

The seal of the City of Richmond is a circular emblem. It features a central shield with a blue field containing a white figure of a person standing on a pedestal, holding a torch aloft. The shield is surrounded by a blue ring with white stars. The outermost ring of the seal is grey and contains the text "CITY OF RICHMOND" at the top and "ESTABLISHED 1737" at the bottom, separated by a red banner.

DEPARTMENT OF HUMAN RESOURCES ENGAGEMENT AND TRAINING UPDATE

GOVERNMENTAL OPERATIONS AND STANDING COMMITTEE

JULY 23, 2025

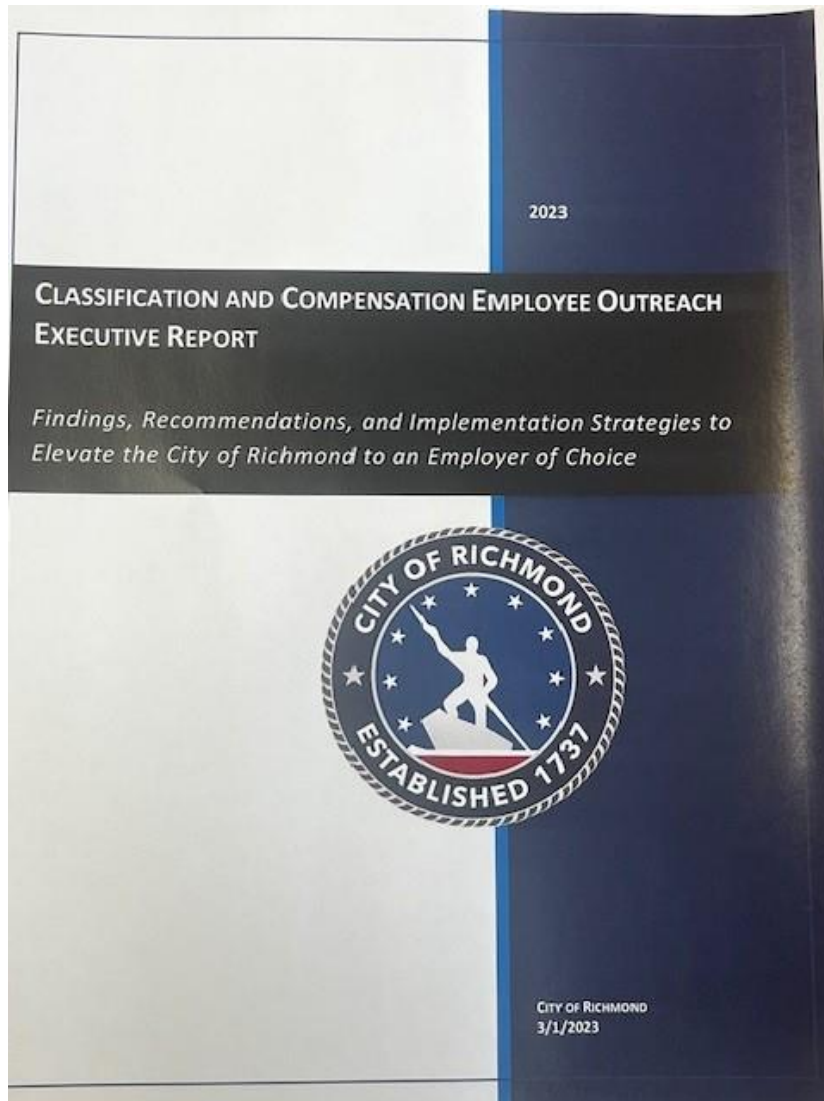
AGENDA

- Engagement Overview
 - 2022 Engagement Survey Results
 - 2025 Engagement Survey Results
 - Current and Future Engagement Activities
- Training and Development Overview
- Outstanding Audit Items
- Questions



EMPLOYEE ENGAGEMENT

ENGAGEMENT OVERVIEW



- 2023 Classification and Compensation Employee Outreach Executive Report
- Culture and Employee Engagement Findings
 - Improve communication and engagement within and between departments
 - Create a positive, respectful, and feedback-safe work environment where employees feel heard
 - Encourage teamwork and internal and external motivations for job performance



