

DEPARTMENT OF HUMAN RESOURCES ANNUAL REPORT



HENRICO COUNTY

COMMUNICATION . COLLABORATION . CREDIBILITY

2018-2019



The County of Henrico Department of Human Resources (HR) partners with County departments in myriad ways from collaboration on award-winning initiatives to credible implementation of compliance-driven requirements. HR continues to actively practice its vision of “Communication, Collaboration, and Credibility” to produce strong service outcomes for the overall organization. The department is a fully-engaged strategic partner with the County’s operational departments in the areas of employment and compensation management, organizational learning and talent development, benefits administration, fitness and wellness, employee health services, job classification, employee relations, employee and applicant records, and information systems, including personnel and payroll transactions.

The County’s Department of Human Resources truly appreciates our most valuable resource—our employees—and supported and encouraged them in several ways, including:

- We created and marketed several wellness initiatives through “Power Henrico” to help employees enhance their emotional, physical, and professional well-being
- We introduced excellent voluntary benefits to support our employees in their times of greatest need
- We increased career development plans across the County so that employees can grow in their positions to even better serve our residents
- We collaborated with County leaders on strategic initiatives to positively impact the County’s future
- And we supported our diverse community through initiatives such as EngAGE, the Volunteer Program, job fairs, and participating in many different outreach efforts.

Henrico County values wellness, and HR supported this value with an increased focus on the care, well-being, and empowerment of employees. We created the “Power Henrico” brand as a way to showcase already-implemented wellness efforts while creating new ones to assist employees in reaching their wellness goals. On the new “Power Henrico” web site, we displayed the many ways the County supports employees' well-being, including physical, emotional, financial, professional, and community. With articles, custom-created videos, fitness class schedules, nutrition tips, workshops, health information, and success stories, employees were empowered to take charge of their own wellness and to engage in preventative and proactive measures to enhance their health and well-being.

This year, we continued to focus on providing quality health care options for our employees at affordable prices—an integral part of our employee wellness initiative.

Even as health care costs continue to rise for Henrico County and employers throughout the country, Henrico County remains committed to containing costs without overly burdening our employees. HR partnered with the Employee Health Benefits Committee, the County Manager and our Board of Supervisors, to make minor adjustments to our health care plan designs with minimal rate increases. More than 76% of the cost of balancing the health care budget was assumed by the County allowing County employees to pay health care rates lower than the other jurisdictions in the region.

We also introduced a host of brand new voluntary benefits to help support employees and their families during some of the most challenging times we face, such as the death of a loved one, elder-care, and life-threatening illnesses. We deeply believe in providing support and resources wherever possible, and are thrilled that with the County's support, we now offer so many resources to help our employees maintain financial wellbeing and peace of mind in their times of great need.

The enrollment and response to the new voluntary plans was extremely positive, enhancing the already robust benefit plans offered to County employees. And this initiative didn't just impact employees. "Benefits that Benefit Children" made a charitable contribution to the Children's Hospital of Richmond at VCU by donating \$10 for every employee that met with a voluntary benefits enrollment counselor, totaling \$13,300. This underscored our commitment to supporting not just our own employees, but also having an impact on the community as a whole.

Voluntary Benefits include:

- Accident Insurance
- Cancer Insurance
- Critical Illness Coverage
- Hospital Indemnity
- Term life policy w/long term care rider

The Financial and Administrative Services Division assisted employees' financial wellness with loan forgiveness information, completing over 100 public service loan forgiveness applications. This division also completed 1050 employment verifications to support employees in their personal endeavors and private loan applications -- an increase of 5%.

What better way to support employee well-being than by helping people stay healthy? Employee Health Services (EHS) saved employees time and money by providing "sick visits" so they didn't need to make doctor appointments for standard ailments like colds and infections. EHS also administered allergy shots for employees. These tremendous services helped employees stay healthy and well without the cost of copays or excess time away from work. To increase awareness of the clinic, EHS visited employees in numerous departments to share information about this invaluable service. They also collaborated with the Public Relations/Media Services Department to create a video to educate employees on these services and encourage them to take advantage of this wonderful benefit. These endeavors resulted in a 17% increase in Occupational visits, and a 52% increase in Non-Occupational visits!



EHS partnered with County agencies to deliver educational programming to meet specific needs related to healthy living.

