

VACo 2010

2010 Achievement Award Program Application

Henrico County



List of Materials

TAB 1 Application for Award

TAB 2 Training Documentation

Memo from Director

The Partnership Training Schedule

Supervisor Training Memo

Questionnaires



ATTN: 2010 Achievement Awards Program
 Virginia Association of Counties
 1207 East Main Street, Suite 300
 Richmond, Va. 23219-3627

address service requested

Call for Entries



Application Form

All applications must include the following information. Separate applications must be submitted for each eligible program. Deadline: June 1, 2010.

Program Information

Locality County of Henrico

Program Title Partners in Government for Continuous Improvement

Program Category Organizational Development

Population Category 100,000 +

Contact Information

Name Jerry L. Walker

Title Energy Manager

Department Facilities Management

Complete Mailing Address P.O. Box 90775, Henrico, VA 23273-0775

Telephone # 804-501-5763 Fax # 804-501-5372

E-mail wal03@co.henrico.va.us

Signature of county administrator or chief administrative officer

Name Virgil R. Hazelett, P.E.

Title County Manager

Signature* *Virgil R. Hazelett*

*Entries without this signature will not be accepted.



2010 VACo Achievement Awards

Deadline for Entry: June 1, 2010

Description

The VACo Achievement Awards is a competitive awards program open to local government members of the association. The awards program is held annually to recognize local government programs that exemplify innovation, model practices, partnering or collaboration with other local governments, a private enterprise or state and federal government. The competition will be divided into five population categories so that projects compete with other localities of comparable size. Please encourage all county departments to apply!

Eligibility

All local government members of the Virginia Association of Counties, which are in good standing with the association, may participate. There is no limit to the number of applications a county may submit.

All applications must comply with the following standards:

1. The program must have become operational before Jan. 1, 2010, and must be currently operational.
2. Local government officials and/or staff must have played a significant role in developing and implementing the program, with only limited assistance from outside experts and/or consultants.
3. All steps in the application must be completed.
4. Awards will be given to departments or units, not individuals.
5. Programs that have received a previous VACo Achievement Award are ineligible.
6. The program must meet one or more of the criteria outlined below, and must be signed by the county administrator or chief administrative official before submission.

Criteria for Selection

The nominated program must meet one or more of the following criteria:

1. Offer an innovative solution to a problem, situation or delivery of services.
2. Promote intergovernmental cooperation and/or cooperation with local, state and federal entities and/or a private enterprise in addressing a problem or situation.
3. Provide a model that other local governments may learn from or implement in their own localities.
4. Programs may be based on programs from another public or private entity but must represent innovative approaches or customization by the local government.

Populations

The population categories are: (1) under 15,000 (2) 15,001 to 30,000 (3) 30,001 to 50,000 (4) 50,001 to 100,000 (5) 100,001+

Categories

Program Categories:

1. Community/Economic Development
2. Customer Service
3. Communications (public relations)
4. Criminal Justice & Public Safety
5. Health/Human Services (youth, elderly and others)
6. Information Technology
7. Parks and Recreation
8. Transportation
9. Organizational Development
10. Environmental
11. Regional Collaboration

Rules

Rules of entry:

1. All entries must be submitted in duplicate. Submit two copies of each entry bound in a notebook or presentation folder and submit in electronic format--PDF or WORD file (e-mail electronic entry to gharter@vaco.org). Include the entry form, all appendices and supplemental materials, photographs, DVD, etc.
2. Entries must be typed and double-spaced. State the problem, challenge or situation faced by the locality and how the program fulfilled the awards criteria (innovation, partnering or collaboration and a model for other localities). Tell how the program was carried out, including financing and staffing, and the program's results. Be concise and submit no more than eight one-sided typed pages plus photos or supporting materials.
3. Include a short overview of the program (no more than one page double-spaced) that can be used as a quick reference guide for the judges.

Judging

Entries will be judged by a three-member panel selected for their expertise in local government. When there are no selected nominations, no award will be made.

Award Presentation

Award plaques will be presented at VACo's Annual Business Meeting on Nov. 9, 2010, in Bath County. The winning entries will be featured in a booklet that will be distributed during VACo's Annual Conference. Award-winning nominations will be displayed appropriately at the Annual Conference and winners will receive a special ribbon to be worn on their nametags. Winners will also be recognized on the VACo Web site and in a news release sent to statewide media outlets.

