

COUNTY WORKFORCE DEMOGRAPHICS

Painting a Picture for the Future

COUNTY WORKFORCE DEMOGRAPHICS:

- The “What” – Current Henrico County Workforce Data
- The “So What” – What does Henrico County data show about the health of the organization?
- The “What’s Next” – How can we use this information to build a healthy workforce for the future?

KEYS TO ATTRACTION AND RETENTION

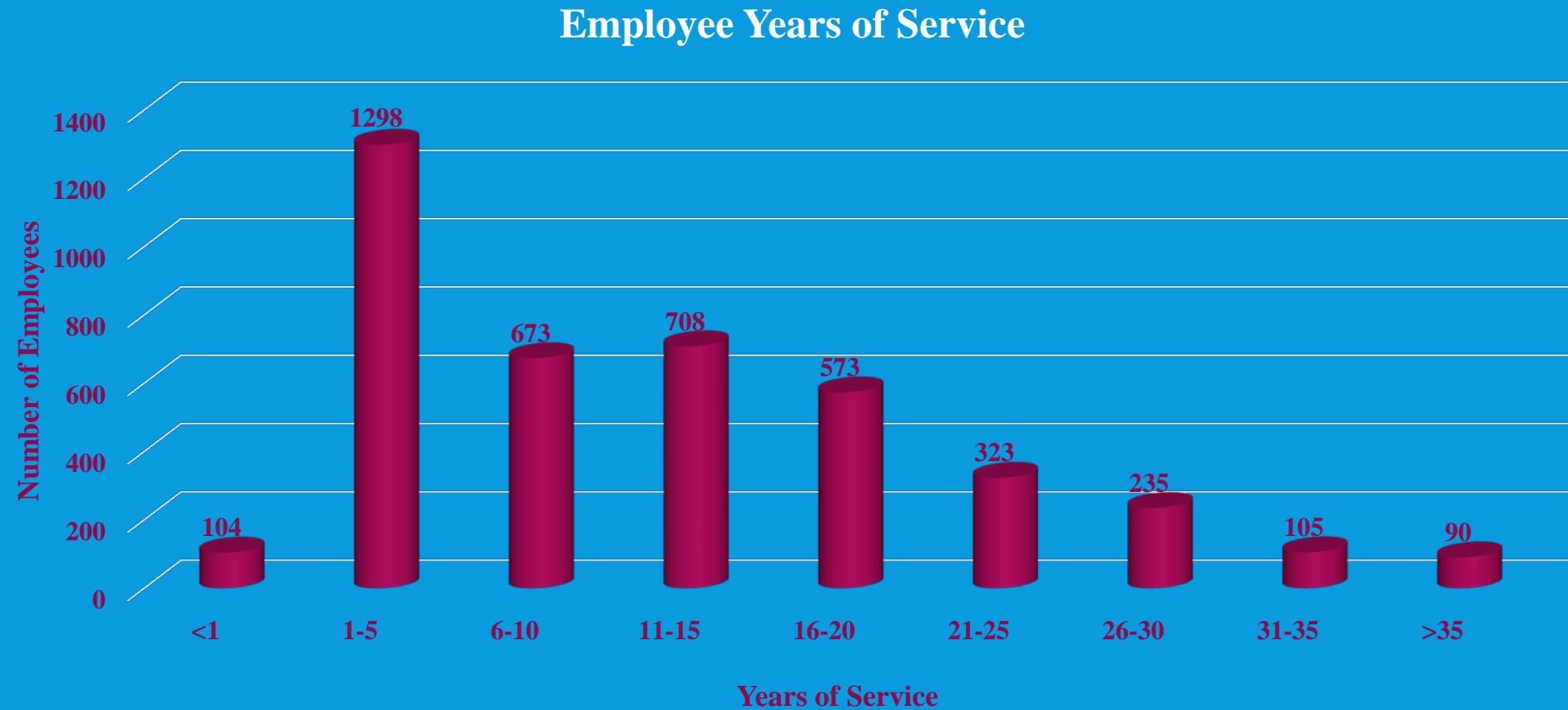
- People want to work for organizations that make a difference in the world around them.
- Continued professional growth and development is a critical component of any attraction and retention strategy.
- Employees must see how their workplace contribution fits into the bigger purpose of the organization.
- Employees must feel valued as individuals.

THIS IS HENRICO COUNTY AND THE HENRICO WAY!

