



Human Resources

The Department of Human Resources (DHR) provides centralized support to County agencies and the County Administrator in human resources management. DHR strategically recruits, develops, and retains a highly qualified and diverse workforce in service of the County's mission in addition to maintaining a professional and safe work environment.

Department Programs/Activities

Staffing and Compensation

Provides countywide recruitment and selection services, manages human resources data for recordkeeping and analytics, and administers the County's classification structure and compensation plans.

Activities

- Workforce Staffing and Analytics
- Classification and Compensation

Benefits and Risk Management

Administers benefit and wellness programs for employees and retirees, and provides oversight of programs and processes to mitigate employment-related risk.

- Benefits and Wellness
- Disability and Leave Management
- Risk Management and Workers' Compensation

Workforce Relations and Development

Administers employee and labor relations functions and provides learning and organizational development opportunities to address workforce needs.

- Employee Relations
- Labor Relations
- Learning and Organizational Development

Systems and Internal Operations

Administers the Human Resources Information System (HRIS); manages office operations including budget, financial, and procurement support; and provides administrative support across DHR functional areas.

- Human Resources Information System (HRIS)
- Office Management and Operations

Financial Information

FY 2024 Adopted Information¹

	Expenditures	Revenue	LTF	FTE
Staffing and Compensation	\$2,134,056	\$0	\$2,134,056	14.00
Benefits and Risk Management	4,961,176	0	4,961,176	11.00
Workforce Relations and Development	2,589,597	0	2,589,597	12.00
Systems and Internal Operations	1,377,918	0	1,377,918	9.00
Total	\$11,062,747	\$0	\$11,062,747	46.00

¹ Sums may not equal due to rounding.



Human Resources: Staffing and Compensation

Workforce Staffing and Analytics

What We Do: The Workforce Staffing and Analytics activity provides recruitment and selection services to County management, and ensures the integrity of the data in the County's HRIS for the purposes of accurate recordkeeping, data reporting, and data analytics.

Staff manages the countywide recruitment and selection program, which includes advertising County positions, conducting diversity outreach, screening employment applications, assisting with interview panels, and conducting background screens. Moreover, this activity markets the County as an employer of choice in the region, through both candidate sourcing and by establishing strategic partnerships with area high schools, colleges and universities, professional associations, and community organizations. This activity provides advice and guidance to management on workforce planning-related policies, procedures, laws, and regulations. It also supports management by projecting and planning for future talent needs, and by reorganizing departmental and team structures.

This activity audits Employee Actions (EAs) forms to ensure compliance with County policies and procedures. EAs are processed for new hires; employee transfers, promotions, and demotions; changes to status, salary, or timecard classification; and for adjusting longevity or service dates. EAs are also used for managing changes in position hierarchies. This activity performs data entry of all EAs into the Oracle-based HRIS to ensure the retention and accuracy of data within Oracle. Additionally, this activity routinely audits system data to ensure data integrity. This activity develops and maintains human resources reports and dashboards. This activity also conducts analyses of data to identify trends and assist with strategic planning and data-driven operational decision-making. This activity performs federal reporting functions such as the submission of the EEO-4 (the state and local government report required by federal law every odd-numbered year to ensure compliance with the Equal Employment Opportunity Act).

Mandate Information: This activity is necessary to ensure compliance with multiple federal and state mandates, including:

- The Civil Rights Act of 1964 (Title VII), 42 U.S.C. § 2000e
- The Americans with Disabilities Act (ADA), 42 U.S.C. § 12101 (1990)
- The Family and Medical Leave Act (FMLA), 29 U.S.C. § 2601 (1993)
- The Age Discrimination in Employment Act (ADEA), 29 U.S.C. §§ 621-634 (1967)
- The Pregnancy Discrimination Act, 42 U.S.C. §§ 2000e, et seq. (1978)
- The Genetic Information Non-Discrimination Act (GINA), P.L. 110-233 (2008)
- The Uniformed Service Employment and Re-employment Rights Act (USERRA), 38 U.S.C §§ 4301-4335 (1994)
- The Equal Pay Act, P.L. 88-38 (1963)
- The Fair Labor Standards Act (FLSA), 29 U.S.C. § 203 (1938)
- The Immigration Reform and Control Act (IRCA), 8 U.S.C. § 1101
- The Code of Virginia § 15.2-1509 (Preferences for veterans in local government employment)
- The Code of Virginia § 15.2-1600 through 1656 (Local Constitutional Officers, Courthouses, and Supplies)
- The Lilly Ledbetter Fair Pay Act, P.L. 111-2 (2009)
- The Fair Credit Reporting Act (FCRA), 15 U.S.C. §§ 1681-1681x

Who Does It: County staff delivers this service.

Why We Do It: This activity ensures the County's compliance with all applicable federal and state laws and policies governing candidate recruitment and selection as well as employee pay. By ensuring the accuracy of data in the HRIS, the County can maximize its benefit from the Oracle system. Furthermore, the data reporting and analysis provided by this activity assists County management with strategic planning and data-driven business decision-making.

