



**VB** *City of Virginia Beach*  
**Human Resources** 2015 - 2020

**Strategic Workforce and  
Employment Plan**



# Strategic Workforce and Employment Plan

The Strategic Workforce and Employment Plan is a systematic approach used to depict our current workforce, outline the future direction and needs of the organization and identify gaps along with areas of underutilization. By creating a blueprint of activities that will help push the organization forward, we fully embrace the importance of having the right people with the right skills in the right place at the right time.



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## 206

retirements in Fiscal Year 2013-2014

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## 1,350

approximate number of members  
eligible to retire by 2018

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## 7.71%

average turnover rate including  
retirements for FY14

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# A Message From The City Manager

Dear Valued Members,

In an attempt to streamline our work and create a more comprehensive blueprint for the composition of our future workforce, we've developed a newly combined *Strategic Workforce and Employment Plan*. This plan includes our organization's efforts for Workforce Development and Equal Employment Opportunities.

We use several core strategies as guiding principles in how the City is managed and how we individually perform to achieve established goals and desired outcomes. The critical element for success in achieving these strategies is determined, in large part, by the quality and effectiveness of our members and volunteers. So, the City's most important asset is you.

Without the right people, it's highly unlikely that our best laid plans would be successful in achieving our mission/vision or in meeting citizens' needs. Part of having the right people means we have a workforce that truly reflects our community and celebrates its diversity.

Our organization is committed to fully embracing Workforce Development and Equal Employment Opportunities (EEO) as we strive to have the right people with the right skills in the right place at the right time. Thank you for your continued support and your great strides in our ongoing dedication to these areas.

I encourage you to embrace this *Strategic Workforce and Employment Plan* and the valued efforts it requires. You have my sincerest appreciation for the part you play in this important work.

With Pride in Our City,

  
James K. Spore  
City Manager

*“Without the right people, it’s highly unlikely that the best laid plans would be successful in achieving our mission/vision or in meeting citizens’ needs.”*

*James K. Spore*

## City Executive Leadership



### James K. Spore

City Manager

**The following departments report directly to the City Manager:**

Emergency Communications and Citizen Services  
 Emergency Medical Services  
 Fire  
 Police



### Cindy A. Curtis

Deputy City Manager

**The following departments report directly to Ms. Curtis:**

Communications Office	Organization Development Office
Human Resources	Parks & Recreation
Human Services	Public Health
Office of Volunteer Resources	Public Libraries



### David L. Hansen

Deputy City Manager

**The following departments report directly to Mr. Hansen:**

Budget and Management Services  
 Communications and Information Technology  
 Public Utilities  
 Public Works



### Douglas L. Smith

Deputy City Manager

**The following departments report directly to Mr. Smith:**

Agriculture	Housing & Neighborhood Preservation
Convention and Visitors Bureau	Museums
Cultural Affairs Office	Planning Department
Economic Development	Strategic Growth Area Office

# About The Strategic Workforce & Employment Plan

It is a living plan – not a report.

The Strategic Workforce and Employment Plan is a living plan - not a report. It outlines activities to recruit, develop and retain a diverse workforce to help us meet the needs of our future. This plan is also designed to help us analyze our human assets as we strive to have the right people in the right place at the right time. It is endorsed by the City Manager and is designed to encourage proactive thinking and planning by all City departments.

In the past, Workforce Planning strategies and Equal Employment Opportunity strategies were reported in two separate documents. However, feedback from Department Directors and Department Workforce Planning and Equal Employment Opportunity representatives supported a combined citywide document as being a more effective and efficient way of delivering this critical information.

The City streamlined the process for these very important aspects of our business with the creation of the Strategic Workforce and Employment Plan - a single comprehensive document summarizing each department's current efforts and initiatives, as well as outlining citywide themes for department's anticipated activities to address new gaps or future needs.

In an effort to continue to grow, Human Resources will work with departments to monitor internal and external trends/issues affecting their operations. Then, we will reassess initiatives to address newly identified gaps or create new initiatives to ensure the right people with the right skills are in the right place at the right time.

# Why We Do Strategic Workforce & Employment Planning

It is an ongoing evolutionary process – not a project.

Taking a strategic look at the people side of our organization is a fundamental, important process. It provides managers and supervisors with the framework for making human resource decisions. Two tools are used in this process.

The first tool is Strategic Workforce Planning. It provides a methodical process to focus on: knowledge, skills and abilities of individuals; competencies needed to perform specific job/tasks; and, requirements of job classifications. They are used

to analyze trends and to forecast the future needs of the workforce and the organization.

The second tool is Equal Employment Opportunity. This is a statistical and analytical evaluation of the City's progress to create a workforce that includes utilization of qualified minorities and females. Strategic Workforce Planning and Equal Employment Opportunity are inseparable and as an organization we must consider and support the goals and objectives of both.

*“The right people  
with the right skills  
in the right place  
at the right time”*



## Key Figures

This workforce analysis is based on statistics from Fiscal Year 2013-2014

The charts on pages 10-15 include the City's workforce demographics, utilization and personnel activities for Fiscal Year 2013-2014. Each chart is a categorical listing of members by EEO job category and includes an analysis based on gender and race.

Workforce Demographics chart provides a snapshot of full-time and part-time members represented in each EEO job category. The total workforce data includes the representation of females and minorities.

Workforce Utilization chart compares the representation of females and minorities within each EEO job category to the Relevant Labor Market (RLM). The narrative identifies the areas of underutilization using the EEO guideline of -3% or more as the threshold. These areas are indicated in red on the chart and are used to develop activities to recruit, develop and retain a diverse workforce.

Personnel Activities chart reflect how females and minorities are impacted related to various personnel actions. The narrative summarizes the activities by job category.

