

# Department of Administration for Human Services

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LOB #130:

## **HUMAN RESOURCES**

### **Purpose**

The Human Resources (HR) division provides payroll, recruitment and staffing, workforce planning, employee relations and professional development core functions in support of the County's health and human services departments and programs.

HR provides operational expertise, implementation and consultation specifically tailored to health and human services departments and programs to ensure that federal, state, County and local laws, regulations and/or mandates governing the workforce and human resources capital are met.

- HR supports employees working in approximately 100 LOBs, provided by approximately 4,000 merit positions and 2,000 non-merit positions supporting the work of human services departments, programs and services.
- HR supports the recruitment, retention and ongoing staff development for professionals who require certification, licensure, accreditation, and ongoing continuing education in order to fulfill their work responsibilities.
- Over 865 distinct job classifications are actively performing County functions and operating programs. For the almost 300 job classifications associated with health and human services, HR staff provide specialized support to ensure that programs are certified and to maintain the required staffing and professional standards for provision of care coordination, case management, physical and behavioral health treatment, protective investigations, community development services, transportation, oral health and specialty care, residential care and operations of residential facilities.

### **Description**

DAHS HR division staff composed of 27 merit and 3 non-merit employees provide the following discrete but related functions:

#### **Payroll**

Division staff prepare all payroll transactions on a bi-weekly basis for approximately 6,000 human services merit and non-merit staff and perform all quality control audits of payroll transactions prior to submission in the budget, finance, procurement and human resources utilizing FOCUS-HCM. The staff:

- Process Personnel Actions (PA): Employee-related actions (i.e., hires, transfers, promotions, reclassifications).
- Process Position Control Forms (PCF): Position-related actions (i.e., abolish, establish, reclassification, changes to scheduled hours, position location, job share, organizational structure, grants).
- Provide employee support regarding time and attendance, County and departmental payroll policies and procedures. Perform time and attendance reporting/auditing functions to support department management.
- Process all new hires and associated enrollment functions, such as verification of Social Security Number, citizenship status, work eligibility, retirement selections and providing information about County benefits. Process and review criminal background, Child Protective Services and Office of the Inspector General investigations. Review all pertinent County and department forms and materials with employees (i.e., Department of Information Technology (DIT) Computer Security policy and Ethics, Essential Personnel, Outside Employment and Emergency Preparedness compliance memoranda).

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- Ensure compliance with payroll rules and regulations.
- Design and generate requested and required reports.
- Make accurate pay and leave adjustments.
- Respond to unemployment insurance claims.
- Verifications of employment.
- Process and track compliance with Fair Labor Standards Act (FLSA), Family and Medical Leave Act (FMLA), Americans with Disabilities Act (ADA) and Age Discrimination in Employment Act (ADEA).
- Process and track transferred leave, language stipends, terminations, and pay increases.

### **Recruitment and Staffing**

Division staff align human capital strategies and tools for recruiting, hiring and retaining a highly-skilled and high-performing workforce to support the human services departments' missions. The staff:

- Provide guidance to department senior management and hiring managers with respect to recruitment and staffing
- Analyze class specifications for appropriateness and completeness for departmental positions
- Identify Knowledge, Skills and Abilities for departmental key positions. Review, revise and create position descriptions
- Manage all aspects of recruitment. Consult with hiring managers about recruitment strategies. Advise if additional targeted advertising sources are needed. Prepare job announcements
- Manage all activities related to NEOGOV, the County's automated personnel recruitment system. Enter recruitment requests. Collaborate with the Department of Human Resources (DHR) employment analysts to ensure adherence to time requirements. At conclusion of recruitment, finalize actions in NEOGOV.
- Conduct the hiring process and provide direction on compliance with federal, state and County recruitment and interview procedures. Contact the Office of Human Rights and Equity Programs to obtain Equal Employment Opportunity (EEO) Codes. Facilitate the resume review process. Develop, review, edit and approve appropriate interview questions and experiential exercises. Lead departmental interview panels, when requested. Finalize recruitment. Prepare offer letter
- Upon appointment, review and return all recruitment documentation to DHR Employment
- Provide data to department senior management and hiring managers on existing salary trends to use as a basis for comparison during the salary negotiation phase with the potential new hire
- Review and analyze departmental hiring and termination data
- Prepare departmental biannual Diversity Plan, to include workforce analysis, action steps and recruitment/hiring forecasts for the forthcoming two-year period. Review departmental Diversity Plan and Workforce Utilization Analysis with department senior management and hiring managers, providing both guidance on under-utilized categories and recommendations to achieve a diverse and balanced workforce
- Analyze and discuss results of all personal background, financial, criminal and driving records, and outside employment verifications with the appointing authority. Determine disposition and provide outcome to DHR Employment
- Meet with all new hires to facilitate onboarding

