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**HENRICO COUNTY**

**ANNUAL REPORT**

2016/2017

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**DEPARTMENT OF HUMAN RESOURCES**

COMMUNICATION. COLLABORATION. CREDIBILITY.

OCTOBER 2017

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# Annual Report

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Each year the County of Henrico Department of Human Resources (HR) charges itself with providing support and guidance to all departments, employees, and the residents we serve. Fiscal year 2016- 2017 proved no different as the growth and development within our divisions flooded our customers with information, partnership and award-winning programs, creating an environment that could only be described as, "The Henrico Way." Over the past year, we have continued to cultivate the County Manager's vision through our philosophy of communication, collaboration and credibility, while building stronger partnerships as we strive to meet the needs of customers.

It has been a busy year for our "EngAGE in Henrico" initiative. Focusing on the senior community, our Advocate for the Aging increased our scope with new outreach initiatives that resulted in hosting over 15 programs and partnering with other organizations to offer 37 additional events in the past fiscal year. Partnerships have been developed with over 80 different organizations throughout the region. One partnership to highlight is with Senior Connections. Together we hosted our first "Senior Law Day" which allowed us to prepare free documents including wills, durable powers of attorney and advanced medical directives for 30 of our citizens.

Additionally, having listened to the needs of our seniors and their caregivers, the Henrico Ambassador Program for Seniors (HAPS) was created. This was a two-part, bi-annual, series that gave participants the opportunity to learn about the various community agencies available to them along with County resources provided to older citizens, caregivers and their families. This speaks volumes to the amount of engagement our program has fostered in providing information and services to our aging community.

Transitioning focus from the aging to the younger generation, our HR department is proud of the evolution our internship program has taken. Receiving 720 internship applications this year, we were afforded the opportunity to hire 93 students for 34 different programs throughout most County departments. The diversity of learning goals across the program provided us with valuable feedback in learning what drives the younger generation. Our internship program is unique because not only does it allow us to partner with Henrico County Public Schools along with colleges and universities, but also this year we aligned with a privately-funded workforce development college preparatory program, Partnership for the Future. This program provided high school students who have great potential with limited resources the opportunity to succeed through internship experiences, personal and professional development workshops and assistance learning how to save and plan for college.

## TESTIMONIAL

"I love "The Henrico Way," I love the Henrico motto and I love the good loving spirit and hospitality of the people of Henrico County. You have left an everlasting impression on my life that will go a long way with me."

- Moses Harris, Intern III



With over 23,000 hours worked by our interns, this year was our most active year to date, resulting in hiring 15 interns into full-time positions here in Henrico County. Because of our internship program, students are developing an interest to serve and have a passion for local government.

Also, a trend in hiring the younger generation (millennials) emerged this year. Fifty-seven percent of new hires were under the age of 30! Facilitating the hiring process for people who have a passion for local government, and specifically for Henrico County, is a key component of our Employment and Compensation Services (ECS) division. Not only did we work divisionally to ensure the highest quality of hires for Henrico, a larger portion of our recruitment efforts were spent partnering with all County departments in meeting critical staffing needs to support public safety and quality of life services for County citizens. This fiscal year, ECS created a set of standard operating procedures (SOPs) for a more consistent and streamlined process for their division. Along with SOPs, a new semi-annual newsletter was published by the division to help deliver information to key stakeholders in other departments about ECS processes.

HR's Financial and Administrative Services division received an increase of employment verification's by 32% this fiscal year. Completing these verifications helped current and former employees receive necessary information for new employment and private loan applications. In addition to verifications, Financial and Administrative Services certified 80 employees with the Department of Education's Public Service Loan Forgiveness Program, having a great impact financially for those employees in the program.