## Workforce Demographics (FY13/14)

	Total # of Employees (FT & PT)	Total # of Females	Total # of Males	Total # of Minorities	American Indian or Alaska Native		Asian	
					Female	Male	Female	Male
<b>Officials and Administrators</b>								
Workforce #	81	26	55	12	0	0	1	1
Workforce %		32.1%	67.9%	14.8%	0.0%	0.0%	1.2%	1.2%
<b>Professionals</b>								
Workforce #	1311	881	430	418	3	0	30	21
Workforce %		67.2%	32.8%	31.9%	0.2%	0.0%	2.3%	1.6%
<b>Para-Professionals</b>								
Workforce #	1066	855	211	592	4	3	28	2
Workforce %		80.2%	19.8%	55.5%	0.4%	0.3%	2.6%	0.2%
<b>Technicians</b>								
Workforce #	776	364	412	144	1	0	12	10
Workforce %		46.9%	53.1%	18.6%	0.1%	0.0%	1.5%	1.3%
<b>Protective Services - Sworn</b>								
Workforce #	1231	136	1095	194	0	4	4	16
Workforce %		11.0%	89.0%	15.8%	0.0%	0.3%	0.3%	1.3%
<b>Protective Services - Non Sworn</b>								
Workforce #	41	20	21	3	0	0	0	0
Workforce %		48.8%	51.2%	7.3%	0.0%	0.0%	0.0%	0.0%
<b>Administrative Support</b>								
Workforce #	931	816	115	305	1	1	32	10
Workforce %		87.6%	12.4%	32.8%	0.1%	0.1%	3.4%	1.1%
<b>Skilled Craft Workers</b>								
Workforce #	331	10	321	127	0	1	0	4
Workforce %		3.0%	97.0%	38.4%	0.0%	0.3%	0.0%	1.2%
<b>Service Maintenance</b>								
Workforce #	1321	436	885	602	1	0	7	16
Workforce %		33.0%	67.0%	45.6%	0.1%	0.0%	0.5%	1.2%
<b>TOTAL WORKFORCE</b>								
Workforce #	7089	3544	3545	2397	10	9	114	80
Workforce %		50.0%	50.0%	33.8%	0.1%	0.1%	1.6%	1.1%

### EEO Job Categories

**Officials and Administrators:** Occupations in which employees set broad policies, exercise overall responsibility for execution of these policies, or direct individual departments or special phases of the agency's operations.

**Professionals:** Occupations which require specialized and theoretical knowledge that is usually acquired through college training or through work experience and other training which provides comparable knowledge.

**Para-Professionals:** Occupations in which workers perform some of the duties of a professional or technician in a supportive role, which usually require less formal training and/or experience normally required for professional or technical status.

**Technicians:** Occupations which require a combination of basic scientific or technical knowledge and manual skill, which can be obtained through specialized post-secondary school education or through equivalent on-the-job training.

# Workforce Demographics (FY13/14)

Black or African American		Hispanic or Latino		Native Hawaiian or Pacific Islander		Two or More Races		White		Unidentified	
Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male
<b>Officials and Administrators</b>											
5	5	0	0	0	0	0	0	20	48	0	1
6.2%	6.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	24.7%	59.3%	0.0%	3.8%
<b>Professionals</b>											
228	94	23	4	2	0	10	3	569	296	16	12
17.4%	7.2%	1.8%	0.3%	0.2%	0.0%	0.8%	0.2%	43.4%	22.6%	1.8%	1.4%
<b>Para-Professionals</b>											
384	91	30	7	3	0	33	7	366	97	7	4
36.0%	8.5%	2.8%	0.7%	0.3%	0.0%	3.1%	0.7%	34.3%	9.1%	0.8%	0.5%
<b>Technicians</b>											
57	28	9	3	2	1	7	14	246	335	30	21
7.3%	3.6%	1.2%	0.4%	0.3%	0.1%	0.9%	1.8%	31.7%	43.2%	8.2%	5.8%
<b>Protective Services - Sworn</b>											
6	80	3	39	0	5	3	34	120	917	0	0
0.5%	6.5%	0.2%	3.2%	0.0%	0.4%	0.2%	2.8%	9.7%	74.5%	0.0%	0.0%
<b>Protective Services - Non Sworn</b>											
1	0	0	0	0	0	1	1	18	20	0	0
2.4%	0.0%	0.0%	0.0%	0.0%	0.0%	2.4%	2.4%	43.9%	48.8%	0.0%	0.0%
<b>Administrative Support</b>											
194	24	26	2	1	0	12	2	508	68	42	8
20.8%	2.6%	2.8%	0.2%	0.1%	0.0%	1.3%	0.2%	54.6%	7.3%	5.1%	1.0%
<b>Skilled Craft Workers</b>											
3	114	0	3	0	0	0	2	7	189	0	8
0.9%	34.4%	0.0%	0.9%	0.0%	0.0%	0.0%	0.6%	2.1%	57.1%	0.0%	80.0%
<b>Service Maintenance</b>											
139	374	13	19	0	3	18	12	241	424	17	37
10.5%	28.3%	1.0%	1.4%	0.0%	0.2%	1.4%	0.9%	18.2%	32.1%	3.9%	8.5%
<b>TOTAL WORKFORCE</b>											
<b>1017</b>	<b>810</b>	<b>104</b>	<b>77</b>	<b>8</b>	<b>9</b>	<b>84</b>	<b>75</b>	<b>2095</b>	<b>2394</b>	<b>112</b>	<b>91</b>
<b>14.3%</b>	<b>11.4%</b>	<b>1.5%</b>	<b>1.1%</b>	<b>0.1%</b>	<b>0.1%</b>	<b>1.2%</b>	<b>1.1%</b>	<b>29.6%</b>	<b>33.8%</b>	<b>1.6%</b>	<b>1.3%</b>

**Protective Services - Sworn:** Occupations in which workers are entrusted with public safety, security and protection from destructive forces; made up of sworn Police and Fire department employees.

**Protective Services (Non-Sworn):** Occupations that perform technical and support work in safety or law enforcement work, which does not require a sworn person.

**Administrative Support:** Occupations in which workers are responsible for internal and external communication, recording and retrieval of data and/or information and other paperwork required in an office.

**Skilled Craft Workers:** Occupations in which workers perform jobs that require special manual skill and a thorough and comprehensive knowledge of the process involved in the work which is acquired through on-the-job training and experience or through apprenticeship or other formal training programs.

**Service-Maintenance:** Occupations in which workers perform duties that result in or contribute to the comfort, convenience, hygiene or safety of the general public or which contribute to the upkeep and care of buildings, facilities or grounds of public property.

