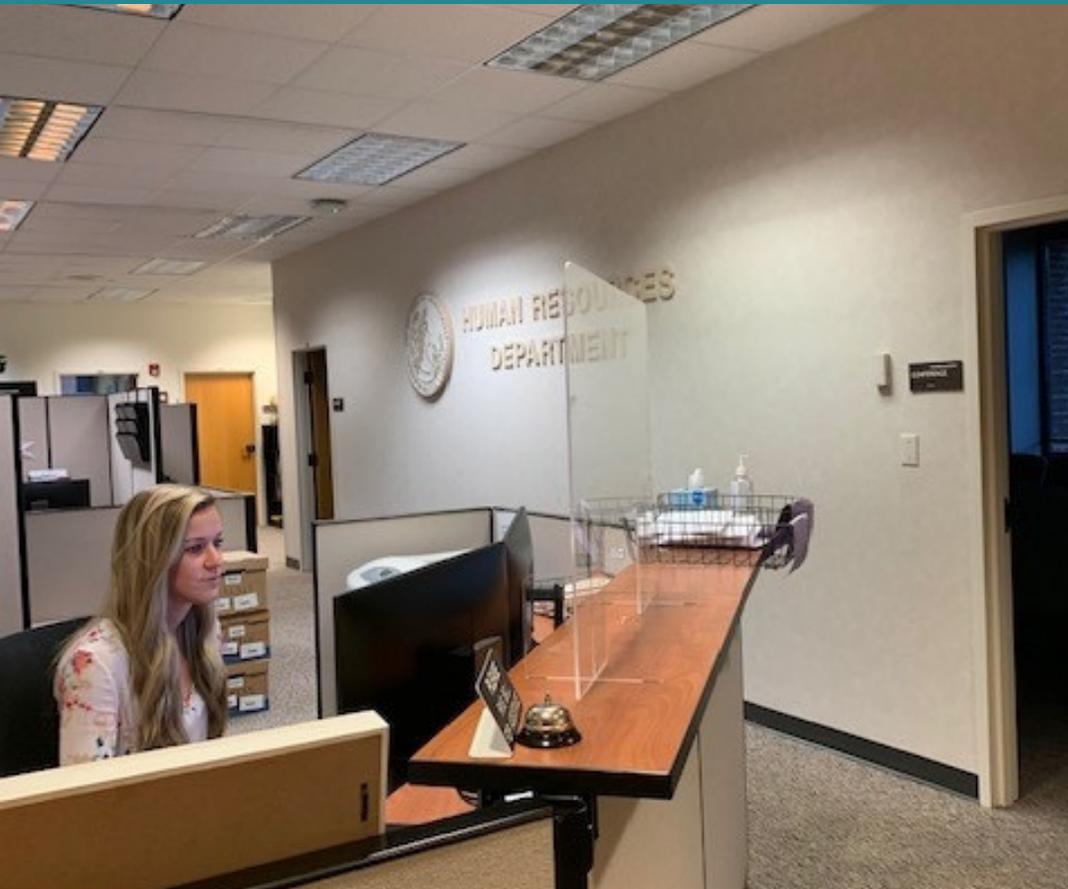


ANNUAL REPORT

HENRICO COUNTY
DEPARTMENT OF
HUMAN RESOURCES

2019 2020



COMMUNICATION. COLLABORATION. CREDIBILITY.

2019-2020



Henrico County is not just an employer; it is a foundation for success for our employees both at work and at home. And 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, rapid change during the 2019/20 fiscal year, the Department of Human Resources continued to communicate effectively with employees, applicants and citizen and to 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 citizen to promote *The Henrico Way*.

MARKETING COLLABORATION: A COMBINATION OF SUCCESS

Human Resources (HR) promoted Henrico County as a preferred employer through job fairs, community outreach events, developing relationships in the community, and social media. HR also collaborated with various departments for combined success in filling important positions in the County:

HR collaborated with the Sheriff's Office to provide ten ORBIT participants with the tools required to seek and hold steady jobs, such as: creating resumes; matching skills with job vacancies; mock interviews; submitting job applications; and providing individualized feedback to each participant. The Department of Human Resources won a 2020 NACo Achievement Award for this program: *A Double Win: Changing Lives Through Second Chances*.