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## **Workforce Planning**

Division staff facilitate workforce planning (WFP) efforts through regular consultation across all programs within the human services departments. The division is responsible for internal WFP activities in support of human services, department leadership and senior management, and staff in DHR and the Department of Management and Budget (DMB). Overall staffing posture and key workforce drivers, including new federal and/or state legislation, are reviewed to develop workforce strategies to meet future requirements. The WFP schedule, developed and approved by the department, DHR and DMB, outlines the plan for workforce realignment and restructuring. Throughout the year, HR managers continually review their assigned department's staffing posture in order to provide the best advice regarding the impact of turnover, holding vacancies, retirements and budgetary or personnel shortages.

Successful planning, preparation and implementation of WFP includes working with the various human services departments' senior management and managers to identify specific program requirements and organizational needs, and developing WFP initiatives to meet program needs. The staff:

- Evaluate and recommend proposed workforce actions with senior department management.
- Collaborate with all department management to prepare justifications, fiscal impact statements and other supporting material for each initiative.
- Schedule and coordinate WFP meetings with DHR, DMB and department leadership.
- Coordinate with DHR and DMB to implement approved WFP initiatives.
- Coordinate recruitment and selection process for positions resulting from WFP process.
- Track completion of approved department WFP items.
- Provide requested additional information to DHR and DMB to facilitate resolution of WFP requests.
- Respond to out-of-cycle WFP requests based on unanticipated vacancies, retirements, or new program requirements to ensure effective continuity of operations.

## **Employee Relations**

Division staff provide guidance, assistance and training to managers and employees on compliance with federal, state, County and local regulations to include: FLSA, FMLA, ADA, and ADEA. The staff:

- Advise all staff on workers' compensation and risk management concerns with emphasis on importance of timely and accurate reporting of workplace injuries and accidents. Assist with claim processing and documentation. Complete, forward, and post departmental Occupational Safety and Health Administration (OSHA) report. Respond to and investigate reports of workplace violence incidents.
- Policy and Procedural Development and Interpretation: Assess, research, analyze and address issues. Provide necessary interventions. Apply appropriate County and/or department policy and ensure communication, consistency of application and compliance.
- Performance Management: Provide guidance, training and support to managers in performance of employee coaching, documentation, Performance Improvement Plan (PIP), and performance evaluation tasks to assess and encourage employees in levels of sustained improvement.
- Conduct and Discipline: Guide, train and assist managers with assessment of employee concerns to determine appropriate course of action. Write or review proposed disciplinary actions, disciplinary diversions, PIPs or recommend another course of action. Recommend informal and formal supervisory referrals to the Employee Assistance program (EAP). Provide guidance to employees.

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- **Grievance Representation:** Advise management of grievance process and participate in each step, as necessary. In the event of a positive grievability determination, represent management to include preparation of witnesses, document exhibits, witness lists, opening and closing arguments and examination, cross examination, redirects and rebuttals. Coordinate with the Office of the County Attorney (OCA).
- **Liaison:** Confer and consult with other County departments, DHR, DMB, OCA, Offices of Human Rights and Equity Programs (OHREP), and Risk Management.

## **Professional Development**

Division staff promote, design and deliver professional and learning development opportunities for all Fairfax County human services departments and programs. The staff:

- Provide classroom offerings to include human services core curriculum and supplementary career development courses
- Develop and deliver customized learning experiences for requestors within the health and human services Deputy County Executive organization
- Develop and facilitate a ten-month New Supervisors' Roundtable (NSRT) professional cohort once per year and a ten-month Middle Managers' Roundtable (MMRT) professional cohort once per year.
- Design and deliver professional development activities to assist organizations and employees more effectively accomplish desired goals
- Create and deliver interventions, intact workgroup engagements, climate assessments, change management initiatives and coaching and other improvement-related strategies

## **Benefits**

Division staff are HR discipline-specific professionals providing operational expertise. Each staff member has knowledge of the human services departments' work and associated laws, regulations, policies, procedures and mandates. This affords the managers and employees of these human services departments and programs specific, dedicated, onsite expertise, implementation and consultation tailored to meet their unique business needs. All human services HR managers serve on their department senior management teams. In addition, the human services HR managers and staff meet collectively to collaborate, implement industry best practices, share efficiencies, streamline and coordinate processes and activities. All HR staff work together to implement cross-human services initiatives. The staff:

## **Payroll**

- Ensure compliance with payroll-related specific department and program laws, regulations, policies, procedures and mandates.
- Research and resolve time and attendance issues quickly to ensure accurate and timely payroll for staff.
- Design and generate specific department and program reports for senior leadership and management staff for purposes of accurate budget monitoring.
- Provide accurate data for payroll audits ensuring requirements are met.