How We Do It Now – Current Service Level: Current service level involves providing advice, guidance, and service to 31 departments and agencies. In FY 2020, meeting service demands involved advertising approximately 491 jobs, screening



Human Resources: Staffing and Compensation

30,000 applications, and processing more than 7,600 EAs per year. As of FY 2024, meeting service demands is expected to involve approximately 550 job advertisements, screening approximately 29,000 applications, and processing approximately 8,000 EAs per year. DHR's service standard is to refer qualified applicants to hiring departments within three business days.

How We Plan to Do It in the Future – Recommended Service Level: In the future, DHR will continue evaluating the tools and processes used to support the organization with staffing needs, and identifying opportunities to achieve efficiencies. To gauge the effectiveness and efficiency of recruiting processes, DHR will monitor various performance metrics (as noted with asterisks (*) in the table below), including the average number of qualified applicants per recruitment, the average time to fill positions, and the percentage of qualified applications referred to departments within three business days.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Refer 95 percent of qualified applicants to County departments within three business days of the advertisement close date.					
Number of job advertisements	480	605	628	550	550
Number of applications received	29,622	27,343	30,177	29,000	29,000
Average number of qualified applications per recruitment*	45	33	33	40	40
Percentage of qualified applications referred to departments within three business days of the close date*	75%	80%	87%	95%	95%
Average time to fill positions (number of days from the position open date to the date of hire)*	142	133	132	120	120
Turnover rate	8.6%	12.1%	10.7%	10.5%	10.5%
Process EAs in a timely and accurate manner.					
Number of EAs processed	7,563	10,030	7,374	8,000	8,500
Number of new hire EAs processed	1,563	1,217	1,721	1,700	1,800



Human Resources: Staffing and Compensation

Classification and Compensation

What We Do: This activity ensures the County's pay plan remains in alignment with the Board of Supervisors' compensation philosophy by regularly performing market analyses and conducting and completing compensation surveys. This activity recommends and implements additions and revisions to the County's job classification structure and compensation plan and conducts special studies concerning pay compression and equity. This activity determines position classifications and appropriate salary offers, sets up and manages positions in the Oracle Human Capital Management (Oracle HCM) system, and ensures the overall integrity of the County's pay plan in consult with the County Administrator.

Mandate Information: This activity ensures compliance with multiple federal and state mandates, including:

- The Equal Pay Act, P.L. 88-38 (1963)
- The Fair Labor Standards Act (FLSA), 29 U.S.C. § 203 (1938)
- The Lilly Ledbetter Fair Pay Act, P.L. 111-2 (2009)
- The Code of Virginia § 15.2-1506 (Establishment of grievance procedure, personnel system, and uniform pay plan for employees)
- The Age Discrimination in Employment Act (ADEA), 29 U.S.C. §§ 621-634 (1967)

Who Does It: County staff provides this service, supplemented by contractual services for certain studies and initiatives.

Why We Do It: This activity ensures the delivery of market-competitive pay in alignment with the Board of Supervisors' compensation philosophy.

How We Do It Now – Current Service Level: Current service level provides for managing the classification and compensation structure for the County workforce, including three separate pay plans for the general workforce (which includes the medical pay plan), Fire and Rescue, and the Sheriff's Office. As of FY 2024, this activity is expected to benchmark approximately 30 percent of County positions annually for comparison against market competitors.

How We Plan to Do It in the Future – Recommended Service Level: In the future, DHR will continue to monitor various trends, including the percentage of County positions benchmarked each year (as noted with asterisks (*) in the table below), to ensure that all County positions are market competitive.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Ensure that Loudoun County's pay policies deliver an average overall compa-ratio of at least 0.95.¹					
Average regular workforce salary compa-ratio	1.02	1.05	1.05	1.05	1.05
Continually benchmark County position salary ranges against the comparative market.²					
Number of County positions benchmarked	214	325	202	200	200
Percentage of County positions benchmarked*	32%	48%	30%	30%	30%

¹ The compa-ratio is a standard measure used to determine how actual employee salaries compare to salary range midpoints. As used here, it is calculated as the average actual hourly salary divided by the average salary range mid-point. A lower compa-ratio may be indicative of pay compression, in that a lower ratio reflects actual salaries being clustered in the lower end of salary ranges.

² Benchmarking County salary ranges for key positions against comparators' salary ranges helps analyze how Loudoun is delivering pay compared to its compensation philosophy.



Human Resources: Benefits and Risk Management

Benefits and Wellness

What We Do: This activity administers the County's benefit and wellness programs for active employees and retirees. This activity administers the following County benefits:

1. The Group Health Plan, including medical, prescription drug, dental, vision, and COBRA coverage
2. Medical Flexible Spending Accounts
3. Dependent Care Spending Accounts
4. Virginia Retirement System (VRS) benefits, including retirement and life insurance programs
5. The 457(b) Deferred Compensation Plan and Payroll Roth IRA
6. Long-Term Care Insurance
7. The Employee Assistance Program (EAP)
8. Line of Duty Act (LODA) benefits
9. The Tuition Assistance Program

In addition, this activity provides customer service to volunteer groups related to LODA. The County's Wellness Program for employees, retirees, and their families offers health education to support overall wellbeing. The Wellness Program encompasses a multitude of offerings, including onsite and online seminars, wellness challenges, biometric screenings, flu vaccinations, nutritional counseling, personal health coaches, and lifestyle and disease management programs.