Workforce Utilization		Total # of Employees (FT & PT)	Total # of Females	Total # of Minorities
<b>Officials and Administrators</b>		<b>Officials and Administrators</b>		
<p>There are a total of 81 staff members consisting of 32.1% females and 14.8% minorities. There is an underutilization of -9.7% females and -8.2% minorities.</p>	Workforce #	81	26	12
	Workforce %		32.1%	14.8%
	RLM %		41.8%	23.0%
	Utilization %		-9.7%	-8.2%
<b>Professionals</b>		<b>Professionals</b>		
<p>There are a total of 1,311 staff members consisting of 67.2% females and 31.9% minorities. No underutilization exists within this category.</p>	Workforce #	1311	881	418
	Workforce %		67.2%	31.9%
	RLM %		54.2%	25.3%
	Utilization %		13.0%	6.6%
<b>Para-Professionals</b>		<b>Para-Professionals</b>		
<p>There are a total of 1,066 staff members consisting of 80.2% females and 55.5% minorities. No underutilization exists within this category.</p>	Workforce #	1066	855	592
	Workforce %		80.2%	55.5%
	RLM %		0.0%	0.0%
	Utilization %		80.2%	55.5%
<b>Technicians</b>		<b>Technicians</b>		
<p>There are a total of 776 staff members consisting of 46.9% females and 18.6% minorities. There is an underutilization of -11.2% females and -14.8% minorities.</p>	Workforce #	776	364	144
	Workforce %		46.9%	18.6%
	RLM %		58.1%	33.4%
	Utilization %		-11.2%	-14.8%
<b>Protective Service Sworn</b>		<b>Protective Services - Sworn</b>		
<p>There are a total of 1,231 staff members consisting of 11% females and 15.8% minorities. There is an underutilization of -11.2% females and -18.9% minorities.</p>	Workforce #	1231	136	194
	Workforce %		11.0%	15.8%
	RLM %		22.2%	34.7%
	Utilization %		-11.2%	-18.9%
<b>Protective Service – Non Sworn</b>		<b>Protective Services - Non Sworn</b>		
<p>There are a total of 41 staff members consisting of 48.8% females and 7.3% minorities. There is an underutilization of -19.6% for minorities with no underutilization of females.</p>	Workforce #	41	20	3
	Workforce %		48.8%	7.3%
	RLM %		45.7%	26.9%
	Utilization %		3.1%	-19.6%
<b>Administrative Support</b>		<b>Administrative Support</b>		
<p>There are a total of 931 staff members consisting of 87.6% females and 32.8% minorities. No underutilization exists within this category.</p>	Workforce #	931	816	305
	Workforce %		87.6%	32.8%
	RLM %		66.2%	32.9%
	Utilization %		21.4%	-0.1%
<b>Skilled Craft Workers</b>		<b>Skilled Craft Workers</b>		
<p>There are a total of 331 staff members consisting of 3% females and 38.4% minorities. No underutilization exists within this category.</p>	Workforce #	331	10	127
	Workforce %		3.0%	38.4%
	RLM %		5.8%	31.7%
	Utilization %		-2.8%	6.7%
<b>Service Maintenance</b>		<b>Service Maintenance</b>		
<p>There are a total of 1,321 staff members consisting of 33% females and 45.6% minorities. There is an underutilization of -12.3 females and no underutilization of minorities.</p>	Workforce #	1321	436	602
	Workforce %		33.0%	45.6%
	RLM %		45.3%	46.3%
	Utilization %		-12.3%	-0.7%
		<b>TOTAL WORKFORCE</b>		
	Workforce #	7089	3544	2397
	Workforce %		50.0%	33.8%

## Personnel Activities

### (Female and Minority Representation)

Below is an analysis of the personnel activities from FY 2013-2014. Personnel activities include hires, promotions, career progressions, demotions, voluntary and involuntary terminations. Specific data related to these activities is included in the appendix on pages 29-32.

#### Hires (New Hires & Reemployment)

	Fem	Min
Officials & Administrators	3	3
Professionals	117	63
Para-Professionals	238	195
Technicians	101	35
Protective Service-Sworn	17	21
Protective Service-Non Sworn	2	1
Administrative Support	117	52
Skilled Craft Workers	1	
Service Maintenance	173	142
<b>Total Count</b>	<b>769</b>	<b>512</b>

There were a total of 1,277 hires consisting of 769 (60.2%) females and 512 (40.1%) minorities.

In the Officials & Administrators, Professionals, Para-Professionals, Protective Service-Non Sworn, and Administrative Support categories, females and minorities were hired comparable with the RLM; and in the Skilled Craft Workers and Service Maintenance categories, females were also hired comparable to the RLM.

In the Technicians and Protective Service-Sworn categories, females and minorities were hired at a lower rate compared to the RLM. In the Skilled Craft Workers and Service Maintenance categories, minorities were also hired at a lower rate compared to the RLM.

#### Promotions

	Fem	Min
Officials & Administrators		1
Professionals	55	26
Para-Professionals	10	3
Technicians	6	1
Protective Service-Sworn	4	4
Protective Service-Non Sworn	1	
Administrative Support	22	6
Skilled Craft Workers		6
Service Maintenance	6	9
<b>Total Count</b>	<b>104</b>	<b>56</b>

There were a total of 198 promotions consisting of 104 (52.5%) females and 56 (28.2%) minorities.

In the Professionals category, females and minorities were promoted at a higher or equal rate compared to their representation in the workforce; in the Para-Professionals, Technicians, Protective Service-Sworn, and Protective Service-Non Sworn categories, females were promoted at a higher or equal rate compared to their representation in the workforce; and in the Officials & Administrators and Skilled Craft Workers categories, minorities were promoted at a higher or equal rate compared to their representation in the workforce.

In the Administrative Support and Service Maintenance categories, females and minorities were promoted at a lower rate compared to their representation in the workforce; in the Officials & Administrators and Skilled Craft Workers categories, females were promoted at a lower rate compared to their representation in the workforce; and in the Para-Professionals, Technicians, Protective Service-Sworn, and Protective Service-Non Sworn categories, minorities were also promoted at a lower rate compared to their representation in the workforce.

## Personnel Activities (cont.)

### Career Progressions

	Fem	Min
Officials & Administrators		
Professionals	18	4
Para-Professionals		
Technicians	22	3
Protective Service-Sworn	24	37
Protective Service-Non Sworn	1	
Administrative Support	26	14
Skilled Craft Workers	1	12
Service Maintenance	1	13
<b>Total Count</b>	<b>93</b>	<b>83</b>

There were a total of 332 career progressions consisting of 93 (28%) females and 83 (25%) minorities.

In the Protective Service-Sworn category, females and minorities were career progressed at a higher or equal rate compared to their representation in the workforce; in the Technicians, Protective Service-Non Sworn, and Skilled Craft Workers categories, females were career progressed at a higher or equal rate compared to their representation in the workforce; and in the Administrative Support, Skilled Craft Workers, and Service Maintenance categories, minorities were also career progressed at a higher or equal rate compared to their representation in the workforce.

In the Officials & Administrators, Professionals, and Para-Professionals categories, females and minorities were career progressed at a lower rate compared to their representation in the workforce; in the Administrative Support and Service Maintenance categories, females were career progressed at a lower rate compared to their representation in the workforce; and in the Technicians and Protective Service-Non Sworn categories, minorities were also career progressed at a lower rate compared to their representation in the workforce.