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## **Recruitment and Staffing**

- Analyze, create and revise accurate department and program-specific class specifications and job descriptions to improve recruitment, hiring, onboarding and retention practices.
- Provide informed recruitment strategies and facilitate efficient recruitment process to reduce the time to fill positions.
- Identify department-specific trends to facilitate and target recruitment and staffing to ensure an effective workforce.
- Efficiently expedite onboarding of new staff to help ensure job-readiness and continuity of operations.

## **Workforce Planning**

- Partner with department leadership and management to effectively assess department and program staffing needs.
- Develop and coordinate the creation of WFP materials to allow for an efficient and effective use of time and resources focused on necessary and future personnel requirements.
- Facilitate completion of WFP requests promoting a collaborative, systematic approach to WFP which supports the County's integrated services methodology.
- Review and facilitate unanticipated out-of-cycle WFP requests to meet the needs of emergent staffing requirements.

## **Employee Relations**

- Provide HR-specific guidance to human services departments about relevant laws, regulations, policies, procedures, and mandates intended to minimize effects of employee relations matters.
- Provide expert employee relations guidance and training to supervisors and managers to reduce the amount of time during which employees are experiencing job perform challenges in their positions.
- Reduce legal and financial liabilities for the County, saving time and money, while building trust and engagement among employees.
- Provide department employee-specific informed guidance, training and performance management and evaluation service.
- Serve as the liaison with DHR, DMB, OCA, OHREP and other County departments on behalf of the human services departments which streamlines processes related to employee relations matters.

## **Professional Development**

- Optimize service delivery, work engagement, and partnerships with other County departments, universities, learning institutions, and community organizations allowing human services employees to continue to add increased value to the community residents.
- Develop human services-specific professional development classes and learning activities tailored to the unique needs and requirements of the delivery system for an effective and knowledgeable workforce.
- Offer cohorts, a group of selected employees who meet regularly for a common professional development purpose, professional trainings which develop next-generation human services leadership. Cohort learning is designed so that the participants begin and end learning programs together and are in the same classes throughout the programs. This type of program builds strong and resourceful networks among participants that often continue throughout their careers.

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## **Mandates**

The HR division is responsible for ensuring compliance with federal, state, County and local laws, regulations, policies and procedures to include:

### **Federal**

- Age Discrimination in Employment Act of 1967
- Americans with Disabilities Act
- Commercial Motor Vehicle Safety Act
- Consumer Credit Protection Act
- Drug Free Workplace Act of 1990
- Equal Pay Act of 1963
- Fair Labor Standards Act
- Family Medical Leave Act of 1993
- Genetic Information Nondiscrimination Act of 2008
- Health Insurance Portability and Accountability Act of 1996
- Internal Revenue Code
- Occupational Safety and Health Act
- Omnibus Transportation Act of 1991
- Pregnancy Discrimination Act
- The Drug Free Workplace Act of 1988
- Title VII of the Civil Rights Act of 1964
- Uniformed Services Employment and Reemployment Rights Act of 1994
- Workers Compensation Act

### **State**

- Virginia Freedom of Information Act
- Virginia Government Data Collection and Dissemination Practices Act
- Virginia Human Rights Act
- Virginia Personal information Privacy Act
- Virginia Personnel Act
- Virginia Public Records Act
- Virginia Unemployment Compensation Act

### **Fairfax County**

- Article 1, Fairfax County Code
- Fairfax County Personnel Regulations and Procedural Memorandums
- Fairfax County Human Services Department-Specific Procedural Memorandums
- Uniform Guidelines on Employee Selection

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## Trends and Challenges

### Trends

The following recent trends have contributed to the manner in which the HR staff conduct discipline-specific business and respond to the needs of the employees in the human services departments.

- Increased use of technology in all HR functions (i.e., implementation of a FOCUS Human Capital Management System, NEOGOV Applicant Tracking System, EmployeeU – Learning Management System, web-based communication tools)
- Increased cultural and language diversity in the County necessitating recruitment strategies to increase diversity in skills and competencies of the health and human services workforce
- Increased focus on population-based services in the community
- Increased focus on delivery of prevention services in the community
- Increased collaboration among the human services departments to better serve the community
- Increased collaboration among all HR managers and staff across the human services system in implementation of best practices
- Expanded participation by HR managers and staff in strategic planning of customer departments
- Increased emphasis on the value of services provided for residents receiving services
- Increased expectations that there will be improved efficiencies in job performance despite constrained resources

### Challenges

HR staff work with human services department management and employees to identify and address challenges to ensure that the community is continually well-served.