This activity manages benefit eligibility review and compliance, and plans and administers the annual open enrollment process. It serves as an intermediary between customers and vendors to assist with resolving customer service issues and disputes. It also plans and delivers wellness-related programs and events. Additionally, this activity delivers training on the County's benefits program, including new employee orientation and retirement seminars. The work performed within this activity also includes responding to in-person, telephone, and email customer inquiries and requests as well as researching claims.

This activity provides strategic oversight of the County's financials related to benefits. This activity ensures that the County provides a competitive and financially viable benefits package, while proactively working to mitigate the costs associated with the program. This activity is responsible for benchmarking the County's benefits package and recommending updates to plan design and benefit levels based on market prevalence and risk factors. This activity administers vendor contracts and oversees vendor work related to the administration of the County's benefits program, including administering timely and accurate vendor payments. This activity ensures that the County's benefits program is administered in accordance with plan documents, applicable laws and regulations, and County policy, including ensuring compliance with federal reporting and notification requirements. This activity administers the financial aspects of the benefits program, including Group Health Plan cost projections, risk mitigation and budgeting, rate setting, cost sharing, monitoring the self-insurance fund and claims fluctuation reserves, funding claims accounts, processing program administrative fees for payment and other vendor payments, and coordinating actuarial services for plan valuations. This activity conducts program reviews, including auditing and dependent eligibility verification.

Mandate Information: This activity is necessary to ensure compliance with a variety of federal, state, and County regulations and policies, including:

- The Patient Protection and Affordable Care Act (PPACA), 42 U.S.C. § 18001 (2010)
- The Consolidated Omnibus Budget Reconciliation Act (COBRA), 29 U.S.C. §§ 1161 through 1169 (1985)
- The Code of Virginia § 51.1 (Pensions, Benefits, and Retirement)
- The Virginia Line of Duty Act, the Code of Virginia §§ 9.1-400 through 9.1-408
- Internal Revenue Code – Section 125 (Cafeteria Plans), 26 U.S.C. § 125
- Internal Revenue Code – Section 127 (Educational Assistance Programs), 26 U.S.C. § 127
- The Health Insurance Portability and Accountability Act (HIPAA), P.L. 104-191 (1996)



Human Resources: Benefits and Risk Management

- The Health Information Technology for Economic and Clinical Health (HITECH) Act, 42 U.S.C. § 139w-4(o)(2) (2009)
- The Women's Health and Cancer Rights Act, 29 U.S.C. § 1185b (1998)
- The Children's Health Insurance Program (CHIP), 45 CFR Part 95
- 42 CFR § 423.56, Creditable Coverage Notice (Medicare-eligible health plan participant creditable coverage notice requirements)
- The Pregnancy Discrimination Act, 42 U.S.C. §§ 2000e, et seq. (1978)
- The Genetic Information Non-Discrimination Act (GINA), P.L. 110-233 (2008)
- Governmental Standards Accounting Board (GASB)
- The Virginia Public Procurement Act, the Code of Virginia § 2.2-4300
- The Uniformed Service Employment and Re-employment Rights Act (USERRA), 38 U.S.C §§ 4301-4335 (1994)
- The Human Resources Policy Handbook – Benefits and Leave (as adopted by the Board)
- The Mental Health Parity Act (MHPA) and the Mental Health Parity and Addiction Equity Act (MHPAEA)
- The Consolidated Appropriations Act, Transparency Notification and Reporting (2021)

Who Does It: County staff provides this service, supplemented by contracted vendors and consulting services. Contracted vendors provide specialized benefit-related educational services, and deliver key elements of the Wellness Program including health coaching and onsite or online seminars. Consulting services also assist in determining health plan vendors and plan rates.

Why We Do It: This activity ensures the delivery of a competitive benefit package to aid in the recruitment and retention of top talent to the County, as well as mitigates and contains the costs of the County's benefit programs. It ensures the compliance of all benefit programs with applicable federal, state, and local laws. This activity ensures that customers are aware of and understand the many benefit options available to them under the County's benefits program, and delivers wellness activities that support employee productivity and positive health outcomes while helping to control health plan costs. This activity ensures that dedicated staff within DHR is available to assist with customer service inquiries. It also adds value by mitigating the risk of fraud, waste, and abuse within the benefits program through the oversight and expertise of benefits staff.

How We Do It Now – Current Service Level: Current service level provides for in-house plan design and administration of health and ancillary benefit options, oversight of health plan expenditures, and administration of retirement plans and vendor contracts. Additionally, current service level provides for administering wellness programs intended to promote the health of the workforce and mitigate trends in the growth of health care costs. As of FY 2024, meeting this service level involves supporting approximately 4,200 employees, 1,000 retirees, and 5,200 dependents eligible for full or partial benefits through the County's health plan. Additionally, this activity administers participation in the Deferred Compensation Plan for approximately 2,700 employees; and it is estimated that approximately 90 employees will be processed for retirement annually. This compares to FY 2020, when this activity supported approximately 3,500 employees, 720 retirees, and 3,700 dependents eligible for health benefits; administered Deferred Compensation benefits for approximately 2,400 employees; and processed retirements for approximately 80 employees. At current service level, this activity typically completes two health and welfare benefit benchmarking surveys each fiscal year.