### Demotions

	Fem	Min
Officials & Administrators		
Professionals	2	
Para-Professionals	1	
Technicians		1
Protective Service-Sworn		1
Protective Service-Non Sworn		
Administrative Support	4	2
Skilled Craft Workers		
Service Maintenance		2
<b>Total Count</b>	<b>7</b>	<b>6</b>

There were a total of 19 demotions consisting of 7 (36.8%) females and 6 (31.6%) minorities.

In the Officials & Administrators, Professionals, Protective Service-Sworn, Skilled Craft Workers, and Service Maintenance categories, females and minorities were demoted at a lower or equal rate compared to their representation in the workforce; in the Technicians and Protective Service-Non Sworn categories, females were demoted at a lower or equal rate compared to their representation in the workforce; and in the Para-Professionals category, minorities were also demoted at a lower or equal rate compared to their representation in the workforce.

In the Administrative Support category, females and minorities were demoted at a higher rate compared to their representation in the workforce; in the Para-Professionals category, females were demoted at a higher rate compared to their representation in the workforce; and in the Technicians and Protective Service-Sworn categories, minorities were also demoted at a higher rate compared to their representation in the workforce.

## Personnel Activities (cont.)

### Voluntary Terminations

	Fem	Min
Officials & Administrators	1	3
Professionals	101	39
Para-Professionals	173	86
Technicians	49	11
Protective Service-Sworn	17	9
Protective Service-Non Sworn		
Administrative Support	91	30
Skilled Craft Workers	5	9
Service Maintenance	102	65
<b>Total Count</b>	<b>539</b>	<b>252</b>

There were a total of 926 voluntary terminations consisting of 539 (58.2%) females and 251 (27.1%) minorities.

In the Professionals, Para-Professionals, Technicians, Protective Service-Non Sworn, and Administrative Support categories, females and minorities were exiting the organization at a lower rate compared to their representation in the workforce; in the Officials & Administrators category, females were exiting at a lower rate compared to their representation in the workforce; and in the Protective Service-Sworn and Service Maintenance categories, minorities were also exiting at a lower rate compared to their representation in the workforce.

In the Skilled Craft Workers category females and minorities were exiting the organization at a higher rate compared to their representation in the workforce; in the Protective Service-Sworn and Service Maintenance categories, females were exiting at a higher rate compared to their representation in the workforce; and in the Officials & Administrators category, minorities were also exiting at a higher rate compared to their representation in the workforce.

### Involuntary Terminations

	Fem	Min
Officials & Administrators		
Professionals	6	
Para-Professionals	16	10
Technicians	5	2
Protective Service-Sworn		
Protective Service-Non Sworn		
Administrative Support	7	2
Skilled Craft Workers		
Service Maintenance	4	5
<b>Total Count</b>	<b>38</b>	<b>19</b>

There were a total of 70 involuntary terminations consisting of 38 (54.3%) females and 19 (27.1%) minorities.

In the Officials & Administrators, Professionals, Technicians, Protective Service-Sworn, Protective Service Non Sworn, Skilled Craft Workers, and Service Maintenance categories, females and minorities were involuntarily exiting the organization at a lower or equal rate compared to their representation in the workforce; and in the Para-Professionals and Administrative Support categories, minorities were also involuntarily exiting at a lower or equal rate compared to their representation in the workforce.

In the Para-Professionals and Administrative support categories, females were involuntarily exiting the organization at a higher rate compared to their representation in the workforce.

### Conclusion

Overall, females and minorities were impacted comparable to their representation in the workforce regarding personnel activities. However, continued review of these activities and action items to address gaps as identified, can be found in the *Looking Ahead* section of this document on pages 21-24.



## Accomplishments

Not only did we try to accomplish the work of creating a highly skilled, trained and diverse workforce, we succeeded.

This section recognizes and celebrates the accomplishments of workforce and equal employment initiatives throughout the City. The initiatives directly relate to the people aspect of our business and help ensure we continue moving in the right direction for future needs of the organization.

***“Every accomplishment starts with the decision to try.”***

***- Gail Devers,  
3-time Olympic Champion***

## Agriculture

Implemented a strategy to prepare for future workforce needs by absorbing excess workloads resulting from reductions in staff members due to budget cuts by:

- Employing contractual members and volunteers to fill gaps.
- Forming partnerships with community businesses.
- Embracing a “team” concept in meeting the department’s needs.

## Budget and Management Services

- Worked with Human Resources to develop a more user friendly job description for entry level budget analyst vacancies to grow, strengthen and diversify the applicant pool for the department.
- Successfully advertised the entry level budget analyst position by eliminating the technical language, streamlining the requirements for the position to align more closely with the expectations for the job, and demonstrating growth opportunities in an effort to attract highly qualified applicants.

## City Manager’s Office

- Reassessed structure for managing City communications and citizen engagement to ensure an inclusive environment for the organization.
- Aligned the structure and roles within the Office of Volunteer Resources and the Organization Development Office as well as completed Executive Orientation and a Transition Workshop for new Deputy City Manager to improve leadership development and enhance knowledge capture.

## Communications and Information Technology

- Implemented an Employee Suggestion Program and a Member Recognition Program that allowed members to provide the committee with nominations to reward exceptional performance. Thus, this assisted with retention of staff members by creating an inclusive environment.
- Developed an on-boarding process for new members of ComIT in an effort to retain highly qualified staff members to meet current and future workforce needs. As a result, each new member receives a comprehensive binder of information about the department and organization, meets with his/her supervisor to review items on the departmental New Member checklist, and meets with the Chief Information Officer.

## Convention and Visitors Bureau

- Revised the Internship Program to coordinate branding/promotional efforts, share best practices and present a unified approach to attract local and diverse students to explore the hospitality industry as a career.
- Ensured publications, ads, web sites, and events were a true mix of all cultures and appealed to diverse audiences by recognizing the importance of inclusion of race, gender, ethnicity, age and physical attributes in its advertising and promotional materials.
- Promoted job vacancies using a variety of methods designed to gain exposure to segments of the population where the department is under-represented (i.e. advertising appropriate openings in *New Journal & Guide*; participation in *Minority Business Expo*; variety of career fair opportunities; etc.).

### **Economic Development**

- Successfully recruited females and minorities for professional level positions as strategically outlined in the department's EEO plan to ensure a diverse work group.
- Continued to have an aggressive and proactive Small, Women, and Minority Business Program that is dedicated to enhancing the number of women and minority businesses in the City of Virginia Beach.

### **Emergency Communications and Citizen Services**

- Increased Hispanic diversity recruitment average to 4.71% of total applications in calendar year 2013.
- Completed recruitment activities to expand and diversify the department's applicant pool to ensure a quality workforce that mirrors the community and meets workforce needs.