Deadline

All entries must be postmarked no later than June 1, 2010, and mailed to VACo Achievement Awards, 1207 East Main St., Suite 300, Richmond, Va., 23219-3627. Entries will not be returned.

Questions?

Contact Gage Harter, VACo's Communications Director, at (804) 343-2502 or gharter@vaco.org. Additional application forms are also available at www.vaco.org.

Title: PARTNERS IN GOVERNMENT FOR CONTINUOUS IMPROVEMENT

1. The Challenge/Need for the Program:

Henrico County's Department of General Services has an extremely diverse work force consisting of over 214 employees in more than 13 functional groups scattered over a 244 square miles. Institutionally, it was difficult for the employees to identify with their role in the organization and in getting each individual to understand that the role they played in General Services, was essential in the success of the County. Management felt it essential that this understanding occur for the county's success. Additionally, it was determined that the feeling of isolation between functional groups needed to be changed to one of integration throughout all departments. This change would increase communication and co-ordination between employees and divisions. The continuous improvement training program targets these issues, and facilitates action toward its realization.

2. The Program and Goals:

The General Services "Partnership" in conjunction with the Human Resources Employee Development and Training Department developed the concept of a "Continuous Improvement Program" for all General Services employees. The focus of the program was two-fold: First, to bring General Services Employees together in a fun, non-threatening environment where interaction, with the many different General Services functional groups could occur, resulting in better service to customers and to the community. Second, was to maintain high levels of collaboration between the various

functional groups within General Services in an on-going program of continuous improvement.

The training targeted team-building skills for all employees through action-oriented activities. It provided a forum for each employee to examine the effect of group dynamics, problem solving, communications skills, and their application to individual work places.

Four (4) half-day sessions were conducted at Henrico County's Training Center and led by key staff members of our Human Resources Employee Development and Training Department. Since the program's kick-off coincided with the 2006 Olympic Games in Torino, Italy, we used Olympic themes to package the training; faster service, higher quality service, and stronger relationships among employees. The Olympics allowed us to incorporate a "Global" approach to "Best Practices" in employee's everyday work, while fostering an interactive and collaborative approach to problem solving. In the end, the training also demonstrated management's appreciation of the many contributions each employee makes to the success of General Services.

During the initial training sessions, communication and cooperation skills between functional groups were targeted for improvement. The on-going and continuous maintenance portion of the program was, and is currently, driven by regular employee questionnaires and meetings, about key collaborative objectives and goals.

Questionnaires (copies at the second tab) are distributed to employees and supervisors

periodically, and returned for data compilation and supervisor action. They provide feedback and allow management to structure meetings focused on increased cooperation and improved morale between functional groups and to continuously improve internal and external customer service.

The Continuous Improvement Program envisioned providing a place and time where positive interaction occurs between the many different functional groups in such a way that each member is enriched by the experience. The program is structured to regularly remind employees, through targeted questionnaires and functional group meetings, of the key goals of the on-going training, which are:

- Create collaboration and greater interaction with other divisions.

- Individual Motivation and ownership of work.

- Create an environment where all General Services employees, and what they do, is appreciated.

- Empower employees to ask questions

- Empower employees to see how what they do has an impact on the County

- Provide good customer service to one another

- Provide a vehicle to “Best Practices” from training back to the workplace.

The interactive Program was designed to foster a sense of community and build the foundation for long-term relationships among the participants. Team members developed comfortable, inter-departmental relationships from which they realized that others were available as resources for issues concerning the organization.

Participants explored their own communication strengths, as well as set goals for improvement on the job, in this unique and energizing workshop.

The format of the Program was fully experiential. Learning was facilitated in group activities where participants met goals set by the facilitator and was followed by group feedback and debriefings. The sessions allowed participants to learn from the activities, understand group dynamics, and then take those new skills to the next activity. Participants would build upon their strengths while correcting weaknesses, resulting in familiar responses on the job. We always looked to group problem solving, with liberal doses of effective communications to be the end result.

Every three months, follow-up memos were sent from the Director's office to remind employees of the key instructional highlights of the training. Each mailer included a three or four question survey that would be returned to management for review and action. Each department leader would use that valuable information to formulate communication sessions and training that would address the need of his/her employees as expressed in the questionnaire.