HR also partnered with the Department of Public Utilities (DPU) and hosted an equipment operator/ Commercial Drivers License (CDL) job fair in November 2019 to highlight opportunities to serve the community. Opportunities included heavy equipment and manual labor positions for water and wastewater utility operations and maintenance as well as refuse collection operations. The job fair included on-site interviews and on-the-spot hiring. Seven (7) people were hired directly from the DPU CDL Job Fair.

2019-2020



INTERSHIPS

The County's Internship Program offers high school and college students the opportunity to grow while exploring career possibilities; and allows County supervisors to benefit from watching the students develop skills and opportunities to flourish in a professional environment while growing their interest in public service and local government as an employer.

Human Resources partnered with local high schools, colleges, and universities throughout Virginia to provide internships to students. During this fiscal year, we became a founding partner with Cristo Rey, a new high school in the Richmond area that is unique. Cristo Rey serves students and families of limited income and provides a different type of learning experience where each student takes a full course load of college preparatory coursework for four years and each student also participates one day each week in a four-year Corporate Work Study program to fund most of their tuition. Each student's schedule is structured so that they work one-day a week at their assigned employer, without missing any classes. Upon graduation these students are college ready and career prepared!

Henrico County also received the Partnership for the Future (PFF) Pace-Setter Award for our collaboration with this privately-funded workforce development-college preparatory program that provides high school students who have limited resources and great potential the opportunity to succeed through internship experiences, personal and professional development workshops, and assistance with how to save and plan for college.

**WE
HIRED
FULL
TIME:**

15 FORMER INTERNS

**OUR FIRST
HIGH SCHOOL INTERN**

2019-2020



STAYING COMPETITIVE THROUGH CLASSIFICATION AND COMPENSATION

FY20 was another busy year working on career development plans (CDPs). Furthering the County Manager's vision of having a highly trained, highly skilled and flexible workforce, able to shift gears and meet changing operational needs and staffing seamlessly, HR collaborated with several departments to revise or create CDPs. The Department's Classification and Compensation Analysts worked with Police Personnel to revise CDPs for the Police Officers, Animal Protection Police Officers and 911 Public Safety Dispatchers and with the Sheriff's Office to revise the CDP for their Sheriff Deputies. HR joined forces with several other departments and yielded a number of new CDPs for employees: Community Revitalization's Code Compliance Inspectors; Public Works' Project Specialists, Transportation Specialists and Traffic Signal Specialists; Public Utilities' Heavy Equipment Specialists; Central Automotive Maintenance's Fleet Parts Specialists; and Mental Health/ Developmental Services Case Managers. All of these projects resulted in career development criteria relevant to each department's changing operational needs and facilitates each department's ability to manage workloads, processes and staffing efficiently. The newly defined and redefined criteria also provides a clear roadmap for employees to follow when they want to broaden their skills, abilities and job duties. In all, the CDP changes and new CDP implementations provide an enhanced or new career path for over 1500 employees. In addition, HR collaborated with many departments to restructure their operations and staffing to better support their operational and staffing needs. As departments recognized material changes to the job duties assigned to various positions, HR worked with departments to ensure positions were classified and graded appropriately for the current duties.

At the beginning of the fiscal year, the Organizational Learning and Talent Development (OLT) Division of HR offered a variety of in-person training opportunities and focused on continued growth through leadership programs. The COVID-19 pandemic changed how we delivered those opportunities at the end of the fiscal year. HR offered the same number of open-enrollment courses early in the fiscal year between June and February and had a **13% increase** in registrations received.

When the COVID pandemic began, most of the County transitioned to teleworking which meant cancelling the remaining in-person classes for the fiscal year. OLT brainstormed how to continue to offer learning opportunities to employees in these difficult times in some type of virtual format. In-person training on topics ranging from leadership, management, communication, and change to emotional intelligence, resilience, diversity, inclusion, technology and more were even more important now.

“

WOW ... THOSE ARE SOME VERY AMAZING VIDEOS! THANKS FOR YOUR CREATIVITY AND FLEXIBILITY TO MEET THIS NEW NEED! YOU GUYS ARE AWESOME, AND THIS HELPED ME TO REMEMBER ALL OF MY TRAINING.

