

Henrico County, Virginia  
Department of Human Resources  
**2015-2016 Annual Report**

In 2015-16, the County of Henrico Department of Human Resources (HR) continued to support County departments in myriad ways from collaboration on award-winning initiatives to credible implementation of compliance-driven requirements. Continuing to actively practice our vision of “Communication, Collaboration and Credibility” to produce strong service outcomes for the overall organization remains our service philosophy as a fully-engaged strategic partner with the County’s operational departments.

A main initiative completed in 2015-16 was a comprehensive review and revision of *Personnel Rules and Regulations*. This massive collaborative effort that included contributions from every division in HR produced a new tool for County employees that reflects the culture of our organization and better defines the Department of Human Resources’ service philosophy. As a service agency, HR designed *Personnel Policies and Procedures* to be a resource to aid and support County employees and supervisors. It is a comprehensive compilation of uniform standards of human resources administration for the County and provides equitable, responsible guidance to employees while still encouraging collaboration and conversation.

Similarly, HR partnered with the Department of Information Technology’s Web Team to reorganize our on-line content by citizen and service area. The new Employee Portal is designed to better serve our customers – the employees of Henrico County. Every division of HR was impacted by this project and each division collaborated closely with the department’s Web and Marketing Specialist to produce an innovative, appealing and customer-focused tool that meshes well with the County’s overall philosophy of high performance, customer-driven solutions.

With support from the County Manager’s Office, the Department of Human Resources expanded its services in December 2015 by hiring an Advocate for the Aging – a position to proactively provide resources and information and ensure services are being marketed effectively to a growing Henrico County senior population and support the County’s vision of community engagement and outstanding customer service. The “EngAGE in Henrico” initiative produced many new programs in its first six months, including senior seminars, expos and programs and will continue to expand. The Advocate for the Aging formed a resource group in collaboration with other County departments, to efficiently connect seniors and caregivers to readily available services and resources in Henrico County and to streamline the experience. The Advocate for the Aging takes a hands-on approach to assist Henrico’s aging population and its caregivers adapt, understand and live productively.

## Communication...Collaboration...Credibility

Another important focus for the County overall – employee development – was once again strongly supported by HR this fiscal year. The Department of Human Resources offered learning opportunities to employees at all levels emphasizing leadership, high performance, visioning, customer service and strategic thinking. As part of this collection of classes and cohort groups, including agency head meetings, middle manager cohorts and a first line supervisor “Focus on Leadership” series, HR won a National Association of Counties

*“It created an atmosphere of positive support which is essential to managing the stress of a supervisory role. It was a safe place to discuss situations where you could get supportive, yet challenging feedback.”*

- Focus on Leadership participant

(NACo) award entitled *Creating a Living Culture of High Performance*. Seeing the value of these learning opportunities, HR developed a “vision to performance” half-day class for the Role of the Supervisor series, a collection of required classes for all newly promoted or hired supervisors in the County.

The Feedback and Coaching class also became a required component of the Role of the Supervisor series and was expanded to include instruction by multiple divisions of HR. In addition, the Employee Academy was made available to all employees. In the Employee Academy, participants

*“The more I learn about the County and its various departments, the more impressed I am, and the more pleased I am that I work for such a fantastic county. I’ve been telling everyone about all the cool stuff I learned.”*

- Employee Academy participant

visit locations around the County, including a tour and presentation about the work function being visited. Tours are hosted by Leadership Development Program (LDP) emeritus volunteers and give participants a bigger picture understanding of the County as a whole, promote collaboration and understanding between departments and functions and help eliminate existing silos within the County.

The Department of Human Resources continued to provide a significant offering of instructor-led training to our customers in 2015-16, including classes that focus directly on the County’s core competencies, classes that focus on the culture of the organization, specialized training for groups on an as needed basis, learning-through-conversation cohorts, and technology training. The following data is a summary of the instructor-led training provided:

Type of Class	Total Workshop	Total Participants
Leadership/Professional Development	44	1154
Management	17	321
Technology	28	304
Specialized	48	1541
MH/DS	8	20
<b>Total</b>	<b>145</b>	<b>3,340</b>

## Communication...Collaboration...Credibility

This fiscal year saw a 6% increase in participants in instructor-led training from the previous fiscal year. Classes that had the highest registration numbers include Effective Decision Making, Competing Demands/Time Management, Covey's Lessons on Leadership, Assertive Communication and Speaking and Influencing Up.

