

COMMUNICATION. COLLABORATION. CREDIBILITY.

HENRICO COUNTY | 2017-2018

ANNUAL REPORT



DEPARTMENT OF HUMAN RESOURCES

OCTOBER 2018



CONTINUING TO GROW OUR FUTURE...

The Department of Human Resources is one of the cornerstones of the Henrico County organization. We strive to provide the tools and resources employees need to do their jobs and serve the internal customer as well as our residents. This past fiscal year saw a cultural shift from simply partnering with employees to empowering our employees with resources and solutions to approach situations proactively and successfully. We worked collaboratively with departments to convey new and innovative ideas which in turn, served as a strong foundation for growth. Employees were given the opportunity to take initiative in shaping their own journey at the County. Not only have we stayed steadfast in our core philosophy of communication, collaboration and credibility, we also pushed boundaries to enhance that one-of-a-kind culture that exudes “The Henrico Way.”

The highlight of the 2017-18 fiscal year was offering our employees a new and greatly improved 457 Deferred Compensation benefit. Through thoughtful planning, in-depth research and an employee-centric focus, Human Resources evolved from our Deferred Compensation plan—one that had been in place for over 20 years—to an outstanding benefit that truly meets the needs of our employees and is a best practice in the deferred compensation arena. The plan's simplified investment structure provides “best in class” opportunities for our employees along with paperless options, online deferral changes and beneficiary record keeping, on demand statements and an onsite, dedicated Empower Retirement Plan counselor. We are reaching out to our employees to encourage them to take charge of their future retirement plans now and engage with us on the best journey for them and their families in order for them to be retirement ready.

Continuing encouragement of employee well-being was evident as multiple divisions within HR received National Association of Counties (NACo) Achievement Awards. Our Fitness and Wellness Division's NACo award titled, “Health Risk Assessments (HRAs): Using Results to Get Results,” included data that aids the County in better understanding the aggregate health risks of our employees. With this information, we incorporated important and necessary initiatives to effectively address unhealthy behaviors in the workforce. From fiscal year 16-17 to 17-18, the HRA reports showed a

decrease in the average body mass index, a decrease in the percentage of employee participants with hypertension and increases in the percentage of employees with normal cholesterol levels and total hours of sleep acquired per night. Having the knowledge and resources to make a change proved employees were ready and willing to take control of their personal health needs.

The Employee Health Services (EHS) division also won a NACo award for, "Making House Calls: Ensuring OSHA Compliance Through Mobile Spirometry." This program is hugely instrumental in ensuring the Sheriff's Department is meeting OSHA standards, EHS thought outside the box and hit the road to make "house calls" to employees at our farthest jail location who, in the past, had difficulty making it to our offices on their shift. This initiative resulted in 100% of employees being tested on schedule as opposed to 30% in the past. Problem-solving like this demonstrated how HR took creative, nontraditional approaches to routine processes and collaborated with departments to achieve positive outcomes for all.

Each division in HR strives to provide positive outreach for our Henrico community as well. The EngAGE program won a NACo award for "Caring for the Community: Advocate for the Aging." Our Advocate for the Aging fulfills the needs of Henrico County's aging population by enhancing social engagement, wellness, and independence. Perhaps more intangible but no less powerful is the personal impact the program has had on individuals within our Henrico community. From finding a contractor to volunteer his time to remove a dying tree from an older resident's property, to getting two new hearing aids donated to another, the Advocate for the Aging has made a tremendous difference for people who call Henrico County home.

Student loan forgiveness is a high priority for our employees who have education debt and HR supported our employees in their need for information for the required forms—completing 110 public service loan forgiveness applications. This year, we also completed over 1,000 employment verifications and myriad other verification documents for employees. This is an important step in aiding our employees who are making important decisions regarding their financial health.

This year, HR truly embraced partnering with our stakeholders to provide programs and opportunities for employees to grow, develop and meet their needs. Our employees are the County's greatest asset and HR continued to offer unique opportunities for employee engagement. Our philosophy of communication, collaboration and credibility is not only the words we say; we also use these tools to achieve myriad successes and actions to transform the employee experience. The achievements of our department, combined with our three C's, complete our integral puzzle piece in shaping the "Henrico Way."

