

2020-2021

ANNUAL REPORT

Henrico County
Department of
Human Resources



COMMUNICATION. COLLABORATION. CREDIBILITY.



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 is a key contributor in showcasing and ensuring Henrico County is an employer of choice and in taking care of our employees, the County's most valuable resource.

Despite significant, continual change during the 2020/21 fiscal year, the Department of Human Resources continued to communicate effectively with employees, applicants, and citizens, and collaborate extensively with internal and external customers to support the values of Henrico County – leadership, accountability, and outstanding customer service. As a support department, Human Resources had another successful and credible year providing services to our employees and citizens to promote *The Henrico Way*.

Utilizing Marketing Technology

Human Resources (HR) promoted Henrico County as a preferred employer through virtual job fairs, social media, and an expanded web presence. Unlike previous years, the work from home mandate required a larger digital footprint and more streamlined processes to continually achieve the expected levels of communication and service.



Staying Competitive through Classification and Compensation

The Employment and Compensation Services (ECS) Team engaged in a wide variety of activities to support departments' changing operational needs, especially during the COVID-19 pandemic. Efforts included restructuring the County Attorney's Office, Community Revitalization's Code Enforcement Division, and the Department of Public Works Construction Division to name a few. Positions were reallocated between departments to better meet each department's needs and better serve both internal and external customers. For example, department technology support positions were reallocated to the Information Technology (IT) Department to expand the amount of support available to all of the facilities and locations managed by Recreation and Parks. Temporary positions were created for various departments to reassign existing staff to meet critical operational needs, such as the reassignment of School Nurses and the mass hiring of LPNs and Medical Assistants in the Office of Emergency Management to better manage the County's ongoing response to the pandemic. ECS also reviewed and approved over 400 career development advancement requests; collaborated with Police Division staff to revise the career development plans for police officers, animal protection police officers, and 911 public safety dispatchers; and implemented a career development plan critical to the County's Central Automotive Maintenance Division's service and repair operations and staff.

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The examples noted above were in addition to handling the County and School-wide tri-annual compression review. For this review cycle, the County Manager tasked the ECS team with developing a plan to address the broader mission of developing viable options to accomplish three major budget-conscious compensation objectives: a wage adjustment that could be applied to all grades and steps in order to provide a pay increase to all current employees; addressing market lag in the pay ranges for public safety and teacher classifications as well as other identified classifications experiencing special challenges in recruiting and retention; and to further mitigate compression experienced by employees with greater lengths of service. Numerous options were developed and discussed with the County Manager over the following months. In March, the County Manager approved options to be included as part of the budget process. All current County employees received a 2% wage adjustment effective April 10, 2021. Public safety, teacher, and other identified and selected classifications were re-graded to a competitive pay range and employees in those classifications received pay adjustments also effective April 10, 2021. The last component further

mitigating compression through the award of an additional 1, 2, 3, or 4 steps based on an employee's length of service as of January 1, 2021 went into effect in FY 2021-2022.





Streamlining with Human Resources Management Systems (HRMS) and Benefits

Assisting the Human Resources effort to maintain County business continuity and support employees during the COVID-19 pandemic was the primary focus for the HRMS team this year. The HRMS Division collaborated with the IT Department to quickly implement Emergency Leave functionality and with Employee Relations to ensure that impacted employees were able to utilize the benefit. The HRMS Division ensured payroll continuity during this year. HRMS also collaborated with the ECS Division to onboard additional staffing and support the Division of Fire to ensure that those on the front lines of our efforts were correctly compensated.

HRMS joined forces with the ECS Division and Henrico County Public Schools (HCPS) Human Resources to simplify the process of applying for a vacant position with Henrico County by making completion of many fields on the job application optional. The revised process, known as the Short App, allows the applicant to simply attach a resume, cover letter, or required credentials once the compliance data is completed. The goal was to simplify the application process, so applicants don't have to open multiple tabs, scroll through pages, and manually enter information that is already on their resume. For applicants who don't have a resume, they can manually key in their employment history, qualifications, and skills and utilize the resume builder to create one. This feature is only available if you are new to the site, or newly registered.

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HRMS also played a significant role in ensuring employee data security with a role-based review of access to the County's Oracle system. During FY21, the HRMS team performed a comprehensive review of assigned Oracle HR responsibilities for each agency by position description to ensure that user access to Oracle accurately reflects the specific duties and requirements assigned to that position, determine which positions require a higher level of access, and decide if assigned duties and requirements necessitate physical access to data or could be replaced with reporting to make the system more secure without disrupting an employee's ability to do their job.