These classes as well as other learning opportunities were also used to offer two (2) certification programs – the Leadership Development Program (LDP) and the Emerging Leaders Certification Program (ELCP) – both of which provide participants with learning goals that align with their job duties and career goals. These learning goals are met by completing program requirements that earn credit towards certification once met. In Fall 2015, LDP participants were surveyed and, as a result of the survey, 97.3% said “yes” when asked “As a result of your participation in LDP, do you believe you have improved in your leadership knowledge, skills, and abilities?”

Employee development was not only accomplished through traditional means. The Department of Human Resources also supported employee and organizational growth and performance through myriad collaborations in more unique ways. HR re-

vamped its retirement education services into more customer service focused, audience-specific mini modules to appeal to younger employees as well as those closer to retirement. Several divisions of HR collaborated to re-design New Employee Orientation (NEO) to better serve new hires and hiring managers by offering more flexibility in on-boarding without sacrificing the NEO experience. Human Resources staff also offered interactive behavioral interviewing training for some hiring managers and did intensive feedback sessions with hiring process participants when requested. We continued to offer on-line training, including *Harassment Prevention: What Every Supervisor Needs to Know*, which was completed by 56 new supervisors in 2015-16. Human Resources also played a key role in assisting the Department of Information Technology (IT) in providing on-line IT security training modules to all employees, increasing compliance for the whole organization to provide training to minimize and prevent IT security breaches. Finally, Human Resources and the Department of Recreation and Parks won a joint NACo award its 2015 revised orientation for seasonal summer camp employees.

*“As I facilitated the customer service portion [of NEO] and asked for stories of good customer service, I heard from an employee who mentioned both her recruiting experience as well as the NEO experience. She specifically mentioned that, during her recruitment experience, that everyone was very friendly and asked her questions about herself in a warm way that made her feel very comfortable and valued as a person. She also mentioned that the whole NEO experience made her feel extremely welcome and valued, and that everyone took time to answer her questions. When she said this, many people were nodding their heads in agreement, and several said this was the best orientation they had every experienced!”*

- Nancy

With so much opportunity for employee development, it was important to the Department of Human Resources that we have processes in place for employees to grow in their jobs. Fiscal year 2015-16 was an exceptional year for implementing career development plans (CDPs) and

## *Communication...Collaboration...Credibility*

reorganizations. New CDPs in multiple classifications were implemented in various departments and functions, including Libraries, Social Services, Water Reclamation, Information Technology, The Permit Center and Planning. As an example of the importance of CDPs, 26 people from the Department of Recreation and Parks advanced through CDP in this fiscal year from the Park Services Division reorganization implemented the previous year. Another way to support employee development is implementing merit-based pay increases. In partnership with the County Manager's Office and the Office of Management and Budget, HR helped to do just that in fiscal year 2015-16 through implementation of a two percent increase for all employees with acceptable performance. For those not eligible for the increase due to poor performance, Human Resources worked closely with their supervisors to develop and implement an action plan to improve performance. HR also provided career enrichment services to employees and offered applicants resume and interview feedback to help them grow, develop and find success in their careers.



Employee wellness is also another key component of employee development and success. Human Resources launched the HealthTrip brand for Henrico County's general government and schools employee wellness initiatives in September 2015. Because "wellness" is individual-driven, HealthTrip focuses on four general wellness emphases: physical health, nutritional health, personal health management and life balance. One of the most poignant offerings of HealthTrip this fiscal year was health risk assessments for employees. One thousand nine hundred and fifty one (1,951) employees took the opportunity to know their numbers by participating in a biometric screening to understand where they are on their health journey. The biometric screening included body measurements and several health metrics – cholesterol, glucose/blood sugar, blood pressure, height, weight, body mass index – chosen because they are the leading indicators for several health challenges faced by many, including diabetes, heart disease and obesity.

HealthTrip also included significant programming to support employee wellness. Employees traveled to Aerobiquerque, New Mexico with the goal of increasing daily physical activity, Hahalulu, Hawaii to practice finding humor in everyday activities to boost mood and reduce stress and Hartford, Connecticut to engage in activities that ensure optimum heart health. In addition, employees were given opportunities to participate in HealthTrip side trip excursions, including participation in local road races – Monument Avenue 10k, Nutzy's Funn Run 5K, and the Corporate 4-miler. HealthTrip also includes employee access to a weight room, group exercise classes, fitness training and use of an outdoor walking/running trail. Throughout the fiscal year, over 2,400 employees recorded being on a HealthTrip and employees recorded 16,989 visits to the exercise facility located at the Henrico County Training Center, representing 29 general government departments, HCPS and retirees.