In partnership with the Sheriff's Office, EHS implemented a "Beat the Majors" 11-week weight loss contest between Jail East and Jail West staff. Participants received weekly emails of encouragement and information on healthy diet, losing weight, regular exercise, lowering the risk of diabetes and heart disease, and blood pressure control. EHS also presented information to Henrico Juvenile Detention Center (JDC) staff weekly for six weeks. The staff was engaged and enthusiastic about the sessions, with several employees following up with EHS for dietary counseling and/or blood pressure checks. The JDC staff even formed a team for the first time to participate in the Annual Ukrop's Monument Avenue 10K walk/run in Spring 2019.

Supporting our employees in building their healthiest selves is the mission of our Fitness & Wellness division.

One of the major ways we achieved this in FY 18-19 was through the "Health Trip" program, which encompasses a variety of opportunities for employees to meet their unique health goals. Small group fitness training, group exercise classes, health improvement training sessions, annual health assessments, health challenges, and Team Henrico events were all ways in which County employees were able to create their own customized "Health Trip" experiences to enhance their wellness.

Fitness & Wellness also supported employees in their wellness journey through the "New Participant Program", developed for new members.

This program was designed to help participants achieve short-term health goals and increase adherence to healthier lifestyle habits on a daily basis. Participants met with a staff trainer for one-on-one conversations on such topics as their current exercise and nutrition habits; reaching attainable physical fitness levels; and an eight to twelve week exercise and nutrition plan. Thirty employees took advantage of this service, resulting in 90 individual appointments. Human Resources also supported employees in taking charge of their health through partnerships with local gyms. Employees were able to get discounted memberships at several local gyms, making it more convenient and affordable for employees and their families to get and stay healthy.

"BEAT THE MAJORS" RESULTS

- **Highest percentage of weight loss by a team: Jail East staff, with a whopping 15.4% of overall body mass lost**
- **Most weight loss by an employee: 40Lbs (in 11 weeks)**
- **Most minutes of exercise by an employee: 2186 (almost 200 minutes/week)**



Walking is not only one of the most convenient, affordable and beneficial forms of exercise, it has also been found to improve employee productivity. Fitness & Wellness created the "Henrico County Walks" initiative to challenge General Government and Henrico County Public Schools (HCPS) employees to form teams and walk the theoretical distance between Maine and Florida -1525 miles - over a nine-month period. Collaborating with the County's GIS office and interns, they created the "Henrico County Walks" map, designed to help employees find safe and user-friendly walking paths at County facilities. A total of 101 walking trails were successfully identified and mapped. This helped not only employees, but also our citizens! One intern who collaborated with Fitness & Wellness and GIS employees to create this map said:

"This internship has given me insight as to how local government functions...it has helped me gain a better understanding of the community and makes me feel more connected."

The "Henrico County Walks" initiative was a big success, engaging employees in supporting one another to improve their overall health. With 102 teams comprised of over 400 employees, participants walked an amazing 151,739 miles between September 2018 and June 2019!

Annual fitness assessments, recruit academy physical training, and Tactical Strength and Conditioning fitness classes allow Public Safety sworn personnel many opportunities to support their personal health and to participate in specific training protocols relevant to their jobs. One of the highlights of the Public Safety Fitness program is the annual Public Safety Games. The Division of Fire took home the honors as the 2019 Fittest Public Safety Division, claiming the title for the third time since the games' 2012 inception.



"The new participant program really set the tone for personal accountability and commitment to my health journey...It educated me, challenged me, and also gave me the tools that I needed to be successful... Working with the Fitness and Wellness staff has provided me the support and encouragement that I needed." -Ty Parr



The Organizational Learning and Talent Development (OLTD) division empowered employees to take charge of their personal and professional well-being by providing classes, coaching, career guidance, customized initiatives for departments, and leadership programs. Popular workshops that focused on thriving in work and in life included resiliency, improving happiness, navigating difficult conversations, and leadership, among many others. One employee stated:

"The Role of the Supervisor series was very beneficial to me, especially being brand new to the County. It helped deepen my understanding of our (County's) vision, core values and competencies. I am grateful to work for an organization that cares about the development of their employees."

OLTD partnered with several departments to enhance their success – both for today and for the future. Working closely with top-level leaders, OLTD helped departments create strategic plans and consulted with teams to help them improve their effectiveness. Stepping back from the urgency of the work environment in order to plan can be challenging, and at the same time doing this kind of strategic work is crucial for the organization's long-term success. A total of 53 "Organizational Development" consultations were conducted, which is a 34% increase from FY 17-18. In addition, OLTD services reached 50 percent of the County's workforce, an increase of 14 percent over FY 17-18!

