

2021/2022

# ANNUAL REPORT



**HENRICO COUNTY  
DEPARTMENT OF HUMAN RESOURCES**  
October 2022

# INTRO

Henrico County is not just an employer; it is a foundation for success for our employees both at work and at home. The Department of Human Resources (HR) is a critical contributor in showcasing and ensuring that Henrico County is an employer of choice and takes care of our employees, the County's most valuable resource. The various Divisions of HR collaborate to seamlessly serve our employees while helping them grow their careers and, in turn, serve our community.

The Employment and Compensation Services Division (ECS) developed many outreach and compensation projects throughout the year. They worked with multiple departments to communicate position openings, mentor inmates through the ORBIT program, and create various career development implementations. These efforts keep Henrico County progressive and competitive to meet the needs of internal and external customers.

In their job fair initiatives, ECS utilized a hybrid approach to reach a larger pool of candidates. They hosted a job fair with Mental Health and Developmental Services (MH/DS) that had both virtual and in-person options. The event was a great success, with positive feedback from the attendees and the MH/DS staff. They also organized two hiring events for the Department of Public Works to target their hard-to-fill positions critical to the community roadways and development. By opening the doors to the community for these events, ECS can keep its finger on the pulse of what is essential to residents and job seekers- keeping outreach efforts relevant and accessible. Computers are provided on-site to assist with applications, and on-site interviews help expedite the process. This year, the ECS Division's outreach efforts earned a NACo award titled "Meeting the Community's Needs: The Evolution of County Hiring Events."



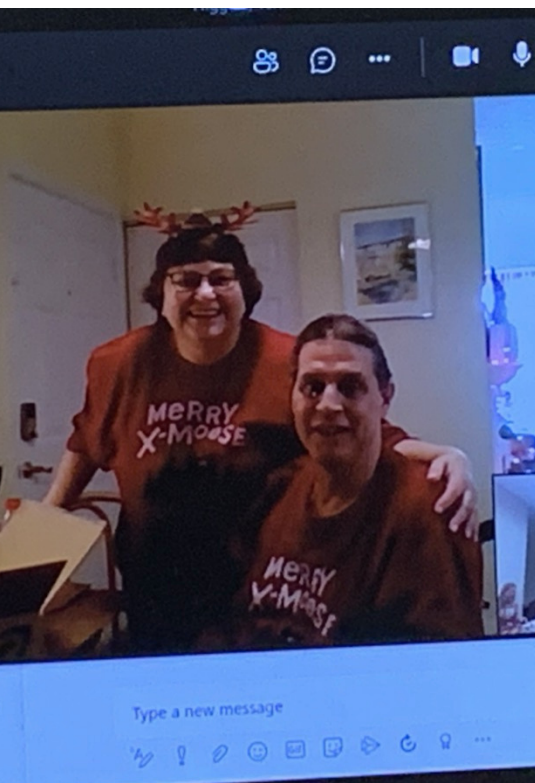
*"Traditionally, local governments participate in hiring events hosted by external entities. Henrico County flipped the script and implemented hiring events with the community's needs in mind. Both large-scale and small-scale events have evolved throughout the last four years to highlight career opportunities available in public service and showcase the resources the County has in place to serve the community. Our first hiring event was created to serve the Henrico community directly. Thirty-eight departments attended, sharing information about their open positions and services. Information sessions were provided on how to be successful in our hiring process. Future events grew to include career enrichment information sessions with our Virginia Career Works community partners and position-specific hiring events to respond to critical hiring needs for departments. The Covid crisis challenged us to come up with creative solutions to keep our workforce and community safe while pursuing our outreach efforts in order to continue providing service to our community. These events produced positive outcomes with qualitative and quantitative results."*

The ECS team has a passion for the Sheriff Department's ORBIT program participants. In the past year, recruiters have mentored a total of twenty inmates. Employees scheduled regular meetings and skills workshops to accomplish many tasks after building trusting relationships with the inmates. Once they established trust, the ECS team worked (and continues to do so) to instill confidence and enhance the inmates' job application, resume writing, and interview skills. In addition, ECS sought to remind the groups that they DO have skills, knowledge, and abilities that are valuable to their future. As a result, the Department of Public Works hired two program participants in the last six months. Others are waiting for offers pending their ability to obtain their driver's license. Both the Department of Public Utilities (DPU) and the Department of Public Works (DPW) have welcomed these participants and greeted them with open arms at hosted hiring events.



*The Classification and Compensation (Class and Comp) continued its close collaborations with numerous departments by*

- *Assisting with reorganizations*
- *Restructuring divisions*
- *Reclassifying over 300 positions whose primary duties had evolved beyond the scope of their current classification but were critical to supporting their department's changing operational needs*
- *Establishing or reallocating positions to meet departments' operational needs*
- *Developing underfill opportunities for various positions*
- *Developing and implementing career development plans (CDP)*
- *Reviewing and approving over 400 career development advancements*
- *Behind-the-scenes system work to set up the new Sports and Entertainment Authority.*



The Human Resources Management Systems (HRMS) team implemented a system upgrade to Oracle 12.2, a new look with enhanced Oracle functionality to accompany these new classifications and pay structures. Among the



exciting new features introduced was a revised landing page with simplified access to the functions most frequently used by employees. These functions appear as 'icons' upon login to the Oracle Home Page. An alternate way to access additional functionality is by using the navigator, which displays a cascading view of the responsibilities assigned to an employee. The upgrade to 12.2 also enabled the implementation of process improvements by facilitating access to new functionality, such as the E-Business Suite Command Center. The Command Center provided point-in-time analysis of human resource and payroll data by creating business dashboards. These allow managers and supervisors to track overtime paid for all direct reports. It also monitors overtime amounts paid by pay period. In addition, it provides the fiscal year-to-date Regular Paid, Overtime Paid, and Percent Regular to Overtime. This data can be used in conjunction with reporting as a tool for resource planning and identifying staffing needs.