Cultivating professional growth and development continued to be a pillar for Human Resources. We saw an increase of 48 non-public safety Career Development Programs (CDP) from fiscal year 2016. Departments across the County experienced benefits of the CDP program and expressed the lasting effects it will have on their divisions and the customer service they provide. In conjunction with employee development, execution of merit based pay increases occurred again this year. Partnering with the County Manager's Office and Office of Management and Budget, Human Resources helped with the implementation of a 2.5% increase for all employees with acceptable performance.

Helping foster excellent performance and pushing our employees to further their careers through coaching, training and leadership opportunities is the cornerstone of our Organizational Learning and Talent Development (OLTD) division. Evolution and teamwork within this division thrived at all times. This past year Human Resources was awarded a National Association of Counties (NACo) award for the *Employee Academy: Engaging Employees at All Levels of the Organization* and was the co-recipient of *Creating a Culture of Leadership: Public Works Leadership Discussion Group* in collaboration with our strategic partners in the Department of Public Works (DPW). Immersed in "The Henrico Way," the employee academy connected employees with one another to give them rare insight into the behind-the-scenes operations of diverse county departments. The standard of "Leadership at all Levels," thrived in the academy because tours were conducted by myriad leaders from top agency heads, to employees occupying diverse roles within each department. To date, 234 people registered for the academy with a 98% approval rating triggering this program to be one of the highest in demand for the County. The second NACo award, *Creating a Culture of Leadership*, was a true collaborative effort between DPW and Human Resources. This discussion group was designed and formed to facilitate ongoing knowledge-sharing and development of DPW supervisors, once again displaying the values of leadership at every level. HR's philosophy of communication and collaboration led to the key success and credibility of this group so that the best ideas were given a chance to become a reality for the County. These awards highlight myriad ways in which growth and development has been at the forefront of our department all year.

While awards highlight the strength and guidance OLTD provides employees, it scratched the surface on the overall practice of the division. The continued guidance in the Leadership Development Program (LDP) allowed for 25% of all first line supervisors in the County to be active participants. We have found that over the past fiscal year employees are seeking more consultation and coaching to grow within their positions as the time spent offering these services has increased by 25% from fiscal year 15-16.

# TESTIMONIAL

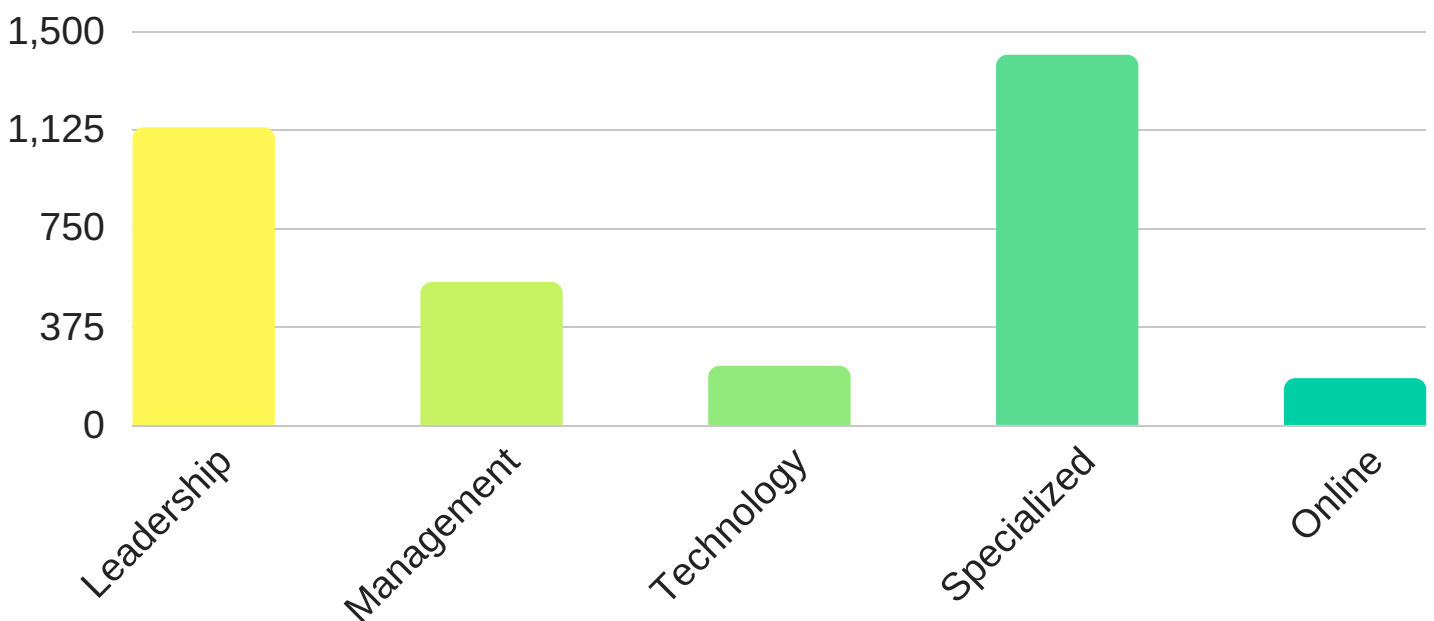
*"In its essence, I perceive the Henrico Way as creating an environment where all members feel valued and as a result, feel empowered to grow as human beings who can make a contribution to their organization and to the community outside their place of work. A person that is valued is a person energized. That energy comes out in the way he or she approaches the job, fellow workers, and the mission of the County."*