The HR Benefits Division worked remotely during the COVID-19 pandemic and also worked to streamline many processes. After years of paper transactions, the Benefits team worked with IT to create a fully electronic FMLA process as well as acceptance of electronic and fillable forms for the day-to-day administration of other benefits. Benefits partnered with other stakeholders to create a streamlined New Employee Orientation process which includes a Benefits Education Module to allow new employees and their families to make informed decisions about their coverages. HR Benefits continued to facilitate retirement counseling sessions remotely. The Benefits division has noted a marked decrease in in-person transactions and the electronic processes have dramatically improved turnaround times for the team.

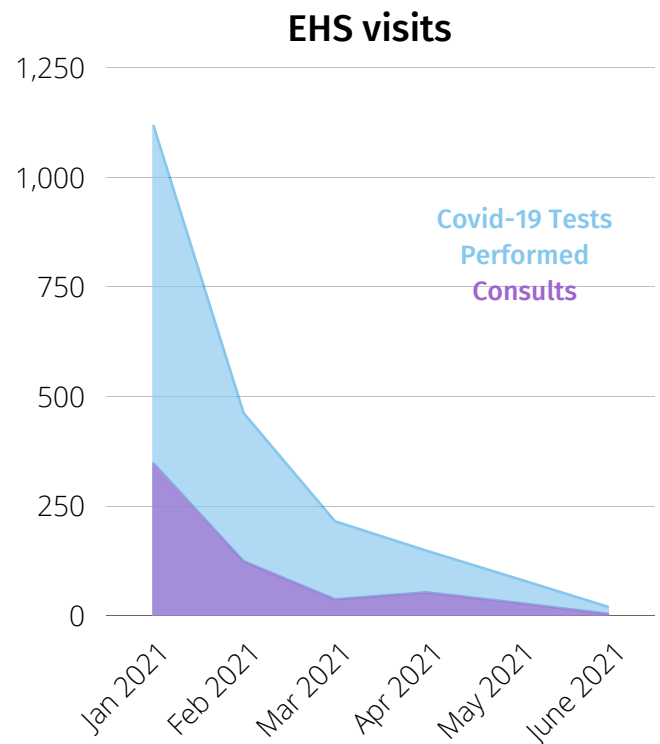




Adapting to Needs

Employee Health Services (EHS) significantly changed their daily operations and played a vital role in the County's seamless operation during this pandemic. Many normal clinic activities had to be suspended from July 2020 through March 2021; including annual physicals and periodic physicals and testing for designated employees, and personal illness/injury visits. EHS did continue some normal clinic activities such as visits for pre-employment physicals for Police, Fire, and Sheriff's departments, Worker's Compensation injury visits, and administration of allergy injections. By November 2020 the testing and consult numbers were so high, additional staffing was hired and additional office space was utilized in an adjoining office.

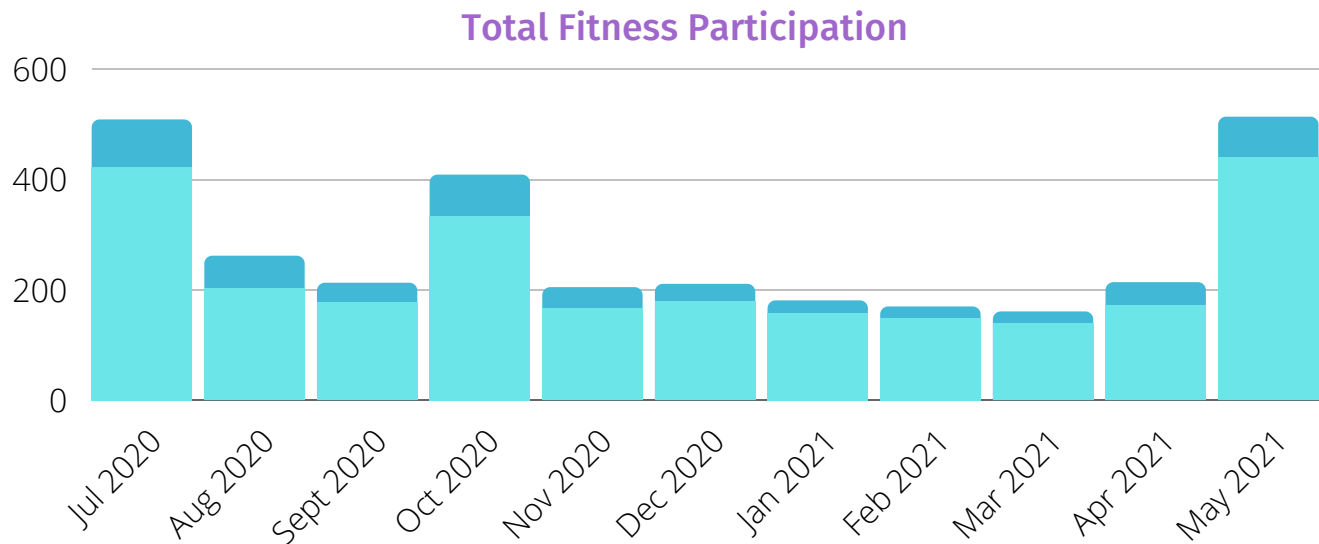
EHS performed PCR testing and rapid antigen testing whose results were reported daily on the Virginia Department of Health Point-Of-Care (POC) portal. COVID-19 activity steadily increased month-to-month with December being one of the busiest months with 394 tests and 628 consults performed (as compared to 238 tests and 350 consults in November). Thankfully, EHS experienced a steady decline in COVID-19 testing starting in January 2021, likely due to people being vaccinated. In the Spring of 2021 routine audiograms and public safety physicals resumed and the Nurse Practitioners helped to vaccinate the public at the County's vaccination events.





