



PRINCE WILLIAM
COUNTY

Racial & Social Justice

Human Resources Diversity Outreach

May 17, 2021

Employees Are Our Most Important Resource

The work that County employees perform directly affects the personal lives of every resident. It is through their efforts that the most basic and necessary public services are provided: public safety, community development, human services, general government and all the mission critical services that constitute what we have come to view as core government services.

In 2014, the County began a series of changes to promote inclusivity in employment. Notable changes include:

- The implementation of Ban the Box, removing questions regarding criminal history from the employment applications to give offenders an opportunity to compete for jobs without the stigma of their past mistakes.
- The revision of our Personnel Policies to be more adaptive to allow managers flexibility to work with employees to change their behavior and improve performance.

Striving for Diversity & Equity



Human Resources is committed to identifying and removing barriers to employment with the County.

We endeavor to implement processes that will attract a diverse workforce, reflective of our Community. Our partnership with the job board DiversityJobs.com, will increase our visibility with diverse groups including LGBTQ, Veterans, women and people of color.

We accomplish this through policies, practices, benefit offerings including training opportunities that create an environment that is inclusive and welcoming.

Employees Are Our Most Important Resource



The completion of a comprehensive review and revision of our job classifications and compensation plans. The resulting new classifications have a degree requirement only when mandated by state or federal guidelines.

Our new compensation philosophy aligns salary with level of decisions. After a comprehensive market survey, employee salaries were adjusted to address compression.

The transition from a behavior-based hiring model, to the Lou Adler performance-based model hiring for technical competency and organizational values.

PERFORMANCE HIRING

- **The 4 Steps of
Performance
Hiring**

Performance Hiring

Pre-Advertisement

- Performance Profile

Recruitment

- Job Posting
- Supplemental Questions

Interview

- Competency Worksheet
- Interview Scripting

Selection

- Scoring Matrix
- Justification

Performance Hiring

Pre-advertisement: The Performance Profile

The Performance Profile

- An aide for the Hiring Manager is to document the scope of a position
- Includes goals and objectives of the role with measurable outcomes
- A detailed depiction of job duties and the ideal candidate credentials to be included in the job posting
- Based on the information provided by the Hiring Manager on the Performance Profile, Talent Management drafts a job posting
- Job listings are typically posted for 2 weeks on the County website and on Government Jobs.com

Performance Hiring

Recruitment

The Recruitment

- Supplemental questions, included in the job posting, help focus the search to job requirements
- Because the questions are the same, applicants are given an equal opportunity to convey their experience, free of any advantage given to applicants with professional resume writers
- NeoGov, our applicant tracking software, affords Talent Management the ability to filter applicants for best skills match to defined job competencies

Performance Hiring

Recruitment

The Recruitment

- Job Boards such as Indeed and various other sites sweep our website regularly
- Jobs are posted with a closing date. When the ad expires, additional applications are not accepted
- Talent Management validates responses to supplemental questions and submits top ranked candidates to the Hiring Manager for a Subject Matter Expert (SME) review
- Personally, identifiable information is not visible for Hiring Managers during their review of the application

Performance Hiring



The Interview

The Interview

- Hiring Managers select applicants to interview based on the content on the application
- The Hiring Manager also selects a minimum of 2 people to serve on the Interview Panel. Managers are encouraged to choose a diverse Panel of members with knowledge of the position, organizational culture
- The Hiring Manager completes a Competency Worksheet, a description of the ideal candidate, and reviews with the Panel prior to the interviews

Performance Hiring

A blue background illustration featuring a hand holding a scale of justice and a plant with large leaves.

The Interview

The Interview

- All County hires are ranked against seven competencies using a 5-point scale:
 - The Ability to Do the Job
 - Professional Growth Trajectory
 - Leadership & Teamwork
 - Critical Thinking & Organizational Skills
 - Management Skills
 - Motivation
 - PWC Cultural Fit

Performance Hiring



The Interview

The Interview

- The Panel scores each candidate independently
- At the conclusion of the interview, scores are discussed.
- If Panel members have a more than 1 point deviation in scores, they review interview notes for evidence supporting a score to reach consensus
- Consensus is important to counter unconscious bias

Performance Hiring



The Selection

The Selection

- The Hiring Manager completes and submits a Justification for Hire, with the results of the interview.
- The selected candidate is contacted to ensure continued interest
- For most recruitments, applicants are not asked to divulge history of criminal record until they are identified as the selected candidate
- Talent Management initiates the Conviction Questionnaire process for the selected candidate

Performance Hiring

The background of the slide is a solid blue color. On the left side, there is a faint, stylized illustration of a scale of justice, with a lotus flower at its base. The scale has a central pillar and two pans hanging from a horizontal beam. The lotus flower has several large, pointed petals.