”

2019-2020



County employees still needed support. This time of change and transition was particularly challenging for employees who were working hard to support citizens remotely and dealing with all the stressors that the pandemic brought with it. To provide emotional support as well as practical tips and training for how to navigate the new world of remote work, OLTD created a YouTube channel with short videos to help employees get through the challenges of the workplace on topics such as:

- How to Handle Ongoing Stress
- Working from Home: How to Telework Successfully
- Managing Remote Teams: How to Supervise Employees Working from Home
- Dealing with Change and Transitions
- Upskilling: How to Take Charge of Your Professional Development
- Who We Are Series that shares examples of how our employees are leading through this turbulent time and supporting our residents and employees in new ways during the Virginia stay at home order.

IN LESS THAN THREE MONTHS:



Our goal is to support our County employees through these training opportunities and to support our community. Other community organizations, such as “VA Museums - Serving the Virginia & DC Museum Community” subscribed to our page and asked permission to share our videos.

PROVIDING TOOLS FOR EMPLOYEE SUCCESS

The Employee Relations Division finished its second 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 work force 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 ensure all employees are treated equitably and have the opportunity to succeed.

2019-2020



EMERGING LEADERS CERTIFICATION PROGRAM AND LEADERSHIP DEVELOPMENT PROGRAM

Despite changes that occurred this fiscal year, it was imperative that HR give the Emerging Leaders Certification Program (ELCP) and the Leadership Development Program (LDP) participants the opportunity to complete their current levels that were in progress. After reviewing the criteria in both programs, HR made modifications that would allow participants to still complete classroom requirements even though we were unable to meet in-person. In addition, several discussion groups met virtually to allow participants to complete that requirement. Also, ELCP final classes, where everyone in their level comes together to debrief their learning, could not be held in person. Instead, mini-discussion groups were created with specific questions that participants could ask each other in assigned small groups and then send their responses back. This was the greatest success of the ELCP Program. Here are some of the powerful examples of learning that participants experienced in ELCP:

“

“MANY TIMES WE CAN BE CAUGHT IN OUR OWN TRADITIONS AND COMFORT ZONES WHICH CAN UNFORTUNATELY CREATE BLIND SPOTS AND NEGATIVELY AFFECT OUR EFFICIENCY AND EFFICACY OF INFLUENCING AND SERVING OTHERS. HOWEVER, HENRICO COUNTY NOT ONLY WANTS TO PERFORM WELL, BUT RATHER SHOW THAT IT IS NOT SELF-SEEKING AND HAS CONTINUED TO GREATLY IMPACT AND INFLUENCE THE COMMUNITY THROUGH A PANDEMIC IN A POSITIVE MANNER. WE TRULY BELIEVE "TRADITIONS" AND "COMFORT ZONES" WERE NOT A FACTOR, AND INSTEAD TOOK WELL THOUGHT-OUT "RISKS" AND MEASURES, BROKE DOWN THE WALLS, AND CREATED A CIRCLE OF INFLUENCE THAT TRICKLED DOWN TO ALL LEVELS OF LEADERSHIP. WE ARE CONFIDENT IN THIS STAND, BECAUSE WE CAN SEE THE FRUITS OF THE LABOR OF OUR LEADERS IN THE COUNTY OF HENRICO. CUSTOMER SERVICE WITHIN THE COUNTY HAS NOT MISSED A BEAT. WE HAVE FOUND WAYS TO ADAPT AND CONTINUE TO SERVE OUR COMMUNITY WHILE TELEWORKING. WE ARE ALL PROUD TO BE PART OF THE HENRICO FAMILY AND CONTINUE TO PROVIDE CUSTOMER SERVICE THE HENRICO WAY.”

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“

I BELIEVE I CAN SPEAK FOR THE ENTIRE GROUP WHEN I SAY THAT OUR EXPERIENCES IN THE PROGRAM HAVE BEEN OVERWHELMINGLY POSITIVE, UPLIFTING, INFORMATIVE, AND INSPIRED OUR GROWTH AS INDIVIDUALS AND LEADERS. THANK YOU FOR YOUR CONTINUED EFFORTS WHICH MAKE THIS VALUABLE EXPERIENCE POSSIBLE FOR ALL OF US, AND WE LOOK FORWARD TO PROGRESSING THROUGH LEVEL 2.