How We Plan to Do It in the Future – Recommended Service Level: Going forward, this activity will continue to maintain the current service level in terms of the support provided to employees and retirees. This includes maintaining and expanding efforts to promote the health and wellness of the County workforce. DHR will continue to monitor market and industry trends in benefits provisions to ensure that the County's benefits remain market competitive. Support needs may evolve depending on market trends, changes in federal and state regulations, and other factors impacting the service delivery environment.



Human Resources: Benefits and Risk Management

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Maintain or increase the number of health plan participants completing annual health assessments and receiving the Motivate Me wellness bonus.¹					
Number of covered health plan members completing annual health assessments	n/a	710	730	800	840
Number of Motivate Me participants receiving the wellness bonus	486	535	521	570	600
Percentage change in the number of Motivate Me participants receiving the wellness bonus	68%	10%	-3%	10%	5%
Maintain or increase the number of employees participating in financial wellness events each year.					
Number of financial wellness events conducted	43	25	37	40	40
Number of employees participating in the financial wellness events	439	342	494	525	550
Percentage change in the number of employees participating in financial wellness events	-15%	-22%	44%	5%	5%
Maintain or increase the percentage of employees participating in voluntary retirement programs.					
Number of employees participating in the 457(b) Deferred Compensation Program	2,547	2,560	2,626	2,680	2,730
Percentage change in the number of employees participating in the 457(b) Deferred Compensation Program	6%	1%	3%	2%	2%
Maintain or increase participation in comprehensive health management programs.					
Number of health plan participants engaging in preventative health services and disease management programs	4,434	4,476	4,969	5,200	5,450
Percentage change in the number of health plan participants engaging in preventive health services and disease management programs	18%	1%	10%	5%	5%
Provide tuition assistance to employees in accordance with County policy.					
Number of tuition reimbursements processed	213	201	227	215	220
Achieve and maintain a market-competitive health premium cost share of 80 percent employer / 20 percent employee.					
Average health premium cost-sharing split for current Plan Year (employer / employee)	80% / 20%	80% / 20%	80% / 20%	80% / 20%	80% / 20%
Ensure market competitiveness of the design and benefit level of the employee health plan.					
Number of benchmarking surveys conducted or participated in per fiscal year	2	4	6	2	2

¹ Data shown as n/a indicates a measure that does not have historical data.



Human Resources: Benefits and Risk Management

Disability and Leave Management

What We Do: This activity provides strategic oversight of the County's disability and leave benefits, and proactively mitigates the financial and operational costs associated with the program. This activity is responsible for benchmarking the County's leave benefits package to ensure that it remains competitive in the job market. This activity administers vendor contracts and oversees vendor work related to the administration of the County's leave benefits program, including administering timely and accurate vendor payments. This activity ensures that the County's leave benefits program is administered in accordance with plan documents, applicable laws and regulations, and County policy, including ensuring compliance with federal law and notification requirements. This activity administers the financial aspects of budgeting and processing program administrative fees for payment. This activity manages electronic vendor interface files and reconciliation of data to ensure cross-system functionality and accuracy.

Mandate Information: This activity is necessary to ensure compliance with multiple federal and state mandates, including:

- The Family and Medical Leave Act (FMLA), 29 U.S.C. § 2601 (1993)
- The Health Insurance Portability and Accountability Act (HIPAA), P.L. 104-191 (1996)
- The Code of Virginia § 51.1 (Pensions, Benefits, and Retirement)

Who Does It: The County uses contracted third-party administrators for short-term disability and FMLA claims. The County is fully insured for long-term disability. County staff manages the vendors and supplements this service.

Why We Do It: This activity adds value by ensuring that employees are aware of and understand the many leave options available to them under the County's benefits program. This activity ensures that employees have dedicated staff within DHR to assist with benefit eligibility and customer service inquiries. It also adds value by mitigating the risk of fraud, waste, and abuse within the benefits program through the oversight and expertise of benefits staff.

How We Do It Now – Current Service Level: Current service level includes periodic benchmarking of the County's leave benefits package, and supports approximately 4,200 benefits-eligible employees for the County's disability plans. Additionally, there are approximately 1,100 FMLA claims processed annually.

How We Plan to Do It in the Future – Recommended Service Level: Going forward, DHR plans to maintain the current service level for this activity. Service needs may evolve dependent on changes to regulations and trends in the County's competitive market.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Achieve an EEOC claims rate of less than two percent of all FMLA claims opened per fiscal year.^{1,2}					
Number of FMLA claims submitted	n/a	1,196	1,057	1,090	1,120
Number of FMLA-related EEOC claims	n/a	0	0	0	0
Percentage of FMLA claims opened resulting in an EEOC claim filing	n/a	0%	0%	0%	0%

¹ EEOC is the United States Equal Employment Opportunity Commission.

² Data shown as n/a indicates a measure that does not have historical data.