To help fill and source these staffing needs, Henrico County's Internship Program allows high school and college students to grow while exploring career possibilities. During this fiscal year, Henrico hired and hosted 102 students of the 209 applicants. The highest number of students to date! The formal program started with a pilot of 2 students in the summer of 2012. Since then, the County has utilized students year-round and supported 658 students. To date, the County has hired 76 former interns into full-time positions (68 Government/8 HCPS), of which 12 gained employment in the 21-22 fiscal year (9 Government/3 HCPS). In addition, 11.55% of former interns have applied and gained successful work in general government and schools.

Levels of Student hired by Semester				
	Fall	Spring	Summer	Total
Intern I - High School	17		20	37
Intern II - Undergraduate level	9	17	28	54
Intern III - Graduate level	4	1	5	10
Intern -Practicum	1			1
<b>Total</b>	<b>31</b>	<b>18</b>	<b>53</b>	<b>102</b>

Henrico continued to partner with local students' programs such as Mission Tomorrow, Partnership for the Future (PFF), and Cristo Rey. This year Henrico financially supported a team of four Cristo Rey students. After learning that other employers were not allowing students to work on-site, Henrico opened its doors to provide work sites for an additional 14 students to gain experience in various departments, including Henrico General District Courts and the Economic Development Authority. For this effort, Henrico County was recognized at its annual employer appreciation luncheon and was awarded the "Partner of the Year" award for the 2021-2022 school year.

Also, The County Manager's Summer Academy for Workforce and Career Development program continued after a successful inaugural year. As a result, the Information Technology (IT) Department hired two students for full-time positions as IT Help Desk Specialists. In addition, the Internship Coordinator partnered with Henrico County Public Schools (HCPS) to raise awareness of the program and to collaborate on many other projects such as HCPS Life Ready Expo, HCPS College and Career Night, HCPS Career Rodeo, and HCPS Signing Day. These events allowed students and parents to interact with employers to learn more about careers within the industry and ask questions about the organization and opportunities.



Another initiative started during this fiscal year was one to address a staffing shortage of 9-1-1 Communication Dispatch Officers. In October 2021, the Internship Coordinator met with Community College Workforce Alliance (CCWA) staff regarding students attending on-site classes with a concurrently paid internship as part of the Introduction to Communication course. The hope is that this would bring interest in full-time employment with Henrico Police as a 9-1-1



Communications Officer. Police Division staff, CCWS, and the Internship Coordinator have met and refined the process to hire students several times during the last year. Ultimately, three of the seven participants were hired into the 9-1-1 Public Safety Dispatcher Academy, with a new cohort of student internships starting in August 2022.

There is also great value in the experience that a student gains from an internship with Henrico County. Supervisors and staff work hard to provide real-world work opportunities and expose students to their respective fields. Two former interns provided feedback about how valuable their experience was in landing them their first full-time position. Maura Campbell received an offer from Northrup Grumman over the phone. Still, when she received her offer letter, the salary was \$2,000 higher, and it indicated that it was because of her internship with the Office of Budget and Management that she garnered additional money. Like Maura's experience, Allen Jones received an offer to work for Exalead as a process engineer in Indianapolis, his first full-time job. He was able to secure this position because he could impress the interviewers with his knowledge of the water industry, including his ability to explain in detail processes and his involvement in the processes.



The Human Resources Department not only prides itself on bringing in talented professionals but also on developing and building on the success of current employees. Therefore, the Organizational Learning and Talent Development (OLTD) Division's focus this past year was how to return to providing in-person learning opportunities in a COVID-safe environment and offering classes virtually. While they continued to create videos for their [YouTube Channel](#) and leadership opportunities for the Emerging Leaders Program, the highlight of the year was unveiling a brand-new contemporary leadership development program for supervisors.

Leadership Henrico (LH) was designed to engage and support Henrico County supervisors in the County Manager's vision of excellence in leadership. The four-year program includes elements of networking with other county leaders, mentoring relationships, and guidance to support and grow employees while collaborating with other leaders. It focuses on experiences, conversations, learning, and giving back. At the end of the year, participants come together to share what they learned through these requirements and how they have applied them on the job or in life.

A significant element of LH is that participants meet with a mentor four times during the program's first three years. Mentors help mentees by:

- Coaching and advising
- Sharing the big picture, organizational perspective, and hints around political savvy
- Helping mentees set goals and grow their networks

In the inaugural year, 89 leaders sign up to be mentors. After reviewing the LH Bio Yearbook, participants chose mentors based on being in similar fields or specifically because their areas are so different. There was a "Mentor Mixer" in early January to allow mentors to share their experiences and connect, and OLTD received positive feedback about the mentorship part of the program. At Lessons Learned, everyone shared that they liked their choices and got a lot out of them.