- John Buzas, Level One Emerging Leaders Certification Program

The Emerging Leaders Certification Program (ELCP) saw its first year of level three participants in non-supervisory roles progress with the program. ELCP provided non-supervisory employees with the framework through learning experiences to strengthen their leadership skills and self-awareness to deliver customer service "The Henrico Way." This program, like all of our developmental programs, is unique because participants are charged with investing in their own development. Experiencing the continuation of employees completing levels in ELCP further solidified that our abundance of resources, tools and classes continued to foster self-empowerment to grow within a career here at Henrico. To date there have been 314 total applications for ELCP.

In the classroom, instructor-led training saw an 8% increase in the number of classes taught this year. The interest in management classes also nearly doubled with the most popular class being, 'Change, Stress, and Resiliency: Leading with the SCARF Model,' with 115 registrations.

CHART: INSTRUCTOR LED TRAINING: TOTAL PARTICIPANTS BY CLASS



Not only are our employees seeing the benefits of career development but also our volunteer program offered engagement opportunities with our citizens in an unprecedented way. In partnership with local organizations and events, HR continued to market our volunteer program which resulted in an average of 708 volunteers each month with a total of over 135,000 hours worked in the past year. This is equivalent to 65 full-time employees and allows for a unique experience of interaction between the community and the County demonstrating our vision as an organization.



Average Volunteers Each Month: **708**  
Total Volunteer Hours: **136,751**  
Total Savings from Volunteer Hours: **\$3.5 Million**  
Total Equivalent Full Time Employees: **65**

Staying in sync with the community afforded our Human Resources Management System (HRMS) division the opportunity to implement the County's newly established fundraising effort, The Henrico Fund. Employees can now donate to one or more of the 11 different non-profit organizations directly through a payroll deduction with the amount contributed documented on their pay slip. Once again, collaboration was at the forefront of this effort, this time partnering with the County Manager's office on the design of this charitable giving option with the focus on employee self-service.

Continuing to highlight the growth and development of our department in service to our employees, we would like to draw attention to our Employee Health Services (EHS) division who are doing their part to help our employees on their HealthTrip journey. A push made this year to greatly expand employees' knowledge of their services expanded greatly due to the diligent education and persistent message from the EHS staff. From participating in many department in-service meetings to including information at new employee orientation, to presenting to County leadership at a Pre-Board meeting, our EHS team has made employees more aware of the benefits and amenities provided at Employee Health Services, and it showed in the numbers. Non-occupational visits nearly tripled in the last fiscal year, with a total of 976 unique visits. That included everything from allergy injections to treating common cold symptoms, sore throats and health screenings. Along with common check-ups, discussions about overall health were a priority to educate employees about diabetic counseling, smoking cessation, hypertension and cholesterol management. The all-inclusive philosophy was to capture the moment with each patient and not just treat their initial issue.