Human Resources: Benefits and Risk Management

Risk Management and Workers' Compensation

What We Do: This activity provides strategic oversight of the County's workers' compensation and injury leave benefits, occupational health program, and compliance with the Virginia Occupational Safety and Health Act; and mitigates risk by supporting the Employee Relations Division with managing the employee annual driving record checks. This activity further mitigates risk through administration of the County's property, casualty, and liability insurance policies. This activity proactively mitigates the financial and operational costs associated with the workers' compensation and occupational health programs; and is responsible for managing vendor contracts and overseeing vendor work to support stakeholder departments, which includes frequent interaction with vendor staff on active claims and training of County employees on policies and procedures related to work injuries. This activity ensures that the County's Risk Management Program is administered in accordance with the vendor contract, applicable laws and regulations, and County policy, including ensuring compliance with federal law and notification requirements. This activity administers the financial aspects of budgeting and processing program administrative fees for payment. This activity includes managing electronic databases and assisting with periodic audits to ensure compatibility of data across all utilized systems.

Mandate Information: This activity is necessary to ensure compliance with multiple federal and state mandates, including:

- The Occupational Health and Safety Act (OSHA), 29 U.S.C. § 651 et. seq.; and the Virginia Occupational Safety and Health Act (VOSH), Code of Virginia §§ 40.1-2.1, 40.1-6, and 40.1-22
- The Health Insurance Portability and Accountability Act (HIPAA), P.L. 104-191 (1996)
- The Virginia Workers' Compensation Act, Code of Virginia § 65.2-100 et seq.

Who Does It: The County uses a contracted vendor for occupational health services, with support provided by County staff. The County uses a contracted third-party administrator for workers' compensation and liability claim administration. County staff manages the vendor and supplements this service. County staff manages the driving record checks and VOSH compliance efforts.

Why We Do It: This activity mitigates risk across the entire County with respect to employee fitness for duty and ability to drive County fleet vehicles. This activity also ensures that the County complies with relevant VOSH regulations, to include tracking reportable injuries and illnesses throughout the year. This activity ensures that employees are aware of and understand the workers' compensation process and maintains compliance with state law. This activity ensures that customers have dedicated staff within DHR to assist with eligibility and customer service inquiries. It also mitigates the risk of fraud, waste, and abuse within the benefits program through the oversight and expertise of benefits staff.

How We Do It Now – Current Service Level: Current service level supports the administration of the Occupational Health Program; oversight of workers' compensation claims; and oversight of property, casualty, and liability insurance policies. As of FY 2024, this activity supports approximately 9,500 employees, including all temporary and seasonal employees, in addition to 800 combined Fire and Rescue system operational volunteers. Additionally, there are approximately 440 workers' compensation claims reported annually.

How We Plan to Do It in the Future – Recommended Service Level: Going forward, DHR plans to maintain the current service level for this activity. Staff will continue to monitor the risk profile of the workforce and seek to minimize work-related injuries and illnesses. Staff will monitor trends in the Occupational Safety and Health Administration (OSHA) case rate and in the mechanism of injuries to assist in developing strategies for future accident prevention (as noted with asterisks (*) in the table below).

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Maintain or lower the incidence rate for OSHA cases per 100 FTE.					
Incidence rate for OSHA cases per 100 FTE*	3.24	3.97	3.06	3.75	3.75



Human Resources: Workforce Relations and Development

Employee Relations

What We Do: This activity ensures the County's compliance with federal and state employment laws and regulations and human resources policies, assists with maintaining positive and productive relationships between employees and management, and assists with managing employee performance and misconduct issues. This includes conducting investigations into workplace complaints and recommending corrective action where appropriate, mediating workplace conflicts, and managing the County's grievance process. This activity provides consultative advice and guidance to management on administering County human resources policies and complying with federal and state employment-related laws and regulations, including advising on employee disciplinary actions and reviewing associated documents. It also administers the County's performance appraisal program. Staff facilitates the County's fitness for duty process, the Americans with Disabilities Act (ADA) reasonable accommodation processes, and the religious accommodation processes. Additionally, this activity manages claims against the County under the United States Equal Employment Opportunity Commission (EEOC).

This activity is responsible for monitoring legislative changes and industry best practices that affect the County's human resources policies and procedures, and oversees edits to the policies and procedures. This activity includes internal compliance activities, such as auditing the practices of other human resources programs and activities to ensure compliance with applicable policies and laws.

Mandate Information: This activity is necessary to ensure compliance with multiple federal mandates, including:

- The Civil Rights Act of 1964 (Title VII), 42 U.S.C. § 2000e
- The Americans with Disabilities Act (ADA), 42 U.S.C. § 12101 (1990)
- The Family and Medical Leave Act (FMLA), 29 U.S.C. § 2601 (1993)
- The Age Discrimination in Employment Act (ADEA), 29 U.S.C. §§ 621-634 (1967)
- The Pregnancy Discrimination Act, 42 U.S.C. §§ 2000e, et seq. (1978)
- The Genetic Information Non-Discrimination Act (GINA), P.L. 110-233 (2008)
- The Uniformed Service Employment and Re-employment Rights Act (USERRA), 38 U.S.C §§ 4301-4335 (1994)

Who Does It: County staff provides this service, supplemented by contracted services for third-party involvement for complex or highly sensitive workplace investigations or mediation.