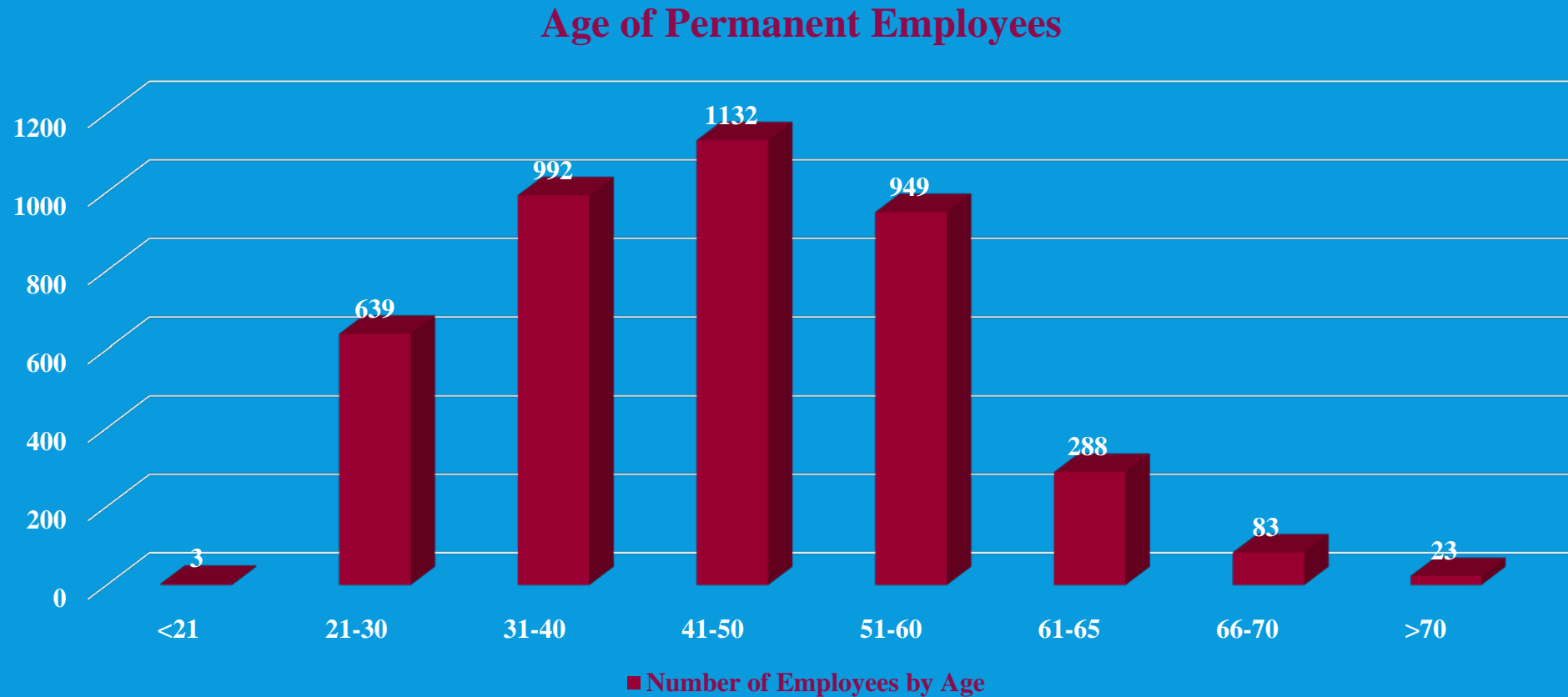
HOW DO PEOPLE LEARN ABOUT HENRICO COUNTY AND OUR JOBS?

- How We Interact with Them
- Visibility in the Community and its Impact
- Partnerships with Colleges and Universities
- Current Employees
- Internet/Social Media

EMPLOYEE PROFILE



IN FY16-17, 57% OF ALL NEW HIRES WERE UNDER THE AGE OF 30!



