

Department of Human Resources

Mission

To facilitate the attainment of Fairfax County's strategic initiatives and delivery of core services by hiring and developing a diverse workforce that cultivates and sustains an environment of accountability, innovation, and success.

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, specifically talent management and total rewards. The talent management team consists of HR Central (customer support), Employment, Employee Relations, and Organizational Development and Training. The total rewards team consists of Payroll, Benefits, and Compensation and Workforce Analysis. General functions including Department Management and Information Systems report to the Director. Collectively, initiatives and functions support and sustain a productive, accountable, and engaged workforce, as well as a positive and equitable work environment.

The department implements and manages all available technology to optimize delivery of human resources services countywide, most notably a learning management system, employee development tools, an applicant tracking system, position tracking, and the Human Capital Management (HCM) reporting tool, PEAQ. The department is coordinating with the FOCUS Business Support Group (FBSG) to implement analytical tools and data warehouse technology for real-time data analytics and reporting, enhancing performance and increasing responsiveness to customer and DHR stakeholder needs. Phase 2 of the Onboard project was rolled out to the pilot departments in September 2020. DHR plans to add more departments as part of Phase 3 in the spring of 2021.

LiveWell is Fairfax County Government's employee and retiree well-being program. LiveWell's mission is to cultivate a culture of well-being that empowers, educates, and engages Fairfax County employees and retirees to make life-long choices that promote total well-being – physical, mental, emotional, social, spiritual, and financial. LiveWell assists County employees, retirees, and their families achieve a healthier lifestyle and state of well-being through educational events, programs, challenges, and resources. LiveWell initiatives include, but are not limited to, an incentive program that rewards employees for healthful behavior, an on-site fitness center, well-being events, educational workshops and webinars, biometric screenings, flu vaccinations, and promotion of the well-being resources available through the County's health plans, Employee Assistance Program, as well as internal and external partners. The LiveWell program consistently demonstrates significant rates of employee engagement. In 2019, over 1,200 employees engaged in the MotivateMe incentive program. Over 1,500 flu vaccines were administered, and more than 200 units of blood were donated at LiveWell blood drives. Members in Weight Watchers (WW) lost a combined 1,044 lbs. Due to the COVID-19 pandemic, LiveWell pivoted programming in early 2020 to meet the evolving needs of employees, retirees, and their families. Program enhancements included the launch of BurnAlong, a virtual fitness program with over 1,600 employees enrolled, drive-thru flu vaccines, family-focused programs, and additional resiliency resources. Fairfax County has been recognized for its positive workplace environment, effective wellness program implementation, emphasis on data collection, incentives, and overall engagement. LiveWell won the Cigna Well-Being Award in 2015, 2016, 2018, and an Honors Award for 2019. Fairfax County has also been recognized by the Washington Business Journal as a Top 40 Healthiest Employer and the American Heart Association as a Gold Level Fit Friendly Worksite.

Current and Future Challenges

The County continues to look for better health care products for its employees and retirees in the persistently challenging budgetary and regulatory environment. For the 2021 plan year, DHR has discontinued the Co-Pay plan but continues with plans that have a more concentrated focus on consumerism and participant engagement. In addition, two new Medicare Advantage plans were added to the Retiree's program. Both plans are financially sustainable and offer Medicare-eligible retirees a broad national network, expanded wellness benefits, and low co-payments.

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 2020, the department reviewed its organizational structure to more effectively align staff with FOCUS, Talent Management, and Total Rewards emphasis areas. Changes will contribute to streamlining transactional duties, enhancing timeliness of service delivery, identifying potential cost reduction opportunities, promoting effective succession planning management practices, and promoting seamless service delivery.

Key challenges in FY 2022 and beyond include:

- **Health Care Management**: After the closure of the Cigna Co-Pay plan, current health plans in CY 2021 offer more opportunities for participant engagement and awareness of medical costs. DHR will continue to work on controlling the growth of health care costs, employing strategies such as plan design changes, increasing participant engagement in their health, providing tools for healthcare consumerism, and implementing features that impact utilization with a strong focus on wellness initiatives to help employees develop and maintain healthier behaviors.
- **FOCUS Enhancements and Continued Implementation of Technology**: In FY 2022, DHR will continue enhancements with a Position Description Management module to augment and enhance workforce and succession planning capabilities, including any new requirements related to the COVID-19 pandemic. To address a strategic effort to improve employee onboarding, DHR will develop tools and processes with the goal to accelerate new employee productivity.
- **Organizational Capabilities**: Significant DHR staff resources will be committed to maintaining enhanced succession planning, leadership, technology, desktop management, and performance management programs. These efforts will support new initiatives from the strategic planning process, promote a stable and sustainable talent base, and accelerate new leadership readiness. Due to the COVID-19 pandemic, the need and demand for E-learning design and development have increased. 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.
- **Compensation Initiatives**: The County will continue to conduct reviews of the current compensation strategy and administration of various uniformed and non-uniformed occupations Countywide. These reviews are intended to address salary competitiveness as compared to local comparators and the external market at various occupational levels within the County.