# TESTIMONIAL

*“The benefit of having employee health, and caring for Division members cannot be overstated. This saved me from missing work, trying to make an appointment with my primary care physician, which may or may not have happened... Please know I am not the only officer who has noticed and appreciates this service the County provides.”*

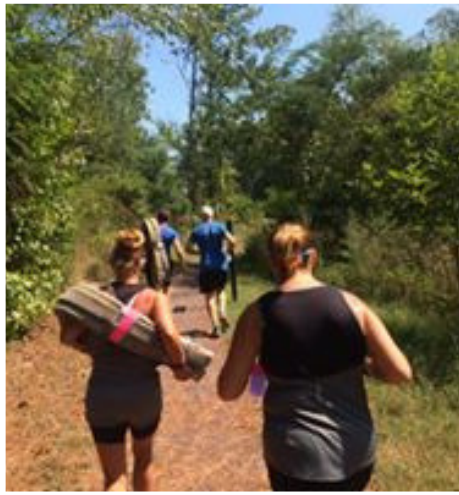
-Sergeant Barry K. Clark, Community Policing, Henrico Police Division.

Serving our employees in a non-occupational capacity was not our only feat; the EHS team continued to provide all occupational job screenings across the County as well. This year, a major accomplishment was thinking outside the box by bringing the Respiratory Protection Program Screening services to Jail West. Examining employees on location allowed us to complete screenings of every employee within a two-month time frame with as little inconvenience and disruption to the workforce as possible.

Our EHS division was not the only division to collaborate with the Sheriff's department this year. Employee Relations (ER) provided training to all staff supervisors through in-service meetings, resulting in a better understanding of employee relations processes as well as creating better workflows for both departments. Additionally, ER collaborated with the County Attorney's office to provide training to all Fire staff level supervisors on administrative investigations and other policy related topics. The more information sharing and collaboration we do with all departments throughout the County, the more employees feel empowered to learn and grow within their positions.

Also significantly contributing to our employees' HealthTrip journey, and with the attention of total overall health for our employees, our Fitness and Wellness division fixated on four program areas for individualizing the employee HealthTrip journey this year: physical health, nutritional health, personal health management and life balance. We traveled to Strong Falls, South Dakota with goals of developing or maintaining regular muscle strength. The journey also took our employees to Las Veggies, Nevada where the excursion focused on nutritional wellness and encouraged employees to make sure half of their plates at a daily meal consist of fruits and vegetables. Side excursions for HealthTrip lead to participation in the Monument Avenue 10K, Nutzy's Funn Run 5K and Anthem Corporate 5K. In total over 2,800 employees participated in programs with Fitness and Wellness this year visiting out fitness facilities almost 21,000 times and representing 29 different general government departments along their individual HealthTrip journeys. Visits included everything from participating in a class and attending fitness orientation to Henrico County Police and Fire CrossFit, weight room and outside trail usage.

Aside from the daily attention Fitness and Wellness gave to the employees' HealthTrip journey, the division also offered different programs to educate employees on health trends and personal overall well-being. Health risk assessments for Schools and General Government employees were offered to better understand where they were on their HealthTrip journey, and 2,017 employees took the opportunity to be evaluated. Along with the health risk assessment, the Weight Loss for Optimal Health program was designed to combat obesity and growing overweight trends in our society. This program saw 88 employees start their journey to overall wellness.



Our HealthTrip focus was not just through EHS and Fitness and Wellness. Our Benefits Division contributed by replacing our long-term disability program with a comparable fully-insured program by MetLife. This means that the focus on complete service and care is provided for our employees with greater efficiency and more options for our employees to return to work.