ENGAGE

FULFILLING NEEDS OF HENRICO COUNTY'S AGING POPULATION BY ENHANCING SOCIAL ENGAGEMENT, WELLNESS, AND INDEPENDENCE

Not only did our Advocate for the Aging receive a NACo Award, our EngAGE initiative also hit new milestones including increasing citizen participation and adding multiple new events throughout the year. From a 'Fall Prevention Workshop' to hosting free movies for older adults and numerous programs in between, the collaboration between



Henrico and this special segment of the community proved that providing resources to our aging residents results in EngAGEment. Here are a few facts from some events we held this year:

Fall Prevention Workshop

Partnered with: Brema Pharmacy, Fox Rehabilitation, The Gait Center and Rebuilding Together

Topics included: Medication Management, Aging in Place and Reducing Your Risk of Falls, and Balance Exercises

Total Participation: 67 citizens

Free Movies for Older Adults

Partnered with: AARP's Multicultural Division, Henrico Theater

Movies Shown: The Butler and Hidden Figures

Total Participation: 147 citizens

Senior Law Day

Partnered with: Senior Connections, Williams & Mullen

Totals: 40 wills, powers of attorney, and advanced medical directives were provided free of charge to our citizens

The EngAGE initiative also focused on serving our citizens virtually by collaborating internally with the Department of Information Technology and HR's own Department Technology Specialist to revamp its webpage. By making changes to the layout and adding links to the newsletter, we have seen an increase in over three and a half times the amount of subscribers, including older citizens and caregivers. In total, our program and events touch nearly 700 people through this list alone.

In the three years since its inception, our EngAGE program has thrived on the ability to connect with the aging population in Henrico. We help touch hundreds of lives and contribute to a sense of purpose and belonging in a community that is always changing and evolving.

EMPLOYEE RELATIONS

Creating a safe space for our employees to grow and thrive in their position with Henrico, is the foundation of what our Employee Relations division accomplishes each year. Relying on fairness, consistency and credibility, we seek to collaborate effectively and efficiently with all facets of the organization.

A significant way we worked to serve our internal customers this year was making a major change to our Family Medical Leave process. In response to feedback from multiple departments, we were able to look at our past method and adjust accordingly, making the FML Eligibility Form completely electronic. This affords our employees the opportunity to easily acquire the resources they need any time, anywhere they have internet access.

Employee Relations also focused on collaboration and education this past year alongside divisions in HR as well as other

departments across the County. These key collaborations give tools and resources to empower our employees to best manage their work journey. As an example, we worked with the County Attorney's office to provide a class for supervisors to equip them to manage poor performance. Also, a coaching initiative program was formed in partnership with the Organizational Learning and Talent Development (OLTLD) division to facilitate the best working environments between supervisors and employees. These programs, and others, help our employees to fully commit to their job, problem-solve and get results.

"Thank you for this class. I wish I would have had it sooner in my career. It's very helpful information and the exercise was really useful."
- Supervisory training attendee

HRMS

In response to employee interest and as a way to even further connect with the community, effective January 20, 2018, all eligible employees were granted eight hours of "Volunteer Leave" to encourage employee participation in community engagement opportunities that are meaningful and purposeful to the employee and help those in need.

Our employees are committed to public service and demonstrate this every day in their jobs. Volunteer Leave gives them another avenue to be of service to others. The County's newly-established Volunteer Leave Policy, and process for requesting this leave, is maintained in the HRMS system. Collaboration was a highlight of this effort. This time partnering with the County Manager's office to provide the self-service accessibility for requesting and approving time for volunteer leave in addition to ensuring accurate payroll accounting through time-card submission.

"I am excited about the impact volunteerism will have on our community, and the difference it will make in the lives of our employees and those they serve."

- County Manager
John Vithoukas



EMPLOYMENT & COMPENSATION SERVICES (ECS)

This year HR made a huge push in evolving our marketing efforts to create buzz around the benefits of public service and serving the community as an employee of Henrico County. The number of applicants who heard about our job vacancies through the County website and internet searches surpassed 65%, making online avenues our leading source of potential new hires. In all, we received 29,655 applications and filled a total of 960 positions in the County. We also continued to grow partnerships in the community including building close relationships with US Department of Veteran’s Affairs, Career Prospectors, and the Virginia Hispanic Chamber of Commerce. These partnerships have resulted in developing strong relationships with the community and showcasing Henrico’s commitment to engaging with the community and having our workforce mirror our community whenever possible. This commitment is key to providing outstanding service to employees and residents alike.

