up on the discussed strategies to improve our outcomes for referred candidates moving through the interview process more quickly.

Current barriers/challenges:

- We regularly lose 35% - 40% of candidates in the hiring process in large part due to the federal security check process instituted about 1.5 years ago.
- We have a vacancy rate of 25%.
- We have 178 vacancies and 66% are Disability Specialist I.
- We have a significant backlog of unassigned cases. The sooner we can bring in a new class, the sooner they will be helpful in reducing the backlog.

I have requested HR approval for this systematic process for the Disability Specialist I posting:

- Weekly, preferably on Tuesdays, HR has a list of screened in candidates.
  - We have a standard email that goes to all screened in candidates guiding them to complete a screening assessment for critical thinking skills used in this position and a writing sample.
    - This provides a consistent process to determine who gets interviewed. All candidates who meet a certain cut score/criteria will be interviewed.
    - This process will move forward weekly on a rolling basis.
  - We will conduct interviews and refer hires to HR on a flow basis.

This systematic and consistent process will allow us to get candidates in the security process sooner and hopefully will yield improved results. We will monitor.

You shared you were meeting with Barbara on Tuesday. I wanted to provide you with some written information and you will see below the urgency from SSA for us to try new strategies in bringing on hires as early as possible.

Sincerely,

*Jacki*

**Jacqueline Russell**  
she/her/hers [why this is important](#)

Division Director, Disability Determination Services  
[NC Department of Health and Human Services](#)

**President, [National Council of Disability Determination Directors](#)**

Office: 919-814-2980  
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**From:** Marine, Jennifer <Jennifer.Marine@ssa.gov>  
**Sent:** Thursday, January 19, 2023 3:51 PM  
**To:** Russell, Jacqueline DDS Raleigh <Jacqueline.Russell@ssa.gov>  
**Subject:** Request for Info: Your Detailed Hiring Plan

Jacki,

ODD is requesting a more detailed hiring plan that shows exactly how each state will be able to bring on all FY23 hires before the end of the year, especially taking into account HSPD-12 delays.

I know you are also preparing Staffing Info for the Spending Plan request, and this info would supplement that information.

For example, could you let me know more about your recruitment activities, the mix of staff, planned training classes, setting higher goals to take into account HSPD-12 drop-outs, etc?

You are doing well with hiring but some states really are not.

They also want to know if states can bring on more.

Thanks!

*Jennifer Marine*

**Disability Program Administrator** | Atlanta Region Center for Disability and Program

Support | 678-665-7736

**From:** [Russell, Jacqueline DDS Raleigh](#)  
**To:** [Firlet, Cassandra](#); [DiMartino, Mona M](#); [Greg Chavez](#); [Chavez, Gregory L](#)  
**Subject:** Group 3 Parameters and Spreadsheet: Dis Spec II, Mgr I and Mgr II  
**Attachments:** [Group 3 DDS Parameters for OSHR Salary Revisions Dis Spec II Mgr I and Mgr II 2 13 23.docx](#)  
[Group 3 Dis Spec II Mgr I Mgr II 2 13 23.xlsx](#)

---

Hi! Here are the parameters and spreadsheet for Group 3. By and large everyone is in Group 2 and Group 3. Here are some elements to note:

- In Dis Spec II there are 13 people at the fourth quartile who are over 200 E&E and higher.
- In Dis Spec II there is one person already over Max and there is not salary adj proposed for that person.
- In Manager 1 and Manager 2 there are no people at the fourth quartile nor over maximum.

I look forward to your feedback. We are eager to start drafting the Form SALs.

Sincerely,

*Jacki*

**Jacqueline Russell**

she/her/hers [why this is important](#)

Division Director, Disability Determination Services

[NC Department of Health and Human Services](#)

**President, [National Council of Disability Determination Directors](#)**

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**From:** [Russell, Jacqueline DDS Raleigh](#)  
**To:** [Greg Chavez](#); [Chavez, Gregory L](#); [Dillard, Rena DDS Raleigh](#)  
**Cc:** [Sanders, Stephanie V. DDS Raleigh](#); [Perryman, Victoria DDS Raleigh](#)  
**Subject:** Memos for Disability Specialist II, Disability Manager I, and Disability Manager II  
**Attachments:** [Salary Adjustment Memo Disability Determination Manager II.doc](#)  
[Salary Adjustment Memo Dis Spec II.doc](#)  
[Salary Adjustment Memo Disability Determination Manager I.doc](#)

---

Hi, please find attached the memos. I thought I had sent those forward yesterday, apologies.

Please confirm this is what you need, and they do not need to be broken down further.

I'm excited we are on track to have these all submitted to Central HR by COB tomorrow!

Sincerely,

*Jacki*

**Jacqueline Russell**

she/her/hers [why this is important](#)

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[NC Department of Health and Human Services](#)

**President, [National Council of Disability Determination Directors](#)**

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**From:** [Chavez, Greg DDS Raleigh](#)  
**To:** [Jacqueline.russell](#); [Gerald, Karen](#)  
**Cc:** [Chavez, Gregory L](#); [Egan, Christopher](#)  
**Subject:** RE: [External] HELP Needed Fwd: Business Manager I Posting  
**Date:** Wednesday, March 29, 2023 8:07:14 AM

---

Good morning,  
This was truly a group effort.  
We will have this posted today.  
Thanks,  
Greg

**Greg Chavez**

Interim Assistant Human Resources Director for Divisions  
DDS HR Manager

[Division of Human Resources](#), Division of Disability Determination Services (DDS)  
[NC Department of Health and Human Services](#)

Office: 919-814-3173  
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**From:** Russell, Jacqueline DDS Raleigh <[Jacqueline.Russell@ssa.gov](mailto:Jacqueline.Russell@ssa.gov)>  
**Sent:** Wednesday, March 29, 2023 7:58 AM  
**To:** Gerald, Karen <[Karen.Gerald@dhhs.nc.gov](mailto:Karen.Gerald@dhhs.nc.gov)>  
**Cc:** Chavez, Greg DDS Raleigh <[Greg.Chavez@ssa.gov](mailto:Greg.Chavez@ssa.gov)>; Chavez, Gregory L <[greg.chavez@dhhs.nc.gov](mailto:greg.chavez@dhhs.nc.gov)>; Egan, Christopher <[Chris.Egan@dhhs.nc.gov](mailto:Chris.Egan@dhhs.nc.gov)>  
**Subject:** Re: [External] HELP Needed Fwd: Business Manager I Posting

I appreciate everyone's help and will keep the sunshine and good vibes flowing to NC.:-)

Thank you,

*Jacki*

**Jacqueline Russell**

she/her/hers [why this is important](#)

**Division Director, Disability Determination Services**

[NC Department of Health and Human Services](#)