HealthTrip also included special programming for the County's public safety agencies. HR, in collaboration with the Division of Fire, won a NACo Best in Category award for its submittal *Fire Fit: An Intensive Focus on Firefighter Wellness*. Together, the Division of Fire and HR created and

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implemented an initiative to support and train sworn fire personnel who were unable to successfully pass the Work Performance Evaluation (WPE) – an assessment crucial to their ability to perform their jobs safely and effectively. After participating in the program, the 2015 WPE results showed a 15% increase in WPE completion. Henrico County Police and Fire (HCPF) CrossFit, a collaborative fitness effort between the Divisions of Police, Fire and HR continues to grow in participation with 900 more “Workouts of the Day” (WODs) completed during the same time period of the previous fiscal year. Each day a new WOD is posted to the HCPF CrossFit webpage. These workouts are part of a complete program designed to improve strength and conditioning of sworn personnel and are also used by other County employees to help shape their individual HealthTrip. Human Resources also sponsored the Public Safety Games in May 2016 – a fitness competition between teams from Police, Fire and Sheriff – to boost healthy cooperation and competition.

Ensuring our employees have a safe workplace is also an important part of overall employee health and wellness. In collaboration with the County Attorney’s Office, the Department of Human Resources launched its revised Safety Manual to provide a consistent and easier to follow format as well as updated procedures. HR launched online safety training using WebNet that includes courses developed in-house and by vendors on safety, environmental and HR topics and also produced environmental videos in collaboration with Schools’ Communication and Public Relations entitled *Managing Used Oil, Used Oil Filters and Used Antifreeze* and *Managing Underground Storage Tanks, Aboveground Storage Tanks, and Spill Response and Notification*. These initiatives made safety and environmental training and information more available and accessible to all employees. HR also began to run emergency evacuation drills for Schools’ Construction and Maintenance employees and ran mock spill drills with employees whose job includes storing fuel and hazardous materials on-site so they know how to respond to an emergency.

The Department of Human Resources won a NACo Achievement Award for *Environmental & Sustainability Management System: Cost Cutting Tools*. The County implemented an Environmental and Sustainability Management System (ESMS) so that sustainability efforts are maximized, liability and risk are minimized and regulatory compliance is ensured, producing achievements including reduced energy usage, reduced or eliminated hazardous waste, reduced potable water usage, reduced greenhouse gas emissions and increased recycling efforts, all that contribute to an optimal work environment for all employees. In addition, HR began using a third party administrator for worker’s compensation claims in December 2015, resulting in new efficiencies and time savings with no lapse in service.

The Employee Health Services (EHS) Division of HR also continued and expanded its efforts to keep our employees well and safe. In the annual compliance testing of lung capacity (spirometry), there were many no-shows due to job demands so EHS Clinic staff took their “show on the road” and went to employees to do on-site testing, dramatically improving the completion

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rate. Nurse practitioners in the clinic also began to perform FBI regulated and required physicals for bomb squad personnel, saving the County \$308.50 per physical. The Clinic also saved money this fiscal year by signing up with a medical supply co-op – Minnesota Multi-State Contracting Alliance – to increase our purchasing power and get comparison pricing for medications and supplies. To better serve our public safety partners, the clinic added pre-employment hearing and vision tests for Communications Officers and stress tests for new fire recruits. For overall employee wellness, EHS also made available this fiscal year rapid strep and rapid flu testing at the clinic and began hemoglobin A1C screening as a follow up service to anyone showing diabetic or pre-diabetic indicators.

*I visited our Employee Health clinic yesterday afternoon for the first time since I've been working for Henrico and I wanted to let you know that the staff was so nice to work with and helpful. I really appreciate having this employee benefit as it enabled me to be seen quicker, rather than trying to get an appointment with my regular Doctor's office, and they were able to provide excellent customer service and treatment.*

- County employee

To better serve our employees deployed on military service, The Department of Human Resources started a new Military Email Program to keep our military personnel updated on happenings at the County, share holiday wishes, show gratitude for their service and keep apprised of any changes or needs with their military orders/status. This has resulted in at least one deployed employee emailing back his gratitude for this program because it keeps him connected to his life at home.

Many traditional human resources services are imperative to overall employee service, satisfaction and well-being. The Department of Human Resources ensured the County was in compliance with all State and Federal compliance mandates regarding employee benefits. HR produced the mandated Affordable Care Act health care W-2. We also continued to review health care costs for the County and implemented and supported strategies to improve employee health and reduce costs. The federal government changed ethnicity reporting requirements for employees and HR ensured compliance with this requirement as well as trained all of our staff that interface with new employees to explain how ethnicity is defined and reported and assist new employees with questions about selecting the appropriate ethnicity field. This also included updating the Personnel Information Update Form to better reflect and clarify the new definitions.