Focusing on Employee Wellness

Despite being unable to offer in-person fitness classes and instruction for most of the fiscal year due to the pandemic, the Division of Fitness and Wellness (F&W) still supported employees on their health journeys. The facilities remained open and 1,333 employees utilized them. The trainers created workouts and lead virtual instruction daily.



The F&W team also created wellness challenges and participated in virtual competitions and events. For example, the *Intuitive Eating: Why Am I Hungry* Challenge taught employees to focus on what is in their control and influence. Employees were encouraged to ‘tune in’ to their eating habits to discover if food was a hindrance to good health. By becoming intuitive eaters, participants were able to understand their body’s natural hunger and fullness cues. The benefits associated with intuitive eating are achieving a healthy body composition, the ability to choose more nutritious foods, learning when to eat and not eat, consuming fewer calories, and avoiding overeating.



Concept 2 Rowing Challenge

Team Henrico completed 3,114,810 meters in the one-month international challenge, placing first place in the Corporate Division. Thirty-six employees, representing 11 different general government departments participated.

Monument Avenue 10K

Due to public health guidelines this event was unable to take place on its usual public gathering place on Monument Avenue. In a reimagined way the event took place over the course of 4 days on two office event courses. Henrico employees signed-up with Team Henrico to participate in a socially distanced, annual Richmond tradition.

Don Lambert Memorial Workout

More than 70 Henrico County police officers and county employees participated in a Hero workout to honor Captain Don Lambert and Police Memorial Week. The longtime Henrico police officer was hit and killed in February while off-duty and out for a run. The Don Lambert Memorial Workout took place at Hermitage High School - Captain Lambert's alma mater.





Providing Tools for Employees Success

The Employee Relations Division finished its third 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 be able to 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 return to work during this trying year. 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. This shows the County's commitment to employee wellness as HR works to ensure all employees are treated equitably and have the opportunity to succeed.



Restructuring to Meet Needs

To better adapt and meet the ever-changing needs of the community, various roles in the HR department were reallocated. The EngAGE initiative was transferred to the Division of Fire and the Volunteer initiative has become a responsibility of the Public Relations (PR) Department.

HR resources were then reallocated to facilitate the creation of the Diversity, Equity, and Inclusion (DEI) Specialist Role. The DEI Specialist is responsible for developing initiatives aimed at creating and sustaining an inclusive culture. During the year, the coordinator met with seventeen County leaders to assess their needs, DEI successes, and opportunities for growth. She also partnered with the Director of Social Services in March 2021 to host seven employee focus groups to assess needs and invite feedback of employees to achieve an inclusive workforce.

As a result of the "Diversity Listening Tour," the specialist developed a series of resources for employees and supervisors. In collaboration with Organizational Learning and Talent Development (OLTLD), she hosted Diversity and Inclusion classes as a foundation to support employees and supervisors in having organic conversations around race and inclusion. (Examples include: *Courageous Leadership: Leading Discussions on Diversity and Inclusion* and *Inclusive Leadership: Harnessing a Power of a Diverse Workforce*). A DEI Resources Page was established on the OLTLD Learning Hub that houses videos, podcasts, articles, and book recommendations to support employees and supervisors. Customized videos were also created on DEI topics with the help of OLTLD and PR. The role will continue to partner with County leaders to focus on equity, skill-building, and development for employees around inclusion.