### Service Demands

- Increased cultural and language diversity in the County's communities necessitate adjustment in recruitment and professional development practices and objectives in order to ensure cultural competence of the workforce.
- Increased focus on delivery of prevention services in the community require that the type of staff and all HR responses adapt to the new model of service delivery.
- The recent economic recession contributed to the strain on the human services safety net and increased the demand for human services and benefits. This requires staff to adjust existing business models to support service delivery requirements, and support expanded recruitment, onboarding, payroll processing and professional development efforts to meet current and new system requirements.

### Accountability and Performance

- New legislation and changing mandates require HR to ensure that the workforce meet the demands of the new requirements with respect to qualifications, knowledge, skills and abilities.

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## Workforce

- A shortage of qualified candidates for certain technical, clinical and senior leadership positions necessitates implementation of new and potentially more costly and time-intensive recruitment strategies such as developing new and/or expanded contracts, creating and paying for advertising in additional and new sources, and generating and sustaining partnerships with universities.
- Increased number of managed staff vacancies requires positions to be kept vacant longer.
- By 2016, approximately 20 percent of the County's current active merit employee workforce will be eligible to retire. By 2020, the number will increase to 35 percent and by 2024, nearly half of the County's current workforce will be eligible to retire. Due to these challenges, there is an increased need for succession planning activities, knowledge transfer and training to prepare the existing workforce to be competitive for future openings.

## Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
<b>LOB #130: Human Resources</b>			
<b>FUNDING</b>			
<u>Expenditures:</u>			
Compensation	\$1,819,308	\$1,872,643	\$1,577,403
Operating Expenses	46,209	66,184	34,750
Total Expenditures	\$1,865,517	\$1,938,827	\$1,612,153
General Fund Revenue	\$0	\$0	\$0
Net Cost/(Savings) to General Fund	\$1,865,517	\$1,938,827	\$1,612,153
<b>POSITIONS</b>			
Authorized Positions/Full-Time Equivalents (FTEs)			
<u>Positions:</u>			
Regular	27 / 26.5	27 / 26.5	27 / 26.5
Total Positions	27 / 26.5	27 / 26.5	27 / 26.5

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## Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Percent of managers satisfied with consultative services regarding employee relations	91%	97%	95%	95%	95%
Percentage of employees paid accurately and on time	99.95%	100%	100%	100%	100%
Number of staff appointments	1,507	1,539	1,760	1,800	1,850
Turnover rate	6.61%	6.72%	6.30%	6.30%	6.30%
Percentage of participants responding that the professional development offering taught them knowledge they will apply to their jobs	97%	98%	99%	98%	98%

The metrics displayed reflect results of annual and recruitment-specific surveys conducted by the DAHS HR division. The achievement of the division's performance targets reflects that, despite various staffing challenges, the HR managers and staff have been responsive to the needs of the human services departments' customers and able to adapt to changing needs and expectations, while maintaining the level of expertise and support required.

### **Percent of managers satisfied with consultative services regarding employee relations**

Customer satisfaction remains high at 95 percent in FY 2015. New staff learn about the employees' needs, policies and procedures of the departments they serve and continue to provide exemplary customer service.

### **Percentage of employees paid accurately and on time**

In FY 2015, 100 percent of employees were paid accurately and on time. Every time entry and manager approval is audited prior to every payroll run. If discrepancies are noted, HR staff contact the employee and/or manager to ensure accurate completion of the time record. This has resulted in no requests to DHR staff for issuance of supplemental checks. Estimates remain 100 percent in future years.

### **Number of staff appointments**

The number of recruitments and staff appointments in FY 2015 was 1,760, an increase over the 1,507 in FY 2013 due to retirements, internal promotions and cross-training opportunities. DAHS HR staff have responded to department demand to accurately and efficiently fill vacancies. This number is expected to continue to increase in future years.

### **Turnover rate**

The human services system experienced a 6.3 percent rate of turnover in FY 2015 due to retirements, internal promotions and cross-training opportunities. This is a slight decrease from FY 2014, when the turnover rate was 6.7 percent. This percentage is expected to remain flat in FY 2016 and FY 2017. Beyond FY 2017, the number of retirements is expected to increase dramatically. Though turnover cannot be controlled, the human services system is able to manage the time required and associated processes for filling vacancies. Containing costs during times of rapid workforce change is improved through effective position monitoring, department-specific, available, and relevant personnel data and reporting.

### **Percentage of participants responding that the professional development offering provided knowledge that they will apply to their jobs**

In FY 2015, 99 percent of participants responded that the professional development offering taught them knowledge they will apply to their jobs, exceeding the estimate of 98 percent. This reflects the fact that the human services professional development staff revised and expanded their offerings based on identified needs. Staff tailors trainings, environmental assessments, facilitation, team buildings and targeted organizational development activities for identified and requested human services departments' business needs. The estimate in future years remains 98 percent.