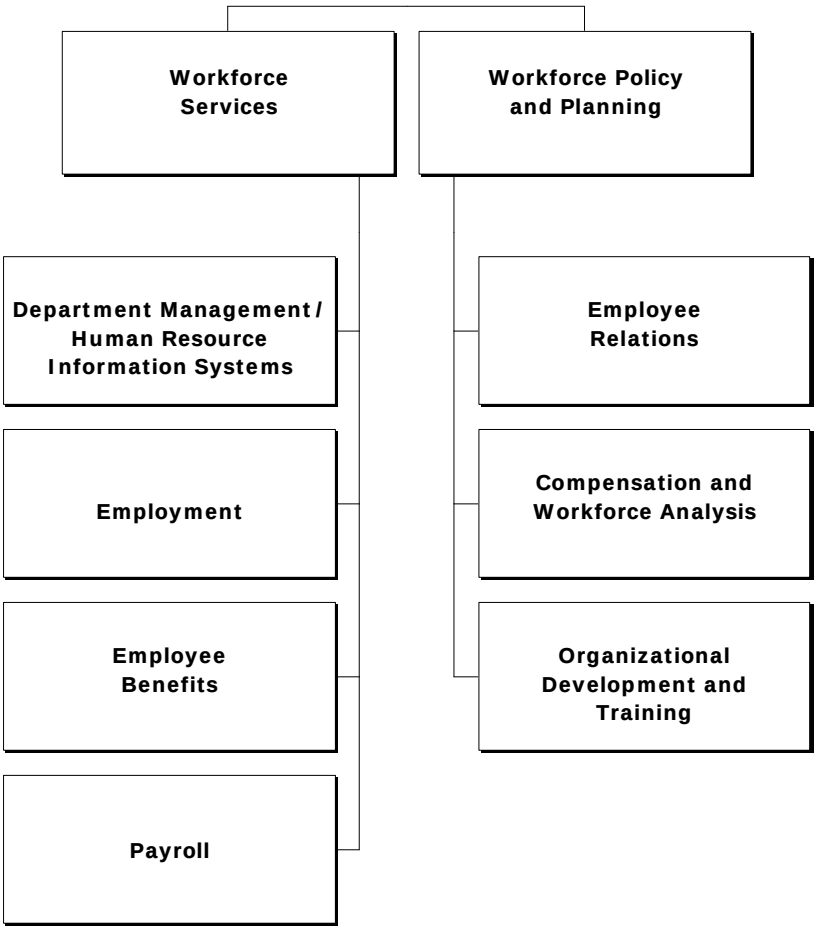
Department of Human Resources



Mission

Work in partnership with and in support of the department's diverse customer base. Demonstrate excellence and leadership by providing proactive, innovative and efficient human resources solutions to ensure a high performance workforce.

AGENCY DASHBOARD			
Key Data	FY 2013	FY 2014	FY 2015
1. Number of Resumes Reviewed per Employment Analyst	22,821	20,589	17,821
2. Average Centralized Training Expenditure per Employee	$67.67	$96.06	$92.36
3. Largest Number of Active Employees on the Payroll	13,118	13,189	13,088
4. Total Number of Management and Leadership Training Courses and Development Programs Offered Centrally	175	325	297
5. Fringe Benefits as a Percentage of Total Salaries	39.9%	40.2%	41.7%
6. Number of Merit Staff Eligible to Retire	12/31/2015 2,249	12/31/2016 2,627	12/31/2017 1,845

Focus

The Department of Human Resources (DHR) operates in conjunction with its strategic partners, customers, and stakeholders to support comprehensive talent management and optimal employment relationships. This value-add is achieved by developing, managing, and supporting initiatives to attract, retain, and develop qualified employees to support the vision, goals, and objectives of the Fairfax County Government. DHR operates in a team-based structure with service areas of expertise to ensure focus and commitment, including Department Management, Information Systems, HR Central (customer support), Employment, Benefits, Payroll, Employee Relations, Compensation and Workforce Analysis, and Organizational Development and Training. Collectively, initiatives and functions support and sustain a productive, accountable, and engaged workforce, and a positive and equitable work environment.

The department leverages technology to optimize delivery of human resources services countywide. Building on the highly successful implementation of the Human Capital Management (HCM) module of FOCUS, the department began to implement the suite of Talent Management modules in FY 2014. The Talent Management modules include Applicant Management, Learning Management, Onboarding, Performance Management, and Employee Management. These integrated modules will maximize operational efficiencies by consolidating independent talent management business processes, streamlining work functions by increasing self-service capabilities, eliminating the antiquated work-around systems used to provide functionality, increasing capabilities for real-time data analysis and providing greater flexibility in transparency and reporting capabilities. Key integration points between the FOCUS system and the Talent Management system will enhance business functionality and operational efficiencies for DHR and its customers.