### **Emergency Medical Services**

Expanded Junior Lifeguard camp to include an intermediate age group from 13 to 15 years old, cultivating the next generation of members. The youth demonstrated strong determination to pursue lifeguard status as members in the future to address future workforce needs.

### **Finance**

- Reviewed Government Finance Officers Association and Government Accounting Standards Board requirements to see what missing skill sets were within the department, then focused on training for those areas, which encouraged and provided access to professional development and certification opportunities in order to train and retain a highly skilled and diverse workforce.
- Provided training on policies and processes to ensure knowledge is available to all and used bi-annual departmental meetings to foster a culture of diversity and respect, to present workforce trend analysis and strategies, and to communicate departmental policies and procedures.
- Supported the mission of the Minority Business Council and strongly promoted the organization within the department.

### **Fire**

Identified three critical focus areas most relevant to the people aspect of the department, which included leadership, influence and resources:

- Continued to improve leadership and management practices through clarification of positions, roles and responsibilities, performance expectations, and dedication to maintaining an organizational culture of excellence.
- Established and maintained relationships with influential organizations (i.e. military organizations, public and vocational schools, colleges/universities, special interest groups, etc.) with the intent to network, share and educate the community about career opportunities.
- Strategically acknowledged, identified and planned for the sustained critical role of human and physical resources in the delivery of internal and external customer services.

### **General Registrar**

- Developed a Precinct Assistant Program whereby highly trained election officials with designated territory in Virginia Beach provided support, expert advice and mentoring to chief election officials.
- Hired a technical writer to reformat election materials for accuracy and consistency that allows for a greater degree of inclusion for all.

## Housing and Neighborhood Preservation

- Trained staff members using internal resources and commercial vendors to ensure complex systems and processes were understood by more than one staff member. Processes were documented more thoroughly in an effort to capture and manage knowledge.
- Expanded training opportunities that are often limited by budget realities by encouraging staff members to attend webinars individually and as a team, and to complete online trainings whenever possible. Ensured staff members who attend certified training shared obtained knowledge with peers to best prepare for future needs. These are continuous efforts.

## Human Resources

- Successfully recruited and hired from a diverse and well-qualified applicant pool. From June 2010 through June 2014, 21 new members were added, of which 10 self-identified with a minority group. Each new member meets with the department's Director to discuss organizational and department expectations. The *Navigation Guide* is also shared to provide additional information about Human Resources and the City.
- Furthered the City's workforce planning efforts by creating a Mid-Management Development Program to prepare members for future management positions. Additionally, a course was created to train members on how to preserve and record knowledge and experience.

## Human Services

- Delivered professional and leadership development to all supervisory staff members to assist in workforce planning by providing managers and emerging managers with opportunities to further enhance their existing management competencies and to prepare them for future roles and/or advancement.
- Expanded the applicant pool to support a department-wide reorganization that resulted in several female and minority hires in an effort to maintain a diverse workforce representing the community in which we serve.

## Museums and Historic Resources

- Increased advertising in multiple publications and organizations for job vacancies.
- Instituted a scholarship program through the Aquarium Foundation to enhance training opportunities that encourage members to develop job-related skills and develop them for higher-level professional and management positions.

## Office of Volunteer Resources

- During FY2013, 20,408 volunteers contributed 1.4 million hours of volunteer services valued at more than \$20 million dollars in support of the current and future workforce.
- Initiated *Nextdoor Virginia Beach*, an online network that connects neighbors to one another, allowing staff members to assess situations in the community and take an asset-based approach in connecting individuals with those who can assist in their own neighborhood, rather than sending out City services.

## Parks and Recreation

- Continued to actively recruit women (64%) and minorities (51%) by partnering with various businesses and organizations (i.e. Adult Learning Center, local high schools and vocational schools, colleges/universities, military organizations, KRA, Youth Career Center, etc.).
- Continued to actively develop current workforce through training and professional development and cross-training opportunities to ensure knowledge management and workforce development.

### Planning

- Successfully recruited a diverse group of professionals to fill vacancies that resulted from retirements and resignations. Recent hires possess the educational background as well as the technological competencies necessary for a successful future.
- Contributed to the labor market by investing time and training in a diverse group of interns and contractual members, resulting in several of those individuals becoming full-time members of the department.

### Police

- Identified leadership development courses, with the majority of the command staff members attending one or more of the programs to include 60% of management completing the West Point Leadership course, which ensures current and future workforce readiness as well as knowledge management.
- Entered into a contractual arrangement with I/O Solutions to ensure the promotional processes were equitable, provided a valid assessment of readiness, and offered feedback to candidates regarding strengths and areas for improvement to aide in their career development.

### Public Libraries

- Planned and successfully implemented All Staff Training Day events in 2011 and 2014. Presenters spoke on topics such as library trends, best practices, motivation, teambuilding, change management and leadership development. This professional development event is held every three years and all library staff members are required to attend.
- Restructured the volunteer program that included developing a volunteer manual, job descriptions, recruitment plan and orientation. Many of the current staff members begin as volunteers, so this is a very important workforce development path.
- Developed a recruitment strategy to solicit and hire a diverse, qualified workforce.

### Public Utilities

- Created a shared database to track departmental training at the member level and implemented a process for inputting and tracking data, notifying members and scheduling training to help ensure training requests are handled equitably as training is a primary factor in departmental career advancement.
- Prepared for impending retirements by updating manuals, policies, procedures, and guidelines; developing handbooks; documenting design & construction workflow processes; and mentoring/training staff members in an effort to capture and manage knowledge flow.
- Developed detailed standard operating procedures (SOPs) to ensure Consent Order and Backflow Program are in compliance.

### Public Works

- Continued the internal Recognition Program to ensure an inclusive environment.
- Implemented a career progression process for certain positions and created a successful summer Internship Program in an effort to develop current and future leaders.



# Looking Ahead

## Laying The Foundation For Our Future

Looking ahead allows us to build a foundation for workforce and equal employment efforts over the next two years.

We face unprecedented times in our organization. By the year 2018, approximately 1,350 (24.7%) full-time members will be eligible to retire (based on City eligibility, not time with VRS). What would happen if everyone who was eligible exited the organization at the same time? We must prepare for this now so we have a workforce in place in the future who can carry out the work we plan and budget for today and years to come.

### The First Steps

Departments received EEO data for FY13-14 for overall utilization of women and minorities compared to the relevant data market. It also included demographic information about new hires, promotions, demotions, and voluntary/involuntary terminations, which can be found in the Appendix (pp. 25-29) of this document. Based on the data, departments provided workforce and employment initiatives to address gaps in future needs of our workforce. These are high level summaries of anticipated activities and will provide a roadmap and guide our efforts in the future.