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REACHED 50% OF
THE COUNTY'S
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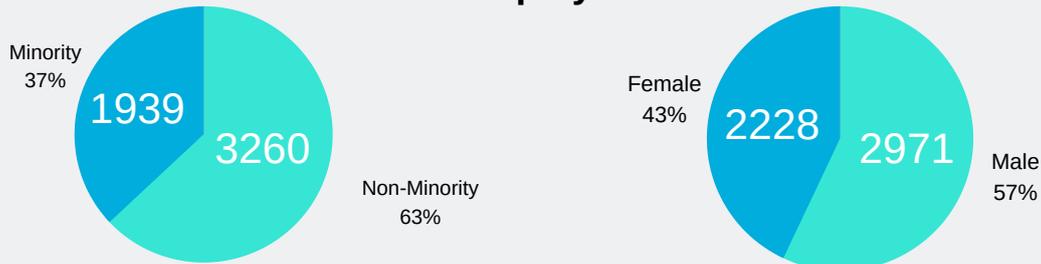
OLTD also helped employees achieve personal wellness through one-on-one leadership and career coaching. Career coaching requests significantly increased in FY 18-19, with a 32% increase in employees seeking assistance in preparing for promotional opportunities. Over 20 employees who sought assistance with interview preparation were promoted after seeking career coaching support from OLTD.

A very exciting focus for OLTD and HR in FY 18-19 was collaborating to enhance the County's Diversity and Inclusion (D&I) efforts:

- Partnering with Public Safety, OLTD facilitated ongoing discussions with representatives from the Division of Fire, the Police Division, and the Sheriff's Office to help them coordinate efforts related to recruiting and retaining diverse public safety employees. Reaching out to IT, they created a "Team Site" to allow members to easily communicate, and partnering with Public Relations/Media Services, they created several short videos asking the community, "Where Do You Fit?" and encouraging them to consider joining the Henrico Public Safety team.

- The County Manager charged the “Henrico 2040” cross-functional team to envision the County roughly 20 years in the future and map out key strategic goals to get us there. Facilitated by Human Resources, the 2040 team made several important recommendations, including several related to enhancing the County’s D&I efforts.
- In partnership with OLTD, the County Manager held several workshops for department heads and assistant department heads focusing on D&I, collaborating with the Virginia Center for Inclusive Communities to facilitate powerful discussions at the top levels of our organization and plan for the future.

All Employees



Ensuring a respectful and inclusive environment for everyone was the focus of HR’s Employee Relations (ER) division. This division of HR worked closely with over 1100 supervisors and employees to improve performance, resulting in increased employee engagement, productivity, and service to our citizens. ER challenged supervisors to intentionally manage employee performance through the “Employee Relations Series” of workshops, where participants discussed best practices and recommendations to effectively guide their employees. Employee Relations staff also collaborated with other County agencies to present customized training, resulting in increased engagement.

Volunteer Efforts

Saved \$3.8 Million Dollars

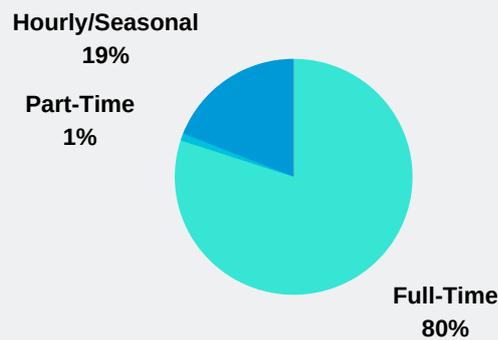
Equivalent to 66 Full-time Employees

The importance of creating a healthy community was another focus for HR, and through the Volunteer Program, our citizens found many opportunities to give of their time, talents, and services to those in need. Our Volunteer Coordinator collaborated with every County department to make it easy for members of the community to volunteer, which saved the County time and money. Volunteer efforts in FY 18-19 equaled that of 66 full time employees and saved the County 3.8 million dollars.

The Employment and Compensation Services (ECS) division promoted Henrico County as a preferred employer through job fairs, marketing efforts, community outreach events, developing relationships, and social media, including sharing open positions on Twitter and LinkedIn. The total followers for both social media sites increased in FY 18-19: LinkedIn by 24% and Twitter by 18% compared with the previous fiscal year. To attract potential employees from all facets of our diverse County and help our employee population become even more reflective of the community we serve, ECS participated in several community outreach events and worked to strengthen relationships with organizations such as Career Prospectors, the U.S. Department of Veteran Affairs, and the Virginia Hispanic Chamber.