Why We Do It: The Employee Relations activity ensures the County's compliance with several federal and state employment-related laws and regulations, and mitigates the County's risk of employment-related litigation and claims. Further, the Employee Relations activity fosters retention of talent by promoting respect within the workplace and providing employees with a forum to resolve workplace complaints and concerns effectively. This activity also assists with improving employee performance and productivity.

How We Do It Now – Current Service Level: Current service level for Employee Relations involves managing investigations and inquiries, federal ADA and non-ADA EEOC claims, disciplinary actions, ADA case management, and grievances, in addition to providing consultative services to departments on sensitive employee relations matters. Additionally, at the current service level, this activity maintains the Human Resources Handbook and other human resources policies and procedures. As of FY 2024, service demands are anticipated at approximately 25 investigations and inquiries, three federal ADA and non-ADA EEOC claims, 100 disciplinary actions, 150 ADA accommodation requests, and up to five fourth-step grievances¹ annually. This compares to FY 2020, when meeting service level needs included 22 inquiries and investigations,

¹ A fourth-step grievance process is a disciplinary action appeal that has not been resolved at the department head level to the employee's satisfaction; therefore, it is heard by a panel comprised of members selected by the department head and the employee plus an independent chairperson.



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two federal ADA and non-ADA EEOC claims, 34 disciplinary actions, 90 ADA accommodation requests, and one fourth-step grievance.

How We Plan to Do It in the Future – Recommended Service Level: Going forward, DHR will maintain the current service level; and will seek to improve response times for employee relations services, improve case management processes and procedures, and leverage technology to improve the overall employee and management experience.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Achieve an EEOC claims rate (not ADA related) of less than 10 percent of workplace inquiries and investigations opened per fiscal year.					
Number of workplace inquiries / investigations	25	26	26	25	25
Number of non-ADA-related EEOC claims	2	4	0	3	3
Percentage of workplace inquiries / investigations resulting in an EEOC claim filing	8%	15%	0%	10%	10%
Provide alternate methods for resolving workplace communication issues and interpersonal conflicts.					
Number of Alternative Dispute Resolution cases managed per fiscal year	25	28	26	20	20
Achieve an EEOC claims rate of less than 5 percent of ADA reasonable accommodation requests received per fiscal year.					
Number of ADA reasonable accommodation requests	169	200	152	150	150
Number of ADA-related EEOC claims filed	0	0	1	0	0
Percentage of reasonable accommodation requests resulting in an EEOC claim filing	0.0%	0.0%	0.7%	0.0%	0.0%
Maintain a fourth-step grievance filing rate of less than 5 percent of formal disciplinary actions issued per fiscal year.					
Number of formal disciplinary actions issued	40	100	100	100	100
Number of formal disciplinary actions resulting in the filing of a fourth-step grievance process	0	2	3	5	5
Percentage of formal disciplinary actions issued resulting in a fourth-step grievance	0%	2%	3%	5%	5%



Human Resources: Workforce Relations and Development

Labor Relations

What We Do: This activity ensures the County's compliance with its collective bargaining ordinance, or CBO, and the Virginia State Code enabling collective bargaining in state localities (both newly adopted in 2021). This activity develops a labor relations management system consistent with the goals of the County to establish collaborative and effective collective bargaining with unions duly elected to be exclusive employee representatives. This activity manages the determination of employee eligibility to participate in collective bargaining and the bargaining unit assignment for all employees deemed eligible to participate in collective bargaining. This activity also designs collective bargaining training for managers and supervisors, and educates the general workforce about collective bargaining by developing and posting frequently asked questions and other information on a dedicated intranet site and through other activities. This activity participates in and supports labor contract negotiations. It also interacts with union representatives on areas of concern and oversees labor union dues handling.

Mandate Information: This activity is necessary to ensure compliance with state and local laws including:

- Loudoun County Codified Ordinances Chapter 259 (Labor Relations)
- The Code of Virginia § 40.1-57.2 (Collective Bargaining)

Who Does It: County staff provides this service, supplemented by contracted services provided by a third-party Labor Relations Administrator to assist with labor union certification and decertification processes, resolving labor management disputes, and the selection of mediators and arbitrators.

Why We Do It: The Labor Relations activity was established in 2021 to support the County's initiative to provide for collective bargaining between County management and duly certified unions. This activity is devoted to building management skills in labor relations management and collective bargaining. It promotes positive relationships with unions during their organizing activities and after a union has been elected. It is also devoted to informing and educating the general workforce to promote the County's goal of achieving an effective labor management relations system.

How We Do It Now – Current Service Level: Current service level for Labor Relations involves preparing for, negotiating, and implementing collective bargaining agreements. As of FY 2024, the International Association of Fire Fighters (IAFF) Local 3756 represents the Fire and Rescue bargaining unit of approximately 600 employees; and as of the time of writing this FY 2024 Program Review, contract negotiations are ongoing. Also, at the time of writing, the General Government and Labor and Trades bargaining units are not currently represented by a labor union, but together include another 2,200 to 2,300 employees. Another labor union is actively campaigning to represent employees in those two bargaining units.