**President, [National Council of Disability Determination Directors](#)**

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**From:** Gerald, Karen <[Karen.Gerald@dhhs.nc.gov](mailto:Karen.Gerald@dhhs.nc.gov)>

**Sent:** Tuesday, March 28, 2023 2:49:02 PM

**To:** Russell, Jacqueline DDS Raleigh <[Jacqueline.Russell@ssa.gov](mailto:Jacqueline.Russell@ssa.gov)>

**Cc:** Chavez, Greg DDS Raleigh <[Greg.Chavez@ssa.gov](mailto:Greg.Chavez@ssa.gov)>; Chavez, Gregory L <[greg.chavez@dhhs.nc.gov](mailto:greg.chavez@dhhs.nc.gov)>; Egan, Christopher <[Chris.Egan@dhhs.nc.gov](mailto:Chris.Egan@dhhs.nc.gov)>

**Subject:** RE: [External] HELP Needed Fwd: Business Manager I Posting

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Hi Jacki,

I can almost feel the rays of the sunshine

Don't stress on your vacation... I will look into this matter for you and will follow-up as soon as possible.

**Karen A. Gerald, MPA**

Director

[Division of Human Resources](#)

[NC Department of Health and Human Services](#)

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---

**From:** Russell, Jacqueline DDS Raleigh <[Jacqueline.Russell@ssa.gov](mailto:Jacqueline.Russell@ssa.gov)>  
**Sent:** Tuesday, March 28, 2023 11:24 AM  
**To:** Gerald, Karen <[Karen.Gerald@dhhs.nc.gov](mailto:Karen.Gerald@dhhs.nc.gov)>  
**Cc:** Greg Chavez <[greg.chavez@ssa.gov](mailto:greg.chavez@ssa.gov)>; Chavez, Gregory L <[greg.chavez@dhhs.nc.gov](mailto:greg.chavez@dhhs.nc.gov)>; Egan, Christopher <[Chris.Egan@dhhs.nc.gov](mailto:Chris.Egan@dhhs.nc.gov)>  
**Subject:** [External] HELP Needed Fwd: Business Manager I Posting

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Greetings from Islamorada, FL! I am sending sunshine your way and hope it arrives and lasts. :-)

[REDACTED]

This is a pivotal and critical role for my division and so I turned around the posting info the next day to ask the Reallocation be completed so I can post Monday (3/27). It's still with Central HR, I believe with Mona but am not certain.

I am on vacation this week but monitoring status of this as I really need to get it up and make this very hard transition as smooth as possible. It takes extra time for new hires to get through the SSA security, etc.

Any help you can provide to balancing the priorities of Central HR (who are wonderful and hard working), I appreciate.

If I wasn't so desperate, I wouldn't ask for the help. I am feeling very desperate and appreciate your help. This will be a very rough transition for us

Thank you,  
*Jacki*

**Jacqueline Russell**  
*she/her/hers* [why this is important](#)  
**Division Director, Disability Determination Services**  
[NC Department of Health and Human Services](#)

**President, [National Council of Disability Determination Directors](#)**

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Fax: 919-212-3248  
[Jacqueline.Russell@ssa.gov](mailto:Jacqueline.Russell@ssa.gov)

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**From:** Russell, Jacqueline DDS Raleigh  
**Sent:** Friday, March 24, 2023 11:39:03 PM  
**To:** Chavez, Greg DDS Raleigh <[Greg.Chavez@ssa.gov](mailto:Greg.Chavez@ssa.gov)>; Chavez, Gregory L <[greg.chavez@dhhs.nc.gov](mailto:greg.chavez@dhhs.nc.gov)>; Longmire, Kala DDS Raleigh <[Kala.Longmire@ssa.gov](mailto:Kala.Longmire@ssa.gov)>  
**Subject:** Business Manager I Posting

Hi! Will you please post this Monday for me? I would like to post it for 5 days and if there are 5 or less candidates, please extend by another 3 days and we can discuss when I am back from leave on 4/3/23.

I really appreciate your help.

Greg – will you please shoot me a text when it is posted?

Sincerely,

*Jacki*

**Jacqueline Russell**  
*she/her/hers* [why this is important](#)  
Division Director, Disability Determination Services  
[NC Department of Health and Human Services](#)

**[President, National Council of Disability Determination Directors](#)**

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**From:** [Chavez, Gregory L](#)  
**To:** [Goodson, Shannon DDS Raleigh](#); [Jacqueline.russell](#); [Greg Chavez](#)  
**Subject:** RE: [External] RE: Manager I Posting- Unit 24 Case Consultant Position  
**Date:** Wednesday, August 23, 2023 8:19:59 AM

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I am checking on it.  
Greg

**Greg Chavez**  
Assistant Human Resources Director for Divisions  
[Division of Human Resources](#)  
[NC Department of Health and Human Services](#)

Office: 919-814-3173  
Cell: 984-297-1868  
Main: 919-814-2441  
Fax: 919.212.3143  
[greg.chavez@dhhs.nc.gov](mailto:greg.chavez@dhhs.nc.gov)

PO Box 243  
2802 Mail Service Center  
Raleigh, NC 27602-0243

---

**From:** Goodson, Shannon DDS Raleigh <[Shannon.Goodson@ssa.gov](mailto:Shannon.Goodson@ssa.gov)>  
**Sent:** Tuesday, August 22, 2023 4:48 PM  
**To:** Russell, Jacqueline DDS Raleigh <[Jacqueline.Russell@ssa.gov](mailto:Jacqueline.Russell@ssa.gov)>; Greg Chavez <[greg.chavez@ssa.gov](mailto:greg.chavez@ssa.gov)>; Chavez, Gregory L <[greg.chavez@dhhs.nc.gov](mailto:greg.chavez@dhhs.nc.gov)>  
**Subject:** [External] RE: Manager I Posting- Unit 24 Case Consultant Position

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I am waiting on the referred candidates. The posting closed on 8/18/23.

---

**From:** Russell, Jacqueline DDS Raleigh <[Jacqueline.Russell@ssa.gov](mailto:Jacqueline.Russell@ssa.gov)>  
**Sent:** Thursday, August 17, 2023 10:48 AM  
**To:** Goodson, Shannon DDS Raleigh <[Shannon.Goodson@ssa.gov](mailto:Shannon.Goodson@ssa.gov)>; Chavez, Greg DDS Raleigh <[Greg.Chavez@ssa.gov](mailto:Greg.Chavez@ssa.gov)>; Chavez, Gregory L <[greg.chavez@dhhs.nc.gov](mailto:greg.chavez@dhhs.nc.gov)>  
**Subject:** Re: Manager I Posting- Unit 24 Case Consultant Position

Hi, where are we with this?