One of the most collaborative divisions with complete focus on employee safety and welfare shined through Risk Management (RM). Risk Management worked on collective efforts for both General Government and Schools to minimize the effects of accidental losses and to keep employees prepared and safe so that they can focus on teaching, policing, infrastructure, recreation, and all things that matter to the residents of Henrico. Our Safety Team tracked federal and state regulations and changes, conducted CPR and defensive driving training, conducted inspections, and served as the main resource for employees. The Environmental Team kept track of Environmental Protection Agency and Department of Environmental Quality regulations, tracked environmental assets as well as conducted inspections. Lastly, RM's Claims Team investigated and processed workers compensation, auto, property and general liability claims. Not only did RM prove to communicate and collaborate within their own division but they also worked with



Department of Public Utilities (DPU) Operations, DPU Solid Waste and Recreation and Park Services to help facilitate the implementation of an Environmental and Sustainability Management System. The overall goal of this system was to reduce the environmental impacts we have on the County and world in general. Risk Management also built relationships with the Purchasing Division of Finance, Police and Central Automotive Maintenance (CAM) divisions to streamline a process for total loss for vehicles. This initiative showed our philosophy of communication and collaboration as well as growth through leadership to engage and work in partnership across the County.

Another huge initiative RM implemented this year was the implementation of "Company Nurse." This hotline was created in July 2016 as a telephonic reporting process for work related incidents. It did not take the place of the RM injury forms, but was an additional tool put in place to expedite the reporting of claims to the worker's compensation carrier and the Worker's Compensation Commission. In its first year, Company Nurse fielded 547 calls from Schools and 698 calls from General Government.

The Risk Management Division of HR also won a NACo Award for *Unified Workforce Environmental Awareness Training*. In collaboration with Henrico County Public Schools, a comprehensive and unique approach to environmental awareness training was created. Four training videos were designed and feature County employees at various agencies and facilities performing common work tasks in the most responsible way possible.


As a department, Human Resources continues to recognize that the most integral strength of Henrico County is its employees. They are the core that afforded our department the ability to serve our local government and community. We know that HR provided the tools for them to grow, support for them to develop and community in which they can share with every citizen of this County. "The Henrico Way" is not just a saying, it is the foundation that allowed us to communicate, collaborate and to nurture this credible organization from day one forward.

**PROUD OF OUR PROGRESS.  
EXCITED ABOUT OUR FUTURE.**



# 2016/2017 EMPLOYEE PROFILE

## EEs by Magisterial District

	Brookland	697
	Fairfield	532
	Three Chopt	418
	Tuckahoe	397
	Varina	587
	Outside	2457
<b>Total- 5088</b>		

### Permanent EEs

Step	# EEs
1	440
2	730
3	467
4	368
5	280
6	225
7	435
8	196
9	135
10	118
11	102
12	102
13	72
14	58
15	64
16	36
17	38
18	38
19	44
20	22
21	33
22	18
23	22
24	15
25	14
26	37
<b>Grand Total</b>	<b>4109</b>

### Permanent EEs

Years of Service	# EEs
<1	104
1-5	1298
6-10	673
11-15	708
16-20	573
21-25	323
26-30	235
31-35	105
>35	90
<b>Grand Total</b>	<b>4109</b>

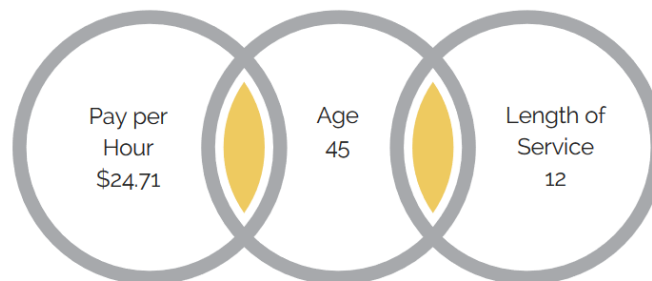
### Permanent EEs

By Age	# EEs
<21	3
21-30	639
31-40	992
41-50	1132
51-60	949
61-65	288
66-70	83
>70	23
<b>Grand Total</b>	<b>4109</b>