”



2019-2020



The OLTD Division spearheaded several other notable projects that had a positive impact on County customers and the organization:

- Won a National Association of Counties (NACo) Award for the ELCP entitled *Emerging Leaders: Professional Development for Non-Supervisors program*.
- The Volunteer Services program launched a new digital individual application form. This electronic version allows volunteers to express interest in any available openings. When someone submits their form, they receive an automated email letting them know their application was received and what next steps are in the process. We screen and forward applications to departmental volunteer coordinators more quickly, improving our business process for this valuable County program.
- OLTD partnered with the Employee Relations division to design and create two online harassment prevention modules for both employees and supervisors. Both modules, required for all employees, were created internally and deployed through our HRMS system.
- OLTD also led a cross-departmental group in the creation of the County's Transitioning Forward site. As the County began to gradually transition forward to reopening offices and providing more in-person services, the County recognized that, among other needs, there was a need for training and information sharing. OLTD led the transition team and assisted with assigning Workplace Safety trainings and with posting Henrico County's COVID-19 best practices videos with important transitioning information such as: wellness and health screening information, teleworking information, and frequently asked questions on a SharePoint site for employees.

The year certainly ended differently than we originally planned when it started, but that did not stop HR from transitioning and continuing to provide learning opportunities to employees. Employees have reached out and thanked HR for continuing to think of them and helping them with valuable training tools during these challenging times.



2019-2020



KEY SERVICES DELIVERED

The Human Resources Management Systems (HRMS) Division worked tirelessly behind the scenes to accurately key all employee hiring information, validate timecard submissions, key pay information while ensuring compliance with State and Federal mandates. HRMS partnered with other HR divisions to be sure retirees received appropriate compensation and were well served.

The Benefits Division planned and facilitated a Voluntary Retirement Incentive Program (VRIP) to incentivize those eligible for full VRS retirement to retire in early FY 2021 to help with pandemic-related budget cuts. The division was able to virtually facilitate 110 retirements through the program. The VRIP helped Henrico realize an estimated savings of \$7,690,000.

The Benefits Division also worked with our healthcare vendor, Anthem, to provide telehealth services at no cost from March through the end of the year, and worked with our dental provider to offer a reduction in premiums for employees. Human Resources continues to provide outstanding benefits and resources to our employees at the lowest cost possible.

EMPLOYEE WELLNESS IS A PRIORITY

Henrico County knows that our employees are our greatest resource. The Department of Human Resources is committed to providing tools and services to our employees to help them stay well. Wellness looks different for each person so HR manages PowerHenrico to provide resources for employees that span the wellness areas of health, activity, social, mental health and more.

Over the last year, the Fitness and Wellness (F & W) Division has played an integral roll in helping employees get active and be healthy. Timely challenges were created on a variety of topics to encourage employees to have better habits.

PIYO Fitness Challenge (July 1 - 31, 2019):

Participant were encouraged to attend the Pilates, Gentle Yoga and Restorative Yoga classes on Mondays and Fridays. Participant goals were to engage in these mind/body fitness classes to help manage stress and improve balance, heart health and mood.

Fun Holiday Challenge (December 2 - 10, 2019):

Participants were asked to complete daily wellness tasks to keep personal health as a priority during the beginning of a busy holiday season. Wellness tasks included making healthy and nutritional food choices and moving more throughout the day to burn more calories.

Healthy Heart Challenge (February 1-29 2020):

Participants followed the Healthy Heart Calendar to assist in reaching healthy eating and physical activity goals one step at a time. By making small changes every day, there can be big changes (improvement) in heart (and brain) health. The focus was on lowering each participant's risk for heart disease and stroke.

2019-2020



The Fitness and Wellness staff lead numerous classes throughout the year including Fit Plus (small group fitness training) and group exercise classes (Yoga, Pilates, Step Aerobics, Boot Camp, HIIT, Mobility, Functional Training) on a regular basis. When the pandemic closed offices, F & W collaborated with the Department of Information Technology to offer classes via live stream, and used Microsoft Teams and SharePoint to stay connected with participants and provide more programming and accountability,

Among other Team Henrico events, 2019 Concept 2 Fall Team Rowing Challenge was a huge success!