Thank you,  
*Jacki*

**Jacqueline Russell**

she/her/hers [why this is important](#)

**Division Director, Disability Determination Services**

[NC Department of Health and Human Services](#)

**President, [National Council of Disability Determination Directors](#)**

Office: 919-814-2980

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---

**From:** Goodson, Shannon DDS Raleigh <[Shannon.Goodson@ssa.gov](mailto:Shannon.Goodson@ssa.gov)>

**Sent:** Friday, August 11, 2023 8:41:29 AM

**To:** Russell, Jacqueline DDS Raleigh <[Jacqueline.Russell@ssa.gov](mailto:Jacqueline.Russell@ssa.gov)>; Chavez, Greg DDS Raleigh <[Greg.Chavez@ssa.gov](mailto:Greg.Chavez@ssa.gov)>; Chavez, Gregory L <[greg.chavez@dhhs.nc.gov](mailto:greg.chavez@dhhs.nc.gov)>

**Subject:** Manager I Posting- Unit 24 Case Consultant Position

Good morning,

I tried to reach out to Susan this morning to get an idea of how many people have applied for the Manager I position (Case Consultant-Unit 24) to determine if we need to extend the position. It appears Susan is on leave. Greg, can you provide this information? If there are not a lot of applicants, I would like to extend the posting for another week. Thanks!

**Shannon Goodson**

Assistant Chief of Operations

Disability Determination Services, Branch II

[NC Department of Health and Human Services](#)

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Fax: 919-212-3248

[Shannon.Goodson@ssa.gov](mailto:Shannon.Goodson@ssa.gov)

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**From:** [Russell, Jacqueline DDS Raleigh](#)  
**To:** [Longmire, Kala DDS Raleigh](#); [Greg Chavez](#); [Chavez, Gregory L](#)  
**Subject:** Re: Business Manager I Posting

---

Good morning! I appreciate the work on this so it gets posted today.

Have a great day!

Thank you,

*Jacki*

**Jacqueline Russell**

she/her/hers [why this is important](#)

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[NC Department of Health and Human Services](#)

**President, [National Council of Disability Determination Directors](#)**

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---

**From:** Longmire, Kala DDS Raleigh <Kala.Longmire@ssa.gov>

**Sent:** Monday, March 27, 2023 10:00:00 AM

**To:** Russell, Jacqueline DDS Raleigh <Jacqueline.Russell@ssa.gov>; Chavez, Greg DDS Raleigh <Greg.Chavez@ssa.gov>; Chavez, Gregory L <greg.chavez@dhhs.nc.gov>

**Subject:** RE: Business Manager I Posting

Good morning,

The position number was just made vacant this morning by Liz. I attempted to locate the position in NEOGOV but the number is not showing up. It will not show up until tomorrow since the position

was vacant on today.

Thanks.

---

**From:** Russell, Jacqueline DDS Raleigh <Jacqueline.Russell@ssa.gov>  
**Sent:** Friday, March 24, 2023 11:39 PM  
**To:** Chavez, Greg DDS Raleigh <Greg.Chavez@ssa.gov>; Chavez, Gregory L <greg.chavez@dhhs.nc.gov>; Longmire, Kala DDS Raleigh <Kala.Longmire@ssa.gov>  
**Subject:** Business Manager I Posting

Hi! Will you please post this Monday for me? I would like to post it for 5 days and if there are 5 or less candidates, please extend by another 3 days and we can discuss when I am back from leave on 4/3/23.

I really appreciate your help.

Greg – will you please shoot me a text when it is posted?

Sincerely,

*Jacki*

**Jacqueline Russell**  
*she/her/hers* [why this is important](#)  
Division Director, Disability Determination Services  
[NC Department of Health and Human Services](#)

**President, [National Council of Disability Determination Directors](#)**

Office: 919-814-2980  
Fax: 919-212-3248  
[Jacqueline.Russell@ssa.gov](mailto:Jacqueline.Russell@ssa.gov)

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**From:** [Chavez, Greg DDS Raleigh](#)  
**To:** [Jacqueline.russell](#)  
**Subject:** RE: DDS Specialist I  
**Date:** Thursday, March 10, 2022 8:52:29 AM  
**Attachments:** [image003.jpg](#)  
[image004.png](#)  
[General Pay Grades.xlsx](#)

---

Attached is the general pay grade spreadsheet.

I highlighted the GN09—Disability Specialist I.

Grade	MINIMUM	1st Q	MIDPOINT	3rd Q	MAXIMUM
GN09	\$36,677	\$44,629	\$50,450	\$56,271	\$62,092

**Greg Chavez**

HR Manager

[Division of Human Resources](#), Division of Disability Determination Services (DDS)

[NC Department of Health and Human Services](#)

Office: 919-814-3173

Cell: 919-675-5418

Main: 919-814-2441

Fax: 919.212.3143

[Greg.Chavez@ssa.gov](mailto:Greg.Chavez@ssa.gov)

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---

**From:** Russell, Jacqueline DDS Raleigh <[Jacqueline.Russell@ssa.gov](mailto:Jacqueline.Russell@ssa.gov)>

**Sent:** Wednesday, March 9, 2022 9:56 PM

**To:** Chavez, Greg DDS Raleigh <[Greg.Chavez@ssa.gov](mailto:Greg.Chavez@ssa.gov)>

**Subject:** DDS Specialist I

Hi, what is the first quartile for the DDS Specialist I position?

I know our starting salary is 38k, but wanted to see what that band and first quartile are to know what all the options are...

Thank you,

*Jacki*

**Jacqueline Russell**

*she/her/hers*

Division Director, Disability Determination Services

[NC Department of Health and Human Services](#)

Office: 919-814-2980

Fax: 919-212-3248

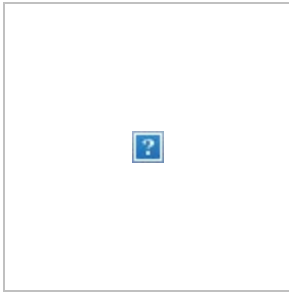
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**From:** [Russell, Jacqueline DDS Raleigh](#)  
**To:** [Charchar, John DDS Raleigh](#)  
**Subject:** RE: Disability Specialist I Salary Adjustments  
**Attachments:** [image001.jpg](#)  
[image002.png](#)  
[Pay Administration Policy.pdf](#)

---

Hi! Great question! Noone is earning less than the new minimum salary for their classification. There weren't any analysts that fell below their minimum salary. It was largely all Admin Specialists, one Manager I, and then some of the Systems staff.

None of the people below their new minimum had discipline or performance challenges, thankfully.

With the new Pay Administration Policy, it states that in ranges can't be provided to staff with active discipline nor a DNM on their overall. With that in mind, we have complied with that in our salary adjustments we moved forward. I feel like I have read that policy backwards and forwards a few times by now lol.

I appreciate your checking in on this.