The ECS division partnered with Henrico County Public Schools (HCPS) to host the first jointly sponsored job fair to showcase the vast amount of career opportunities available in all facets of our local government while also marketing the County’s culture. This free event featured representatives from over 20 departments and HCPS who highlighted opportunities to serve the community through public service. A workshop was also conducted (with standing room only!) to share information and tips for potential applicants on how to be successful in the recruiting process. A total of 435 job seekers attended, with multiple attendees expressing gratitude for the opportunity to see what the County offered. Post-workshop survey results showed overwhelmingly positive feedback and interest in attending future County-sponsored events.

Employee Type



Continuing the County's commitment to employee development, the ECS Classification and Compensation Services team partnered with several departments to establish career development plans (CDP) in FY 18-19 and engaged in numerous ongoing CDP development collaborations. So far, 54 CDPs have been established with an additional 14 in progress. CDP efforts impacted countless employees, allowing career paths that enabled them to grow professionally with the County. This allows employees control over their professional development, and rewards and recognizes them as they learn, grow, develop and use their new skills. It becomes a win-win opportunity for employees, and the County as a whole.

A major Classification and Compensation initiative this year was reviewing and analyzing over 4,000 General Government employees' salary, service, qualifications, and career path data to identify possible internal pay compression. A joint committee of General Government and HCPS employees made recommendations to the Board of Supervisors regarding their findings. The committee found that just 682 General Government employees were experiencing internal pay compression—a small amount of employees thanks, in large part, to the County’s consistent hiring and pay practices. As a result of the findings, compression for affected employees was mitigated through pay adjustments, and several positions were re-graded to maintain the internal compensation structure.



Internships were a win-win for the County, promoting growth opportunities for the organization and for interns alike!

The Internship Program supported our young adults in developing valuable work experience and instilling a love of public service while also assisting employees with critical work projects. The program continued to grow, with a total of 998 intern applications received (a 14% increase over last year) resulting in 84 interns representing nine high schools and 22 universities working with the County in FY 18-19. The talent pipeline from this program continued to expand as well, with double the number of interns hired for permanent County positions this year compared with last year.

The work contributed by our interns has a great impact on the County's ability to deliver excellent service to our citizens. One manager described the impact of work interns:

"[The work they did] will keep us safer and will result in improved efficiency, reliability, and performance. This is awesome progress!"

Many interns discovered ways to serve the community they might not have previously considered. One intern who supported Young Adult Librarians in implementing summer programs for teens said the best part of the internship program for her was *"being able to help others and develop relationships with the customers."*

Employees continued to have peace of mind knowing their pay and benefits were in the hands of HR's "unseen heroes," the Human Resources Management System (HRMS) staff. This division worked tirelessly behind the scenes to accurately key all employee hiring information, timecard submissions, benefits, and pay information, ensuring compliance with State and Federal mandates. In addition, they partnered with the County Manager's Office and the Office of Management and Budget to implement a 3% pay increase for eligible County employees.

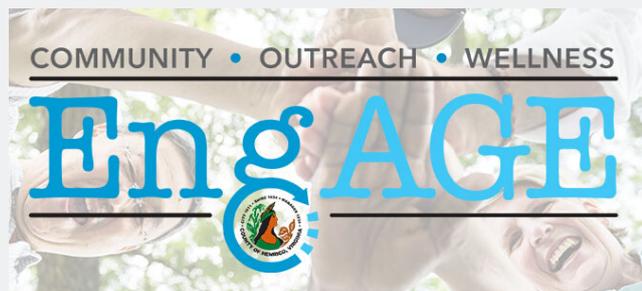


**"I have learned so much from this experience that I had no way to learn otherwise."
(intern, Manager's Office)**

Supporting the County's senior population in leading healthy, full and productive lives was a focus of HR's Advocate for the Aging. Through a host of resources, events, and opportunities, the "EngAGE in Henrico" initiative connected senior citizens with the community and each other. This year, two focus groups were held in May 2019 to gain insight from our older residents on services, programs, and resources needed to keep this important component of our community well. The focus groups drew Henrico citizens ranging in age from 69-84, and their feedback has been used to create programming and initiatives to improve services for our senior population. Focus groups will become a regular part of EngAGE's future programming to ensure that our services meet the needs of this valued population.