Another great resource for the DEI program this year was the OLTD Learning Hub specifically designed for diversity, equity, and inclusion. The civil unrest across our nation has created an opportunity for us to pause, reset and be intentional about learning from one another – together, as one community. One way to support employees is by providing a list of resources to help them deepen their awareness and understanding of the systemic issues that are impacting our colleagues, and ways that everyone can take action to support each other in the workplace. OLTD partnered with the DEI Specialist to provide articles, videos, and podcasts that focused on holidays and celebrations, understanding race, bias, and privilege, navigating discussions on inclusion, supporting marginalized communities, supporting a generationally diverse workforce and a section specifically for supervisors.

Converting to a Virtual Experience

OLTD's focus this past year was how they could provide learning opportunities to employees in a virtual format. This not only included virtual classroom training, but opportunities for both leadership programs and creating more videos for their YouTube Channel. They partnered with several external vendors and were able to offer 18 different courses including leadership, management, diversity and inclusion, emotional intelligence, and well-being. Before COVID-19, each class averaged 23 employees and even with the challenges of the pandemic, each class still averaged 18 employees during the rest of the year.



THE MOST POPULAR LEARNING TOPICS WERE:

- Understanding Microaggressions: Navigating Bias to Promote Inclusion
- Sparking Innovation and Creativity
- Seeing Beneath the Surface: Understand Worldview to Bridge Differences
- How to Navigate Challenging Conversations
- Success in Our Current Reality: A Conversation

OLTD trainers re-designed Feedback and Coaching for Performance, Vision to Performance for Supervisors, You're a Supervisor Now What: Transitioning into Your Role and You're a Supervisor Now What: Developing Your Team into virtual sessions using a reverse classroom format. This format incorporates pre-work that participants complete prior to the class like watching the video(s), reading articles, or answering questions to prepare for a collaborative online discussion facilitated by an instructor. It was important for OLTD to continue to offer mandatory training to newly hired/promoted supervisors as this information is critical for them to have in their roles. These were the first-ever designed and internally taught virtual classes for OLTD, the overall course ratings were 95%!

“ I think you are doing a **fabulous job offering training courses such as this. It's extraordinary how you've been able to navigate the technical world using Webex and its breakout rooms. Thanks for the ingenuity!** ”

“ **This was the best organized training I have had since COVID turned everything virtual. Well done OLTD!** ”



In an effort to continue to offer learning opportunities to employees, OLTD published 40 new videos on the YouTube channel. Over the past year, these resources had 16,464 views totaling more than 868 hours watched. In addition, 111 new subscribers joined the YouTube channel. When OLTD started the channel during the early stages of COVID-19 the focus was on providing short videos to help provide emotional support as well as practical tips for how to navigate the world of remote work and getting through the stress of COVID-19. OLTD continued to offer topics that support what employees might be still going through in regard to the pandemic and teleworking and expanded it to include numerous leadership, management, diversity and inclusion, well-being, communication, and more. Some of the titles were:

- *Courageous Conversations: Strategies & Tips*
- *Leadership, Influence, and Engagement: The SCARF Model*
- *Now is the Time to Listen with Empathy*
- *Psychological Safety: Fostering a Sense of Belonging*
- *The Hidden Key to Healthy Habits*
- *When Beanbags teach Us about Mastering Hard Conversations*

In addition, OLTD partnered with Public Relations to produce two different video series that shared a wealth of information from stories and conversations. The first one was entitled “Who We Are” which focused on leadership lessons from COVID-19 shown through employee stories and featured conversations with the County Manager. These examples provided OLTD with a guide for leading and serving as employees move forward together.

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The second one was entitled “Voices of the Heart” which highlights the stories, different identities, and lived experiences of county employees. Through informal conversations and storytelling, employees can learn and continue to bridge connections across the organization. The most viewed video, entitled “This Is Who I Am,” was viewed 819 times.