SOCIAL MEDIA GROWTH

TOTAL ENGAGEMENT

TWITTER

@HENRICOHR

TOTAL FOLLOWERS: 375

TOTAL IMPRESSIONS: 31,800 PER MONTH

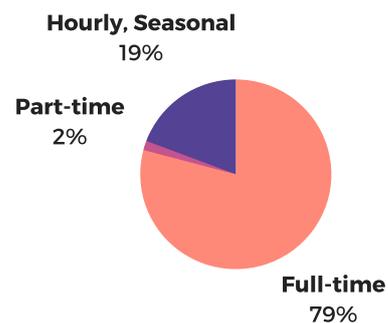
LINKEDIN

HENRICO COUNTY

TOTAL FOLLOWERS: 2,678

TOTAL IMPRESSIONS: 3,767 PER MONTH

Number of Employees
Total: 5124



INTERNSHIPS

PREPARING THE FUTURE

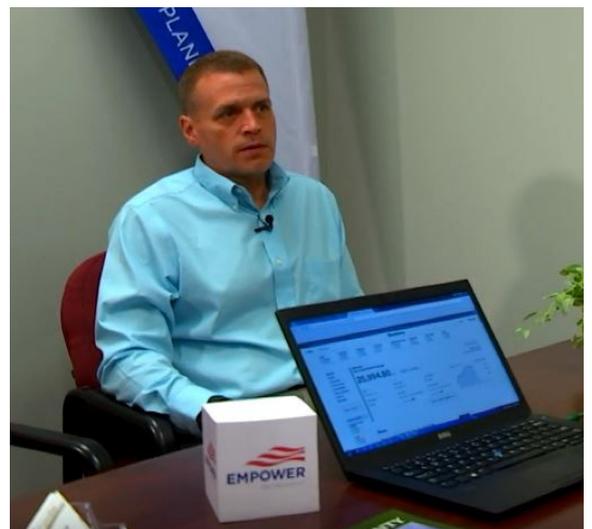
It was another impressive year for internships in Henrico, with 876 applications submitted and 77 internships awarded to students across a variety of departments in the County. Not only are internships beneficial for the students, each County department who receives an intern also helps to paint the picture of public service when it comes to shaping the future. In their time at Henrico, we had a number of interns contribute to Board meetings, County Connection articles and video features on Inside Henrico.



Collaboration efforts also brought about a new partnership with the Virginia Rehabilitation Center for the Blind and Vision Impaired utilizing three of our interns to participate as panel members for a session about interview preparation. This past year, six of our interns were hired into full time positions across three different departments in the County; solidifying that we want to invest in those students who want to grow with our organization and who are committed to public service.

Benefits are an important aspect of an employee's overall job satisfaction and HR worked hard in 2017-18 to continue to provide excellent benefit offerings and options to our employees. In addition to updating the 457 Deferred Compensation Plan for our employees, Human Resources also implemented a pharmacy carve-out plan to provide better control over each employee's pharmacy costs. This has led to better drug pricing, discounts, rebates and lower administrative fees, allowing Henrico to keep medical premium increases extremely low. We also afforded our employees new opportunities to take charge of all changes made to their benefits by offering open enrollment and benefit information sessions across the County. This has empowered employees to evaluate their needs while giving them the resources to research and engage in the best plan possible. Each year HR's number one priority is our employees and the changes in benefits this year has only strengthened our credibility of that claim. Starting in New Employee Orientation and continuing into retirement, HR strives to provide the best, most cost-effective benefits possible as part of a total compensation plan.

BENEFITS





FITNESS AND WELLNESS

"Health Trip" continues to remain a consistent fitness option for employees to engage in their wellness by choosing to participate in a variety of health improvement programs. Fitness training, group exercise, wellness classes, annual health assessments, health challenges and Team Henrico community events are all ways in which an employee can explore their individualized "Health Trip" journey. Participation rates for the 2017-2018 fiscal year show that employees (public safety sworn personnel, general government and schools) and retirees are taking advantage of fitness and wellness services and workout facilities available through Health Trip. Participation rates topped off at 20,356 this year.