Thank you,

*Jacki*

**Jacqueline Russell**

*she/her/hers*

Division Director, Disability Determination Services

[NC Department of Health and Human Services](#)

Office: 919-814-2980

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[Jacqueline.Russell@ssa.gov](mailto:Jacqueline.Russell@ssa.gov)

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**From:** Charchar, John DDS Raleigh <John.Charchar@ssa.gov>  
**Sent:** Tuesday, November 29, 2022 6:12 PM  
**To:** Russell, Jacqueline DDS Raleigh <Jacqueline.Russell@ssa.gov>  
**Subject:** RE: Disability Specialist I Salary Adjustments

Hi Jacki,

I have been meaning to ask this, but have not had a chance. Will any Analysts with active discipline or DNM on their most recent APE earn less than the new minimum salary for their classification (not career progression, the two classifications DHHS uses)? From my admittedly limited understanding of how class and comp works, Divisions are not permitted to pay employees less than the minimum salary for their classification. If you have not already discussed this with those that know more than me, you may want to bring it up with Greg and/or Liz to confirm if employees can make less than the minimum. If you have already received confirmation, or all employees will earn at least the minimum for their classification, please disregard this email .

Please feel free to contact me if you have any questions and/or concerns.

Thank you,

**John Charchar**

Employee Relations Consultant  
Division of Human Resources, Division of Disability Determination Services (DDS)  
[NC Department of Health and Human Services](#)

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Main HR Line: 919-814-2441  
Fax: 919-212-3143  
Email: [John.Charchar@ssa.gov](mailto:John.Charchar@ssa.gov)

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---

**From:** Russell, Jacqueline DDS Raleigh <[Jacqueline.Russell@ssa.gov](mailto:Jacqueline.Russell@ssa.gov)>

**Sent:** Tuesday, November 29, 2022 5:42 PM

**To:** Charchar, John DDS Raleigh <[John.Charchar@ssa.gov](mailto:John.Charchar@ssa.gov)>

**Cc:** Chavez, Greg DDS Raleigh <[Greg.Chavez@ssa.gov](mailto:Greg.Chavez@ssa.gov)>; Sanders, Stephanie V. DDS Raleigh <[Stephanie.V.Sanders@ssa.gov](mailto:Stephanie.V.Sanders@ssa.gov)>; Perryman, Victoria DDS Raleigh <[Victoria.Perryman@ssa.gov](mailto:Victoria.Perryman@ssa.gov)>

**Subject:** Disability Specialist I Salary Adjustments

Hi! I wanted to alert you, we have good news in that we have received approval for about 60ish salary adjustments of the 200ish some we moved through...the remaining ones are waiting on Central HR or OSHR review.

Since I know we can't make 600 people happy, I anticipate some people may come to you to complain. I wanted to share the objective parameters we used for the salary adjustments. At this time it is confidential. Once we have all of them through OSHR we will share this with the division so we are transparent.

I am sure you've been reading the DDS Updates on Salary Adjustments which communicates consistently and transparently where we are at in the process. If people have a concern or complaint, I think those will be helpful.

I can tell you the average salary adjustment is about 11% and some people have more or less because there were a range of salaries depending on how long they have been here, etc.

Just trying to think of different people I should alert since I imagine complaints from people who don't get a salary increase (because they have had a higher salary than others with less E&E) or people in active discipline, DNM overall, etc.

We have messaged in our DDS Updates for people with discipline or DNM that they can request a reconsideration of salary when those are not longer in place.

Let me know what questions you have.

Thank you,

*Jacki*

**Jacqueline Russell**

*she/her/hers*

Division Director, Disability Determination Services

[NC Department of Health and Human Services](http://www.ncdhhs.gov)

Office: 919-814-2980

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[Jacqueline.Russell@ssa.gov](mailto:Jacqueline.Russell@ssa.gov)

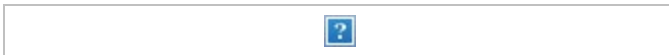
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**From:** [Chavez, Greg DDS Raleigh](#)  
**To:** [Jacqueline.russell](#); [Sanders, Stephanie V. DDS Raleigh](#)  
**Subject:** RE: DRAFT Monday Mindset - October 9, 2023 (includes update on DDS Retention Bonuses for Special Initiatives)  
**Date:** Monday, October 9, 2023 3:36:17 PM  
**Attachments:** [image001.jpg](#)

---

Just a couple of items for consideration.

The HR position is an HR Tech III.

Regarding the sentence below—I do not want to give the appearance that we are trying to give everyone a retention bonus. I do not think that was the intent of the retention bonuses per OSHR.

Please know we will continue to work on different approaches, including options for considering retention bonuses for those who have not received a retention bonus.

I would reword—Please know we will continue to work to provide retention bonuses as necessary to carry out mission-critical services and initiatives. (that is straight from the policy so it may be a bit dry if you want to pretty it up).

Let me know if you have any additional questions .

Thanks,

Greg

**Greg Chavez**

DDS HR Manager

[Division of Human Resources](#), Division of Disability Determination Services (DDS)  
[NC Department of Health and Human Services](#)

Office: 919-814-3173  
Cell: 919-675-5418  
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[Greg.Chavez@ssa.gov](mailto:Greg.Chavez@ssa.gov)

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---

**From:** Russell, Jacqueline DDS Raleigh <[Jacqueline.Russell@ssa.gov](mailto:Jacqueline.Russell@ssa.gov)>

**Sent:** Monday, October 9, 2023 1:25 PM

**To:** Sanders, Stephanie V. DDS Raleigh <[Stephanie.V.Sanders@ssa.gov](mailto:Stephanie.V.Sanders@ssa.gov)>; Chavez, Greg DDS Raleigh <[Greg.Chavez@ssa.gov](mailto:Greg.Chavez@ssa.gov)>

**Subject:** DRAFT Monday Mindset - October 9, 2023 (includes update on DDS Retention Bonuses for Special Initiatives)

Stephanie and Greg – please review and provide feedback today. Stephanie, please help me with the wording in the lessons learned in the OQR returns...

What a beautiful day we have today, I hope you step outside to let the sun shine on you a bit. For all you sweater weather people, I know you are loving this day! Quick reminder, the [state fair](#) kicks off October 12<sup>th</sup> and runs through October 22<sup>nd</sup>! I hope to get out there this year and ride the ferris wheel and see the competitions for baking, sewing and such.