### Moving Forward

Over the next two years, Human Resources will make a concerted effort to collaborate with departments to create specific actions and goals that support the initiatives they have identified. Departments will actively work on putting actions into place to move the initiatives from a plan to practice. Departments will also monitor internal and external trends/issues affecting their operations and periodically reassess the initiatives to address newly identified gaps. An update on Citywide progress in this area will be provided in 2018 with a full report completed in 2020.

***“The best way to predict the future is to create it.”***

***-Abraham Lincoln***

# Citywide Themes

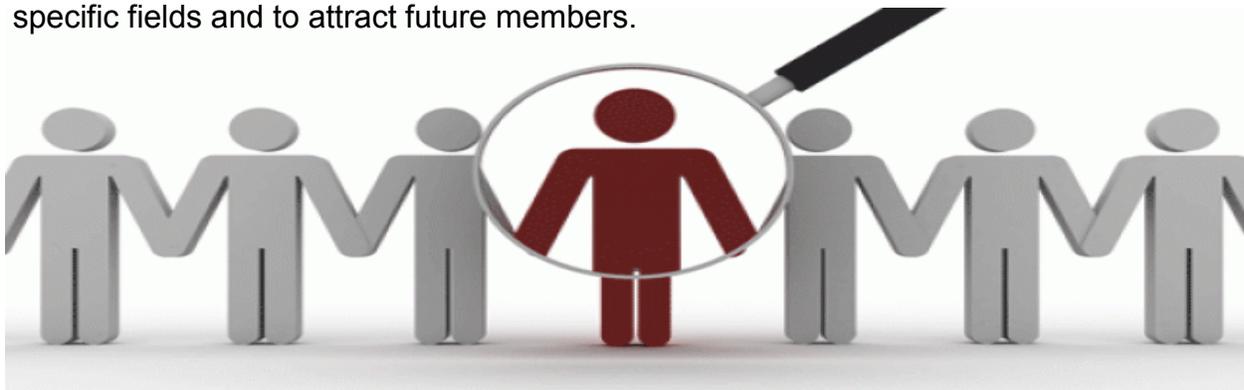
In reviewing the department's new initiatives, four common themes or categories were identified citywide. Departments are concentrating their efforts in the areas of recruitment, employee development, retention, and knowledge management.

## Recruitment

These initiatives focus efforts on identifying appropriate target markets and effectively advertising positions to attract qualified, diverse applicants. This is important to ensure our hiring practices are effective in reaching and attracting a variety of qualified applicants who reflect our community demographics, and that we have a workforce representative of the community we serve.

Department initiatives in this area include:

- Participate in job fairs at historically black colleges and universities.
- Communicate with professors at various universities about the opportunities of entry level positions.
- Work with Human Resources on how to successfully attract qualified female and minority candidates that will help address gaps of underutilization.
- Advertise in professional and minority publications along with all major state newspapers to assist with addressing underutilization.
- Require personnel involved in recruitment activities to attend training to enhance knowledge in personnel matters, especially equal employment opportunities and best practices.
- Focus on establishing and maintaining influential relationships and marketing strategies in order to network, share and educate the community about career opportunities.
- Create and seek input from department diversity focus groups and network with other private and public organizations to ascertain other activities used to attract women and minorities.
- Departments will work with Human Resources to continually evaluate current recruiting efforts and to look for additional ways to enhance recruitment; particularly in areas of underutilization.
- Foster summer internship programs for engaging college students planning a career in specific fields and to attract future members.



## Employee Development

These initiatives focus efforts on providing leadership and learning opportunities in organizational awareness, job skills, leadership, professional and personal development. These are important in order to grow our workforce so members can take on new responsibilities as others retire from the organization. Members need to stay abreast of trends and evolving knowledge in their area of expertise to remain on the cutting edge of their profession.



Department initiatives in this area include:

- Cross-train members to ensure the office runs seamlessly when one or more members are absent.
- Manage and promote training opportunities in an effort to provide professional development for staff members.
- Create training plans to be included as part of the employee evaluation process.
- Develop career paths for certain positions.
- Invest in and identify technology training opportunities to ensure departments are functioning efficiently.
- Identify the knowledge, skills, abilities (KSAs) and competencies that are directly linked to essential job functions.
- Obtain and maintain certifications.
- Address computer illiteracy issues focusing on existing programs, such as the GED program, and enhancing technical training requirements.

## Retention

These initiatives focus efforts on engaging, recognizing and providing members with opportunities to continually grow. The hope is that members will make the choice of spending their entire career with the organization. As a result, the City would be able to capitalize on the cost of bringing on new hires and will gain back the greatest return on investment (ROI). A strong focus on retention will help ensure we develop and retain members that will continue to move the organization forward.

Department initiatives in this area include:

- Investments in technology to help mitigate the loss of positions.
- Provision of a realistic overview of the work environment during probationary training.
- Enhancement to the mentoring programs.
- Expansion of the recognition programs.

## Retention (cont.)

- Further utilization of the exit interview process to assess member satisfaction and/or dissatisfaction and examine reasons/trends for voluntary separations.
- Development of programs and processes to optimize the safety, health and wellness of members throughout their career.
- Review qualifications of all applicants and members, with the assistance of Human Resources, to ensure qualified individuals are treated in a non-discriminatory manner when selection, promotion and termination actions occur.
- Provision of feedback to candidates regarding strengths and areas for improvement to aid in their career development.



## Knowledge Management

These initiatives focus efforts on knowledge transfer events designed to preserve processes, procedures, experiences and institutional knowledge. Employee knowledge includes: cumulative experiences; history; familiarity/relationships with customers; understanding of service expectations; internal/external contacts; best practices; tips/tricks of the trade; ability to navigate the physical environment; and location of files/information. Therefore, it is critical for our organization to have a knowledge management strategy to collect, create and transfer knowledge. Having a planned approach to facilitate the process will prevent loss of ground regarding what has been achieved, facilitate realization of long-term initiatives and promote business continuity.

Department initiatives in this area include:

- Utilize all HR/Learning and Development tools, including participation in the Preserving & Recording Knowledge & Experience class.
- Rotate job assignments to ensure members have a comprehensive understanding of the City's programs and needs.
- Initiate a knowledge management process to assess risks, identify and map mission critical work, determine where knowledge resides, and capture information to ensure an effective transition for unique titles impacted by potential retirements.
- Analyze the department's EEO data in meetings with management and supervisory personnel to explain the intent of the policy and individual responsibility for effective implementation.



## Councils, Committees and Commissions

Many contribute and are involved in diversity efforts across the City and community. The following list of councils, committees and commissions are a few of those dedicated to making a difference.

