



Office of the Town Manager
Frank Cassidy

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STAFF REPORT

Council Meeting Date:	September 10, 2024
Agenda Title:	Town of Warrenton Human Capital/Risk Management Department Overview
Requested Action:	Information Only
Department / Agency Lead:	Human Capital
Staff Lead:	Kasey Braun, Director

EXECUTIVE SUMMARY

This staff report provides a compilation of the current and future initiatives and programs of the Human Capital Department.

BACKGROUND

History.

The Town of Warrenton's Human Resources (HR) Manager position was approved by Town Council and created in 2018 to serve under the Director of Finance and Human Resources to support the employee overall employment experience. In April 2021, the HR Manager position was realigned to report directly to the Town Manager; therefore, the HR Department was created. Fast forward to June 2021, I began employment with the Town and was directed by the previous Town Manager to assess the HR department as a whole and to continue to build on the collaborations between all departments and HR. This involved reviewing all Town employee programs and initiatives as well as to create efficiencies within the department processes. The goal was to streamline processes and procedures amongst HR and other departments that would build a cohesive leadership team as well as identifying ways to enhance the overall employee employment experience. This would ultimately lead to HR not only being viewed as an administrative support function, but also as providing strategic and thought leadership in alignment to the Town Managers and Town Councils goals and objectives; hence the new department name Human Capital (HC). HC involves not just policy and procedures but focuses on employee's growth and development while building upon servant leadership. Therefore, the HC goals and objective would involve collaboration with all departments on identifying ways to enhance HC program initiatives that will continue to cultivate the employee experience.

HC Program Overview.

The Human Capital (HC) department delivers innovative HC programs and services that are designed to support the Town's most valuable asset, our employees, as well as the Town Council's objectives and initiatives. The HC Department administers a comprehensive HC program that is consistent with Federal, State, and local statutes that is aimed to attract, motivate, and retain a diverse and skilled employee workforce. HC's purpose is to deliver thought and servant leadership that meets the needs of our employees (current and prospective). To achieve maximum efficiency and success, the HC department is broken into four pillars: Recruitment, Governance, Benefits, and Cultivation. HC supports and encourages our employee's personal and professional growth through individual learning opportunities, wellness initiatives, and other Town sponsored activities and programs. We offer competitive benefits packages to employees that include

medical, dental, vision, life insurance, short term disability, vacation/sick leave, paid holidays, wellness/financial benefits, deferred compensation plan, retirement, and more.

HC Advocacy.

As HC continues to assess program efficiencies and continue within HC operations, in July 2023, the Town Manager and Town Council approved a full-time HC Generalist to support the department in meeting the overall HC objectives. The HC Generalist is responsible for the daily administrative functions of the HC department, to include but not limited to recruiting and hiring program, employee onboarding program, administering benefits and leave programs, and employee data administration. The HC Generalist also supports HC leadership on ways to continually improve efficiencies within the HC department and the overall employee experience. This is a vital position to ensure we are providing a cultivating environment the promotes Excellence in Action within the Town Manager objectives.

Additionally in July 2023, to further build up on the HC operations in collaboration with departmental safety compliance measures, the Town Manager realigned the Emergency Services & Risk Manager (EM/RM) to the purview of the Human Capital Department. This realignment was made possible through attrition and the position therefore was redefined. This refinement meant that the EM/RM was not only responsible for the planning and coordination of all Town of Warrenton's Risk & Safety Management programs but was to also work collaboratively with the Town leadership and staff on the Training & Development programs that promote and capitalize on the importance of safety measures and compliance factors within the Risk program.

Service Level/Collaborative Impact

▪ HC FY25 Priorities.

HC has been continuously reviewing and updating programs processes and procedures that will build a stronger foundation for the Town's retention programs which are aligned to meet and adhere to the Town Manager and Town Council's strategic initiatives.