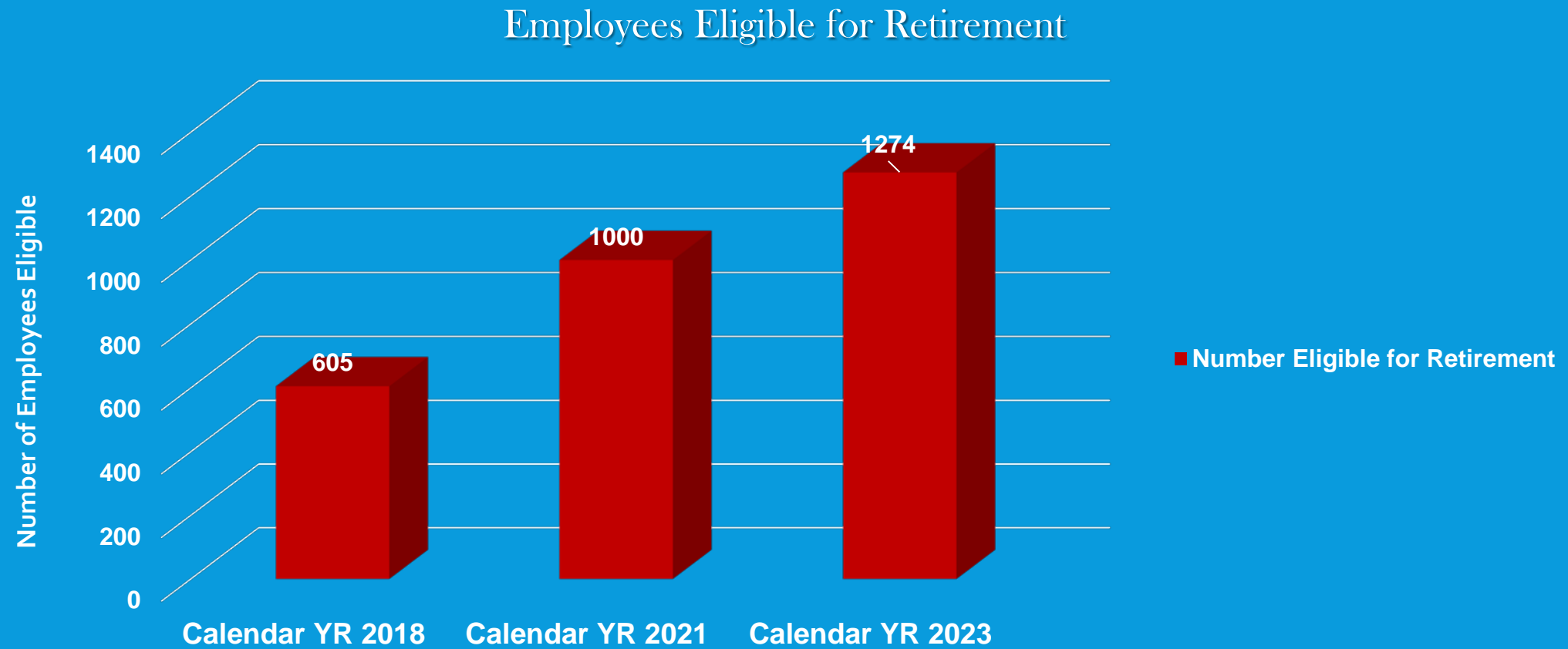
289 INTERNS SINCE 2012
21 HAVE BEEN HIRED INTO FT POSITIONS