*“Great discoveries and achievements invariably involve the cooperation of many minds.”*

*- Alexander Graham Bell*

### HUMAN RIGHTS COMMISSION (HRC)



Established in 1991, the HRC serve as a forum for discussion of human rights, conduct studies and propose solutions for improvement of relations in the City, and provide referral assistance to persons who believe their rights have been violated.

### INCLUSION AND DIVERSITY COUNCIL (IDC)



The IDC was formed in 2009 to address and expand a shared understanding of diversity and inclusion within the organization in an effort to create an inclusive culture. The IDC is responsible for educating, researching and informing members on the role of diversity and inclusion and how it works in helping the organization and its members become more productive. In 2013, the IDC spearheaded the creation of the Hampton Roads Diversity and Inclusion Consortium of public and private sector organizations.

### MAYOR'S COMMISSION ON AGING

The Mayor's Commission on Aging assists in identifying and defining the needs of seniors; reviews the nature and priorities of services necessary to meet their needs; and assists with public information, legislative and education efforts that best serve to improve their quality of life.

### MAYOR'S COMMITTEE FOR PERSONS WITH DISABILITIES

The Mayor's Committee for Persons with Disabilities raises awareness of the needs of persons with disabilities, assists in formulating solutions to meet these needs, and provides advice on issues involving compliance with state and national legislation.

### MAYOR'S VETERANS COMMITTEE

The Mayor's Veterans Committee ensures the Veteran's Memorial site meets the highest standards of landscaping and maintenance; acts as a liaison between various veterans groups and the City to conduct functions, such as the Memorial Day and Veteran's Day parades and activities; and works with tourist development in order to attract conventions and reunions to our City.

### MAYOR'S YOUTH LEADERS IN ACTION (MYLA)

**Mayor's Youth Leaders in Action** The MYLA is comprised of approximately 30 ethnically, socially and geographically diverse youth with the common goal of being a positive force in the community through leadership, service, education and representation. Members develop leadership and decision making skills by creating, organizing, participating and implementing youth-led meetings and projects.

### MINORITY BUSINESS COUNCIL (MBC)



The MBC serves as an advisory agency to the City Manager and City Council with respect to the City's procurement policies and procedures. The mission of the MBC is to advance and facilitate business opportunities, focusing on increasing expenditures to minority and women-owned businesses by the City of Virginia Beach as a means to further the City's economic development and vitality. The MBC's vision is to be the leading influence in connecting contractor resources with City opportunities and beyond.

### 2040 VISION TO ACTION COMMUNITY COALITION

Having established a vision to be the most livable coastal community in the world, the 2040 Vision to Action Community Coalition exists to help ensure the vision becomes a reality. The group members invest their time in organizing and building a shared understanding of the vision throughout the City.

# APPENDIX

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# Definitions

## Racial Classifications

**American Indian or Alaska Native** - A person having origins in any of the original peoples of North and South America (including Central America) and who maintains tribal affiliation or community attachment.

**Asian** - A person having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian subcontinent including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand and Vietnam.

**Black or African American** - A person having origins in any of the black racial groups of Africa.

**Hispanic or Latino** - A person of Cuban, Mexican, Puerto Rican, South or Central American, or other Spanish culture or origin, regardless of race.

**Native Hawaiian or Other Pacific Islander** - A person having origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands.

**Two or More Races** - All persons who identify with more than one of the races.

**White** - A person having origins in any of the original peoples of Europe, the Middle East or North Africa.

**Unidentified** - All persons who declined to self-identify with any of the races.

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## Job Classifications

**Hires (New Hire/Re-Employment)** - An individual beginning employment or reemployed after being separated from the City for more than twelve (12) consecutive months.

**Career Progression** - An advancement within an employee's defined classification series that results in a higher pay-grade and does not require a position vacancy.

**Promotion** - A competitive selection process resulting in an advancement of an employee to a higher classification and pay range.

**Demotion** - A reassignment of an employee's classification to a lower pay range than that which is currently assigned. This action can be voluntary or part of a disciplinary action.

**Voluntary Termination** - A separation of employment from the City initiated by the employee due to resignation or retirement.

**Involuntary Termination** - A separation of employment initiated by the City as a result of dismissal/discipline action, administrative separation or death.

# Personnel Activities Data

Officials & Administrators	Hires (New Hire/Re-Employment)		Promotions		Career Progressions		Demotions		Voluntary Terminations (Resignation/Retirement)		Involuntary Terminations (Dismissal/ Admin Separation/ Death)	
	F	M	F	M	F	M	F	M	F	M	F	M
American In/Alaskan Native												
Asian												
Black/African American	2	1		1						3		
Hispanic/Latino												
Native Hawaiian/Pacific Islander												
Two or More Races												
White	1	2				1			1	6		
Unidentified		1										
<b>Total Count</b>	<b>3</b>	<b>4</b>		<b>1</b>		<b>1</b>			<b>1</b>	<b>9</b>		

Professionals	Hires (New Hire/Re-Employment)		Promotions		Career Progressions		Demotions		Voluntary Terminations		Involuntary Terminations (Dismissal/ Admin Separation/ Death)	
	F	M	F	M	F	M	F	M	F	M	F	M
American In/Alaskan Native			2						1	1		
Asian	3	2				1			4	2		
Black/African American	38	11	15	4	2				24	4		
Hispanic/Latino	4		3						1	1		
Native Hawaiian/Pacific Islander												
Two or More Races	5		1	1	1				1			
White	48	22	34	14	15	12	2	1	54	37	4	1
Unidentified	19	10							16	5	2	2
<b>Total Count</b>	<b>117</b>	<b>45</b>	<b>55</b>	<b>19</b>	<b>18</b>	<b>13</b>	<b>2</b>	<b>1</b>	<b>101</b>	<b>50</b>	<b>6</b>	<b>3</b>

Para-Professionals	Hires (New Hire/Re-Employment)		Promotions		Career Progressions		Demotions		Voluntary Terminations		Involuntary Terminations (Dismissal/ Admin Separation/ Death)	
	F	M	F	M	F	M	F	M	F	M	F	M
American In/Alaskan Native	1											
Asian	9											
Black/African American	118	29	1						61	19	8	2
Hispanic/Latino	12	4	1						3			
Native Hawaiian/Pacific Islander												
Two or More Races	18	4	1						3			
White	73	11	7	2		1	1		47	14	3	
Unidentified	7	4							59	12	5	1
<b>Total Count</b>	<b>238</b>	<b>52</b>	<b>10</b>	<b>2</b>		<b>1</b>	<b>1</b>		<b>173</b>	<b>45</b>	<b>16</b>	<b>3</b>