**5,364,731 METERS COVERED BY
51 INDIVIDUALS IN 30 DAYS**

31 members over 100,000 meters
7 members over 200,000 meters
1st place in Corporate Division Worldwide
9th place Worldwide (excluding Virtual Teams)



F & W also provided significant services to our public safety agencies. Through Tactical Strength and Conditioning (TSAC), sworn members of the Police Division, Division of Fire and the Sheriff's office have been able to maximize their physical performance through innovative training tactics. Augmented with Ramp Up, the five-week jump start program that focuses on weight loss through nutrition and circuit training, top performers have achieved weight loss results of as much as 3.4 %.

During this fiscal year, the Division of Fire fitness assessments hit 1,000 completed assessments. This has given F & W, as well as Fire a great understanding of firefighter fitness and allowed for improvements on an individual basis .

“

THE ONLY THING I CAN ADD WAS THE ABILITY OF YOU AND THE REST OF THE FITNESS STAFF TO ADAPT SO QUICKLY TO HAVING TO DO EVERYTHING VIRTUALLY WITH THE COVID RESTRICTIONS. ALL OF THESE OPTIONS MAKE WORKING OUT AND STAYING FIT EASIER AND MORE FLEXIBLE. I APPRECIATE EVERYTHING YOU DO FOR US!

”

2019-2020



For the first time, F & W collaborated with the Sheriff's Training Unit to develop and lead their Academy Physical Training (PT), January 6-March 13, 2020. They created and led a 3 times/week exercise improvement program focusing on cardiorespiratory endurance and muscular endurance training protocols. Injury prevention was addressed through education on proper movement and lifting techniques as well as a continued focus on flexibility training.

73rd Recruit Academy (8/21/2019 to 2/19/2020) PT Assessment Results (percentiles)		
1.5 mile	41	74
Push-Ups	71	90
Sit-Ups	54	92
Bench Press	56	67
Vertical Jump	87	90
Sit and Reach	73	87
300m Sprint	78	84
Overall	65.7	83.4

The Employee Health Services (EHS) Division experienced a similar numbers of visits in both occupational and non-occupational categories this year as compared to the last fiscal year. What is not obvious is the drastic change in types of visits due to the COVID-19 pandemic.



As with most county offices, the pandemic was responsible for a complete and sudden shift of services and delivery of those services, and EHS was no different. In mid March 2020, the normal operations of EHS were almost immediately suspended and focus shifted to providing employee testing for COVID-19. Collaboration among EHS staff, with other departments as well as outside partners, was critical for the County's success in responding to this national crisis. The four EHS nurse practitioners (NPs) have provided continuity of care by being on call seven days a week for COVID-19 related calls. NPs have provided screening, contact tracing and necessary treatment for employees. They have collaborated with supervisors, department heads and points of contact (POC), the Emergency Operations Center (EOC) and County leadership. In addition, they have notified the Virginia Department of Health of all positive results.

COVID ADJUSTMENT TIMELINE

- 3/16/20: All routinely scheduled, non-essential appointments were cleared from the calendar.
- 3/24/20: 1st COVID test performed.
- Initial testing was designated for symptomatic, essential Public Safety Personnel (Police, Fire, Sheriff), and soon expanded to include essential personnel in other critical departments (ie: DPU, DPW) and eventually all departments including schools.
- 4/20/20: Mass asymptomatic testing of county employees done through EHS prior to VCC testing that started 4/22.
- EHS collaborated with Schools to train 7 school nurses to perform testing and provide support services (ie: initial phone screenings, preparation of orders/test kits).
- 6/11/20: Some non-essential services began to resume with COVID-19 ttesting continued.