### Permanent EEs

Salary Level	# EEs
10,000 - 19,999	57
20,000 - 29,999	233
30,000 - 39,999	805
40,000 - 49,999	976
50,000 - 59,999	788
60,000 - 69,999	598
70,000 - 79,999	344
80,000 - 89,999	130
90,000 - 99,999	62
100,000 - 109,999	46
110,000 - 119,999	23
120,000 - 129,999	20
130,000 - 139,999	8
140,000 - 149,999	5
150,000 - 159,999	3
160,000 +	11
<b>Grand Total</b>	<b>4109</b>

### Permanent EEs Averages



### ALL EEs

EEO*	# EEs	%
Male	2,958	58.14%
Female	2,130	41.86%
	<b>5,088</b>	<b>100%</b>
Minority	1,814	35.65%
Non-minority	3,274	64.35%
	<b>5,088</b>	<b>100%</b>

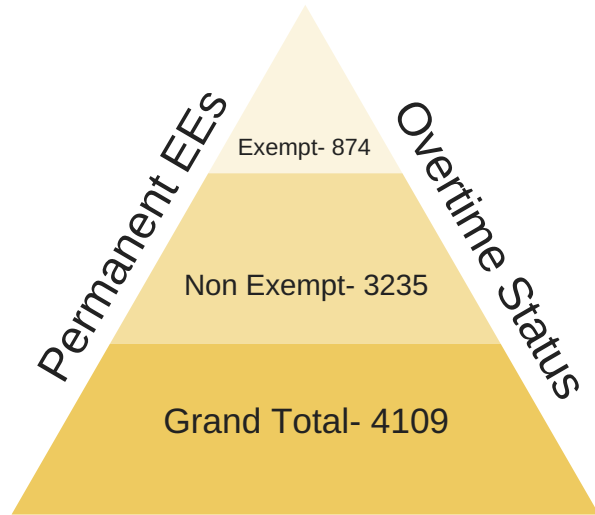
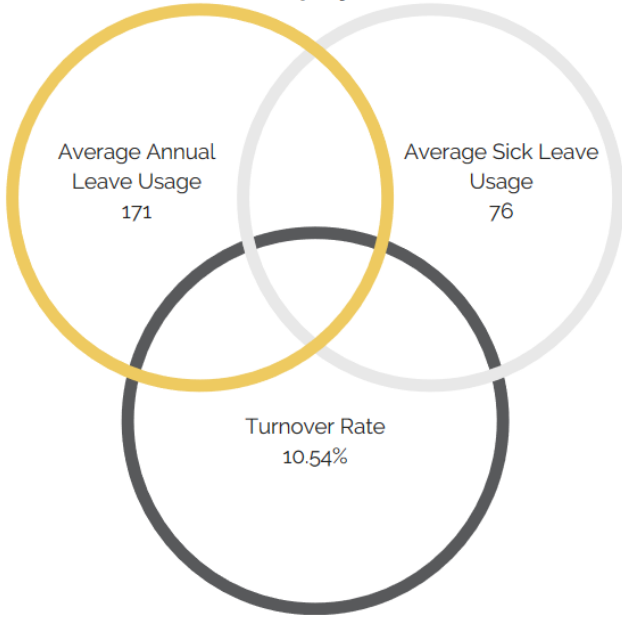
### ALL EEs

By Type	# EEs	%
Permanent FT	4,068	79.95%
Permanent PT	74	1.45%
Hourly	946	18.59%
	<b>5,088</b>	<b>100%</b>



# 2016/2017 EMPLOYEE PROFILE

## Additional Employee Statistics



## EMPLOYEE RESIDENCY MAP