As the new fiscal year kicked off, OLTD was excited to return to offering more in-person training. However, COVID spiked slightly, which forced a switch to virtual training for the first three quarters of the training year. Nevertheless, they finished the year strong by offering 24 in-person training classes. This was huge compared to previous years. Last year OLTD offered 34 open enrollment virtual classes in leadership/professional development and management, and this year they provided 61 in-person and virtually, **which is a 56% increase in offerings**. Additionally, as more employees returned to the workplace, there was an increase in total interest at 4,388 registrations versus 2,205 the previous year, which is a **50% increase**. The top 5 open enrollment classes were:

- Communicating with Diplomacy and Professionalism
- "What If" Futuristic Thinking
- Managing Emotions and Thriving Under Pressure
- Balance and Boundaries: Increase Productivity and Wellbeing
- Building Your Emotional Intelligence

To adapt to the changes brought about by COVID, most of the "Role of the Supervisor" courses like "Feedback and Coaching for Performance," "Vision to Performance for Supervisors," and "You're a Supervisor: Now What?" were offered virtually. This meant OLTD could continue to train these newly promoted/hired supervisors to get these essential resources in their new roles.

Another program aimed at supporting and developing our employees is the Emerging Leaders (ELCP) program, which kicked off its seventh year with a slight increase in applications from the previous year. Due to safety concerns, Level 2 & 3 discussion groups and Level 4 kick-off were conducted virtually again this year. While ELCP was never developed or intended to help non-supervisors get promoted into supervisory roles, 80 participants have been promoted into supervisory positions since the program's inception in 2014. On average, that is about ten supervisors a year.



Along with all these other resources, OLTD offers employees career assistance. This could include resume review, interview preparation, mock interviewing, or career coaching. For example, this past year, 39% of the employees that were assisted with interview preparation were promoted into new roles.

In addition, OLTD created 25 new YouTube videos this year with more than 5,000 views. They continue to provide these informational videos for just-in-time topics that employees might need or hot topics in the workforce now. Some of the titles launched this year were: Leading Hybrid Teams, Customer Engagement, Procrastination, Behavioral Interviewing, Communication Hacks, Generations, Time Management, Agile Leadership, and Burnout.

Just this year, OLTD saw a dramatic increase in a few videos, showing that they are reaching more and more people who need this content:

- How to Coach Employees to Improve Performance: 8,606 overall views; 5,122 this past FY
- Psychological Safety: Fostering a Sense of Belonging: 2,341 overall views; 1,800 this past FY
- Courageous Conversations: Strategies and Tips: 2,374 overall views; 1,539 this past FY
- Leadership, Influence, and Engagement: The SCARF Model: 1,227 views; 634 views this past FY

**Since launching in March 2020, the YouTube page has had more than 43,000 views.**



The STAR Method Part 1:  
Preparation for an Interview



Recognizing the Symptoms  
of Burnout



The Five Generations at Work



Throughout the fiscal year, the Office of Diversity, Equity, and Inclusion (DEI) collaborated across the organization to provide strategic guidance, leadership, and resources to support the County in continuing to build a culture of inclusion and belonging to support the ever-changing needs of the County's workforce.

The Office partnered with the HR Marketing Specialist to establish a DEI webpage (Diversity, Equity, and Inclusion - HR Employee Portal ([henrico.us](https://henrico.us)) on the HR Employee Portal as a central resource for county employees to support their professional development and growth.



In collaboration with The Organizational Learning and Talent Development Division (OLTD) and the Director of Social Services, the Office of Diversity, Equity, and Inclusion designed and facilitated customized DEI classes for county leaders and employees. One of the classes we offered, called "Candid Conversations on Inclusion and Belonging," was about creating a sense of belonging in the workplace and learning about co-workers and their diverse backgrounds, perspectives, and identities. This interactive class focused around sharing lived experiences through honest reflections and storytelling. The class was taught virtually in December 2021 and offered in person in February 2022. Another, "The Inclusive Leader: Strategies for Successfully Leading a Diverse Team," is part of the Role of the Supervisors county series, centered on inclusive leadership, the importance of self-awareness, and is intentionality required to ensure a diverse team feels included, valued, and heard. Through interactive exercises and conversations, participants learn the inclusive skills and behaviors needed to lead effectively in today's workforce.