TOTAL VISITS

Occupational: 3,221
Non-Occupational: 1,319

2019-2020



ENGAGING WITH OUR COMMUNITY

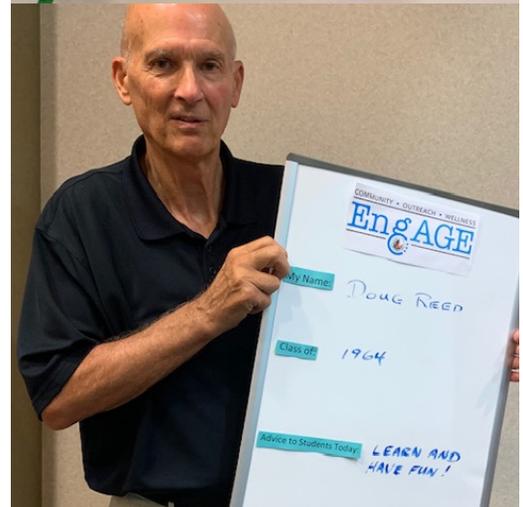
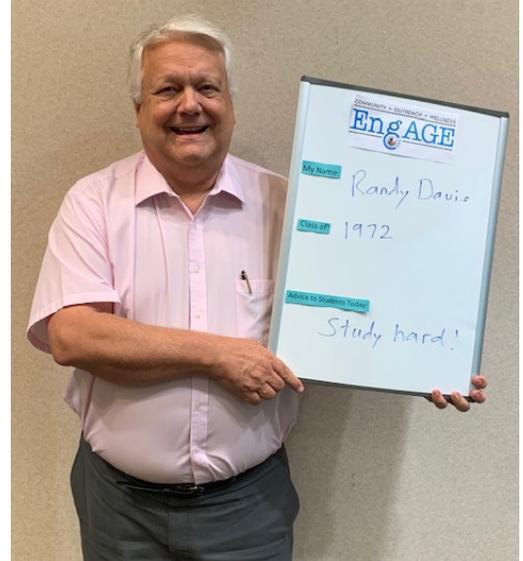
Human Resources is committed to our employees and also to our customers in the community. Henrico's EngAGE initiative is managed by HR and serves residents aged 60 and older, their families and caregivers by: providing information and referral assistance, assisting caregivers, communicating the current and changing needs of the aging population and raising awareness about aging services offered by all county agencies and departments.

EngAGE has hosted a number of events throughout the last year including Senior Safety Day, Love Your Heart: Valentine's Day Celebration, EngAGE in Reading, Raise Your Voice: Focus Groups, Medicare 101 and 102, Play it Forward: Aging Together, and GRTC Travel Training. The Henrico Ambassador Program for Seniors (HAPS) is a program consisting of four-parts. The goal is to educate residents on the programs and services offered by county departments and community organizations for older residents. Two parts were completed this fiscal year.

EngAGE rolled out two new programs as a result of the COVID-19 pandemic to ensure residents were well-informed of changing information and remained socially connected. According to the CDC, more than one fourth of adults over age 65 are socially isolated. We knew the pandemic would most likely exacerbate that issue.

The first program, started in April 2020, is entitled Outreach Call Center for Older Residents. This program was a partnership between EngAGE, Henrico's Department of Social Services, Henrico County Public Libraries and the County Manager's Office. At the height of the program, 40 older adults were enrolled to receive regular friendly, check-in phone calls. Phone calls were conducted by Library staff while the branches were closed. Upon the reopening of the libraries, the program was transitioned to a volunteer-supported effort and a permanent staple of the EngAGE initiative called: EngAGEing Conversations: Telephone Reassurance Program.

The second program to be rolled out during the pandemic is EngAGE at Home. EngAGE at Home is a telephone-based activities program serving older adults through educational and social programming. The program held a four-part pilot series in April 2020. The program formally launched on May 19, 2020 and has held a program each Tuesday at 11am with speakers from Henrico County Libraries, The Longevity Project, Humana and Virginia Community Voice.



2019-2020



The employees of Henrico County are our organization's greatest resource and Human Resources is proud to support our employees through myriad programs and services that are designed to maximize the success of employees as well as support citizens of Henrico County in many ways. This year was challenging and, despite a worldwide pandemic, Human Resources continued to rise to the occasion and provide outstanding service to our organization and community, promoting and supporting *The Henrico Way*.