Being able to engage more employees in "Health Trip" was the goal of a new exercise program this fiscal year, specifically developed for new fitness and wellness program members. "Foundations" (a "where do I start" exercise class) was designed to increase retention rates among employees who attend orientation sessions. The Fitness and Wellness Division identified our need to provide this service to employees who attend the required orientation class as a way to get new members engaged in "Health Trip" past that initial visit. The "Foundations" class has served 40 new members who completed 329 workout sessions between November 2017-June 2018 alone.

In the Fitness and Wellness Division, we also continued to partner with the County's public safety divisions by providing physical fitness training and annual fitness assessments for recruit academies and employees. Improved training protocols were implemented in the pre-existing Henrico County Police and Fire (HCPF) CrossFit and in Tactical

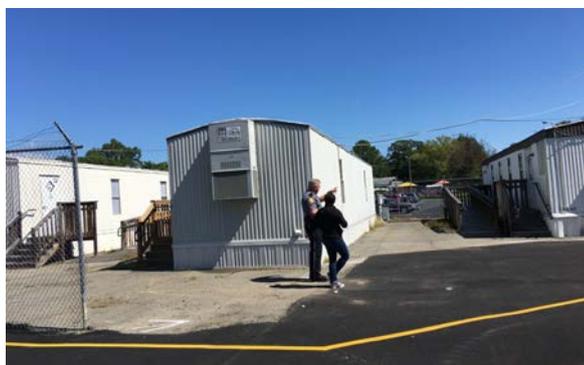
Strength & Conditioning sworn personnel only fitness training programs. The new training protocols focused on a specific athletic training regime dividing the year-round fitness conditioning program into phases of training while focusing on different goals. Not only does this allow our sworn personal the opportunity to stay physically active all year, but it keeps endurance and the ability to perform their jobs well at the forefront.

The height of the public safety fitness training program culminates in the Public Safety Games. The Division of Police won the title "Fittest Division," taking home first place for the first time since the games inception in 2012.

This year also marked the first time Fitness and Wellness entered into a partnership with the Division of Fire to implement annual fitness evaluations in compliance with the Wellness Fitness Initiative (WFI) Fire Service Join Labor Management Wellness-Fitness Initiative. Currently, the Division of Fire employs 540 sworn employees who require an annual fitness evaluation. Working with our ECS Division, Fitness and Wellness prepared for this new initiative by reclassifying an existing vacant position in order to hire an additional fitness trainer needed to meet the demands of the partnership. Not only did this agreement exemplify collaboration but also showed true dedication to our public safety fitness.

The commitment of so many employees to their own fitness and wellness journey only proves that we are on the right "Health Trip" path to continue seeing positive, healthy impacts in the workforce.

RISK MANAGEMENT



Helping foster a safe work environment and empowering employees to work safely and make it home to their families after a day on the job is one of the main focuses of the HR department's risk management efforts. The Risk Management division of HR worked diligently this year to ensure best working practices that led to safer environments for our employees. This effort included adding the 'Exposure Control Plan (ECP)' to the County website to help protect employees against illnesses that could be contracted on the job. Insurance specifications were also standardized to allow all departments to have consistent and efficient processes for contracts. First aid, CPR and AED training continued with more employees participating as attendance numbers increased from previous fiscal years. Defensive driving classes also saw increased attendance with almost double the number of participants this year than last. Company Nurse calls increased this fiscal year from the previous year, helping to ensure accurate and efficient reporting for worker's compensation claims. All of these initiatives shape a safer and more productive work environment for our greatest asset: our employees!

Risk Claim Count

General Liability	819
Vehicle Accident	1039
Workers Compensation	1312
Total:	3170

"THANKS FOR ALL YOU DO AND YOUR WILLINGNESS IN EMBRACING THE PROCESS IMPROVEMENTS WE HAVE IMPLEMENTED... YOUR INPUT IN DEVELOPING SOME OF THEM AND IN TRUSTING THE PROCESS AS WE CONTINUE TO PROVIDE EXTRAORDINARY SERVICE AND RISK MITIGATION."
- POLICE FLEET

ORGANIZATIONAL LEARNING AND TALENT DEVELOPMENT (OLTD)