**"The class opened my mind up to things I wasn't aware of before. I had a lot of "ah ha" moments in this class. "**



These initiatives, along with a partnership with the Department of Public Relations to create the "Voices of the Heart" video series, earned a NACo Award entitled "Embracing Diversity, Equity, and Inclusion: Employee Conversations and Experiences":



*"As COVID-19 remained a severe international threat, the 2020 global civil unrest and social movement sparked a deep desire at Henrico County General Government for candid, honest conversations on current events, race, inclusion, and belonging. In response to this growing need, Henrico County's Diversity, Equity, and Inclusion (DEI) Specialist, in collaboration with the Director of Social Services, hosted virtual forums across the County to assess employee wellbeing and provide a safe space for employees to*

*dialogue and express thoughts on the pandemic, national events, and DEI topics. The forums consisted of WebEx focus groups, virtual inclusion workshops, panel discussions, and a partnership with the Department of Public Relations (PR) to produce a Voices of the Heart video series highlighting the diverse, lived experiences of eleven county employees. The results of this initiative have been overwhelmingly positive for building trust in the organization's commitment to DEI. Human Resources (HR) received positive feedback from employees expressing gratitude for the County's support and opportunities to connect with peers to discuss critical topics of importance to them. As of January 2022, the Voices of Heart YouTube video series has received 2,320 views and 82 "likes."*

A major accomplishment of the Office of DEI was leading a cross-divisional strategic workgroup in developing The County's new Capability Model, a new performance tool used for hiring, promotions, training, and performance management. This effort involved a strategic partnership and collaborative effort between the Office of DEI, OLTD, HR leadership, and the HR Marketing Specialist. In July 2021, the strategic workgroup researched best practices and benchmarked them to determine what performance tools are being used to drive engagement and performance in the public sector and learning institutions.



The workgroup met regularly throughout the Summer and Fall of 2021 to brainstorm and design the different components of the new model. **We call our model the "Capability Model" because it focuses on our current and future state.** The word competency can mean "acceptable and satisfactory, although not outstanding," whereas the word Capable means "able to do something well." We believe in hiring, promoting, and training people to be outstanding, and the word capabilities reinforce this idea.

As they designed the new model, they wove some of the old competencies throughout because they did not want employees to lose anything that they were accustomed to using. They also wanted to keep competencies that aligned with our Henrico Way philosophy. Those competencies are communication, customer engagement, and personal accountability.

In December 2021, the strategic workgroup presented the new model and "behavioral examples" to the County Manager and our HR Director, Yvette George. The new model was rolled out to Agency Heads and leaders across the organization in March 2022 at an HR Agency Update meeting, and any questions were answered. In collaboration with the HR Marketing Specialist, a resource page was created on the HR Employee Portal with visual and educational tools such as Capability Model behavioral examples, examples of how to write performance goals using the new model, an FAQ document, and several videos produced with the aid of the Public Relations team. HR is currently evaluating more tools and resources to help support all employees in understanding how the model applies to their roles and professional development to help them be successful.

In July 2022, the Department of Human Resources presented information about Henrico's new Capability Model to senior executives at UVA's Senior Executive Institute program in Charlottesville to share best practices and help them create positive and productive work cultures to drive organizational change.



As part of an ongoing effort to continue to build a culture of inclusion and belonging, the Office of Diversity, Equity, and Inclusion consulted with County departments to help them identify DEI strategies and solutions to build inclusive teams. Examples include:

- Recreation and Parks – Partnered with Recreation and Parks leadership team (Torrance Archie, Kim Nester, and Andy Crane) in December 2021 to design a diversity and inclusion, book-style discussion group. The purpose of the book-style discussion group is to give employees the opportunity to discuss topics of diversity, equity, and inclusion in a safe environment guided by facilitators. The group is centered around short videos and articles to spark healthy, respectful dialogue on DEI topics to foster inclusion and belonging in our workplace. The discussion group launched in February 2022. The Strategic Workforce Equity Coordinator meets regularly with Recreation and Parks leadership team to discuss session content/topics and provide strategic guidance to support their focus and direction for each session. The leadership team has received positive feedback from participants on the group's progress to date, and several have stayed after sessions to continue dialoguing on certain topics.
- Division of Police – Partnered with Police Division leadership in January 2022 to strategize an inclusive solution for an employee who desired to change their Outlook email display to better align with their identity.
- Henrico County Public Libraries – Partnered with HCPL staff to identify inclusive language and solutions to help support and foster a community and workforce that is inclusive and welcoming for employees concerning their professional attire.
- Community Revitalization – Provided strategic guidance to the Director of Community Revitalization to help him guide his leadership team in obtaining feedback from employees on their workplace experiences and share best practices to help him navigate DEI challenges.



In addition to these efforts, the Office of Diversity, Equity, and Inclusion developed an organizational DEI roadmap to position the County for organization-wide success in advancing DEI initiatives, services, and operations. The office is currently partnering with HR leadership and OLTD to share the strategic plan and host a DEI Planning Day.