2019-2020

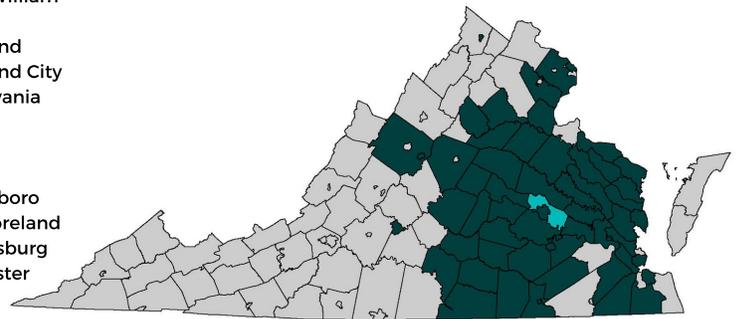


EEs by Step

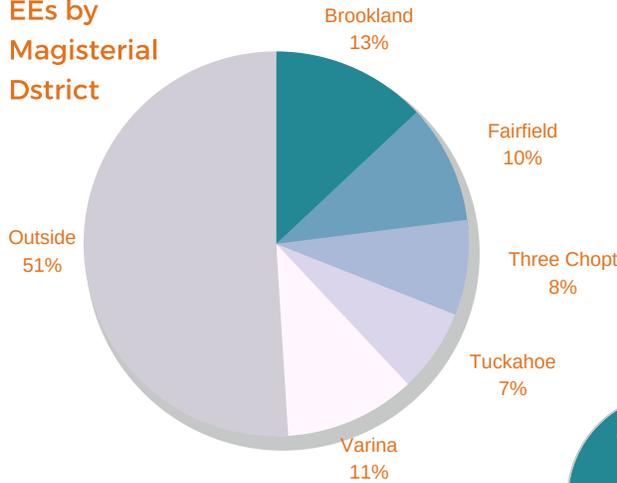
1	819
2	536
3	450
4	371
5	273
6	277
7	209
8	245
9	211
10	177
11	130
12	93
13	79
14	61
15	48
16	58
17	33
18	31
19	32
20	27
21	17
22	24
23	13
24	11
25	8
26	6
27	16
Grand Total	4255

- | | | |
|------------------|----------------|----------------|
| Albemarle | Fredericksburg | New York |
| Amelia | Gloucester | Newport News |
| Arlington | Goochland | Norfolk |
| Augusta | Greensville | Northumberland |
| Baltimore | Halifax | Nottoway |
| Brunswick | Hampton | Orange |
| Buckingham | Hanover | Petersburg |
| Caroline | Henrico | Powhatan |
| Charles City | Hopewell | Prince Edward |
| Charlotte | Isle Of Wight | Prince George |
| Chesapeake | James City | Prince William |
| Chesterfield | King And Queen | Queens |
| Colonial Heights | King William | Richmond |
| Culpeper | Lancaster | Richmond City |
| Cumberland | Louisa | Spotsylvania |
| Dale | Lunenburg | Stafford |
| Dinwiddie | Lynchburg | Suffolk |
| Emporia | Madison | Sussex |
| Essex | Mathews | Waynesboro |
| Fairfax | Mecklenburg | Westmoreland |
| Fluvanna | Middlesex | Williamsburg |
| Forsyth | Moore | Winchester |
| | New Kent | York |

REPRESENTING 61 LOCALITIES ACROSS THE STATE OF VIRGINIA



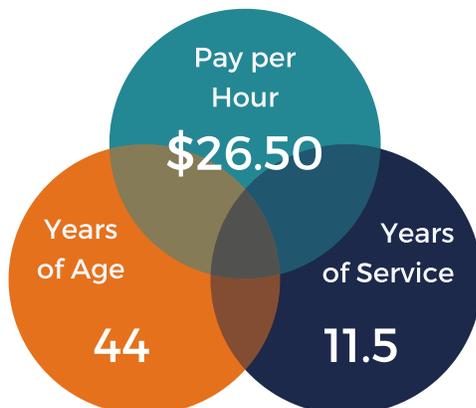
EEs by Magisterial District



EEs by Years of Services

<1	92
1-5	1482
6-10	662
11-15	680
16-20	580
21-25	362
26-30	191
31-35	124
>35	82
Grand Total	4255

Permanent EE Averages



Turnover Rate
10.34

Total Retirees
110

All EEs



EEs by Age

<21	17
21-30	716
31-40	1064
41-50	1078
51-60	953
61-65	298
66-70	101
>70	28
Grand Total	4255