Current and Future Challenges

The County continues to face the challenge of providing comprehensive health care coverage to employees and retirees in what has continued to be a difficult budgetary and regulatory environment. Recent changes have included a consumer-directed health plan (CDHP) for active employees that features a health savings account and a new drug plan for retirees and their dependents, age 65 and over, that will allow the County to take advantage of government subsidies and manufacturers' discounts, replacing the retiree drug subsidy program that was introduced in 2006. Future changes will focus on financial sustainability and a consumerism approach that encourages better health care decisions.

Department management monitors human resources legal trends and industry best practices that impact the County and its workforce. This environmental scanning fuels development of effective strategies and tactics, and gives rise to productive change that strengthens and leverages the County's high performance workforce. During FY 2017, the department will continue to review its organizational structure to more effectively align staff with FOCUS and Talent Management emphasis areas. Changes will contribute to streamlining transactional duties, enhancing timeliness of service delivery, identifying potential cost reduction opportunities, leveraging the new talent management model, and promoting seamless service delivery.

Key challenges in FY 2017 and beyond include:

- Health Care Management: The Affordable Care Act (ACA) continues to provide challenges with the most noteworthy being the 40 percent excise tax slated to take effect in 2020. The strategies to avoid this tax will include plan design changes, increasing participant awareness of medical costs, continued implementation of features that impact utilization and a strong focus on wellness initiatives to help employees develop and maintain healthier behaviors.

- FOCUS Upgrade and Continued Implementation of Talent Management: Implementing FOCUS system upgrades and enhancements will continue throughout FY 2017. Such changes refine the core system and expand capability and performance. Furthermore, the department will expand its capability and performance by implementing additional Talent Management modules, specifically the Performance Management and Employee Management modules which will support Employee Relations. The Talent Management modules will enable the department to become more responsive, strategic and customer-centric. These initiatives are a collaborative effort between DHR staff, the FOCUS Business Support Group in the Department of Management and Budget, and the Department of Information Technology.

- Employee Development: Significant DHR staff resources will be committed to maintaining enhanced succession planning, leadership, technology, desktop management, and performance management programs. These efforts will support leadership bench strength, promote a stable and sustainable talent base, and accelerate leadership readiness. DHR staff will continue to work with departments to support the coaching and development skills needed for the program's success. Many resources will be available to assist with this process including mentoring programs, communities of practice, working teams, and online learning and development services.

The Department of Human Resources supports the following County Vision Element:

Exercising Corporate Stewardship

- Compensation Plan: Major adjustments were made to the general employee and legal pay scales based on the recommendations of the Compensation Workgroup. These changes have resulted in varying levels of pay adjustments depending upon the location of an employee's pay in the pay scale. Increases begin at 3 percent of the employee's salary at the minimum of the pay scale and decline in percentage as the employee reaches the top of the pay scale. The goals of the new pay plans are to ensure that the County has an equitable compensation system for all employees and that they advance through the pay scale within 25 years. This initiative was implemented through a collaborative effort between DHR staff and the FOCUS Business Support Group in the Department of Management and Budget.

The department will continue to leverage productivity by collaborating with senior management, agency human resource staff, and an array of employee representation groups to achieve mutual goals and objectives, strengthen the County's culture of inclusion, and ensure that employees feel valued. This approach is grounded in transparent personnel regulations and is supported by a consultative business model. This approach enables DHR to better support the unique requirements of individual departments in an increasingly complex environment. This outward engagement also ensures the department's strategic and tactical work remains customer-focused and practical.

Budget and Staff Resources

Category	FY 2015 Actual	FY 2016 Adopted	FY 2016 Revised	FY 2017 Advertised
FUNDING				
Expenditures:				
Personnel Services	$5,919,596	$5,984,496	$5,984,496	$6,154,625
Operating Expenses	1,295,959	1,321,928	1,419,665	1,321,928
Capital Equipment	0	0	0	0
Total Expenditures	$7,215,555	$7,306,424	$7,404,161	$7,476,553
Income:				
Professional Dues Deduction	$42,939	$42,026	$43,136	$43,136
Total Income	$42,939	$42,026	$43,136	$43,136
NET COST TO THE COUNTY	$7,172,616	$7,264,398	$7,361,025	$7,433,417
AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)				
Regular	77 / 77	75 / 75	75 / 75	75 / 75

FY 2017 Funding Adjustments

The following funding adjustments from the FY 2016 Adopted Budget Plan are necessary to support the FY 2017 program.

- **Employee Compensation** **$170,129**
  An increase of $170,129 in Personnel Services includes $79,594 for a 1.33 percent market rate adjustment (MRA) for all employees and $90,535 for performance-based and longevity increases for non-uniformed merit employees, both effective July 2016.

Changes to FY 2016 Adopted Budget Plan

The following funding adjustments reflect all approved changes in the FY 2016 Revised Budget Plan since passage of the FY 2016 Adopted Budget Plan. Included are all adjustments made as part of the FY 2015 Carryover Review, and all other approved changes through December 31, 2015.