3. The Results of the Program:

214 Employees participated in one of four half-day sessions at our Training Center. Great feedback from all the participants was generated by the questionnaires provided at the end of each session. This data and subsequent input from follow-up questionnaires on each of the key training points (improvement of communications, improvement of

morale, building of relationships, and improvement of cooperation) is the sustaining element of the Continuous Improvement Program. Through the use of the training techniques employed by Henrico's Human Services Training Department, and the application of "Best Practices", our employees and supervisors became committed to the success of the department and realized improved Organizational Development.

4. Program Overview:

Foresight, internal cooperation, measured progress, and leadership throughout the organization and in each step of the training process led to this General Services Continuous Improvement Program. Henrico County has set a standard for employee training that any municipal government could use in developing internal training programs. The beneficiaries of Henrico County's General Government Continuous Improvement Program extend beyond County Government into the communities we serve. Customer Service becomes more than just a catch phrase for Henrico County, it is now being integrated into the culture of our employees through this and similar training sessions. In recognizing the County of Henrico for this award, other jurisdictions will be able to benefit from the successes realized by our training leadership, and begin to improve communications, increase cooperation, improve morale, build relationships and create higher productivity for internal and external customer service. These are all being positively reported in other departments throughout Henrico County

The Partnership

PROMOTING AND RECOGNIZING EXCELLENCE IN PEOPLE, SERVICE AND PLACE

General Services Department-Wide Training

Revised Dates for Sessions:

1st Session: March 17, 2006

Session 1: 8-12 (4 hours) for 100 people

Location Session: All 4 shared classrooms at the training center

Setup: 7 a.m. – Most tables and chairs need to be removed from the rooms and packed up. The rooms should be ready by 7:45 a.m.

Food: Should be set up by 7:30 for Session 1 and by Noon for Session 2.

Food Location: Downstairs break room (where the vending machines are). In the shared classrooms we should have beverages available.

Food Vendor: Cafeteria

Breakdown: After 12:30, the chairs and tables will need to be returned to their standard positions

2nd & 3rd Sessions: March 20, 2006 for up to 50 people.

Session 2: 7:30-11:30 (4 hours) for 50 people

Session 3: 12:30-4:30 (4 hours) for 50 people

Time: Let me know what works for the department – I have booked the rooms for all day that day. We would need 4 hours.

Location: Shared classrooms 2029 & 2030

Setup: Same as above – most chairs and tables removed. Should be complete at least 15 minutes before the start time of the session.

Food: as above

Breakdown: as above, to take place once the session is over.

4th Session: March 17, 2006

Session 4: 8-12 (4 hours) for 50 people

Location Session: 2 shared classrooms at the training center

Setup: 7 a.m. – Most tables and chairs need to be removed from the rooms and packed up. The rooms should be ready by 7:45 a.m.

Food: Should be set up by 7:30.

Food Location: Downstairs break room (where the vending machines are). In the shared classrooms we should have beverages available.

Food Vendor: Cafeteria

Breakdown: After 12:30, the chairs and tables will need to be returned to their standard positions



County of Henrico
Virginia

Inter-Office Memorandum

TO: Carolyn Efford
Purchasing

SUBJECT: Supervisor Training Session

FROM: Paul Proto
Director of General Services

DATE: March 31, 2006

Thank you for your recent participation in the General Services Team Building Experience. As a follow up to that activity, all supervisors are invited to attend a 1.5-hour Supervisor Training Session on **Tuesday, April 11**. Three sessions will be offered to give supervisors scheduling flexibility. The sessions will be held **at the Henrico Training Center at 9 AM, 11 AM, and 2 PM**. Please contact Sandra Corcoran at 501-7482 to reserve your space for one session. There will be a maximum of 24 spaces at each of the three sessions, so you are encouraged to RSVP early in order to get your first time choice.

The Supervisor Training Sessions will follow a short agenda to include:

- An introduction to The Partnership (the General Services leadership group responsible for suggesting the Team Building Experience)
- A recap of the employee responses to the Team Building Experience and discussion of the feedback Supervisors received in their workgroups
- A review of the Best Practices gathered by the facilitators of the Team Building Experience
- Open discussion on ways to incorporate Best Practices into the workplace
- Suggestions for future activities to maintain the positive momentum started by the Team Building effort

During Supervisor Training you and your fellow supervisors will have the opportunity to make your voices and the voices of your employees heard. I would like to use your suggestions to improve the work environment for every General Services employee, so your active participation in this dialogue is vital.