INNOVATIVE LEARNING OPPORTUNITIES



FIRST ELCP GRADUATING CLASS



SHARI BENNETT-SPEER FACILITATING CLASSROOM LEARNING



COMMUNICATION CLASS EXERCISE

Cultivating an atmosphere where employees are empowered to take control of their own development, both at work and outside of work, was solidified in the efforts of HR's OLTD division. There was an increase in coaching, training and leadership opportunities sought by Henrico employees across all levels of the organization this year. Our Leadership Development Program (LDP) and our Career Enrichment Program participants sought individual consultations an average of 37% more than previous years. Consultations centered around career coaching, interview preparation, and an all-around focus on employees' current careers. We also saw the first graduating class of the Emerging Leaders Certification Program (ELCP). For employees in non-supervisory roles, the skills and leadership learned through four levels of the program provides the foundation for growth as a leader in the organization. This is just one way Henrico sees a return on investment with our employees and these efforts are positively transforming our employees, our supervisors and our overall organization.

Our Volunteer program is one of the best resources our residents have to become active and engaged with our community and with public service. The number of residents volunteering each month increased by 40% this fiscal year. Allowing the community to gain insight into our organization, while serving the residents of the County, strengthens our commitment to public service.

Volunteer Program

Total Hours:	150,661
Total Savings:	\$4 Million
Equivalent FT Employees:	72

"OLTD HAS MADE SUCH A SIGNIFICANT DIFFERENCE IN MY LIFE, AND CONTINUES TO. I LEARN SO MUCH FROM THE CLASSES, AND YOU ALL KEEP ME THINKING AND GROWING IN MY SELF-AWARENESS."

- CLASS PARTICIPANT FEEDBACK

EMPLOYEE HEALTH SERVICES (EHS)

DEDICATED TO EDUCATION AND MAINTAINING GOOD HEALTH



"I JUST WANTED TO TAKE A SECOND AND SAY THANK YOU AGAIN FOR THE WORK YOUR OFFICE AND STAFF DOES TO SUPPORT OUR OPERATION. BE IT VACCINATIONS, PHYSICALS, AND THE ALL TOO OFTEN "RECRUIT BOO BOO," I CONSIDER OUR DEPARTMENT EXTREMELY FORTUNATE TO HAVE YOU ALL AS A PARTNER AND RESOURCE."
- LIEUTENANT, DIVISION OF FIRE

It was a breakout year for HR's EHS division. Not only did we win a NACo Award, we also increased our occupational visits from last fiscal year. With a passionate focus for individualized health awareness, EHS made sure that employees were offered the best total care regardless of the reason for the visit to our facility. Along with our strong customer service-based philosophy, we also thought "outside-the-box" for ways to improve current processes and save the County money overall. For example, we looked at current practices for the hepatitis B antibody titers for all sworn personnel. EHS realized the County can save money as well as employees time and convenience by making key efficiency changes to this program. In all, EHS saved over \$10,000.00 in vaccination costs.

Additionally, EHS collaborated cross-functionally with the Division of Fire to ensure that more opportunities were available for firefighters to receive physicals.

Thorough care, detailed processes and a passion for innovation, our EHS division helps evolve our HR Department into a leading sector of the Henrico County organization by making a concerted effort to focus on the overall wellness of our employees. We go the extra mile to offer resources, ask questions and address issues compassionately to keep our employees engaged in and focused on their wellness. As our most valuable asset, the wellness of our employees is imperative to the organization so these efforts by EHS are transforming the organization through focus on employee wellness.