### **People First:**

- The Office of the Secretary is hosting a **State Employees Combined Campaign (SECC) Kickoff and Fall Employee Appreciation Event on Tuesday, October 17 from 11:00am – 1:00pm on the front lawn of the Adams building, the flyer is below**. We will have lunch, music, and lawn games for all to enjoy! We encourage you to join us and learn about charities supported by the SECC, win some prizes, and enjoy time with your colleagues and members of our leadership team. Secretary Kinsley will be offering some remarks at 11:30am.
- Today is the first day of insurance Open Enrollment for the 2024 year. Everyone is automatically enrolled in the 70/30 plan, however you can change that if you go into the system to enroll and make selections specific to you and your wants/needs. To make changes you must go in during the enrollment time period of October 9 – 27, 2023. Susan Boykins is doing a great job of sharing information and timelines for this very important step you must take, search for emails from Susan Boykins for more information/direction.
- Transparency and Proactive Communication are two of our DHHS values, so I want to share an update on the DDS Special Initiative Retention Bonus requests. I am thankful 75% of our staff were able to receive a retention bonus this past summer. I had messaged to all staff at that time that DDS Senior Leadership submitted a request for consideration for Retention Bonuses for two specific Special Initiatives, “All Hands on Deck” and “Let’s Talk”. We do not have approval for all remaining DDS employees to receive a retention bonus, **we do have approval for some additional classifications to receive a retention bonus**.
  - The **All Hands On Deck** special initiative focuses on decreasing the backlog, onboarding and retention practices/processes, and strengthening our customer service. Every DDS staff member is contributing in one way or another toward this special initiative and I, along with thousands of people applying for disability benefits, we are grateful to everyone for their work on this. Not all classifications at the DDS are approved for the retention bonuses however, we are glad we have approval for these position classifications to receive a retention bonus for their focus on this work: Administrative Specialist II, **HR Technician III**, Executive Assistant I, and Disability Determination Manager I.
    - If you are in one of these classifications mentioned above, please watch your email this week very carefully for emails about the retention bonus and documents you must sign if you choose to accept the retention bonus.
  - The **Let’s Talk** special initiative focuses on our communications and the deployment plan for these which includes our transition to WebEx, a new phone system for the Disability Call Center, and more. We anticipate approval from Central HR for these position classifications to receive a retention bonus for their focus on this work: IT Director I, Procurement Specialist II, Program Coordinator II, and Systems Administrator II.

Retention Bonuses are one additional step we are taking to demonstrate the value and appreciation for your work for North Carolinians. I wish we were able to approve retention bonuses for all positions/classifications, however, that is not how the process works. Please know we will continue to work on different approaches, including options for considering retention bonuses for those who have not received a retention bonus. I am glad that the vast majority of staff have/will have received a retention bonus. We have demonstrated value in other ways too: hybrid teleworking, unique approach to how we count a day at the DDS building (6 hours at DDS, 2 hours telework if you choose), building improvements, and equity/salary adjustments to name a few projects/work from DDS Senior Leadership. As you know, every project takes time, longer than we every think it will take. These requests take a lot of work, energy, thinking, and follow up and I appreciate the work of the DDS Senior Leadership, DDS Human Resources, DHHS Human Resources and DDS Budget and Planning team for these projects. We will keep working on additional approaches for the DHHS and DDS priority of a Strong Workforce.

### **Production Matters:**

- We had strong production last week, especially for not having overtime! We had 2,241 total closures and 1,368 were initial cases. Way to go DDS!



- We had two OQR returns last week we can learn from:
  - QA-Initial in which the NCDDS allowed the claim based on an RFC with 20/10, 4 hours stand/walk and manipulative limitations that precluded S PRW at step 5 and at step 5 the claimants PRW skills were determined to be non-transferable to other work. We received this back as OQR stated there is insufficient evidence to support the proposed RFC limitations prior to the DLI 3/19. OQR stated there is no objective physical exam records prior to DLI related to the claimants allegations. Lesson learned: Confirm records are in evidence prior to the DLI.
  - QA-Initial in which the NCDDS submitted the claim however there are inconsistencies in the work reported. One example of this inconsistency is on the 3369 the claimant reported working from 5/94 to 9/23. On another 3369 the claimant reports working as a machine operator from 5/94 to 5/22. Lesson learned: In reviewing documents, check for consistency in the work time periods.

Timeline? ? Description automatically generated



Sincerely,

*Jacki*

**Jacqueline Russell**

she/her/hers [why this is important](#)

Division Director, Disability Determination Services

[NC Department of Health and Human Services](#)

**President, [National Council of Disability Determination Directors](#)**

Office: 919-814-2980

Fax: 919-212-3248

[Jacqueline.Russell@ssa.gov](mailto:Jacqueline.Russell@ssa.gov)

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**From:** [Chavez, Greg DDS Raleigh](#)  
**To:** [Sanders, Stephanie V. DDS Raleigh](#)  
**Cc:** [Jacqueline.russell](#); [Perryman, Victoria DDS Raleigh](#)  
**Subject:** RE: FW: Career Progression Pause Follow Up Questions  
**Date:** Tuesday, October 18, 2022 12:23:37 PM  
**Attachments:** [image002.jpg](#)  
[image003.jpg](#)

---

I will respond with the information you have provided.

Thanks,

Greg

**Greg Chavez**

HR Manager

[Division of Human Resources](#), Division of Disability Determination Services (DDS)

[NC Department of Health and Human Services](#)

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Cell: 919-675-5418

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**From:** Sanders, Stephanie V. DDS Raleigh <Stephanie.V.Sanders@ssa.gov>

**Sent:** Tuesday, October 18, 2022 11:53 AM

**To:** Chavez, Greg DDS Raleigh <Greg.Chavez@ssa.gov>

**Cc:** Russell, Jacqueline DDS Raleigh <Jacqueline.Russell@ssa.gov>; Perryman, Victoria DDS Raleigh <Victoria.Perryman@ssa.gov>

**Subject:** FW: FW: Career Progression Pause Follow Up Questions

Good morning,

Jacki and I discussed the following responses to Courtney's questions. Since she inquired with you, do you want to respond? Thanks!

We had a couple of questions after reading the email that was sent out yesterday regarding the pause on Career Progression due to the Pay Adjustment Policy work currently underway for the agency; since the October CP process is paused, will the next available CP be in April and is there an retroactive advancement if analysts/employees were ready to apply in October?

The most recent Career Progression cycle that has been completed was for the April 2022 CP applications. That application cycle is complete. We will wait to determine the next CP cycle after we hear back from Central HR on the submitted request for consideration of salary adjustments for Disability Specialist I. There is not a retroactive advancement if analysts/employees were ready to apply in October as we paused the CP cycle for October 2022. We only have retroactive pay when a person has been approved for a position and started that work.

We were also wondering about career progression in regards to analysts who worked at DDS, left the agency, and came back (starting back out as a DA-1 most recently, but had progressed to a DA-2 prior to leaving DDS). Is there a possibility to “leap frog” DA 1.5 in Career Progression and progress to DA-2 (since they had previously performed DA-2 work)?