The Department of Human Resources continued to ensure successful recruitment efforts in 2015-16. Figure 1 shows the employment and promotion data for Fiscal Year 2015-16.

The award-winning Internship Program was moved to the Employment and Compensation Services (ECS) Division

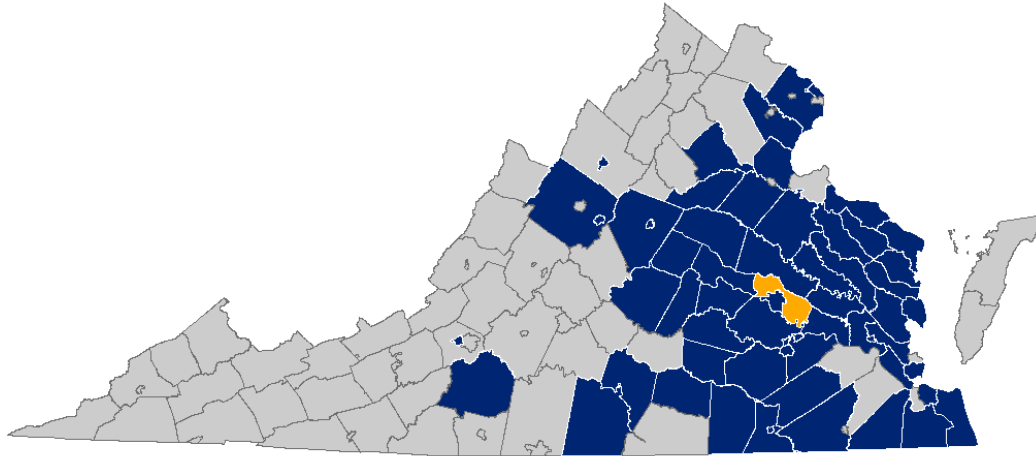
Figure 1: Employment & Promotion Data			
	Permanent	Temporary	Total
Applications Processed	28,652	5,401	34,053
New Hires	460	498	958
Promotions*	186	N/A	186
<i>*Includes all County career development series.</i>			

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to streamline processes and align it with other County hiring. HR created an ECS Manual to outline policies, screening protocol, timelines, files, responses and documentation. We also developed new recruiting strategies for hard-to-fill positions, including collaborating with other departments to implement new programs.

The County of Henrico's most important assets are the County employees who serve the organization's customers in an outstanding manner each day. In 2015-16, the Department of Human Resources continued to strive to serve those employees through communication, collaboration and credibility to help them to be well and to be best equipped to serve our customers effectively. Our service philosophy of being a fully engaged strategic partner with the County's operational departments and all of our customers was demonstrated in myriad ways to ensure high performance and outstanding outcomes for the organization overall.

### **Map of Virginia showing employees residency**



Albemarle	Amelia	Arlington	Augusta
Brunswick	Buckingham	Caroline	Charles City
Charlotte	Charlottesville	Chesapeake	Chesterfield
Colonial Heights	Culpeper	Cumberland	Dinwiddie
Emporia	Essex	Fairfax	Falls Church
Fluvanna	Franklin	Gloucester	Goochland
Greensville	Halifax	Hampton	Hanover
Harrisonburg	Henrico	Hopewell	James City
King and Queen	King William	Lancaster	Louisa
Lunenburg	Mathews	Middlesex	New Kent
Newport News	Norfolk	Northumberland	Nottoway
Orange	Petersburg	Powhatan	Prince George
Prince William	Richmond	City of Richmond	Salem
Southampton	Spotsylvania	Stafford	Suffolk
Sussex	Virginia Beach	Waynesboro	Westmoreland
Williamsburg	York		

Our employees live in 62 localities in Virginia!