2023 ENGAGEMENT IMPLEMENTATION STRATEGIES

- Strengthen employee Relations/Equal Employment Opportunity (EEO)
- Develop Training, Educational Materials and Processes for Labor Relations
- Conduct Training for Supervisors and Managers on Workplace Expectations and Leadership Strategies
- Conduct Employee Engagement Activities



2023 IMPLEMENTATION STRATEGY SCORECARD

Strategy	Status	Comments
Strengthen Employee Relations Function	Completed – Summer 2022	Employee Engagement Unit Established
Labor Relations Training	In Progress/Ongoing	Currently training Managers on SEIU Professional and Teamster's Contracts. Training for IAFF, RCOP and SEIU Admin/Tech Units occurred last year
Training for Supervisors and Managers	In Progress/Ongoing	Various Training Courses have been developed and implemented. Revamping New Leader Training and Beta Testing New On-Line Performance Management System
Employee Engagement Activities	In Progress/Ongoing	Designated voluntary Employee Engagement Committee

2023 ENGAGEMENT RELATED OUTCOMES

- \$20 minimum salary
- Virginia Retirement System Membership
- Employee Wellness/Health Clinics
- Tuition Assistance/Reynolds Community College Partnership
- Language Assistance Program
- Employee Referral Program
- Training and Development
- Engagement Related Activities
- Returning Employees
- Turnover/Separate Rates



WHY ENGAGEMENT MATTERS



Employees have:

- Higher autonomy
- Higher ownership for the organization
- Put in more discretionary effort
- Resiliency is built





Employees ride the wave in tough times alongside the organization, & they thrive in the good times.

PAST EVENTS...