When people return to the DDS with prior experience, they can apply for a higher level position at the time they reenter or whenever a higher level position is posted. Once their application is received it will be considered by the DDS Senior Leadership. If a person was at a higher DA level at the DDS, and then left, a consideration for where they would reenter is related to the length of time they were gone from the DDS. If it is an extended length of time then relearning will need to happen as policies/processes change each year. There is no leap-frogging, a person only advances through the Career Progression cycle or through applying for a posted position with prior DDS analyst experience at that higher level.

**Stephanie Vonne Sanders**

Deputy Director of Operations

Disability Determination Services

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[stephanie.v.sanders@ssa.gov](mailto:stephanie.v.sanders@ssa.gov)

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Raleigh, NC 27602-0243

---

**From:** Russell, Jacqueline DDS Raleigh <[Jacqueline.Russell@ssa.gov](mailto:Jacqueline.Russell@ssa.gov)>

**Sent:** Monday, October 10, 2022 6:51 PM

**To:** Sanders, Stephanie V. DDS Raleigh <[Stephanie.V.Sanders@ssa.gov](mailto:Stephanie.V.Sanders@ssa.gov)>; Perryman, Victoria DDS Raleigh <[Victoria.Perryman@ssa.gov](mailto:Victoria.Perryman@ssa.gov)>

**Subject:** Fwd: FW: Career Progression Pause Follow Up Questions

Hi! I told Greg we would respond to these questions.

Thoughts?

Thank you,

Jacki

Jacqueline Russell

Division Director, Disability Determination Services

NC Department of Health and Human Services

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[Jacqueline.Russell@ssa.gov](mailto:Jacqueline.Russell@ssa.gov)

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Raleigh, NC 27602-0243

----- Forwarded message -----

**From:** Chavez, Greg DDS Raleigh <[Greg.Chavez@ssa.gov](mailto:Greg.Chavez@ssa.gov)>  
**Date:** October 10, 2022 at 10:13:57 AM EDT  
**Subject:** FW: Career Progression Pause Follow Up Questions  
**To:** Russell, Jacqueline DDS Raleigh <[Jacqueline.Russell@ssa.gov](mailto:Jacqueline.Russell@ssa.gov)>  
Per our discussion on career progression.

Greg

**Greg Chavez**

HR Manager

[Division of Human Resources](#), Division of Disability Determination Services (DDS)  
[NC Department of Health and Human Services](#)

Office: 919-814-3173

Cell: 919-675-5418

Fax: 919.212.3143

[Greg.Chavez@ssa.gov](mailto:Greg.Chavez@ssa.gov)

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**From:** Hobbs, Courtney DDS Raleigh <[Courtney.Hobbs@ssa.gov](mailto:Courtney.Hobbs@ssa.gov)>  
**Sent:** Friday, October 7, 2022 10:30 AM  
**To:** Chavez, Greg DDS Raleigh <[Greg.Chavez@ssa.gov](mailto:Greg.Chavez@ssa.gov)>  
**Cc:** Spain, Jessica DDS Raleigh <[Jessica.Spain@ssa.gov](mailto:Jessica.Spain@ssa.gov)>; Moore, Erin M. DDS Raleigh <[Erin.M.Moore@ssa.gov](mailto:Erin.M.Moore@ssa.gov)>

**Subject:** Career Progression Pause Follow Up Questions

Good Morning, Greg! And Happy Friday!

We had a couple of questions after reading the email that was sent out yesterday regarding the

pause on Career Progression due to the Pay Adjustment Policy work currently underway for the agency; since the October CP process is paused, will the next available CP be in April and is there an retroactive advancement if analysts/employees were ready to apply in October?

We were also wondering about career progression in regards to analysts who worked at DDS, left the agency, and came back (starting back out as a DA-1 most recently, but had progressed to a DA-2 prior to leaving DDS). Is there a possibility to "leap frog" DA 1.5 in Career Progression and progress to DA-2 (since they had previously performed DA-2 work)?

Thanks for any insight you have! We know it is a busy time for all of you in HR!

**Courtney Hobbs**

Case Consultant, Unit 27

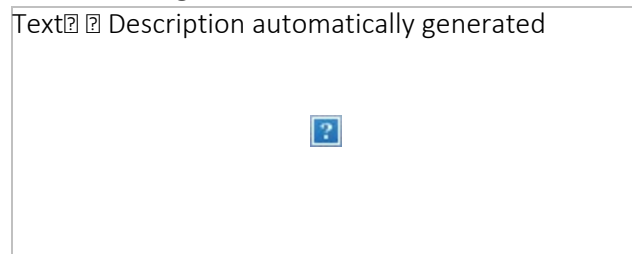
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Fax: 1- 800-887-7593

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**From:** [Charchar, John DDS Raleigh](#)  
**To:** [Jacqueline.russell](#)  
**Subject:** RE: Info for Mediation CM  
**Date:** Thursday, December 8, 2022 9:03:14 AM  
**Attachments:** [image001.jpg](#)  
[image002.png](#)

---

Hi Jacki,

See my response highlighted in blue below:

Please feel free to contact me if you have any questions and/or concerns.

Thank you,

**John Charchar**

Employee Relations Consultant

Division of Human Resources, Division of Disability Determination Services (DDS)  
NC Department of Health and Human Services

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Main HR Line: 919-814-2441

Fax: 919-212-3143

Email: [John.Charchar@ssa.gov](mailto:John.Charchar@ssa.gov)

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---

**From:** Russell, Jacqueline DDS Raleigh <Jacqueline.Russell@ssa.gov>

**Sent:** Thursday, December 8, 2022 8:59 AM

**To:** Charchar, John DDS Raleigh <John.Charchar@ssa.gov>

**Subject:** Info for Mediation CM

Hi! Will you please provide this to me for this morning?

[REDACTED]

Thank you,

*Jacki*

**Jacqueline Russell**

*she/her/hers*

Division Director, Disability Determination Services

[NC Department of Health and Human Services](#)

Office: 919-814-2980

Fax: 919-212-3248

[Jacqueline.Russell@ssa.gov](mailto:Jacqueline.Russell@ssa.gov)

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**From:** [Chavez, Greg DDS Raleigh](#)  
**To:** [Richardson, Darin DDS Raleigh](#); [Perryman, Victoria DDS Raleigh](#); [Jacqueline.russell](#)  
**Cc:** [Ferguson, Fred DDS Raleigh](#)  
**Subject:** RE: Interview Documents for Review  
**Date:** Thursday, February 16, 2023 6:08:10 PM  
**Attachments:** [image001.png](#)  
[image002.png](#)  
[image003.png](#)  
[image004.png](#)

---

I have no revisions to the interview questions.