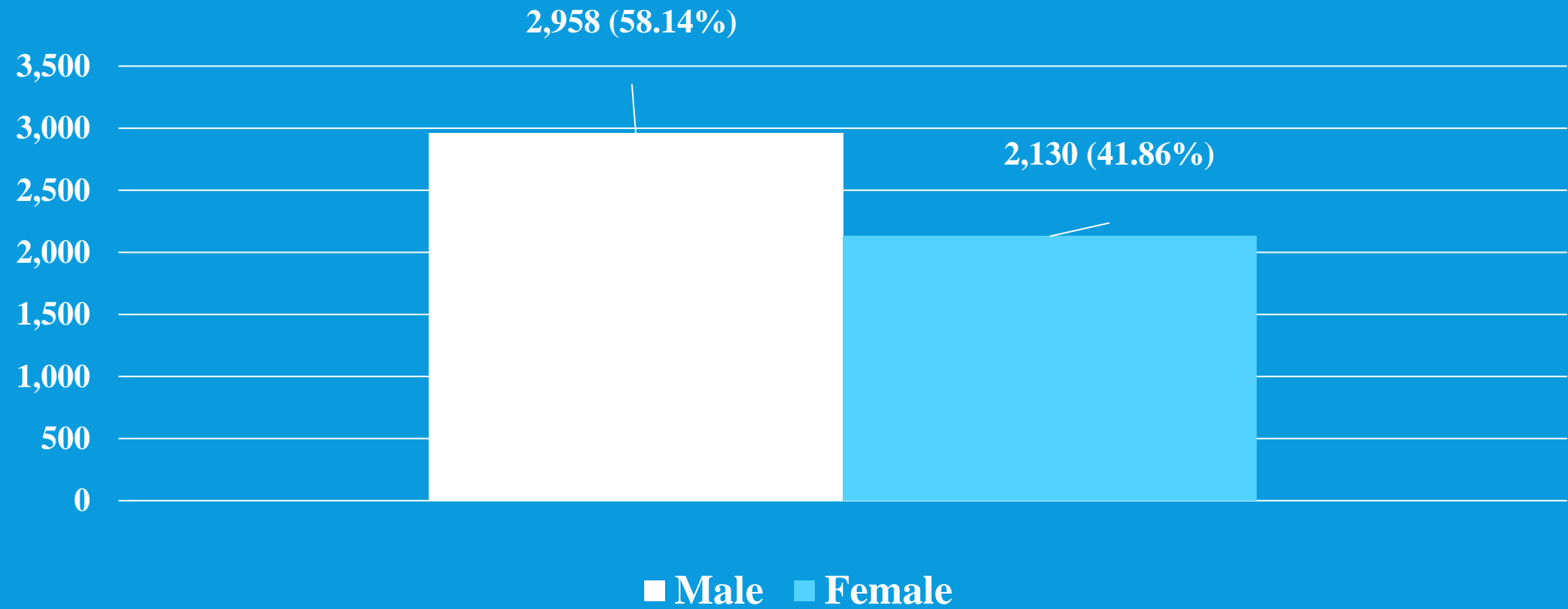
GENERATIONAL DEMOGRAPHICS

Generation	Non-Supervisor	First Line Supervisors	Middle Managers	Upper Managers	Total Employees
Silent (1930-1945)	13	0	2	0	15(≤1%)
Baby Boomer (1946-1963)	753	178	111	31	1073 (26%)
Generation X (1964-1974)	853	212	141	31	1237 (30%)
Millenials (1975-1993)	1464	183	50	5	1702 (42%)
Generation ??? (1994-2010)	46	0	0	0	46 (≤1%)
Total					4073