**FY 2015 – 2016 County of Henrico Department Statistics**

Department	Complement					Filled <sup>(2)</sup>	Vacant	Retirees
	1	2	3	4	Total			
G_Board of Supervisors	3	0	0	1	4	4	0	0
G_Building Inspections	52	0	0	1	53	53	0	0
G_Circuit Court Clerk	0	2	35	1	38	38	0	2
G_Circuit Court Judges <sup>(1)</sup>	8	0	0	0	8	8	0	0
G_Commonwealth's Attorney	18	37	8	1	64	62	2	0
G_Community Corrections	2	0	24	1	27	27	0	2
G_Community Revitalization	16	0	6	1	23	21	2	0
G_County Attorney	19	0	0	1	20	20	0	0
G_County Manager	7	0	0	7	14	12	2	1
G_CRWP	0	0	15	1	16	11	5	1
G_Extension Agent	2	1	0	0	3	2	1	0
G_Finance	126	41	0	1	168	160	8	3
G_Fire	561	0	0	1	562	527	35	21
G_General Services	184	0	0	1	185	176	9	4
G_Human Resources	56	0	0	1	57	52	5	1
G_Information Technology	91	0	0	1	92	84	8	4
G_Internal Audit	3	0	0	1	4	4	0	0
G_James River Juv Detention	0	0	66	1	67	66	1	0
G_Juvenile Detention	3	29	3	1	36	34	2	2
G_Library	196	0	0	1	197	188	9	3
G_MH/DS	25	196	148	1	370	355	15	6
G_Permit Center	15	0	0	1	16	16	0	0
G_Planning	44	0	0	1	45	40	5	1
G_Police	827	10	0	1	838	768	70	26
G_Pub Relations/Media Services	18	0	0	1	19	19	0	0
G_Public Utilities	375	0	0	1	376	349	27	15
G_Public Works	258	0	0	1	259	241	18	2
G_Real Property	6	0	0	1	7	7	0	13
G_Recreation	177	0	0	1	178	164	14	0
G_Sheriff's Office	59	331	0	1	391	371	20	16
G_Social Services	1	175	8	1	185	170	15	6
G_Voter Registration	8	0	0	1	9	9	0	0
<b>Grand Total</b>	<b>3160</b>	<b>822</b>	<b>313</b>	<b>36</b>	<b>4331</b>	<b>4058</b>	<b>273</b>	<b>129</b>

(1) Includes 3 limited law clerks

(2) Public Safety Academy positions filled by multiple employees

NOTE: All statistics above are based on permanent authorized positions. FY statistics as of June 10, 2016.

In Fiscal Year 2015/16, the Volunteer Services Program celebrated an average of volunteers per month, a cumulative total of 148,304 volunteer work hours, the estimated work equivalent of 71 full-time employees, and \$4 million in savings to the County.



**Fiscal Year 2015 – 2016 Employee Profile**

Permanent EEs	
Step	# EEs
1	925
2	539
3	375
4	308
5	238
6	471
7	189
8	147
9	127
10	111
11	112
12	80
13	60
14	65
15	41
16	44
17	40
18	48
19	21
20	34
21	18
22	27
23	13
24	21
25	14
26	37
<b>Grand Total</b>	<b>4105</b>

Permanent EEs	
Overtime Status	# EEs
Exempt	1334
Non Exempt	2771
<b>Grand Total</b>	<b>4105</b>

Permanent EEs	
Salary Level	# EEs
10,000 - 19,999	56
20,000 - 29,999	293
30,000 - 39,999	805
40,000 - 49,999	1015
50,000 - 59,999	814
60,000 - 69,999	546
70,000 - 79,999	280
80,000 - 89,999	128
90,000 - 99,999	62
100,000 - 109,999	42
110,000 - 119,999	22
120,000 - 129,999	18
130,000 - 139,999	8
140,000 - 149,999	6
150,000 - 159,999	2
160,000 +	8
<b>Grand Total</b>	<b>4105</b>

ALL EEs		
EEO*	# EEs	%
Male	2,923	60.29%
Female	1,925	39.71%
	<b>4,848</b>	
Minority	1,639	33.81%
Non-minority	3,209	66.19%
	<b>4,848</b>	

EEs by Magisterial District	
District	#EEs
Brookland	651
Fairfield	495
Three Chopt	378
Tuckahoe	396
Varina	521
Outside County	2407
<b>Grand Total</b>	<b>4,848</b>

Permanent EEs	
Years of Service	# EEs
<1	146
1-5	1216
6-10	752
11-15	712
16-20	519
21-25	298
26-30	271
31-35	99
>35	92
<b>Grand Total</b>	<b>4105</b>

Permanent EEs	
By Age	# EEs
<21	5
21-30	634
31-40	997
41-50	1154
51-60	942
61-65	276
66-70	77
>70	20
<b>Grand Total</b>	<b>4105</b>
<b>Average Age</b>	<b>44.63</b>

Permanent EEs	
Average Pay per Hour	
Full-time	\$24.37

Permanent EEs	
Additional Employee Statistics	
Turnover rate	10.48%
Average annual leave usage	166
Average sick leave usage	68

ALL EEs		
By Type	# EEs	%
Permanent FT	4,047	83.48%
Permanent PT	73	1.51%
H/T/S	728	15.02%
	<b>4,848</b>	

Federal minimum wage:  
\$7.25/hour effective July 24, 2009

\*EEO data is voluntary and self-reported.

FY statistics as of June 10, 2016