Thanks,

Greg

**Greg Chavez**

Interim Assistant Human Resources Director for Divisions

DDS HR Manager

[Division of Human Resources](#), Division of Disability Determination Services (DDS)  
[NC Department of Health and Human Services](#)

Office: 919-814-3173  
Cell: 919-675-5418  
Fax: 919.212.3143  
[Greg.Chavez@ssa.gov](mailto:Greg.Chavez@ssa.gov)

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**From:** Richardson, Darin DDS Raleigh <Darin.Richardson@ssa.gov>  
**Sent:** Tuesday, February 14, 2023 3:58 PM  
**To:** Perryman, Victoria DDS Raleigh <Victoria.Perryman@ssa.gov>; Russell, Jacqueline DDS Raleigh <Jacqueline.Russell@ssa.gov>  
**Cc:** Chavez, Greg DDS Raleigh <Greg.Chavez@ssa.gov>; Ferguson, Fred DDS Raleigh <Fred.Ferguson@ssa.gov>  
**Subject:** FW: Interview Documents for Review

Afternoon, please see the attached interview questions and screen criteria for the call agent position.

Please let us know if there needs to be any changes. Thank you

Darin Richardson  
Manager II  
Disability Determination Services, Disability Contact Processing Center Supervisor  
[NC Department of Health and Human Services](#)



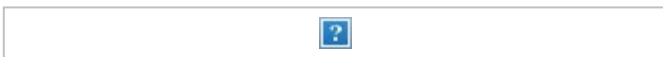
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[darin.richardson@ssa.gov](mailto:darin.richardson@ssa.gov)

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**From:** Williams, Walter DDS Raleigh <[Walter.Williams@ssa.gov](mailto:Walter.Williams@ssa.gov)>

**Sent:** Tuesday, February 14, 2023 3:50 PM

**To:** Richardson, Darin DDS Raleigh <[Darin.Richardson@ssa.gov](mailto:Darin.Richardson@ssa.gov)>; Ferguson, Fred DDS Raleigh <[Fred.Ferguson@ssa.gov](mailto:Fred.Ferguson@ssa.gov)>

**Subject:** Interview Documents for Review

Hey, here are screening and interview documents for review prior to our upcoming interviews.

Thanks!

**Walter K. Williams, D.IT., MBA**  
Supervisor  
Disability Determination Services, DCC  
[NC Department of Health and Human Services](#)

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[walter.williams@ssa.gov](mailto:walter.williams@ssa.gov)

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**From:** [Charchar, John DDS Raleigh](#)  
**To:** [Harrison, Kevin DDS Raleigh](#); [Lipscomb, Beverly](#)  
**Cc:** [Jacqueline.russell](#); [Sanders, Stephanie V. DDS Raleigh](#); [Greg Chavez](#)  
**Subject:** RE: JKeller Accommodation Medical Certification Request 10-2022:  
**Date:** Monday, October 31, 2022 9:50:20 AM  
**Attachments:** [image001.jpg](#)

---

Thanks, Kevin! I will send the document to Central ER for review and let you know when I hear back from them.

Please feel free to contact me if you have any questions and/or concerns.

Thank you,

**John Charchar**

Employee Relations Consultant

[Division of Human Resources](#), Division of Disability Determination Services (DDS)

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**From:** Harrison, Kevin DDS Raleigh <Kevin.Harrison@ssa.gov>

**Sent:** Monday, October 31, 2022 8:06 AM

**To:** Charchar, John DDS Raleigh <John.Charchar@ssa.gov>; Lipscomb, Beverly M. DDS Raleigh <Beverly.M.Lipscomb@ssa.gov>

**Cc:** Russell, Jacqueline DDS Raleigh <Jacqueline.Russell@ssa.gov>; Sanders, Stephanie V. DDS Raleigh <Stephanie.V.Sanders@ssa.gov>; Chavez, Greg DDS Raleigh <Greg.Chavez@ssa.gov>

**Subject:** RE: JKeller Accommodation Medical Certification Request 10-2022:

Looks okay to me.

**Kevin Harrison**

Manager II

Disability Determination Services, Unit 12

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**From:** Charchar, John DDS Raleigh <[John.Charchar@ssa.gov](mailto:John.Charchar@ssa.gov)>

**Sent:** Monday, October 24, 2022 11:15 AM

**To:** Lipscomb, Beverly M. DDS Raleigh <[Beverly.M.Lipscomb@ssa.gov](mailto:Beverly.M.Lipscomb@ssa.gov)>; Harrison, Kevin DDS Raleigh <[Kevin.Harrison@ssa.gov](mailto:Kevin.Harrison@ssa.gov)>

**Cc:** Russell, Jacqueline DDS Raleigh <[Jacqueline.Russell@ssa.gov](mailto:Jacqueline.Russell@ssa.gov)>; Sanders, Stephanie V. DDS Raleigh <[Stephanie.V.Sanders@ssa.gov](mailto:Stephanie.V.Sanders@ssa.gov)>; Chavez, Greg DDS Raleigh <[Greg.Chavez@ssa.gov](mailto:Greg.Chavez@ssa.gov)>

**Subject:** JKeller Accommodation Medical Certification Request 10-2022:

**Importance:** High

Hi Beverly and Kevin,

Please carefully review the areas highlighted in blue in the attached document for accuracy, and revise it if any revisions are required. Once you have both reviewed the document, please send it back to me so I may send it to Central ER for review. Please note, this version of the document is not authorized to be issued to the employee at this time. Please feel free to contact me if you have any questions and/or concerns.

Thank you,

**John Charchar**

Employee Relations Consultant

[Division of Human Resources](#), Division of Disability Determination Services (DDS)

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Email: [John.Charchar@ssa.gov](mailto:John.Charchar@ssa.gov)

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**From:** [Russell, Jacqueline DDS Raleigh](#)  
**To:** [Goodson, Shannon DDS Raleigh](#); [Greg Chavez](#); [Chavez, Gregory L](#)  
**Subject:** Re: Manager I Posting- Unit 24 Case Consultant Position

---

Hi, where are we with this?

Thank you,

*Jacki*

**Jacqueline Russell**

she/her/hers [why this is important](#)

**Division Director, Disability Determination Services**

[NC Department of Health and Human Services](#)

**President, [National Council of Disability Determination Directors](#)**

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Fax: 919-212-3248

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**From:** Goodson, Shannon DDS Raleigh <Shannon.Goodson@ssa.gov>

**Sent:** Friday, August 11, 2023 8:41:29 AM

**To:** Russell, Jacqueline DDS Raleigh <Jacqueline.Russell@ssa.gov>; Chavez, Greg DDS Raleigh <Greg.Chavez@ssa.gov>; Chavez, Gregory L <greg.chavez@dhhs.nc.gov>

**Subject:** Manager I Posting- Unit 24 Case Consultant Position

Good morning,

I tried to reach out to Susan this morning to get an idea of how many people have applied for the Manager I position (Case Consultant-Unit 24) to determine if we need to extend the position. It appears Susan is on leave. Greg, can you provide this information? If there are not a lot of applicants, I would like to extend the posting for another week. Thanks!