Ice Cream Social



Public Service Week



Veterans Day



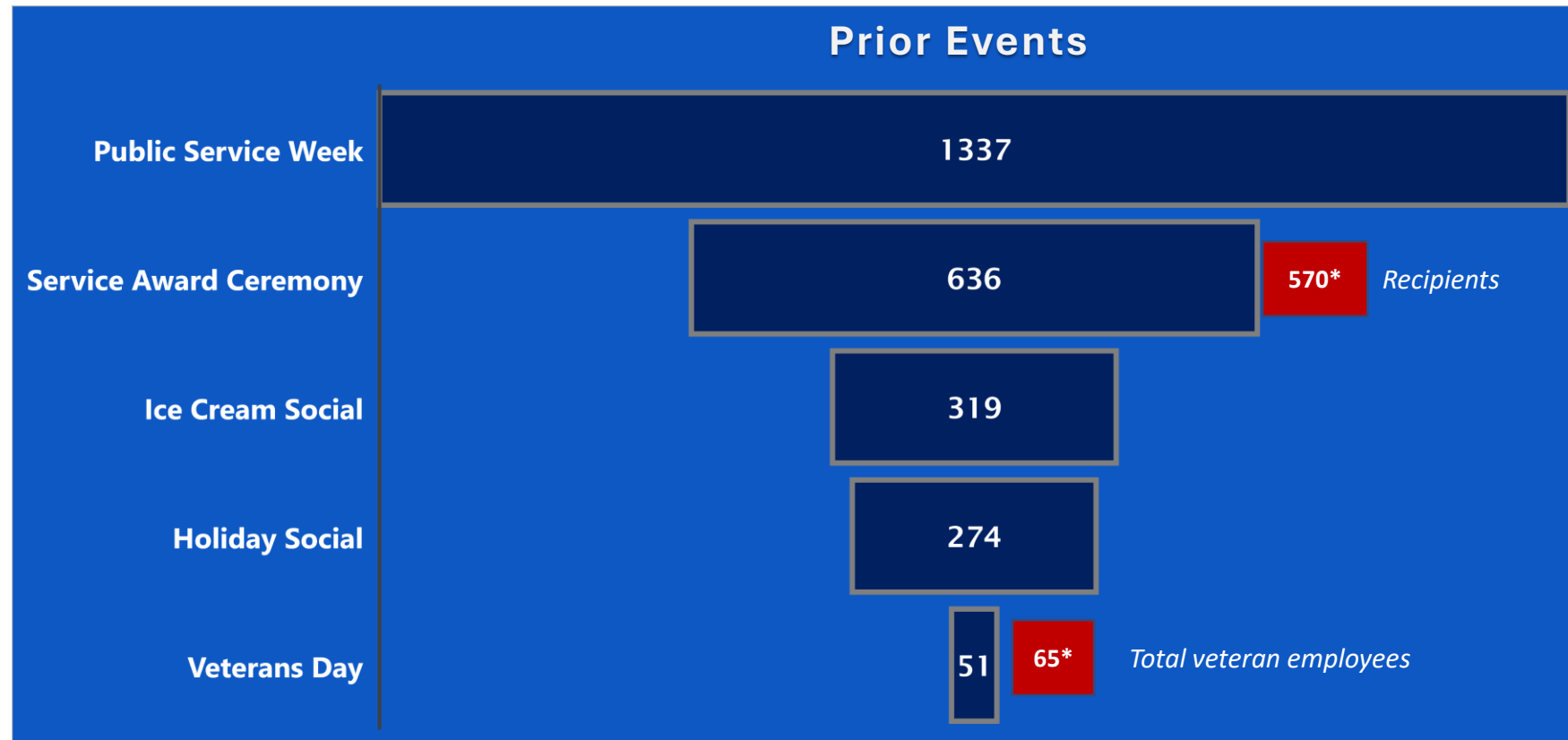
Service Award Ceremony



Holiday Social



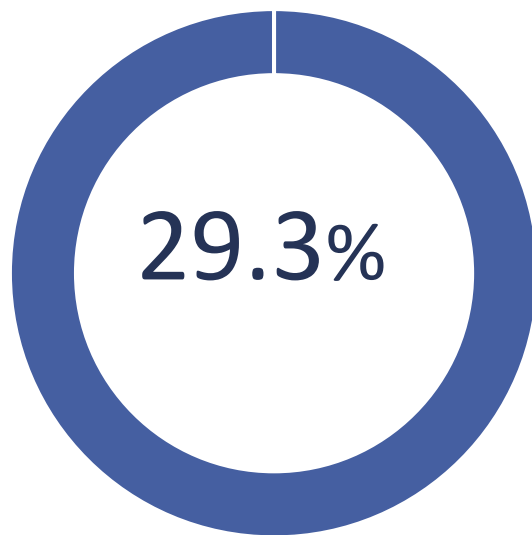
Employee Participation



Participation Rate

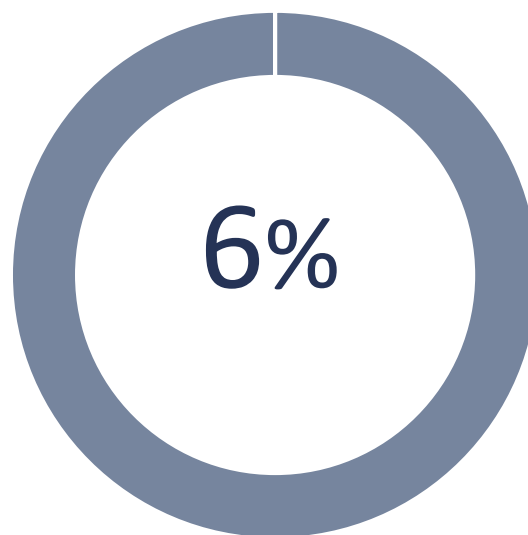


Highest



*Based on 4,562 total
employees, as of May 2025*

Lowest



“The U.S. Employee Engagement participation rate is 32%”

Fact: “Engagement is still lower than its highest peak of 36% back in 2020”

- Gallup Study, May 2024



UPCOMING EVENTS...



EMPLOYEE ENGAGEMENT CALENDAR



CITY OF
RICHMOND

2025 EVENTS



MAY 4-10, 2025

Public Service Week

SEPTEMBER 17, 2025

Service Award Ceremony

NOVEMBER 11, 2025

Veteran's Day Program

DECEMBER 10, 2025

Year End Holiday Social

Employee Engagement email address:
employee.engagement@rva.gov



2025 ENGAGEMENT THEMES

- Employees are deeply committed to Serving their community
- Perceptions of Performance and Trust Vary by Role
- Workplace Culture Challenges are a Common Concern
- Middle Managers are Seeking Growth, but Need More Support
- Transparency and Communication are Areas of Improvement



ENGAGEMENT NEXT STEPS

- Review 2025 Engagement Data Results
- Continue with Employee Engagement Activities
- Continue to monitor/measure effectiveness of current activities

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TRAINING AND DEVELOPMENT

TRAINING HISTORICAL OVERVIEW

- Q1 2023 - The HR Training and Development Team was restructured to better address the career development needs of COR leaders and employees.
- Q2 2023 - the revamped team began addressing concerns identified in a citywide all-associate survey, focusing on four main areas: 1. Onboarding 2. Career Development 3. Leadership Development 4. Performance Management
- A timeline of key program offerings supports this strategy.