EngAGE hosted seminars and events throughout the year to encourage socialization and help educate seniors on staying personally and financially well. In the Advance Care Planning Seminar, topics included Guardianship and Conservatorship as well as Medical Directives and Estate Planning. The Advocate for the Aging also collaborated with local organizations on several events such as Party in the Park and Senior Law Day, and continued to assist older adults and their caregivers in locating resources and navigating services. The top three requested resources were:

- Affordable in-home care
- Individuals able to assist with seasonal yard work
- Affordable senior housing



As strategic partners, HR embodied our philosophy of "Communication, Collaboration, and Credibility" by supporting the County in continuing to provide outstanding results for our residents through engaged employees who demonstrate the Henrico Way every day.





2018/2019 EMPLOYEE PROFILE

EEs by Step

Step	#EEs
1	584
2	609
3	531
4	369
5	331
6	242
7	197
8	388
9	172
10	124
11	104
12	82
13	83
14	52
15	49
16	56
17	33
18	33
19	32
20	30
21	18
22	22
23	18
24	17
25	15
26	8
27	19
Total	4218

EEs by Age

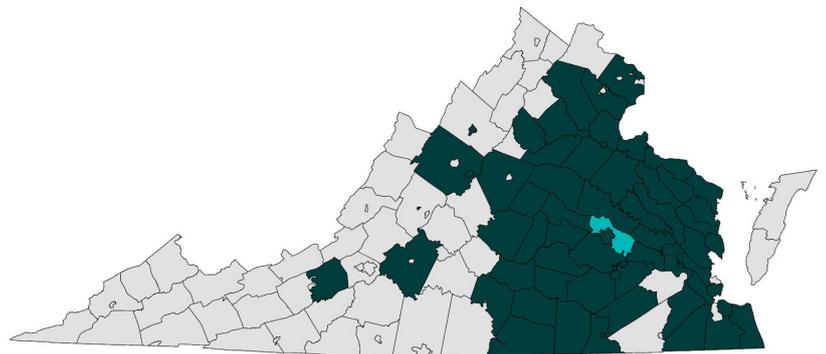
<21	9
21-30	702
31-40	1056
41-50	1078
51-60	958
61-65	307
66-70	84
>70	24
Total	4218

EEs by Years of Service

<1	132
1-5	1403
6-10	623
11-15	755
16-20	557
21-25	347
26-30	197
31-35	118
>35	86
Total	4218

Representing 66 localities across the state of Virginia

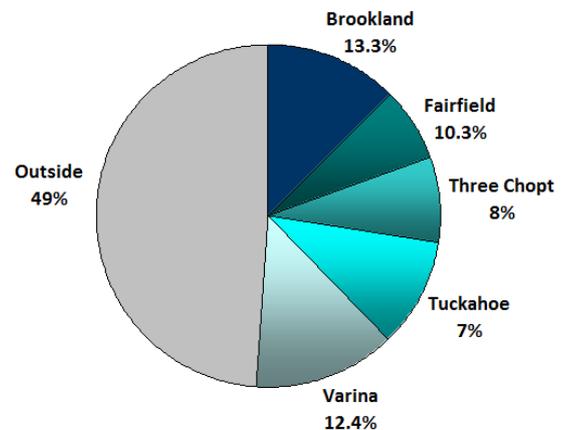
- | | | | |
|------------------|----------------|----------------|----------------|
| Albemarle | Essex | King William | Petersburg |
| Amelia | Fairfax | Lancaster | Powhatan |
| Arlington | Fauquier | Lexington | Prince Edward |
| Augusta | Fluvanna | Louisa | Prince George |
| Bedford | Fredericksburg | Lunenburg | Prince William |
| Brunswick | Gloucester | Madison | Richmond |
| Buckingham | Goochland | Mathews | Richmond City |
| Caroline | Greensville | Mecklenburg | Spotsylvania |
| Charles City | Hampton | Middlesex | Stafford |
| Charlotte | Hanover | Montgomery | Suffolk |
| Chesapeake | Harrisonburg | New Kent | Sussex |
| Chesterfield | Henrico | Newport News | Virginia Beach |
| Colonial Heights | Hopewell | Norfolk | Waynesboro |
| Culpeper | Isle Of Wight | Northumberland | Westmoreland |
| Cumberland | James City | Nottaway | Williamsburg |
| Dinwiddie | King and Queen | Orange | York |
| Emporia | King George | | |



Total
108
Retirees

Turnover
10.28%
Rate

EEs by Magisterial District



Permanent EE Averages