Based upon the responses we have gathered from the Team Building evaluations, the majority of employees in General Services enjoyed their sessions and expressed optimism that the sessions were a positive step in making our department even better. Certainly, having different groups with different ideas and skills come together was a rewarding experience for General Services. We hope that bringing supervisors together will be a similarly positive experience.

Thank you for the dedication you show every day to the Department of General Services. I look forward to hearing your insights and ideas at Supervisor Training on **April 11**.


Paul N. Proto



County of Henrico
Virginia

Inter-Office Memorandum

TO: General Services – _____ Employees SUBJECT: Continuous Improvement Program
(Part 4 of 4)

FROM: Paul N, Proto DATE: June 23, 2006
Director of General Services

As we discussed during the Team Building Experience, General Services has initiated a Continuous Improvement Program in General Services. The goals of this program are to 1) Improve Communications, 2) Improve Morale, 3) Build Relationships, and 4) Increase Cooperation.

The responses to our third questionnaire indicated that Relationships in General Services are _____ and in _____ the average was slightly lower/higher. I have passed along the comments you sent to me and have asked your supervisor to address work group relationship issues in your area. For instance, in areas where individuals indicated that their supervisors did not know them well, I have asked that supervisors proactively approach engage employees to learn about them and establish a trusting relationship to improve day-to-day interaction and thus improve the atmosphere in General Services.

The fourth questionnaire below focuses on Increasing Cooperation in your area and throughout General Services. Cooperation acknowledges the concept of T.E.A.M. – "Together Everyone Achieves More". We in General Services are more than the sum of our parts. No one individual or section could do what all of us do together. By finding ways to cooperate with one another, we can lighten the load for all of us. Cooperation can mean sharing workloads or just sharing ideas. With so many functional areas, we are fortunate to have at our disposal melting pot individuals with diverse skills, knowledge and experience. Leveraging our diversity through cooperation has the potential of improving productivity for the entire department. With these ideas in mind, please offer your feedback on cooperation in your area and in General Services. **Please complete the short, anonymous survey below and return to me via interoffice mail no later than Friday, August 11.** I will share the results of this survey with your respective division heads for purposes of building fostering cooperation throughout General Services. Your input will help us identify areas for improvement and work toward creating a more productive department. Thank you in advance for your response to this survey.

Paul N. Proto

General Services CONTINUOUS IMPROVEMENT PROGRAM Cooperation Survey

Please rate the cooperation in your area based upon the following characteristics:

5-Excellent	4 – Good	3 – Neutral	2 – Fair	1 - Poor
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Below please add your comments on what is working well in your area to promote cooperation and any suggestion you have to improve cooperation among your work group and others in General Services.



County of Henrico
Virginia

Inter-Office Memorandum

TO: General Services -----Employees SUBJECT: Continuous Improvement Program
(Part 1 of 4)

FROM: Paul N, Proto DATE: May 19, 2006
Director of General Services

Thank you for participation in the March Team Building Experience. As we discussed during the sessions, the Team Building Experience marked the beginning of an ongoing Continuous Improvement Program in General Services. The goals of this program are to:

1. Improve Communications
2. Improve Morale
3. Build Relationships, and
4. Increase Cooperation

Communications is the cornerstone of the Continuous Improvement Program. With that in mind, we would like your feedback on the current level of communication in General Services. **Please complete the short, anonymous survey below and return to me via interoffice mail no later than Friday, June 2.** I will share the results of this survey with your respective division heads for purposes of enhancing our communications throughout General Services. Your input will help us identify areas for improvement in our communications and work toward creating better communications mechanisms throughout the department. Thank you in advance for your response to this survey.

Paul N. Proto

General Services CONTINUOUS IMPROVEMENT PROGRAM Communications Survey

Please rate the current communications in your area based upon the following characteristics:

	5 – Excellent	4 – Good	3 – Neutral	2 – Fair	1 - Poor
Openness	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
From Managers Down	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
From Employees Up	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Effectiveness	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Frequency	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Below please add your comments on any aspects of communications in your area you believe can be improved as well as suggestions you may have to do so.