How We Plan to Do It in the Future – Recommended Service Level: Going forward, a focus of the Labor Relations activity will be to ensure compliance with established collective bargaining agreements. The service demands for this activity will depend on the number of bargaining units that have elected union representation and/or that have negotiated collective bargaining agreements in place. While there are currently no established performance measures for this activity, staff will continue to monitor service needs and seek to identify applicable performance measures.



Human Resources: Workforce Relations and Development

Learning and Organizational Development

What We Do: Through the delivery of employee learning opportunities, this activity supports the County's compliance with employment-related laws, regulations, and policies; the professional development of County employees; and the fostering of a positive work culture and environment. The compliance and professional development needs of County employees and supervisors are met through developing, procuring, and/or delivering impactful classroom and online learning offerings related to the staff's service to the organization and the community. The Learning and Organizational Development function also advises executive and senior management on strategic efforts to enhance the effectiveness, productivity, and adaptability of individual department work environments and cultures. Staff facilitates group discussions on planning, problem solving, team cohesiveness, and collaboration. Staff also conducts various departmental and internal countywide surveys on a variety of topics, including assessments of work engagement and the work environment.

Mandate Information: This activity delivers training that is mandated by – or essential to – compliance with several federal and state mandates, including:

- The Civil Rights Act of 1964 (Title VII)
- The Americans with Disabilities Act (ADA)
- The Health Insurance Portability and Accountability Act (HIPAA), P.L. 104-191 (1996)
- CFR 49 Part 382.307 (Reasonable Suspicion Testing)
- The Virginia Occupational Safety and Health Act (VOSH), the Code of Virginia §§ 40.1-2.1, 40.1-6, and 40.1-22
- The Virginia Line of Duty Act (LODA), the Code of Virginia §§ 9.1-400 through 9.1-408

Who Does It: County staff provides this service, supplemented by contracted vendors that provide learning resources including an e-learning platform.

Why We Do It: This activity adds value by supporting the professional development of the workforce. It helps mitigate the risk associated with employment complaints and claims by supporting the organization's compliance with employment-related laws, regulations, and policies. This activity also enhances the work environment of the organization and individual departments.

How We Do It Now – Current Service Level: At the current service level, this activity provides a range of learning and organizational development opportunities across platforms, including in-person and virtual learnings, covering development opportunities for individuals, teams, divisions, departments, and other specialized cohorts. This covers individual professional development, supervisor development, and employment law and policy compliance. As of FY 2024, meeting current service level involves providing approximately 70 professional development opportunities, 40 organizational development offerings, and various compliance-related activities.

How We Plan to Do It in the Future – Recommended Service Level: Going forward, this activity will continue to address evolving trends in staff learning, the work environment, and work modalities, including increasing remote and hybrid work. This may include more hybrid learning opportunities and increased usage of individual and team virtual engagement tools. This also includes responding to the changing needs of departments with the facilitation of strategic and change management efforts.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Offer a minimum of 50 professional development learning opportunities to the general workforce each fiscal year.¹					
Number of learning opportunities offered (other than e-learning)	n/a	71	90	70	70
Number of attendees in learning offerings	n/a	1,231	2,193	1,500	1,500

¹ Data shown as n/a indicates a measure that does not have historical data.



Human Resources: Workforce Relations and Development

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Average employee satisfaction score with learning offerings	n/a	4.4	4.9	4.4	4.4
Offer a minimum of 40 organizational development (OD) activities each fiscal year to departments, divisions, or teams to foster collaboration, cohesion, and employee engagement.¹					
Number of OD activities and initiatives offered	n/a	54	49	40	40
Number of work teams participating in OD offerings	n/a	34	43	20	20
Offer a minimum of four compliance-related learning opportunities for the general workforce each fiscal year.¹					
Number of human resources policy and employment law compliance learning opportunities offered	n/a	5	3	4	4
Number of employees attending human resources policy and employment law compliance learning	n/a	232	167	150	150
Average employee satisfaction score with compliance learning opportunities	n/a	4.4	n/a	4.4	4.4
Offer a minimum of 12 compliance-related learning opportunities specifically for the supervisory workforce each fiscal year.¹					
Number of human resources policy and employment law compliance learning opportunities offered for supervisory staff	n/a	22	24	24	24
Number of supervisors attending human resources policy and employment law compliance learning	n/a	704	565	600	600
Percentage of supervisory workforce completing required compliance-related supervisory learning series	n/a	n/a	96%	80%	80%
Average satisfaction score with compliance learning opportunities	n/a	4.3	4.4	4.4	4.4
Mitigate employment-related risk to the organization by requiring all employees to complete annual occupational safety and health e-learning coursework.²					
Percentage of employees completing required e-learning coursework on occupational safety and health issues by the annual deadline	93%	91%	n/a	95%	95%
Provide leadership coaching and mentoring opportunities for supervisors, managers, and senior leadership.¹					
Number of supervisors, managers, and leaders participating in leadership coaching and mentoring	n/a	8	9	20	20

¹ Data shown as n/a indicates a measure that does not have historical data.