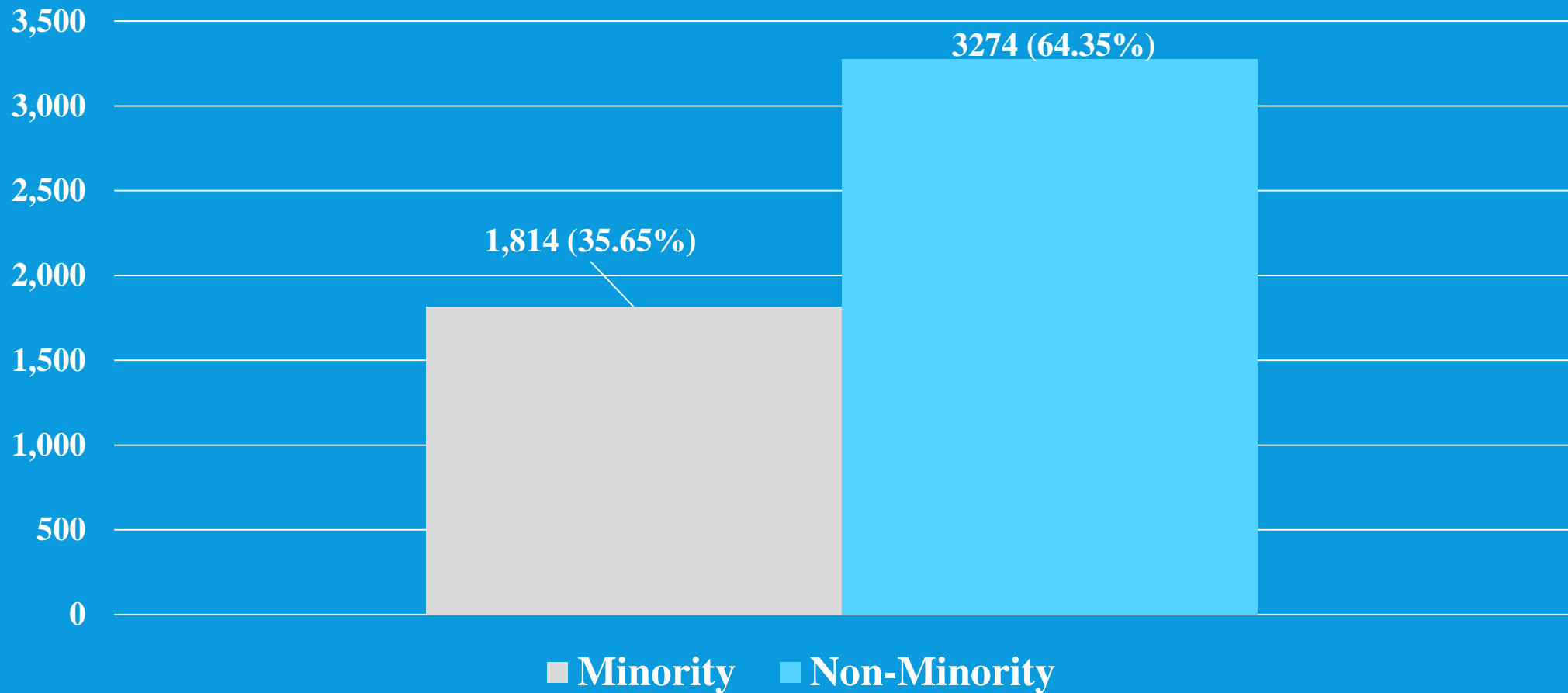
EMPLOYEE PROFILE



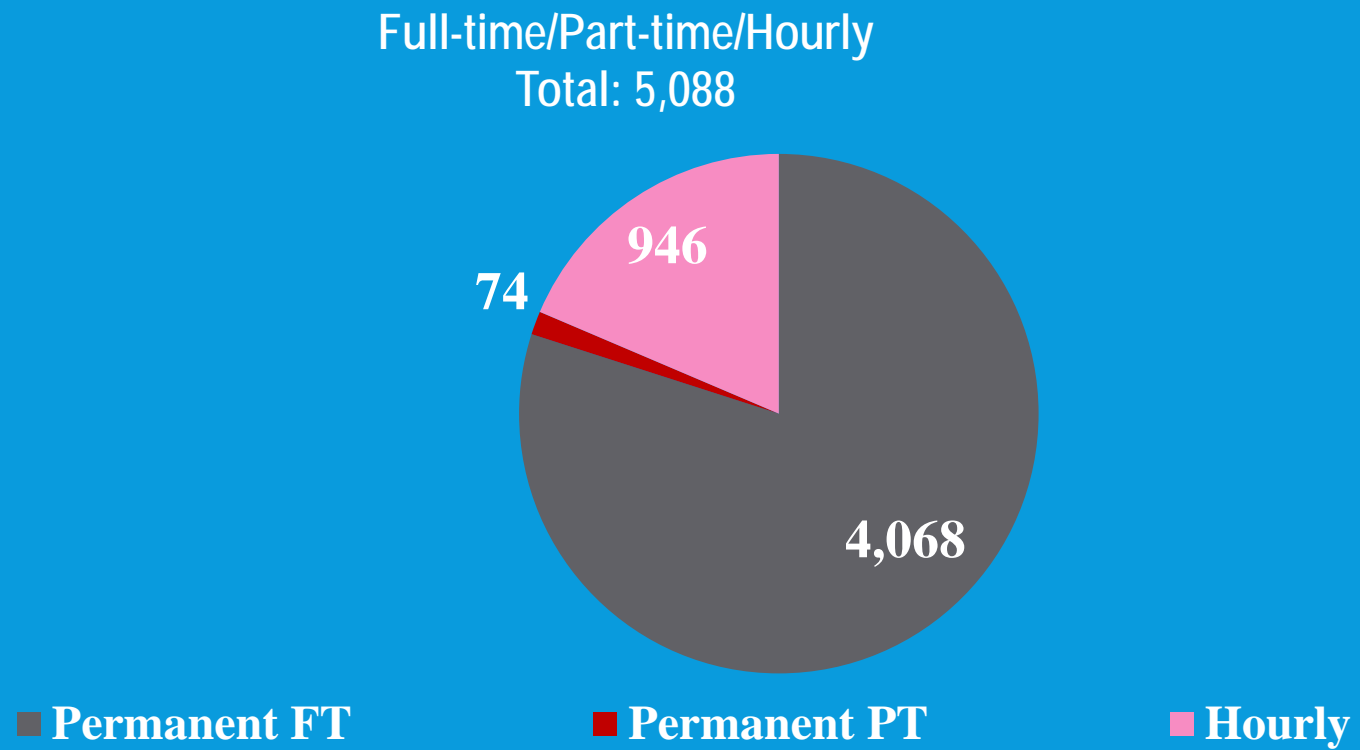
EMPLOYEE PROFILE



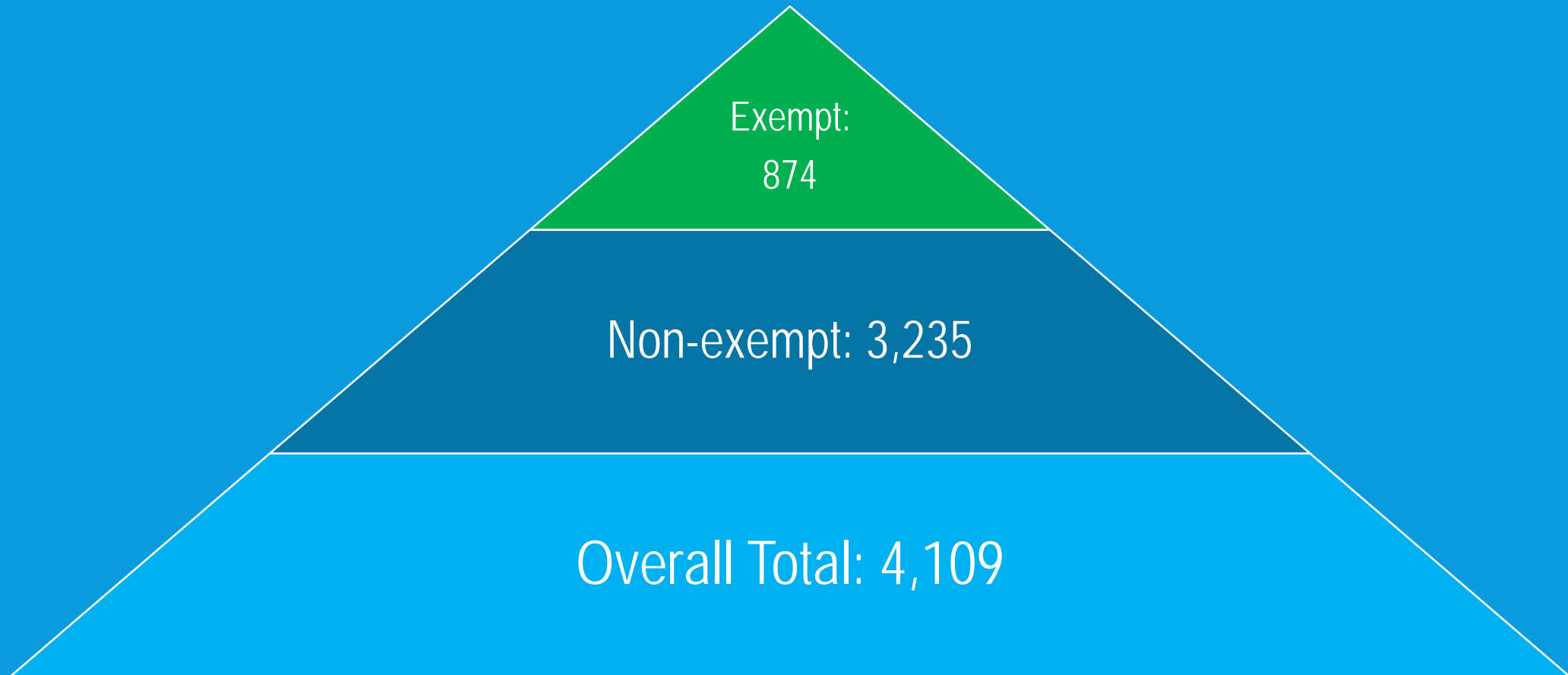
EMPLOYEE PROFILE



EMPLOYEE PROFILE



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EMPLOYEE PROFILE SUMMARY

- Average Age: 45
- Average Length of Service: 12 years
- FY 16-17 Turnover Rate: 10.54%
- FY 16-17 Number of Retirements: 128



County of Henrico

Employee Health Services

Non-occupational visits nearly tripled
in the last fiscal year.

