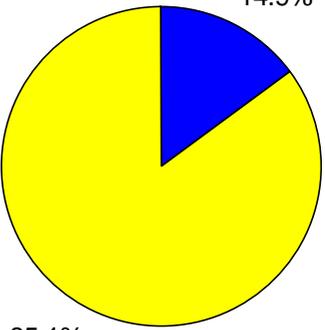


*Department of Human Resources*

## 11-05-Employee/Manager Relations and Training

Fund/Agency: 001/11	Department of Human Resources	
Personnel Services	\$622,649	<div style="text-align: center;"> <p><b>CAPS Percentage of Agency Total</b></p>  <p>85.1%</p> <p>14.9%</p> <div style="border: 1px solid black; padding: 5px; margin: 10px auto; width: fit-content;"> <span style="color: blue;">■</span> Employee/Manager Relations and Training  <span style="color: yellow;">■</span> All Other Agency CAPS                 </div> </div>
Operating Expenses	\$312,452	
Recovered Costs	\$0	
Capital Equipment	\$0	
<b>Total CAPS Cost:</b>	<b>\$935,101</b>	
Federal Revenue	\$0	
State Revenue	\$0	
User Fee Revenue	\$0	
Other Revenue	\$0	
<b>Total Revenue:</b>	<b>\$0</b>	
<b>Net CAPS Cost:</b>	<b>\$935,101</b>	
Positions/SYE involved in the delivery of this CAPS	10/10	

### ► CAPS Summary

The Employee/Manager Relations and Training Division (EMRT) administers a variety of programs designed to maintain and improve employee awareness of their rights and responsibilities and to build and support a strong, collaborative working relationship between employees and their supervisors. The Division consults with agency staff to provide guidance and support in the areas of leadership and teambuilding, reorganizations, and review of management practices. Communication is viewed as a top priority to strengthen employee morale and adherence of County employees and supervisors to the policies and procedures that ensure a fair and equitable work environment.

## *Department of Human Resources*

---

Included as specific programs in this effort are: Awards and Recognition (Onthank, OPA, Team and Managerial Excellence, Length of Service, Suggestion, and Retiree Recognition); the employee newsletter (distributed biweekly as the primary communication tool for keeping employees informed); tuition assistance and language tuition assistance (TAP/LTAP) programs; General Training Program; Supervisory Development training program; Pay for Performance program training and support; Employee Assistance Program; Drug/Alcohol Testing Program; Combined Charitable Campaign; liaison with the Civil Service Commission and Employees Advisory Council.

Employee/Manager Relations staff respond to employee and supervisor questions on a wide variety of personnel issues such as Family and Medical Leave, Fair Labor Standards Act, the grievance procedure, pay for performance, progressive discipline, fitness for duty medical exams, referrals to the Employee Assistance Program, workforce development needs, and general personnel issues. With customer service the top priority, response to these requests is completed within one business day whenever possible.

### **Key FY 2001 Accomplishments**

- Developed and implemented a new pay for performance system for over 8,000 non-Public Safety employees.
- Completed successful pilot Supervisory Development Program for over 200 supervisors.

### **FY 2002 Initiatives**

- Conduct evaluation of first year experience with new pay for performance program and modify as needed.
- Automate training registration and database management for County workforce.
- Expand Supervisory Development Program as integral part of County's training efforts.

### **► Method of Service Provision**

Service provided directly to customers (employees, agency managers, members of the Board of Supervisors, commissions, constituents, Federal and State regulatory agencies) and others as appropriate. Service is provided with staff working in a team based environment, individually, or in groups as consultants.

## *Department of Human Resources*

### ► Performance/Workload Related Data

A wide array of employee/manager issues and concerns. Staff works in consultation with employees of various levels to provide guidance, support and conflict resolution.

Title	FY 1998 Actual	FY 1999 Actual	FY 2000 Actual	FY 2001 Estimate	FY 2002 Estimate
Customers served per FTE position providing ER information, consultation and service	N/A	2,682	3,232	3,121	2,952*
Customers served per FTE position providing General Training and Organizational Development information and service	N/A	2,002	2,535	2,500	2,550
Percent of Customer Survey respondents expressing satisfaction with availability, clarity, and quality of information and service provided by Employee/Manager Relations.	N/A	91%	90%	92%	94%

\* The agency experienced a significant increase in customers served in FY 2000 which is attributable to the implementation of the new pay for performance system. It is expected that the number of customers will level off in FY 2002 as employees and managers become more acquainted with the new system.

### ► Mandate Information

This CAPS is Federally or State mandated. The percentage of this CAPS' resources utilized to satisfy the mandate is 51 - 75%. The specific Federal or State code and a brief description of the code follows:

- Omnibus Transportation Act of 1991.
- The Federal Department of Transportation (DOT) requires the County to have alcohol and controlled substances testing of employees and supervisors who are required to have a Commercial Driver's License (CDL) as a condition of employment. The Division administers the testing program.
- Fair Labor Standards Act (FLSA) -- This act requires employers to pay an overtime rate of at least 1.5 times the employees regular hourly rate of pay for overtime hours worked for eligible employees. The Division administers the County's policy to ensure compliance with federal requirements.

## *Department of Human Resources*

---

- Commercial Motor Vehicle Safety Act (1986) --Applies to all County employees and supervisors who operate vehicles that meet the commercial vehicle guidelines. The County must ensure that these employees meet the requirements of a Commercial Driver's License (CDL). The Division prepares the County's procedure and provides guidance to employees on the application of the procedure.
- The Family Medical Leave Act of 1993 (FMLA) -- Requires the County to provide leave of absences in conjunction with the birth or placement of a child for adoption or foster care, to care for a sick or disabled family member or for an employee's serious health condition. The Division prepares the procedure and counsels employees on the application of the procedure.
- Drug Free Workplace Act (1990) -- Requires the County to notify employees that the unlawful manufacture, distribution, dispensation, possession, or use of alcohol or a controlled substance in the workplace is specifically prohibited. The Division prepares the County's procedure and provides to employees on the application of the procedure.
- Code of Virginia Military Leave (44.204) -- Requires employers to grant employees who are members of the National Guard or organized military reserve of the United States leaves of absences with pay not to exceed fifteen workdays per fiscal year for federally funded military duty including training. The Division prepares the procedure and counsels employees on the application of the procedure.
- Code of Virginia (Grievance Procedure) 15.1-7.1; 15.1-7.2 -- Requires the County to administer a grievance procedure for its employees to afford an immediate and fair method for the resolution of disputes. The Division administers the grievance procedure.