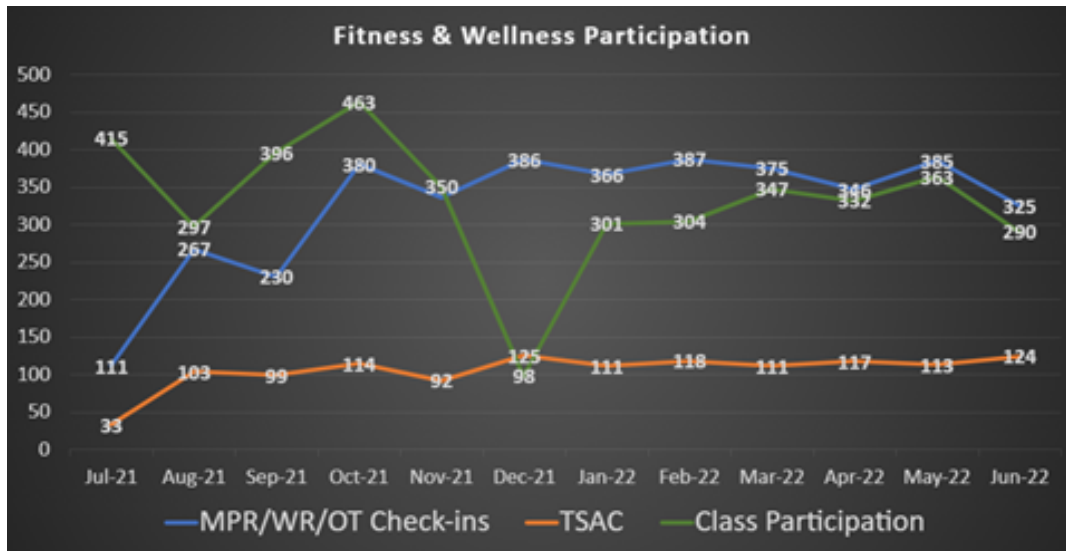
The Office of DEI also established partnerships with regional DEI practitioners to identify DEI best practices and strengthen connections across the Richmond region. They then designed and facilitated customized inclusion workshops for learning institutions, non-profits, and regional organizations to strengthen partnerships and support Henrico's DEI efforts:

- Virginia Polytechnic and State University (VT) - Facilitated a virtual inclusion workshop for post-graduate level students in May 2021 to build a successful city/county organizational leadership.
- Virginia Community Criminal Justice Association Conference (VCCJA) - Facilitated an inclusion workshop for community correctional professionals at the VCCJA conference to build knowledge and skills for leading diverse and inclusive teams.
- Metropolitan Business League (MBL) - Facilitated a virtual inclusion exercise for MBL participants at a Fall Corporate Exchange Partnership meeting.

Focusing on employees' health and wellbeing is also an important part of HR's role. The success of this allows staff to better serve customers and the community.

The Fitness and Wellness (FW) Division utilized special education and programming to help employees get and/or stay on track related to their fitness and wellness goals. In collaboration with the HR Marketing Specialist, FW promotes a topic in the monthly County Connection. These topics included the importance of hydration, sleep, and self-care. They also returned to daily in-person classes, such as Strength and Conditioning, Pilates, Step Aerobics, High-Intensity Interval Training, Walking/Running Groups, Tabata, Functional Training, and Yoga.





FW started a new initiative called Health Coaching this year to go alongside fitness and wellness classes. Health Coaching is a partnership between the coach and the employee that guides the employee toward the changes they want to make. Fitness and Wellness Division Health Coaches use their intuition, tap into their compassion and empathy, and develop a rapport with employees in ways that make the coaching process productive.

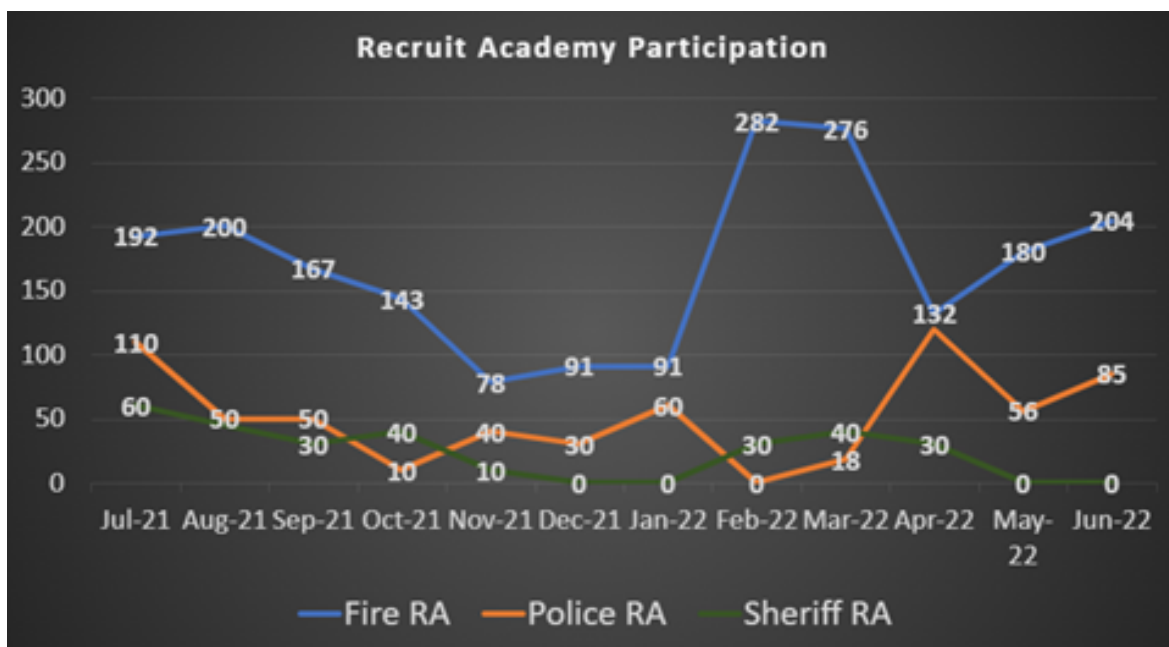
Knowing that each employee has unique nutrition, fitness, and wellness goals driven by past personal history and experiences, the need for guidance and accountability often determines behavior change success. The coach can offer tools and skills to help employees make healthier food and lifestyle changes and provide accountability for meeting goals.