- **Carryover Adjustments** **$97,737**
  As part of the *FY 2015 Carryover Review*, the Board of Supervisors approved encumbered funding of $97,737 in Operating Expenses.

Cost Centers

There are two cost centers for the Department of Human Resources, Workforce Services and Workforce Policy and Planning. These two cost centers work together to fulfill the mission of the department and carry out the key initiatives for the fiscal year.

Workforce Services

The Workforce Services cost center includes department management and management of the department's information systems, as well as divisions that support the recruitment of the County workforce, management of benefit programs, and payroll processing and accounting.

Category	FY 2015 Actual	FY 2016 Adopted	FY 2016 Revised	FY 2017 Advertised
EXPENDITURES				
Total Expenditures	$5,179,117	$5,111,328	$5,179,306	$5,221,588
AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)				
Regular	53 / 53	51 / 51	53 / 53	53 / 53

Department Management/HRIS
1 Human Resources Director
1 Asst. Human Resources Dir.
1 Info. Tech Program Manager I
1 Senior HR Consultant
1 Programmer Analyst III
1 Business Analyst III
1 Human Resources Analyst III
1 Network/Telecom. Analyst II
2 Human Resources Analysts II
1 Management Analyst I
1 Administrative Assistant V
2 Administrative Assistants IV
1 Administrative Assistant III

Employment Division
1 Human Resources Analyst IV
5 Human Resources Analysts III
1 Management Analyst III
3 Human Resources Analysts II
1 Management Analyst II
1 Communications Specialist II
1 Administrative Assistant IV

Employee Benefits Division
1 Human Resources Analyst IV
1 Senior HR Consultant
1 Human Resources Analyst III
2 Human Resources Analysts II
1 Management Analyst II
1 Human Resources Analyst I
1 Administrative Associate
2 Administrative Assistants V

Payroll Division
1 Human Resources Analyst IV
1 Senior HR Consultant
1 Accountant III
1 Human Resources Analyst III
1 Management Analyst III
1 Human Resources Analyst II
5 Human Resources Analysts I
1 Administrative Assistant V
1 Administrative Assistant IV
2 Administrative Assistants III

TOTAL POSITIONS
53 Positions / 53.0 FTE

Workforce Policy and Planning

The Workforce Policy and Planning cost center includes divisions that facilitate individual and organizational change and development initiatives, and provide consultation services to County agencies on workforce planning and compensation matters.

Category	FY 2015 Actual	FY 2016 Adopted	FY 2016 Revised	FY 2017 Advertised
EXPENDITURES				
Total Expenditures	$2,036,438	$2,195,096	$2,224,855	$2,254,965
AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)				
Regular	24 / 24	24 / 24	22 / 22	22 / 22

Organizational Development and Training
1 Management Analyst IV
2 Senior HR Consultants
2 Business Analysts III
4 Training Specialists III
2 Business Analysts II
1 Training Specialist I
2 Administrative Assistants V

Compensation and Workforce Analysis
1 Human Resources Analyst IV
1 Senior HR Consultant
4 Human Resources Analysts III
1 Human Resources Analyst II
1 Administrative Assistant V

TOTAL POSITIONS
22 Positions / 22.0 FTE

Key Performance Measures

Indicator	Prior Year Actuals FY 2013 Actual	FY 2014 Actual	FY 2015 Estimate/Actual	Current Estimate FY 2016	Future Estimate FY 2017
Department of Human Resources					
Percent of employees who complete their probationary period	85.00%	85.91%	85.00%/90.62%	85.00%	85.00%
Average gap between Fairfax County's pay range mid-points and comparable range mid-points in the market for core classes	5%	5%	5%/5%	5%	5%
Percent of employees that indicated DHR-sponsored training was beneficial in performing their jobs	95%	97%	96%/96%	96%	96%

A complete list of performance measures can be viewed at www.fairfaxcounty.gov/dmb/fy2017/advertised/pm/11.pdf

Performance Measurement Results

The performance measures for the Department of Human Resources for FY 2015 and preliminary performance indicators for FY 2016 reflect notable successes given the ongoing implementation of Talent Management modules. In FY 2016 and beyond, the department will continue to be challenged to meet the expectations of a sophisticated and diverse workforce while supporting implementation of the next phase of the Talent Management modules.

In FY 2015, the percent of employees who completed their probationary period increased from 86 to 91 percent. Staff initiatives have included increases in the number of targeted recruitment efforts with profession-specific media, increased job fair attendance, and enhanced outreach recruitment by County agencies.

Annual surveys from local area governments and other sources provide guidance that the County continues to maintain a competitive market position. During FY 2015 and FY 2016, compensation and classification staff benchmarked all County job classifications, worked on a new application to manage position descriptions, and participated in the employee compensation plan design project.

In FY 2015, 96 percent of training attendees indicated that DHR-sponsored training was beneficial in performing their jobs. This percentage is anticipated to remain high in future years as DHR continues to support training and development initiatives associated with the County competency-based model and provide ongoing corporate systems training in support of FOCUS and the Talent Management system.