OLTD won a National Association of Counties (NACo) Achievement Award for “Supporting Employee Development Remotely during Challenging Times” because of their videos and online teaching opportunities. In this submission, they shared that employees needed to learn quickly how to navigate the challenges of working from home while at the same time providing customers with needed support, and those supervisors needed to be able to successfully manage remote teams that typically

worked onsite with one another. They needed training in how to handle ongoing stress and how to navigate this new reality. There was a clear and pressing need to harness the power of video to support employees in real-time by creating content to meet their immediate and ongoing needs.

The Emerging Leaders Certification Program was also adapted to the work-from-home mandate. For example, employees could watch all 10 videos of the “Who We Are” series, answer questions about what they learned, and how they could apply their learning on the job, then send their responses to the program coordinator. Employees could also watch three TED Talks totaling 60 minutes or more for their classroom requirements. OLTD offered virtual discussion groups and utilized the breakout room feature to engage in smaller discussions.



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OLTD had 133 employees complete various levels in the program this year; the largest number since the program began in 2014.

One of the greatest changes made within this program was changing level 4 to now focus on “Facilitation Skills”. Even though employees could not meet in person, OLTD conducted a two-half day virtual training where the level 4 participants learned how to facilitate their own discussion groups. Then they were placed in smaller groups where they came up with their own topics to discuss within their smaller groups. Topics included: rebranding, delegation, and empowerment, adapting to change, recognizing burnout, difficult conversations, well-being, dealing with inconsistency, and thinking outside the box.

“ I have been and probably always will be uncomfortable speaking publicly but because my facilitation project became something of interest and my group has become a comfortable place to be, I felt more at ease than I expected. ”





Developing New Resources

The County's award-winning Leadership Development Program (LDP), launched in 1996, completed its final year. Over the 25 years, more than 2,400 employees successfully complete a level within the program. Even though LDP is being phased out, over the past year OLTD developed a new and exciting leadership program that was unveiled June 1, 2021, called "Leadership Henrico". There has been a tremendous amount of work leading up to this date. OLTD researched and conducted focus groups with supervisors to see what they wanted in a leadership program. The OLTD team then created the various levels that would continue to include a combination of classroom and discussion groups. The new program incorporates an exciting new element: mentorship. Stay tuned for more information on this brand new program in next fiscal year's review.

Hiring the Future

Henrico County partners with local high schools, colleges, and universities throughout Virginia to provide internships to students and continued to do this through FY 2020-2021 and COVID-19. Initially, the pandemic impacted the County's ability to provide paid internships, and, where possible, paid opportunities were converted into academic credit. In the latter part of the fiscal year, the internship program hired a total of 65 students compared to 39 for the previous fiscal year. The County also partnered with Henrico County Public Schools (HCPS) to recruit and hire five high school students in hourly temporary positions (Medical Assistants) to assist in the staffing of the COVID-19 call center.



The County was fortunate to still be able to financially support the students from the various partnerships, including Partnership for the Future and Cristo Rey, even though students were not allowed on-site. Three high school students with Partnership for Future were mentored virtually. The Cristo Rey students were offered additional workforce training through their schoolwork along with virtual mentoring conducted by their employers. In these sessions, supervisors and other County mentors participated in topics such as company research, elevator pitch, personal branding, time management, conflict resolution and goal setting.

During this fiscal year we hired 7 of our former interns of which one has become a mentor for current intern.

The Internship Coordinator also collaborated with HCPS to develop a pilot initiative for high school students called "The County Manager's Summer Academy for Workforce and Career Development." In this program, which launched in the summer of 2021, students of specialty centers and programs were hired into departments whose work is directly related to the student's studies. This provided them with the opportunity to learn about careers in local government in their field of study.





During this fiscal year, many of the in-person career events were converted to live, virtual events like the HCPS Life Ready Expo. The Expo, constituting seven sessions, gave students opportunities to interact with employers to learn more about careers within the industry. Another annual event, Mission Tomorrow was also held virtually over the course of three sessions. Mission Tomorrow is an interactive career fair for local 8th-grade students to assist them in choosing coursework and a path for their high school years and beyond. Each employer created an electronic booth to video chat or message students and provide handouts, electronic links, video content, and other resources for the students to engage and learn more about the employer and their industry. This was a unique opportunity and the resources created can be used moving forward for future live or virtual events.

In Conclusion

The 2020-2021 fiscal year was like no other. Despite COVID-19, the work from home mandate, no large group gatherings, serious budget concerns, face coverings, social unrest, social distancing and so much more, the Department of Human Resources met these challenges head on and

continued to provide support and services to employees and the community in all functional areas. HR continued to focus on employee wellness and provided creative, innovative and efficient solutions to serve internal and external customers while demonstrating communication, collaboration and credibility and promoting The Henrico Way.