Some of the programs that have been updated and are in progress of enhancements or development include:

- Continuous review and streamlining of Town-wide performance management program,
- Maintaining a competitive yet financially sound classification and compensation program,
- Advance the risk & safety programs through departmental training and collaboration efforts,
- Maintaining a hiring and recruiting program to include enhancement of onboarding program initiatives,
- Leadership Commitment to pursuing Excellence in Action through Town-wide dedicated engagement and retention efforts,
- Working with Director of Parks and Recreation on developing the Town's Excellence in Leadership program initiative to support leadership training and development,
- Streamlining of HC employee advocacy programs, such as employee relations and professional development processes and procedures,
- Continuous review of internal policies and procedures that foster an inclusive and diverse workforce,
- Partnership with Town Managers Office and Finance Team on establishing a resilient workforce planning program,
- Collaborating with HC and Risk vendors, the enhancement of employee programs, such as VRSA and Workers Compensation.

- Participation and HC/RM support are provided for Town-wide programs and events, such as, Town Limits, First Fridays, and other Special Events as needed.
- Continuous collaboration with Fauquier County HR and Risk Management teams on building upon HC programs (benefits, facilities, etc.) and training programs partnerships.

▪ **Staffing Efficiencies.**

Over the last year several staffing structure changes have occurred and/or were approved within the FY25 budget that have positively impacted Town program operations. These changes also included fiscal savings while enhancing the Town's operations efficiencies which afforded the opportunity to continue building upon successful Town wide professional development measures. A few of the departmental staffing changes that were a result of the workforce planning initiatives set forth by Town Manager, Deputy Town Manager, and Human Capital over the last year are identified below (does not include certification achievements, educational achievements, or interdepartmental changes).

> **Communications Manager and Executive Assistant position collaboration.**

Impact: The TM Executive Assistant was identified as the best fit for the Communications Manager. Through further analysis and discussions, the TM was able to assume some of the EA duties while allowing for the EA to have many of their duties consist of the Communications Managers duties. These changes provided an opportunity for a reduction in overall full-time fiscal allocation responsibilities while enhancing the department's operations efficiencies.

> **Designation of a Deputy Town Manager**

Impact: The TM worked with the Senior Leadership Team on a restructuring that would include a Deputy Town Manager within the TMO without creating a new position or financial impact. This position was designated to the Director of Finance who is an advocate for ensuring transparency, continuity of operations, and an integral part of warranting departmental needs, processes and procedures. This position being assigned to the Director of Finance has afforded the Town a more robust opportunity to review Town-wide programs with the assurance that financial needs are within budgeted allocations.

> **Restructure of the Finance Accounting Manager position to Accountant (Levels I-Senior) position.**

Impact: This change afforded an opportunity for succession planning and internal promotional opportunities. This restructuring approach presented an opportunity for a key Finance team member to have a promotional transfer while providing an allowance for continued professional growth. Additionally, creating levels to this position, it clearly identifies additional duties/responsibilities, specific number of years of experience, educations and/or certification requirements and overall higher levels of responsibility that are required to progress into this position.

> **Refinement of duties of the Revenue & Collections Manager.**

Impact: This change afforded an opportunity for succession planning and internal promotional opportunities. It was identified through internal analyses that there was a need to revise the Revenue and Collection Manager duties to account for additional duties that aligned within overall department objectives. This position was also refined by adding a tiered approach which included clearer expectations regarding the additional duties/responsibilities, specific number of years of experience, and educations and/or certification requirements to progress into obtaining higher levels of responsibility and autonomy within the position.

- > **Parks & Recreation department senior leadership was restructured through repurposing the Assistant Director and the Facility Services Coordinator into the Parks & Recreation Facilities Operations Manager.**

Impact: Through attrition of the previous Director of Parks & Recreation in 2023, the Director of Parks & Recreation worked on identifying the roles and responsibilities of the full-time administrative staff in the department that further promote internal operational efficiencies. Through the internal analysis and review of the staffing study, it was identified that the duties of the Assistant Director of Parks & Recreation and Facilities Services Coordinator were able to be refined and shared. This refinement removed the need for the Assistant Director and the Facilities Coordinator by creating a Facilities Operation Manager that would absorb most duties of both positions along with the Director of Parks & Recreation. This led to the promotion of a key Parks & Recreation team member which led to the elimination of the Assistant Director position and the Facilities Services Coordinator. These changes provided an opportunity for a reduction in overall full-time fiscal allocation responsibilities while enhancing the department's operations efficiencies.