**Shannon Goodson**

Assistant Chief of Operations  
Disability Determination Services, Branch II  
[NC Department of Health and Human Services](#)

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**From:** [Chavez, Greg DDS Raleigh](#)  
**To:** [Jacqueline.russell](#)  
**Subject:** RE: OSHR Request for Continuous Posting: Disability Specialist I  
**Date:** Wednesday, March 1, 2023 11:20:42 AM

---

Good morning,

Katawna is working on the approvals through DHHS HR. Once we receive approval it must get approved by OSHR TA Management. She informed me the deadline for that is 3/17. Once approved, it will be placed on the HR Commission agenda for consideration. They meet in April.

I am in contact with her daily to ensure this request receives the attention it needs.

Thanks,

Greg

### **Greg Chavez**

Interim Assistant Human Resources Director for Divisions

DDS HR Manager

[Division of Human Resources](#), Division of Disability Determination Services (DDS)  
[NC Department of Health and Human Services](#)

Office: 919-814-3173

Cell: 919-675-5418

Fax: 919.212.3143

[Greg.Chavez@ssa.gov](mailto:Greg.Chavez@ssa.gov)

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**From:** Russell, Jacqueline DDS Raleigh <[Jacqueline.Russell@ssa.gov](mailto:Jacqueline.Russell@ssa.gov)>

**Sent:** Wednesday, March 1, 2023 11:14 AM

**To:** Chavez, Greg DDS Raleigh <[Greg.Chavez@ssa.gov](mailto:Greg.Chavez@ssa.gov)>

**Subject:** RE: OSHR Request for Continuous Posting: Disability Specialist I

Hi! I am glad we were able to talk Monday about this. You shared you were talking to Katawna to obtain a timeline for when this will get to Karen G for review/approval to then go to OSHR and get

calendared for the Commission to review.

What is the status of this request you received 2/21/23? Is there a date yet for when it will be reviewed by Karen or Barbara?

Sincerely,

*Jacki*

**Jacqueline Russell**

she/her/hers [why this is important](#)

Division Director, Disability Determination Services

[NC Department of Health and Human Services](#)

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**From:** Chavez, Greg DDS Raleigh <[Greg.Chavez@ssa.gov](mailto:Greg.Chavez@ssa.gov)>

**Sent:** Wednesday, February 22, 2023 10:58 AM

**To:** Russell, Jacqueline DDS Raleigh <[Jacqueline.Russell@ssa.gov](mailto:Jacqueline.Russell@ssa.gov)>

**Subject:** RE: OSHR Request for Continuous Posting: Disability Specialist I

Good morning,

I have contacted Mona (Class/Comp Manager) and Katawna Madric in Recruitment regarding our next steps. If I need to provide them with any additional information I will let you know. I will keep you posted on progress.

Thanks,

Greg

**Greg Chavez**

Interim Assistant Human Resources Director for Divisions

DDS HR Manager

[Division of Human Resources](#), Division of Disability Determination Services (DDS)  
[NC Department of Health and Human Services](#)

Office: 919-814-3173  
Cell: 919-675-5418  
Fax: 919.212.3143  
[Greg.Chavez@ssa.gov](mailto:Greg.Chavez@ssa.gov)

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**From:** Russell, Jacqueline DDS Raleigh <[Jacqueline.Russell@ssa.gov](mailto:Jacqueline.Russell@ssa.gov)>

**Sent:** Wednesday, February 22, 2023 7:55 AM

**To:** Chavez, Greg DDS Raleigh <[Greg.Chavez@ssa.gov](mailto:Greg.Chavez@ssa.gov)>

**Subject:** Fwd: OSHR Request for Continuous Posting: Disability Specialist I

Good morning! Will you please provide a status update by noon today?

Thank you,

*Jacki*

**Jacqueline Russell**

*she/her/hers* [why this is important](#)

**Division Director, Disability Determination Services**

[NC Department of Health and Human Services](#)

**President, [National Council of Disability Determination Directors](#)**

Office: 919-814-2980  
Fax: 919-212-3248  
[Jacqueline.Russell@ssa.gov](mailto:Jacqueline.Russell@ssa.gov)

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**From:** Russell, Jacqueline DDS Raleigh  
**Sent:** Monday, February 20, 2023 10:01:23 PM  
**To:** Chavez, Greg DDS Raleigh <[Greg.Chavez@ssa.gov](mailto:Greg.Chavez@ssa.gov)>; Chavez, Gregory L <[greg.chavez@dhhs.nc.gov](mailto:greg.chavez@dhhs.nc.gov)>  
**Cc:** Sanders, Stephanie V. DDS Raleigh <[Stephanie.V.Sanders@ssa.gov](mailto:Stephanie.V.Sanders@ssa.gov)>; Perryman, Victoria DDS Raleigh <[Victoria.Perryman@ssa.gov](mailto:Victoria.Perryman@ssa.gov)>  
**Subject:** OSHR Request for Continuous Posting: Disability Specialist I

Hi, I located the email you sent with the process for requesting a continuous posting. I followed the directions and have attached the required form and justification.

Will you please submit this tomorrow (Tuesday) so we can get it in the queue? We are planning for three more classes this federal year (April, June, and September) and need to benefit from this moving forward as expeditiously as possible.

We appreciate your help. Please let me know of any questions you have.

Sincerely,

*Jacki*

**Jacqueline Russell**  
*she/her/hers* [why this is important](#)  
Division Director, Disability Determination Services  
[NC Department of Health and Human Services](#)

**President, [National Council of Disability Determination Directors](#)**

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**From:** [Russell, Jacqueline DDS Raleigh](#)  
**To:** [Chavez, Gregory L](#); [DiMartino, Mona M](#)  
**Subject:** Sign On Bonus Request: Budget Manager I  
**Attachments:** [Form BON - DDS Bud Manager Sign On Bonus for Posting.pdf](#)  
[DDS Budget Manager I Position Sign On Bonus.doc](#)

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Hi! I have drafted a Sign On Bonus Form BON for a vacant Budget Manager position. We posted this previously and had few candidates that led to two interviews, neither worked out.

I would like to obtain approval for a Sign On Bonus and then repost the position so I can include the Sign On Bonus in the posting.

Mona – I appreciate your confirming on Monday that this needs to come through your shop. Liz and Greg are up to their eyeballs in actions so I am sending this to you and Greg as a first approach for this request.

I've attached the FormBON and a Justification Memo. If there are additional items I need to provide please let me know.

I appreciate your guidance.

Sincerely,

*Jacki*

**Jacqueline Russell**  
*she/her/hers* [why this is important](#)  
Division Director, Disability Determination Services  
[NC Department of Health and Human Services](#)

**President, [National Council of Disability Determination Directors](#)**

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