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.

Pandemic Response and Impact

In response to the COVID-19 pandemic, DHR initiated a daily call-in meeting with agency-based HR staff and employee group representatives where the latest information regarding federal legislation, leave options, benefits, teleworking, and the Employee Assistance Program (EAP) is provided. DHR coordinates answers to employee questions received in the COVID mailbox on topics ranging from facilities, health, and telework technology, in addition to human resources. Behind the scenes, DHR continues to find jobs in other departments for displaced employees from closed facilities and has worked with the County's health plan providers to eliminate out-of-pocket employee expenses for COVID-19 testing. DHR also worked with the Office of Public Affairs to create a concise and easy-to-read website that all employees could access to provide a single location for relevant forms and answers to a wide variety of issues. As the weeks passed, DHR moved from a reactive to a proactive operation by providing HR managers with information on unemployment benefits and including relevant guest speakers from agencies such as Retirement, Internal Audit, and the Department of Information Technology (DIT) in meetings with HR managers and employee groups. The Organizational Development and Training (OD&T) division has increased its already vast library of courses that can be taken remotely, including mandated courses. The well-being of employees is a top priority, and the LiveWell program continues to provide a number of online course offerings including BurnAlong through Cigna which provides employees and their families with access to a wide variety of active classes and relaxation techniques.

Organizational Chart



Budget and Staff Resources

Category	FY 2020 Actual	FY 2021 Adopted	FY 2021 Revised	FY 2022 Advertised
FUNDING				
Expenditures:				
Personnel Services	\$6,808,593	\$6,879,810	\$6,879,810	\$7,393,755
Operating Expenses	1,317,441	1,284,928	1,386,455	1,295,453
Total Expenditures	\$8,126,034	\$8,164,738	\$8,266,265	\$8,689,208
Income:				
Professional Dues Deduction	\$45,411	\$45,205	\$45,205	\$45,205
Total Income	\$45,411	\$45,205	\$45,205	\$45,205
NET COST TO THE COUNTY	\$8,080,623	\$8,119,533	\$8,221,060	\$8,644,003
AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)				
Regular	85 / 85	85 / 85	85 / 85	90 / 90

FY 2022 Funding Adjustments

The following funding adjustments from the FY 2021 Adopted Budget Plan are necessary to support the FY 2022 program:

Collective Bargaining Unit **\$524,470**
 An increase of \$524,470 includes an increase of \$513,945 in Personnel Services and 5/5.0 FTE new positions, as well as \$10,525 in Operating Expenses as a result of the legislative changes for collective bargaining for public employees during the 2020 General Assembly session. It should be noted that an increase of \$254,248 in Fringe Benefits funding is included in Agency 89, Employee Benefits. For further information on Fringe Benefits, refer to the Agency 89, Employee Benefits, narrative in the Nondepartmental program area.

Changes to FY 2021 Adopted Budget Plan

The following funding adjustments reflect all approved changes in the FY 2021 Revised Budget Plan since passage of the FY 2021 Adopted Budget Plan. Included are all adjustments made as part of the FY 2020 Carryover Review, FY 2021 Mid-Year Review, and all other approved changes through December 31, 2020:

Carryover Adjustments **\$101,527**
 As part of the FY 2020 Carryover Review, the Board of Supervisors approved encumbered funding of \$101,527 in Operating Expenses primarily for fitness for duty evaluations, employee services awards, and replacement of broken training equipment.

Cost Centers

The Department of Human Resources (DHR) is composed of three cost centers: the Director's Office, Total Rewards, and Talent Management. These cost centers work together to fulfill the mission of the department and carry out the key initiatives for the fiscal year. In addition to the General Fund, DHR manages the County's Health Benefits program which is addressed separately in Fund 60040, Health Benefits Fund.

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Director's Office

The Director's Office cost center includes department management and management of the department's information systems.

Category	FY 2020 Actual	FY 2021 Adopted	FY 2021 Revised	FY 2022 Advertised
EXPENDITURES				
Total Expenditures	\$4,334,335	\$2,130,819	\$2,227,347	\$2,138,844
AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)				
Regular	62 / 62	13 / 13	13 / 13	13 / 13

Total Rewards

The Total Rewards cost center includes Workforce Planning and Compensation, Benefits, and Payroll.