- > **Public Works and Public Utilities Department Reorganization.**

Impact: Frank Cassidy, TM, was previously the Director of Public Works & Public Utilities prior to serving as TM. Therefore, upon his selection into the full-time TM position, he collaborated with the Deputy Town Manager, Human Capital Director, Assistant Director of Public Works, and the Assistant Director of Public Utilities to reposition the Public Works and Public Utilities departments as their own departments. This afforded the opportunity for the departments to be more operationally focused on their core functions and to efficiently and effectively streamline departmental operations.

- **HC Operational Efficiencies:**

The Town's focus on ensuring it has a strong and adaptable retention program is vital to its overall successes; in particular, understanding and heeding the components of proper change management. As the Town Manager and Deputy Town Manager mitigate change management endeavors from a HC aspect, the approach of needs versus wants builds upon a strong focus on employee advocacy. Therefore, as with other departments within the Town, the HC department has had to adjust the departmental priorities, so they are more in alignment with to our Excellence In Action culture initiatives that tie directly into the strategic initiative of *Resiliency of the Workforce*.

Therefore, in FY25, HC will be reprioritizing current projects to ensure that employee growth and development programs are at the forefront – this initiative clearly identifies the needs versus wants and for the Town to be successful in meeting these objectives and so it must have the workforce able to handle the tasks at hand. Ultimately, this includes a stronger focus on adhering to compliance training, employee training and development (to include succession planning initiatives), as well as financial and health/wellness training program initiatives.

- > **Training & Development Prioritization.**

A FY25 HC initiative is to ensure that employee growth and development programs are at the forefront. This also includes development (enhancement in some key areas) of a robust T&D program that captures all compliance requirements while promoting professional and personal development growth.

- Continuation of the development of Town-wide Safety Officer program
 - Launching of developing career tracks
 - Succession Planning
- > **Increase of Departmental Cross Collaboration.**
 HC will continue to focus on building partnerships within departments. This includes having a more-in-depth collaboration with all departmental leaders to promote a culture where safety compliance and T&D initiatives are prioritized and more in alignment with the TM goals and objectives.
- T&D Initiatives review
 - Onboarding Program
 - Streamlining Performance Management program
 - Enhancing Employee Engagement: *Employee Engagement Committees*
 - Culture Ambassador: benefits, engagement, safety, and more...
- > **Continued County collaboration within the HC Program Initiatives.**
 HC will continue to build a relationship with the County's HR department, to include their newly appointed Risk Analyst and Director of Human Resources. The goal is to continue to foster collaborative efforts between the Town and the County to build upon the partnership on training and development initiatives. Discussions have already begun and will continue to be built-upon.
- Health Center
 - T&D Collaboration
 - Risk Management Program Collaboration – Safety Measures & Training
 - Wellness initiatives
- > **Enhance partnership with Virginia Risk Sharing Association.**
 We have a great partnership with VRSA, and within their program offerings are training (some free!) along with administrative resources to assist with the enterprise risk management framework of the Town. This enhancement of our partnership will include increased communication, on-site training presence from VRSA, and mock inspections that will ensure we are within applicable compliance standards.
- Health Center
 - T&D Collaboration
 - Risk Management Program Collaboration – Safety Measures & Training

Policy Direction/Warrenton Plan 2040

Strategic Initiatives.

The HC department goals and objectives were developed to ensure they aligned to the Warrenton 2040 plan as well as at the time the 2019 Strategic Retreat objectives and continue to be reviewed on an annual basis. It is also important to note that these goals and objectives also directly tie into the Town Council's 2022 Town Council Strategic retreat top priority: *Resiliency (financial and workforce)*. It is critical that the HC goals and objectives are also adaptable to the ever-changing economic impacts to recruitment and retention; therefore, the fluidity of the goals and objectives are key in being able to meet and maintain. Over the last three (3) years, the leadership team has worked collaboratively with HC on building the foundation of HC programs to include the development and management of employee personnel operations (recruiting, benefits, performance management, etc.).

Fiscal Impact

No fiscal impact at this time all projects and programs are using current funding sources.

Legal Impact

None at this time.

ATTACHMENTS

None at this time.