# Personnel Activities Data

Technicians	Hires (New Hire/Re-Employment)		Promotions		Career Progressions		Demotions		Voluntary Terminations		Involuntary Terminations (Dismissal/ Admin Separation/ Death)	
	F	M	F	M	F	M	F	M	F	M	F	M
American In/Alaskan Native	1											
Asian	2	1				1						
Black/African American	10	2	1		1	1			7	2	2	
Hispanic/Latino	4	3							1			
Native Hawaiian/Pacific Islander	1											
Two or More Races	3	8						1		1		
White	51	75	5	7	19	17			27	26	1	
Unidentified	29	18			2				14	25	2	6
<b>Total Count</b>	<b>101</b>	<b>107</b>	<b>6</b>	<b>7</b>	<b>22</b>	<b>19</b>		<b>1</b>	<b>49</b>	<b>54</b>	<b>5</b>	<b>6</b>

Protective Service - Sworn	Hires (New Hire/Re-Employment)		Promotions		Career Progressions		Demotions		Voluntary Terminations		Involuntary Terminations (Dismissal/ Admin Separation/ Death)	
	F	M	F	M	F	M	F	M	F	M	F	M
American In/Alaskan Native												
Asian	1	4			1	3						
Black/African American	3	6		1	1	13			2	3		
Hispanic/Latino	2	4		2	1	11				1		
Native Hawaiian/Pacific Islander						1						
Two or More Races		1		1	1	5		1	1	2		
White	10	63	4	21	20	128		2	8	59		3
Unidentified	1	3							6	17		
<b>Total Count</b>	<b>17</b>	<b>81</b>	<b>4</b>	<b>25</b>	<b>24</b>	<b>161</b>		<b>3</b>	<b>17</b>	<b>82</b>		<b>3</b>

Protective Service - Non Sworn	Hires (New Hire/Re-Employment)		Promotions		Career Progressions		Demotions		Voluntary Terminations		Involuntary Terminations (Dismissal/ Admin Separation/ Death)	
	F	M	F	M	F	M	F	M	F	M	F	M
American In/Alaskan Native												
Asian												
Black/African American												
Hispanic/Latino												
Native Hawaiian/Pacific Islander												
Two or More Races	1											
White	1	2	1	1	1							
Unidentified												
<b>Total Count</b>	<b>2</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>1</b>							

# Personnel Activities Data

Administrative Support	Hires (New Hire/Re-Employment)		Promotions		Career Progressions		Demotions		Voluntary Terminations		Involuntary Terminations (Dismissal/ Admin Separation/ Death)	
	F	M	F	M	F	M	F	M	F	M	F	M
American In/Alaskan Native	1											
Asian	4	3	1		3				1			
Black/African American	27	5	3		5	3	2		19	4	2	
Hispanic/Latino	2		2		2				3	1		
Native Hawaiian/Pacific Islander	1											
Two or More Races	7	2			1				2			
White	37	6	16	4	14	4	2		45	6	4	
Unidentified	38	9			1				21	4	1	
<b>Total Count</b>	<b>117</b>	<b>25</b>	<b>22</b>	<b>4</b>	<b>26</b>	<b>7</b>	<b>4</b>		<b>91</b>	<b>15</b>	<b>7</b>	

Skilled Craft Workers	Hires (New Hire/Re-Employment)		Promotions		Career Progressions		Demotions		Voluntary Terminations		Involuntary Terminations (Dismissal/ Admin Separation/ Death)	
	F	M	F	M	F	M	F	M	F	M	F	M
American In/Alaskan Native												
Asian										1		
Black/African American				5	1	10			1	7		
Hispanic/Latino				1								
Native Hawaiian/Pacific Islander												
Two or More Races						1						
White	1	1		8		5		2	4	9		4
Unidentified		6		1								
<b>Total Count</b>	<b>1</b>	<b>7</b>		<b>15</b>	<b>1</b>	<b>16</b>		<b>2</b>	<b>5</b>	<b>17</b>		<b>4</b>

Service Maintenance	Hires (New Hire/Re-Employment)		Promotions		Career Progressions		Demotions		Voluntary Terminations		Involuntary Terminations (Dismissal/ Admin Separation/ Death)	
	F	M	F	M	F	M	F	M	F	M	F	M
American In/Alaskan Native										1		
Asian	3	6								1		
Black/African American	54	51	2	6		13		2	20	37	3	2
Hispanic/Latino	4	1		1					3	1		
Native Hawaiian/Pacific Islander		2							1			
Two or More Races	11	10								1		
White	88	83	4	12	1	8		3	33	34		8
Unidentified	13	32		1					45	40	1	3
<b>Total Count</b>	<b>173</b>	<b>185</b>	<b>6</b>	<b>20</b>	<b>1</b>	<b>21</b>		<b>5</b>	<b>102</b>	<b>115</b>	<b>4</b>	<b>13</b>

# Personnel Activities Data

CATEGORY TOTALS	Hires (New Hire/Re-Employment)		Promotions		Career Progressions		Demotions		Voluntary Terminations		Involuntary Terminations (Dismissal/ Admin Separation/ Death)	
	F	M	F	M	F	M	F	M	F	M	F	M
<b>Officials &amp; Administrators</b>	3	4		1		1			1	9		
<b>Professionals</b>	117	45	55	19	18	13	2	1	101	50	6	3
<b>Para-Professionals</b>	238	52	10	2		1	1		173	45	16	3
<b>Technicians</b>	101	107	6	7	22	19		1	49	54	5	6
<b>Protective Service-Sworn</b>	17	81	4	25	24	161		3	17	82		3
<b>Protective Service-Non Sworn</b>	2	2	1	1	1							
<b>Administrative Support</b>	117	25	22	4	26	7	4		91	15	7	
<b>Skilled Craft Workers</b>	1	7		15	1	16		2	5	17		4
<b>Service Maintenance</b>	173	185	6	20	1	21		5	102	115	4	13
<b>Total Count</b>	769	508	104	94	93	239	7	12	539	387	38	32
<b>GRAND TOTAL</b>	1,277		198		332		19		926		70	

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The following individuals played an instrumental part in this project by sharing their thoughts, experiences and opinions during focus groups, compiling accomplishments, and working with department leaders to create new initiatives. We recognize and appreciate their efforts.

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David Couch Economic Development	Donna Ellis Museums & Historic Resources	Lynn Proctor Public Utilities
Kathy Moore Emergency Communications & Citizen Services		Michelle Clark Vicky Smith Public Works
		Linda Stephenson Strategic Growth Area Office



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*Alone we can do so  
little, together we  
can do so much.  
-Helen Keller*

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*City of Virginia Beach*  
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