The Selection

The Selection

- The selected candidate receives an email with instructions to access their online application to divulge any criminal convictions
- Convictions are vetted by Talent Management against EEOC established criteria known as the Green Factors:
 - The nature and gravity of the offense
 - The time that has passed since the offense
 - The relevance of the offense to position offered
- Talent Management makes a recommendation to the HR Director

Performance Hiring

A blue background illustration featuring a hand holding a scale of justice and a plant with large leaves.

The Selection

The Selection

- If the nature of the offense is potentially relevant to the position offered, the HR Director includes the Department Director in the decision to continue or halt the selection process
- If the process continues, the Department is advised to initiate the Reference Check process
- The Hiring Manager or Department HR Representative contacts the applicant and extends a contingent offer of employment. Offers at this stage are contingent upon HR review and approval of the selection process and proposed salary.

Performance Hiring



The Selection

The Selection

- If the offer is accepted, the Reference Checks are completed and, if required, a criminal background check is initiated
- If convictions are reported that were not divulged in the Conviction Questionnaire, the candidate is given an opportunity to explain or refute the findings with the background check vendor
- Department may rescind the offer for failure to disclose or as a result of the application of the Green Factors

Performance Hiring



The Selection

The Selection

- Hiring Managers are provided tools that facilitate the review of internal equity when considering salary offers to foster equity
- Offers above the 1st quartile of the pay band, require justification and HR Director approval
- Hires above the midpoint of the pay band, require justification and County Executive or designee approval
- A final offer of employment is extended after approval of the salary and criminal background check results

Diversity Hiring by the Numbers



2020 Applications Received By Ethnicity

We received 59,855 applications January 01, 2020 - December 14, 2020

Ethnicity	Applied	Referred	Interviewed	Offered	Declined	Hired
White (Not Hispanic or Latino)	20627 (34%)	2256 (29%)	208 (21%)	*254 (34%)	11 (20.7%)	243 (35%)
Black or African American (Not Hispanic or Latino)	17577 (29%)	1793 (23%)	192 (19%)	117 (15%)	9 (17%)	108 (15%)
Hispanic or Latino	8705 (15%)	827 (10%)	99 (9.9%)	68 (9%)	3 (5%)	65 (9.3%)
Asian (Not Hispanic or Latino)	3713 (6.2%)	327 (4.1%)	24 (2.4%)	20 (2.6%)	1 (1.8%)	19 (2.7%)
Two or More Races (Not Hispanic or Latino)	3025 (5.1%)	294 (3.7%)	30 (3%)	28 (3.7%)	5 (9.4%)	23 (3.3%)
Native Hawaiian or Other Pacific Islander (Not Hispanic or Latino)	182 (0.3%)	19 (0.2%)	1 (0.1%)	2 (0.3%)	0 (0%)	2 (0.3%)
American Indian or Alaska Native (Not Hispanic or Latino)	164 (0.3%)	18 (0.2%)	1 (0.1%)	1 (0.1%)	0 (0%)	1 (0.1%)
Not Answered	3584 (6%)	2168 (27%)	423 (42%)	253 (34%)	24 (45%)	229 (33%)
Decline to Identify	2278 (3.8%)	195 (2.5%)	20 (2%)	12 (1.6%)	0 (0%)	12 (1.7%)
Total	59855	7897	998	755	53	702

*Departments may not have updated NeoGov with the Interviewed step, before Hire.