² Due to a transition in e-learning platforms, occupational safety and health e-learning that would typically have taken place in spring 2023 (FY 2023) will instead be scheduled for fall 2023 (FY 2024).



Human Resources: Systems and Internal Operations

Human Resources Information System (HRIS)

What We Do: This activity administers the core system of records for employee data to help the organization manage and automate human resources processes, such as organizing employee demographic and employment action data, benefits administration, time and attendance, performance reviews, and training. This activity continuously updates and audits the County's human resources systems to ensure functionality and alignment with industry standards and best practices. The systems overseen by this activity include the applicant tracking system, the case management system, content management and reporting tools, business process automation tools, and the following five modules within Oracle HCM: Core Human Resources, Employee Self-Service, Oracle Advanced Benefits, Oracle Learning Management, and Oracle Performance Management. This activity collaborates cross-functionally with other departments that have integrated payroll, time and labor, and finance modules. Additionally, Oracle User Productivity Kits (UPKs) are maintained to ensure that knowledge transfer is available within modules.

This activity approves and administers structural changes to the data housed in Oracle HCM, oversees the functional side of system testing and troubleshooting, and oversees the completion of major projects in the Oracle system. These include annual merit increases, annual performance appraisal administration, and annual open enrollment. In addition, this activity provides self-service support to current employees requiring assistance and former employees accessing payroll details, as well as Oracle patching administration. This activity includes internal compliance activities such as identifying missing data, recommendations for correction, and minimizing such errors in the future to ensure compliance with applicable policies.

Mandate Information: This activity assists with ensuring compliance with the Federal Health Insurance Portability and Accountability Act (HIPAA), P.L. 104-191 (1996).

Who Does It: County staff delivers this service.

Why We Do It: This activity ensures that complex functions are performed in Oracle HCM with a high degree of accuracy and timeliness.

How We Do It Now – Current Service Level: Current service level provides functional support for information systems, including Oracle HCM, the applicant tracking system, the case management system, reporting and content management, and business process automation tools. Staff supports data integration from external systems and data analytics. As of FY 2024, the current service level supports five Oracle HCM modules as delineated above.

How We Plan to Do It in the Future – Recommended Service Level: Going forward, DHR anticipates growing technology-related and business process needs for this activity. It is anticipated that additional resources will be needed to consolidate the oversight of systems, ensure data integrity, and provide capacity to respond to the increasing complexity of service delivery needs. This activity does not currently have any adopted performance measures; but over time, staff will continue to evaluate the service demands and processes associated with this activity to gauge whether relevant metrics can be implemented in the future.



Human Resources: Systems and Internal Operations

Office Management and Operations

What We Do: This activity provides comprehensive administrative support to all DHR activities. This includes delivering customer service through the DHR front counter, main telephone line, and email correspondence. This activity maintains files and official records related to Official Personnel Files (OPFs) and responds to FOIA requests. It monitors the Department's budget and ensures that expenses are paid on time and in compliance with County policies and procedures. It also performs general administrative tasks to support the Department's various activities, including ensuring payroll accuracy, verifying employment requests, maintaining Virginia unemployment claims, conducting onboarding and completion of Federal Form I-9 documents, and managing office supplies and equipment.

Mandate Information: Record keeping conducted by this activity is mandated by the Code of Virginia § 2.2-3704 (FOIA) and the Code of Virginia § 42.1-85 (the Virginia Public Records Act, Records Management Program).

Who Does It: County staff provides this service.

Why We Do It: This activity ensures the County's compliance with FOIA and records retention laws related to personnel records as well as procurement- and finance-related policies and procedures.

How We Do It Now – Current Service Level: At current service level, this activity administers internal and external operational support to include engaging with departmental staff, senior and executive management, and employees countywide. As of FY 2024, meeting the current service level involves processing approximately 30 FOIA requests, 100 unemployment claims, 400 verification of employment requests, and 1,200 Federal Form I-9 documents, in addition to processing OPF documents and uploading new hire paperwork. Starting in FY 2024, administrative staff will execute and process fingerprinting background checks for County safety-sensitive positions.

How We Plan to Do It in the Future – Recommended Service Level: Going forward, DHR will maintain the current service level for this activity. Staff will continue to monitor trends in the workload and service delivery environment to ensure that processing timelines are met for FOIA requests, verification of employment requests, I-9 employment eligibility verifications, and other documents.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Respond to 100 percent of FOIA requests within five business days.					
Number of FOIA requests received	14	30	32	30	30
Percentage of FOIA requests responded to within five business days	100%	100%	100%	100%	100%
Respond immediately to all Virginia Unemployment Commission claims.					
Number of unemployment claims processed	122	39	65	100	100
Respond to verification of employment requests within two business days.					
Number of verification of employment requests	425	301	254	400	400
Percentage of verification of employment requests responded to within two business days	100%	100%	98%	100%	100%
Complete I-9 employment eligibility verification for all new employees within three business days of hire.					
Number of I-9 employment eligibility verifications completed	944	1,014	1,258	1,200	1,300