EHS Total Visits

Occupational:	2,564
Non-Occupational:	948



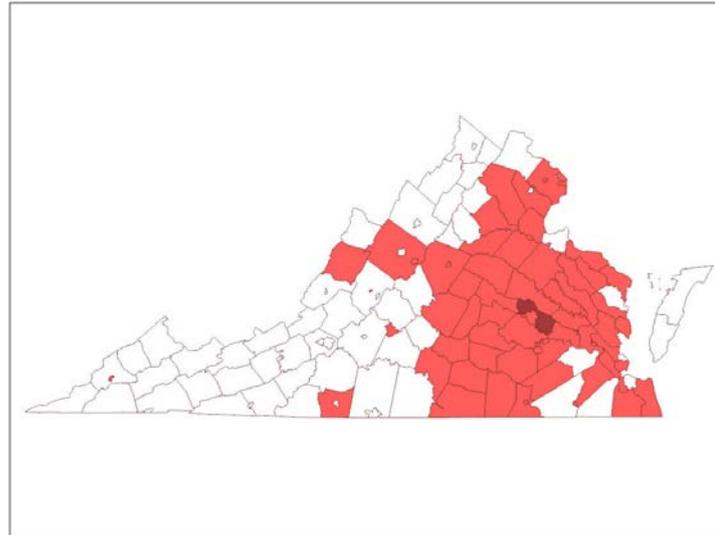
2017/2018 EMPLOYEE PROFILE

EEs by Step

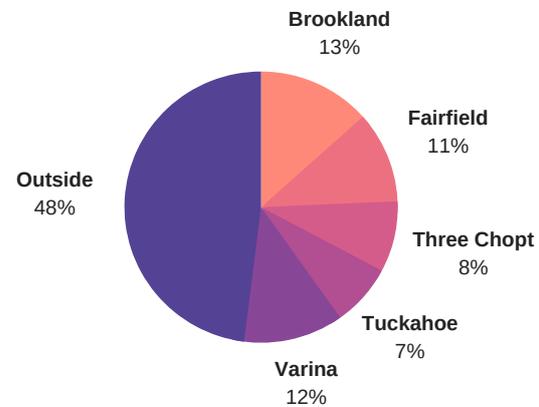
Step	#EEs
1	781
2	640
3	421
4	348
5	263
6	211
7	407
8	183
9	133
10	107
11	89
12	91
13	66
14	56
15	58
16	38
17	36
18	32
19	37
20	21
21	26
22	17
23	17
24	16
25	12
26	30
Total	4136

Representing 67 localities across the state of Virginia

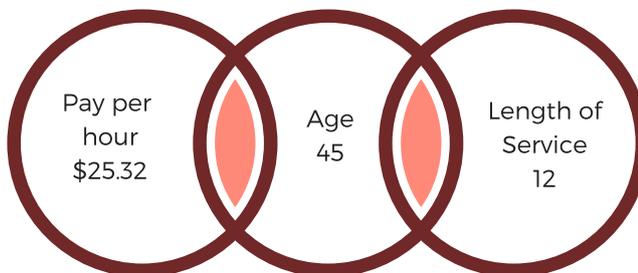
Albemarle	Fluvanna	Newport News
Alexandria	Franklin	Norfolk
Amelia	Fredericksburg	Northumberland
Arlington	Gloucester	Nottoway
Augusta	Goochland	Orange
Bath	Greensville	Petersburg
Brunswick	Hampton	Portsmouth
Buckingham	Hanover	Powhatan
Caroline	Henrico	Prince Edward
Charles City	Henry	Prince George
Charlotte	Hopewell	Prince William
Charlottesville	Isle Of Wight	Richmond
Chesapeake	James City	Richmond City
Chesterfield	King And Queen	Spotsylvania
Colonial Heights	King William	Stafford
Culpeper	Lexington	Sussex
Cumberland	Louisa	Virginia Beach
Dinwiddie	Lunenburg	Waynesboro
Emporia	Lynchburg	Westmoreland
Essex	Mathews	Williamsburg
Fairfax	Mecklenburg	York
Fairfax City	Middlesex	
Fauquier	New Kent	



EEs by Magisterial District



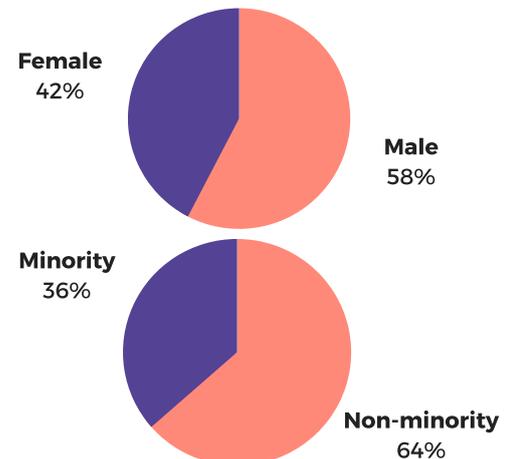
Permanent EE Averages



EEs by Years of Service

<1	118
1-5	1349
6-10	638
11-15	724
16-20	562
21-25	330
26-30	220
31-35	109
>35	86
Total	4136

All EEs



EEs by Age

<21	3
>70	27
21-30	652
31-40	1048
41-50	1088
51-60	947
61-65	291
66-70	80
Total	4136