FW also collaborates with Public Safety for their Fitness Requirements and overall wellness. County Communications Officers with the Police Division often experience overwhelming volumes of emotionally charged 911 calls from citizens needing help quickly. Often giving basic first aid assistance over the phone while communicating with first responders on the way to the emergency. And although Emergency Dispatchers are taught to control their emotions when taking a call, they can be left psychologically drained. After a traumatic incident, it is necessary to decompress for a few moments in healthful ways



before getting back on the phone lines to do it all over again. Now, these special employees have a Wellness Room or quiet room when on a work break to decompress and talk about a stressful call. Many hands came together to make this space a reality through interdepartmental collaboration with the Fitness and Wellness Division, Police Division, Emergency Management & Workplace Safety Office, and Dick's Sporting Goods.

The Fitness Trainers also hold daily Tactical Strength and Conditioning (TSAC) classes and Recruit Academy Physical Training for Public Safety Divisions. Classes focus on bridging the gap between general physical preparedness and job-specific performance to develop the tactical athlete. These same athletes tend to participate in the Annual Public Safety Games. Forty-six registered athletes between Police, Fire, and Sheriff competed for the 2022 Fittest Public Safety Division bragging rights by accumulating as many points as possible over four weeks. There were individual events, team events, and mini-event challenges for the athletes to attempt. The top teams with the greatest number of points earned a spot in the head-to-head final obstacle course challenge, and the division with the greatest total number of points was declared the overall division winner.





For the first time since the inception of the Public Safety Games, over 50 employees, fans, and volunteers from many different departments contributed to the kick-off of the 6th Public Safety Games Kick-Off after a 2-year hiatus due to COVID-19. Participants of varying fitness levels completed in many different physically and mentally

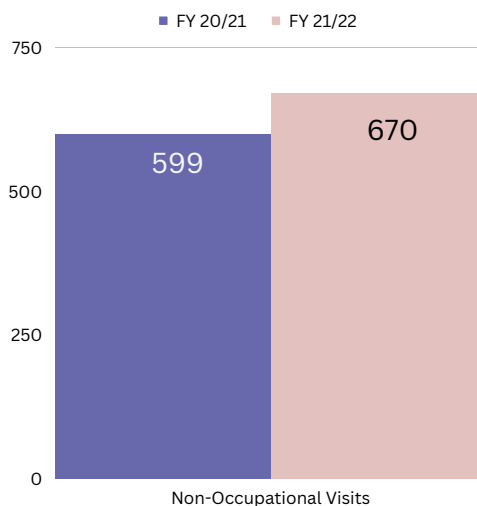
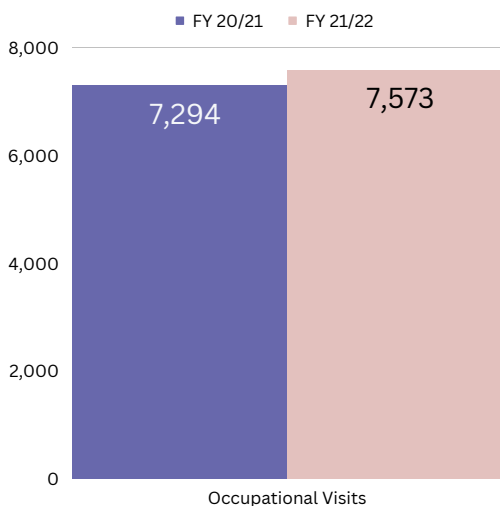
engaging challenges with the incentive to win both door prizes and potential votes for this year's fan favorite. Fitness and Wellness chose specific challenges to help participants gain insight into the drills used to physically and mentally train our public safety heroes. These exercises included wall vaulting, window climbing, the Keiser sled, tire flips, the how-to or pull-up challenge, fit-tac-toe, stair climb word find, Echo Bike Jenga, and a 150-pound dummy drag.

In addition, many other attractions like the K9 Unit, the Bomb Squad, a Fire Truck, and a Sheriff Recruit Vehicle were available to tour. Each successful challenge completed earned a vote for the Fan Favorite. The Police Division won the "Fan Favorite" award!

The final competition was the consummation of many performance tasks a tactical athlete could endure- teamwork, communication, tactical awareness, mental acuity, dexterity, maneuvering, endurance tasks, strength tasks, and the overall ability to work for an extended period in a high-stress environment. Congratulations to Zachary Sayles and Nathan Beahm and to the Division of Fire for claiming the Fittest Public Safety Division of the year title for the fourth time! Their names have been added to the Public Safety Games "Fittest Public Safety Division" plaque inside the lobby at the Henrico Training Center.