Name (OPTIONAL) _____



County of Henrico
Virginia

Inter-Office Memorandum

TO: General Services
Communications

SUBJECT: Continuous Improvement Program
Improve Morale (Part 2 of 4)

FROM: Paul N. Proto
Director of General Services

DATE: October 3, 2006

As we discussed during the Team Building Experience, General Services has initiated a Continuous Improvement Program in General Services. The goals of this program are to 1) Improve Communications, 2) Improve Morale, 3) Build Relationships, and 4) Increase Cooperation.

The responses to our first questionnaire indicated that communications in General Services are slightly better than neutral and in Communications the average was slightly higher. I have passed along the comments you sent to me and have asked your supervisor to address communications issues in your area. For instance, in areas where individuals feel disconnected from higher levels of management, I have asked that supervisors schedule regular meetings to keep staff up-to-date on County and departmental news. Additionally, I have asked supervisors to actively listen to employee input, and to share with me ideas and issues from their respective functional areas.

The second questionnaire below will focus on morale in your area, since morale truly will make the Continuous Improvement Program sustainable. The dictionary describes morale as "a sense of common purpose with respect to a group". More than that, I see morale as a level of satisfaction and contentment with one's occupation and employer. With that in mind, I would appreciate your feedback on the current level of morale in General Services. **Please complete the short, anonymous survey below and return to me via interoffice mail no later than October 16th.** I will share the results of this survey with your respective division heads for purposes of enhancing our morale throughout General Services. Your input will help us identify areas for improving morale and work toward creating better mechanisms to foster morale throughout the department. Thank you in advance for your response to this survey.

Paul N. Proto

General Services CONTINUOUS IMPROVEMENT PROGRAM Morale Survey

Please rate the current level of morale in your area based upon the following characteristics:

	5-Excellent	4 – Good	3 – Neutral	2 – Fair	1 - Poor
Your attitude toward your job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The attitude of your work group	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Social interaction within work group	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Empowerment from Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Appreciation for the work you perform	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Clear direction from Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Below please add your comments on what is working well in your area to promote morale and any suggestion you have to improve morale.

Name (OPTIONAL) _____



County of Henrico
Virginia

Inter-Office Memorandum

TO: General Services – _____ Employees SUBJECT: Continuous Improvement Program
Building Relationships (Part 3 of 4)

FROM: Paul N. Proto
Director of General Services DATE:

As we discussed during the Team Building Experience, General Services has initiated a Continuous Improvement Program in General Services. The goals of this program are to 1) Improve Communications, 2) Improve Morale, 3) Build Relationships, and 4) Increase Cooperation.

The responses to our second questionnaire indicated that **Morale in General Services** is _____ and in _____ the average was slightly **lower/higher**. I have passed along the comments you sent to me and have asked your supervisor to collaborate with you about morale in your area. There were numerous examples from our spring Team Building of techniques to boost morale. Those points, combined with the survey results and your ideas, certainly provide a great basis to form your strategy to continually boost morale in your area.

The third questionnaire below focuses on **Building Relationships** in your area and throughout General Services. Knowing one another helps us work better together, both in our own work group and with other areas in General Services and the County. Since our department is so diverse, we don't always have the chance to build relationships across functional areas, but we would like to continue by fostering strong relationships within work groups. With that in mind, please offer your feedback on the relationships in your area and in General Services. **Please complete the short, anonymous survey below and return to me via interoffice mail no later than _____.** I will share the results of this survey with your respective division heads for purposes of building stronger relationships throughout General Services. Your input will help us improve our ability to create, develop and maintain long-term positive relationships in our organization. Thank you in advance for your response to this survey.

Paul N. Proto

General Services CONTINUOUS IMPROVEMENT PROGRAM Relationship Survey

Please rate the relationships in your area based upon the following characteristics:

	5-Excellent	4-Good	3-Neutral	2-Fair	1-Poor
How do <u>you</u> rate your professional relationships with others in your workgroup?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
How do <u>you</u> rate your personal relationships with others in your workgroup?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
How do you rate your professional relationships with others outside of your normal workgroup?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
How do you rate your opportunity to create relationships with others?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Below please add your comments on what is working well in your area to promote good relationships and any suggestion you have to build stronger relationships among your work group and others in General Services.

Name (OPTIONAL) _____