976 Unique Visits
3,489 Total Visits



Visits Comprised of:

- Worker's Compensation Injuries
- Occupational Screenings/Physicals
- Non-Occupational Illness/Injury



- Over 2,800 employees participated in programs with Fitness & Wellness this year
- 856 employees utilized our weight room
- Our fitness facilities were visited close to 21,000 times
- 438 employees attended group fitness training (includes group exercise classes)

COUNTY OF HENRICO

FITNESS AND WELLNESS



PROFESSIONAL DEVELOPMENT

- 3,516 employees participated in classes offered through the Department of Human Resources
- 25% of all first-line supervisors are active participants in the county's Leadership Development Program
- HR worked specifically with 20 different departments for specialized departmental training
- Within the past 3 years, the Department of Human Resources has assisted nine new department heads transition to their new roles
- During FY 16-17, 48 new career development programs were implemented
- Last fiscal year, 277 employees were promoted through career development, and an additional 157 employees were promoted through competitive processes

WHAT'S NEXT

- Increased Emphasis on Sexual Harassment Awareness
- Currently Implementing a New Deferred Compensation Plan
- January 20, 2018 – Implementation of Volunteer Leave
- February 2018 – Request for Proposals for Voluntary Benefits
- February 2018 – Diversity/Inclusion Focus Group

HENRICO COUNTY DIVISION OF FIRE

ENSURING THE HIGHEST QUALITY WORKFORCE
FROM A DIVERSE COMMUNITY

OUR GOAL

PROVIDE THE HIGHEST LEVEL OF SERVICE BY HIRING THE BEST OF THE BEST

**WE WANT TO DO MORE THAN JUST MIRROR THE COMMUNITY, WE WANT TO
EPITOMIZE AND REPRESENT WHAT IS BEST ABOUT HENRICO COUNTY.**

APPLICATIONS RECEIVED RECRUIT FIREFIGHTER

2012	1,606
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2014	1,078
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2015	1,141
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2016	810
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2017	726
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UNIFORMED FIREFIGHTERS BY RACE

2012 - 2018

	<u>2012</u>		<u>2018</u>	
White	476	93.3%	491	88.0%
Black	31	6.1%	57	10.2%
Hispanic	2	0.4%	6	1.1%
Asian	1	0.2%	4	0.7%
Total	510		558	

UNIFORMED FIREFIGHTERS BY GENDER

2012 - 2018

	<u>2012</u>		<u>2018</u>	
Men	501	98.2%	538	96.4%
Women	9	1.8%	20	3.6%
Total	510		558	

FOUR ELEMENTS WE HAVE FOCUSED ON

REMOVING BARRIERS

RAISING THE STANDARDS

CULTURE OF INCLUSION

HIRING WHO WE RECRUIT

REMOVING BARRIERS

TEST SCORE / RANKING

CANDIDATE PHYSICAL AGILITY TEST (CPAT)

TRADITIONAL SMALL PANEL INTERVIEW

PERCEPTION OF THE DIVISION OF FIRE AS A POTENTIAL PLACE TO WORK
(CULTURE)

RAISING THE STANDARDS

OLD STANDARDS

- HIGHEST TEST SCORES
WERE INTERVIEWED
- HIGHEST INTERVIEW
SCORES WERE HIRED

NEW STANDARDS

- PASS THE WRITTEN TEST
- WORK EXPERIENCE
- TEAM EXPERIENCE
- COMMUNITY INVOLVEMENT
- MILITARY SERVICE
- EDUCATION & CERTIFICATIONS
- LARGE PANEL INTERVIEW
- INTERVIEW WITH FIRE CHIEF

CULTURE OF INCLUSION

TRADITION

FORMAL TRAINING

LEADERSHIP

HIRING WHO WE RECRUIT

- BE WILLING TO HIRE PEOPLE WHO DON'T MEET THE TRADITIONAL PROFILE.
- SOME OF OUR FINALISTS APPEAR "AVERAGE" ON PAPER - BUT ARE ACTUALLY ROCK STARS. JUST ASK THEIR COMMUNITY / TEAMMATE / CURRENT EMPLOYER /CHURCH.
- WE BUILD CREDIBILITY WITH ORGANIZATIONS THAT, IN TURN, CAN EXTEND OUR EFFORTS INTO UNDER-REPRESENTED GROUPS.

WHO SHOULD DO THE RECRUITING?

THERE IS A ROLE FOR A DEDICATED RECRUITING STAFF

THE BEST RECRUITERS = OUR OWN RANK AND FILE MEMBERS

"MAKE YOUR FAMILY PROUD – JOIN OURS TODAY"