While Fitness and Wellness helps employees build their physicality, Employee Health Services (EHS) resumed routine Police and Fire physical testing in the Spring. While the Pre-employment physicals for Public Safety employees were never suspended, the annual follow-ups were. Initially in the year, EHS experienced a temporary decline in COVID-19 consults and testing in July 2021, followed by a steady increase that became overwhelming for the limited staff by December 2021 (836 consults, 323 rapid tests & 159 PCR tests performed). This prompted two things: EHS hired a Register Nurse and two hourly Nurse Practitioners. Also, the Covid-19 Call Center (CCC) was established in January and is managed by the Dept of Emergency Management and Workplace Safety (EMWS). The call center was initially housed in a portion of the office next door to EHS but moved to EMWS in February. EHS trained Call Center staff in the management of phone consultations using CDC guidelines. They worked with IT to create email templates that Call Center staff could use to email employees/supervisors/department Points of Contact. EHS remains involved with the Call Center answering staff questions when needed or speaking to and advising employees who are experiencing an extended illness since call center staff do not provide medical advice. In addition, two Call Center staff with EMS certification were trained and participated in COVID testing. While rapid and PCR testing has not been performed by the County since February 2022, call center staff is prepared if testing should resume. ( In total, EHS NPs took COVID calls (after hours, seven days/week) from March 2020-1/23/22. The call center presence has enabled EHS to fully resume routine clinic activities.



**COVID-19 stats:**

- Rapid antigen tests: 1,223
- PCR tests: 645
- Consults: 2947

HR is also committed to employee wellness by way of ensuring all employees are treated equitably and have the opportunity to succeed. The Employee Relations Division curated a full year of classes to get information out to supervisors about processes, procedures, best practices, and practical information. These classes have improved their ability to lead at their respective levels and learn different ways to help their employees deliver outstanding customer service to their fullest potential. The offerings were tailored this year based on observations and feedback from the previous year.

Working with approximately 1000 supervisors and employees to improve performance, HR:

- Helped employees lead at all levels through coaching
- Helped empower supervisors to better guide and lead their employees
- Contributed to helping both supervisors and employees serve citizens and customers using the Henrico Way
- Helped enable supervisors and employees to better understand our diverse workforce and population and empowered them to utilize all resources available to them

Human Resources also worked closely with many departments to assist hundreds of employees in return to work. Whether it was in a light-duty capacity, with reasonable accommodations, or due to COVID-19-related complications, employees were enabled to contribute to their departments, the County, and our citizens in a productive capacity.

### Employee Assistance Program Usage

Date	Number of Employees	Number of Household Members
July 2021	30	11
August 2021	43	12
September 2021	45	14
October 2021	48	13
November 2021	27	15
December 2021	26	12
January 2022	24	7
February 2022	32	12
March 2022	38	13
April 2022	40	11
May 2022	36	14
June 2022	37	9
<b>Total</b>	<b>426</b>	<b>143</b>

These numbers reflect the number of people in each category who had one or more appointments during the indicated month.

The Benefits Division continued to streamline its processes and support employees. They collaborated with OLTD and ECS to update New Employee Orientation (NEO) and return to in-person sessions with a half-day format. This allows new employees to report to work in a timely manner versus missing an entire day.

HR Benefits continues to promote financial wellness and the services of the deferred compensation vendor, Empower Retirement. Through weekly Retirement Roundup seminars, Chip Richardson provides excellent insight into the importance of investing, how to choose the right investment strategy, and other topics. Since adding these events to the County Connection, among other marketing efforts, participation rates in the plan continue to increase. Benefits also focused on addressing concerns from county retirees regarding communication and connectivity to Henrico. As a result, the Retiree Digest was created and mailed to retiree homes. The Digest introduced the HR Director, Yvette George, and provided helpful information and tips. The newsletter also included instructions to update communications preferences and add email addresses. The first annual edition was a success, and distribution will continue each year.

As one can see, the Human Resource Department truly spent the last fiscal year supporting its employees in every way possible and preparing the County for its future. From job fairs and hiring interns to career development plans and updated retirement communications, HR is there every step of the way of an employee's tenure. And they care about employees' complete wellness, including mental health, physical health, and fitness. Through streamlining its processes and developing award-winning programs, the Department of Human Resources continues improving its services- services that better equip County employees to assist our Community in the Henrico Way.