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EEs by Step

1	1186
2	450
3	436
4	277
5	280
6	201
7	251
8	227
9	179
10	136
11	104
12	81
13	65
14	46
15	38
16	50
17	25
18	30
19	28
20	25
21	15
22	9
23	5
24	9
25	4
26	5
27	10
Grand Total	4172

Albemarle

Alexandria
Amelia
Arlington
Augusta
Brunswick
Buckingham
Caroline
Charles City
Charlotte
Chesterfield
Clarke
Colonial Heights
Culpeper
Cumberland
Dinwiddie
Emporia
Essex
Fairfax
Fluvanna
Fredericksburg
Gloucester

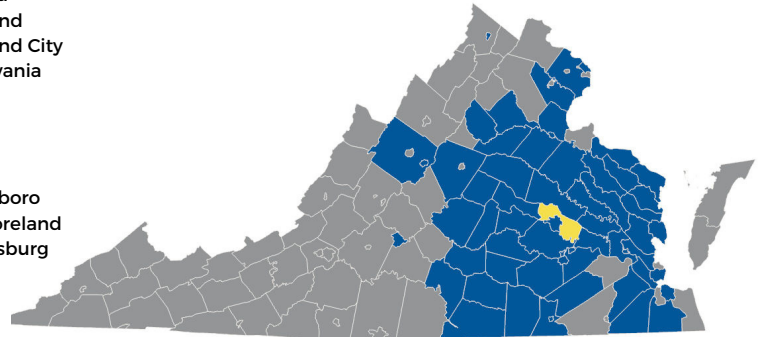
Goochland

Greensville
Hampton
Hanover
Henrico
Hopewell
Isle Of Wight
James City
King And Queen
King George
King William
Lancaster
Louisa
Lunenburg
Lynchburg
Mathews
Mecklenburg
Middlesex
New Kent
Newport News
Norfolk
Northumberland

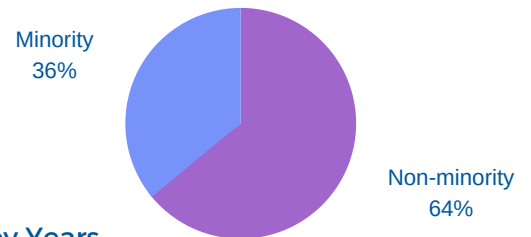
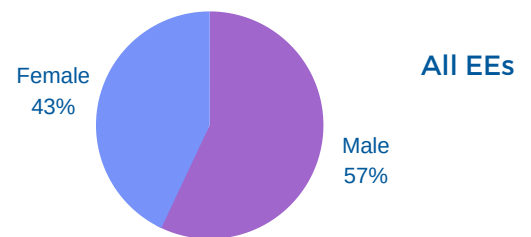
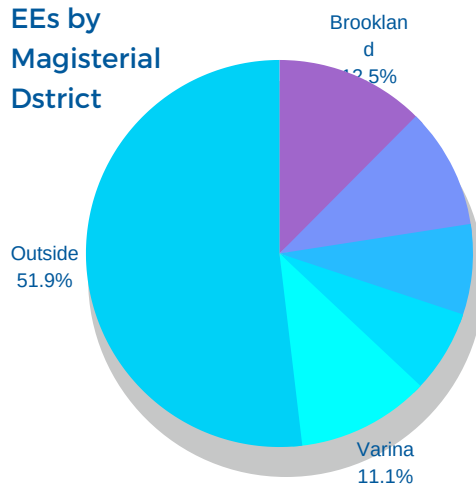
Nottoway

Orange
Osage
Petersburg
Powhatan
Prince Edward
Prince George
Queens
Richland
Richmond
Richmond City
Spotsylvania
Stafford
Suffolk
Sussex
Wake
Waynesboro
Westmoreland
Williamsburg
York

REPRESENTING 59 LOCALITIES ACROSS THE STATE OF VIRGINIA



EEs by Magisterial District



EEs by Years of Services

<1	111
1-5	1350
6-10	788
11-15	595
16-20	562
21-25	391
26-30	183
31-35	114
>35	78
Grand Total	4172

EEs by Age

<21	16
21-30	667
31-40	1097
41-50	1054
51-60	921
61-65	301
66-70	89
>70	27
Grand Total	4172

Permanent EE Averages