Category	FY 2020 Actual	FY 2021 Adopted	FY 2021 Revised	FY 2022 Advertised
EXPENDITURES				
Total Expenditures	\$2,426,927	\$2,609,467	\$2,609,467	\$2,807,674
AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)				
Regular	23 / 23	37 / 37	37 / 37	39 / 39

Talent Management

The Talent Management cost center includes Employee Relations, Employment, Organizational Development and Training, and HR Central.

Category	FY 2020 Actual	FY 2021 Adopted	FY 2021 Revised	FY 2022 Advertised
EXPENDITURES				
Total Expenditures	\$1,364,772	\$3,424,452	\$3,429,451	\$3,742,690
AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)				
Regular	0 / 0	35 / 35	35 / 35	38 / 38

Position Detail

The FY 2022 Advertised Budget Plan includes the following positions:

DIRECTOR'S OFFICE - 13 Positions				
General Administration/HRIS				
1	Human Resources Director	1	Business Analyst III	
2	Asst. Human Resources Directors	2	Business Analysts II	
1	Info. Tech. Systems Architect	1	Management Analyst I	
1	Programmer Analyst III	1	Information Technology Educator	
1	Human Resources Analyst III	1	Administrative Assistant IV	
1	Business Analyst IV			
TOTAL REWARDS - 39 Positions				
Workforce Planning and Compensation				
1	Human Resources Analyst IV	1	Human Resources Analyst II	
1	Senior HR Consultant	1	Administrative Assistant V	
4	Human Resources Analysts III			

Employee Benefits Division			
1	Human Resources Analyst IV	1	Park/Recreation Specialist II
2	Senior HR Consultants [+1]	1	Park/Recreation Support Assistant V
1	Human Resources Analyst III	2	Administrative Assistants V
2	Human Resources Analysts II	3	Administrative Assistants III
1	Management Analyst II	1	Administrative Assistant I
Payroll Division			
1	Human Resources Analyst IV	2	Human Resources Analysts II
1	Senior HR Consultant	5	Human Resources Analysts I
2	Accountants III [+1]	1	Administrative Assistant V
1	Human Resources Analyst III	3	Administrative Assistants IV
TALENT MANAGEMENT - 38 Positions			
Organizational Development and Training			
1	Management Analyst IV	1	Training Specialist II
1	Senior HR Consultant	1	Training Specialist I
5	Training Specialists III	2	Administrative Assistants V
Employment Division			
1	Human Resources Analyst IV	3	Human Resources Analysts II
1	Senior HR Consultant	1	Communications Specialist II
7	Human Resources Analysts III	1	Administrative Assistant V
Employee Relations			
1	Human Resources Analyst IV	2	Human Resources Analysts III
4	Senior HR Consultants [+3]	1	Human Resources Analyst II
HR Central			
1	Human Resources Analyst II	1	Administrative Assistant V
1	Senior HR Consultant	2	Administrative Assistants IV
+ Denotes New Position(s)			

Performance Measurement Results

The performance measures for the Department of Human Resources for FY 2020 and preliminary performance indicators for FY 2021 reflect notable successes given the ongoing implementation of Talent Management modules. However, 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 2020, the percent of employees who completed their probationary period was 94 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. In FY 2018, compensation and classification staff implemented a new application to manage position descriptions and will continue to work on enhancements in FY 2022.

In FY 2020, 97 percent of training attendees indicated that DHR-sponsored training was beneficial in performing their jobs. This percentage remained steady in the last six fiscal years and 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.

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DHR continues to market opportunities to serve in Fairfax County through the Volunteer Management System and to promote Volunteer Leave for County employees. However, due to the COVID-19 pandemic, employees' work time was impacted by changing work needs. Many employees were unable to use any leave types during the year, while others were temporarily placed in other jobs so that they could continue working. As a result, the County employees contributed less hours to the community in CY 2020 using volunteer leave. It is anticipated that the pandemic will continue to impact the Volunteer Leave program in CY 2021.

The County's continuing efforts to increase and implement additional mandatory training regarding harassment, diversity, and equity resulted in 100,554 employees completing DHR training in FY 2020. Some of the mandatory training only occurs every other year, therefore the number will continue to fluctuate annually.

Indicator	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Percent of employees who complete their probationary period	95.39%	94.25%	90.00%	94.00%	90.00%	90.00%
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%
Hours contributed by County employees to the community through Volunteer Leave ¹	30,010	30,856	30,000	12,845	18,000	31,000
Percent of employees that indicated DHR-sponsored training was beneficial in performing their jobs	97%	97%	96%	97%	97%	97%

¹ Data represents calendar year data. CY 2018 Actuals have been corrected based on updated information.

A complete list of performance measures can be viewed at
<https://www.fairfaxcounty.gov/budget/fy-2022-advertised-performance-measures-pm>