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

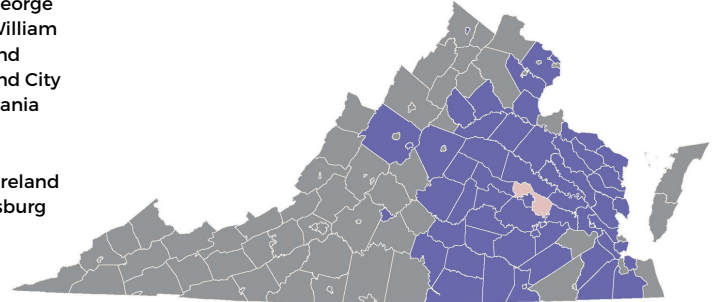


### FT & PPT EEs by Step

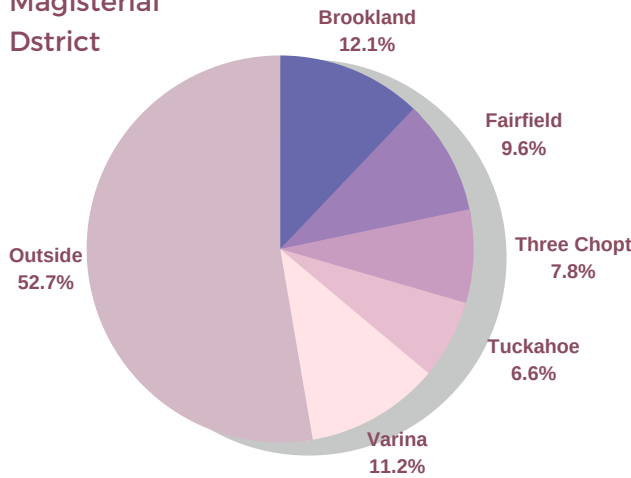
1	1058
2	475
3	377
4	204
5	246
6	233
7	158
8	163
9	212
10	192
11	124
12	126
13	89
14	69
15	72
16	66
17	62
18	53
19	29
20	29
21	33
22	14
23	19
24	13
25	13
26	8
27	25
27+	25

- |                  |                |                |
|------------------|----------------|----------------|
| Albemarle        | Gloucester     | New Kent       |
| Amelia           | Goochland      | Newport News   |
| Arlington        | Greene         | Northumberland |
| Augusta          | Greenville     | Nottoway       |
| Bedford          | Hampton        | Orange         |
| Brunswick        | Hanover        | Page           |
| Buckingham       | Henrico        | Petersburg     |
| Caroline         | Hopewell       | Powhatan       |
| Charles City     | Isle Of Wight  | Prince Edward  |
| Charlotte        | James City     | Prince George  |
| Charlottesville  | King And Queen | Prince William |
| Chesterfield     | King George    | Richmond       |
| Colonial Heights | King William   | Richmond City  |
| Culpeper         | Lancaster      | Spotsylvania   |
| Cumberland       | Louisa         | Stafford       |
| Dinwiddie        | Lunenburg      | Sussex         |
| Emporia          | Lynchburg      | Westmoreland   |
| Essex            | Mathews        | Williamsburg   |
| Fairfax          | Mecklenburg    | York           |
| Fluvanna         | Middlesex      |                |
| Fredericksburg   | Moore          |                |

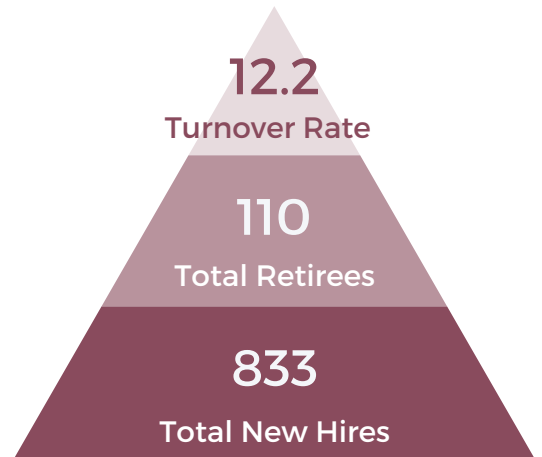
## REPRESENTING 60 LOCALITIES ACROSS THE STATE OF VIRGINIA



### All EEs by Magisterial District



### FT & PPT EE Averages



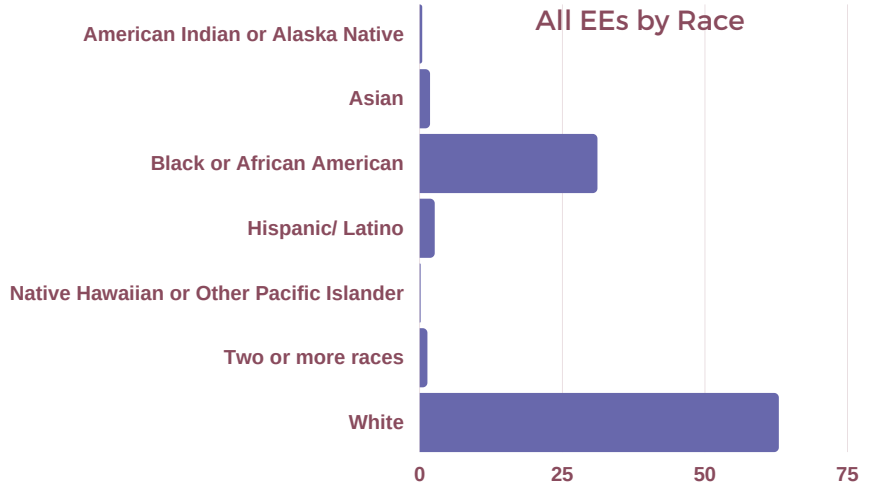
### Grand Total

### FT & PPT EEs by Years of Services

FT & PPT EEs by Age	
<21	16
21-30	640
31-40	1105
41-50	1030
51-60	959
61-65	310
66-70	102
>70	33
<b>Grand Total</b>	<b>4,165</b>

<1	137
1-5	1326
6-10	812
11-15	522
16-20	557
21-25	426
26-30	189
31-35	118
>35	78
<b>Grand Total</b>	<b>4,165</b>

### All EEs by Race



### All EEs by Type

Permanent Full-time (FT)	Permanent Part-time (PPT)	Hourly, Seasonal, Temp	Total
85.54%	1.36%	13.10%	
4,100	65	628	4,793