FY 2024

- Updated New Employee Orientation
- Developed and launched learning curricula to address key identified learning gaps for leaders, aspiring leaders, and employees looking to develop their competencies
 - Key courses included – New Leader Orientation, Interpersonal Communication, Performance Management, Emotional Intelligence, Unconscious Bias, So You Think You Can Lead, etc.
 - Additional classes added to address client requests and concerns
- Launched Tuition Assistance Program and partnership with Reynold/CCWA
 - CDL courses were the focus

FY 2025

- Launched NeoGov Learn to replace Wavelength
 - Successfully launched to support the 2023 Annual Compliance Training
- Began Planning and scope for NeoGov Perform system



REIMAGINING NEW EMPLOYEE EXPERIENCE AND LEADERSHIP DEVELOPMENT

Strategic Initiatives Overview for FY 26

Thematic Approach to Developing Leaders

- Focus for FY2026 - ***Establish and Communicate Clear Expectations***
- Instructional development focus for the year will be a blended curriculum aligned with and in support of the theme.
- Will be applicable across all leadership levels.
- Proposed Launch: TBD

NeoGov Perform Program

- Objective: Pilot and fully implement a performance management system across select agencies for FY 2026.
 - Develop and implement a Training Plan, a Change Management Plan, and a Communications Plan
 - Targeted rollout to a select pilot group.
 - Completion date determined by Pilot Grouping
- Proposed Pilot Launch: August 2025



REIMAGINING NEW EMPLOYEE EXPERIENCE AND LEADERSHIP DEVELOPMENT

Strategic Initiatives Overview

New Employee Orientation & Onboarding

- Objective: Enhance new hire engagement and improve the onboarding experience.
 - Deepen engagement during the first 60-90 days of employment
 - Deliver a more supportive and engaging onboarding process
- Status: Currently in progress

New Leader Orientation Program

- Objective: Establish a consistent leadership foundation for new leaders.
 - 4-month, cohort-based blended learning experience
 - Scheduled monthly engagement
 - Designed for leaders within the first 1–3 years
 - Focus on core management and leadership competencies
 - Maintain cohort engagement post graduation
- Proposed Launch: August 2025



REIMAGINING NEW EMPLOYEE EXPERIENCE AND LEADERSHIP DEVELOPMENT

Strategic Initiatives Overview

Summer Camp (Policy Boot Camp)

- Objective: Ensure legal and compliant team management and the reduction of key policy errors by all leaders.
 - Conduct weekly 4-hour training sessions (10 sessions over 8 weeks)
 - Co-facilitated by ER and L&D teams
 - Required for all people leaders
- Program Dates: July – Sept

Mayor's Fellows Program

- Objective: Support internship experience through structured onboarding and career guidance.
 - 10-week internship for Mayor's Fellows
 - Includes orientation, onboarding, and ongoing mentorship
- Program Dates: June 2 – August 8, 2025



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OUTSTANDING AUDIT ITEMS

OPEN AUDIT ITEMS

Audit #	Audit Report Name	Recommendation	Status
2018-03	Temporary Service Contract Compliance	Establish and implement standard city-wide process for verifying and maintaining background checks for temporary service personnel	Process submitted to Internal Audit for Review
2021-03	Vehicle Utilization	Ensure HR Staff and Vehicle Coordinators are trained on IRS Pub 15-B's requirement for taxable fringe benefits, and include responsibility for disseminating and gathering PVU forms	In progress
2021-03	Vehicle Utilization	Revise Admin Reg 6.2 for Motor Pool and City Vehicle usage to include guidance on taxable fringe benefits and compliance with IRS Pub 15-B	In progress
2021-13	Continuous Audit	Recovery of overpayments	Information submitted to Internal Audit for review
2022-09	HR Benefits Reconciliation	Ensure Life Insurance variances identified in monthly reconciliation are resolved in a timely manner	Information submitted to Internal Audit for review
2022-12	Continuous Audit	Ensure compliance in maintaining documents in adherence to Virginia Records Retention General Schedule No 2	Process submitted to Internal Audit for review



DISCUSSION