Diversity by the Numbers

Full Time & Part Time Employees Eligible for Benefits

PWC Population

Category	M	F	M/F Total #	M %	F %	M/F Total %	M/F Total #	% Total	% Difference
White	1747	1198	2945	37.13%	25.46%	62.59%	199,529	43.68%	18.91%
Black or African American	378	540	918	8.03%	11.48%	19.51%	91,650	20.07%	-0.55%
Hispanic	217	281	498	4.61%	5.97%	10.58%	105,050	23.00%	-12.42%
Two or More Races	51	72	123	1.08%	1.53%	2.61%	20,679	4.53%	-1.91%
Asian	95	92	187	2.02%	1.96%	3.97%	36,721	8.04%	-4.07%
Nat Hawaiian/Pacific Islander	4	4	8	0.09%	0.09%	0.17%	552	0.12%	0.05%
American Indian/Alaskan	11	13	24	0.23%	0.28%	0.51%	1,145	0.25%	0.26%
No Data on File	1	1	2	0.02%	0.02%	0.04%	1,423	0.31%	-0.27%

Diversity by the Numbers

Gender

Full Time & Part Time Employees Eligible for Benefits

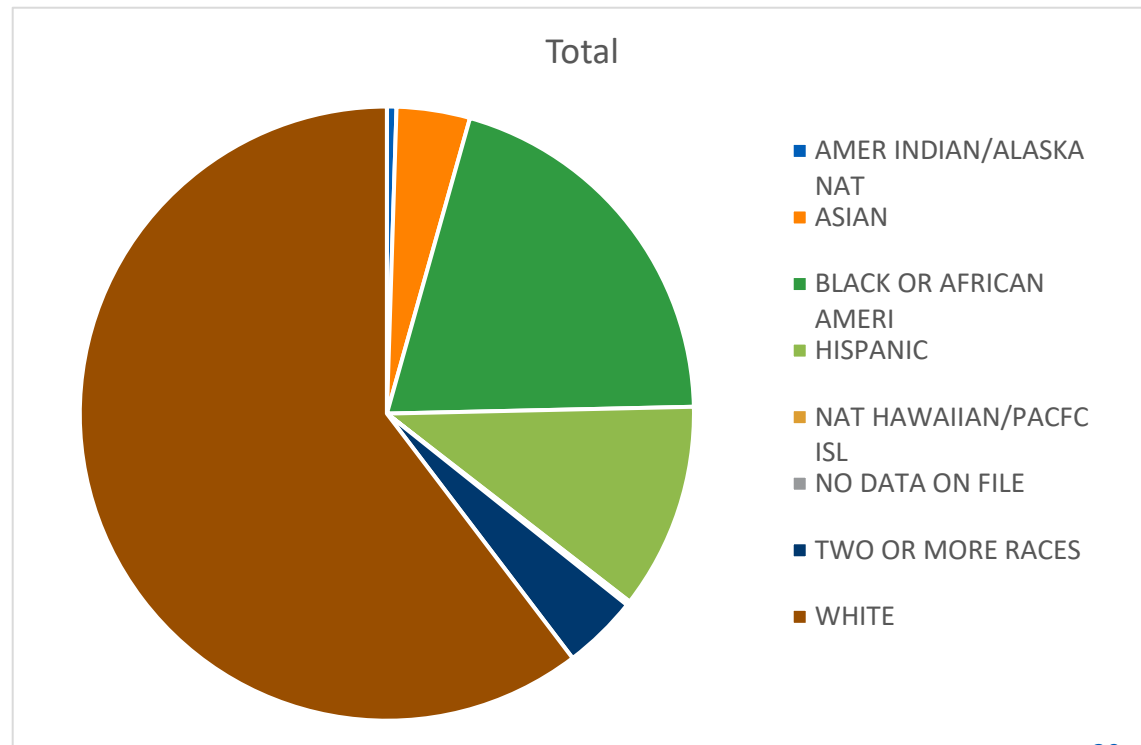
PWC Population

Category	#	%	#	%	% Difference
Total #	4705	100.00%	456,749	100.00%	0.00%
Gender - Male	2504	53.22%	227,951	49.91%	3.31%
Gender - Female	2201	46.78%	228,798	50.09%	-3.31%

Diversity by the Numbers - 2020

DESCRIPTION	Total
AMER INDIAN/ALASKA NAT	29
ASIAN	223
BLACK OR AFRICAN AMERI	1171
HISPANIC	626
NAT HAWAIIAN/PACFC ISL	9
NO DATA ON FILE	4
TWO OR MORE RACES	228
WHITE	3484
Grand Total	5774

Total Workforce



Current Strategies for Removing Barriers to Employment

- Revised job classifications to remove education requirements unless mandated
- Blocked access to gender and race demographics from the Hiring Manager prior to interview
- Blocked access to data points that could identify the age of applicants (such as date of birth or graduation date)
- Removed all reference to salary on the application to allow candidates an opportunity to negotiate salary aligned with credentials
- Removed questions regarding criminal records to remove the stigma of past convictions

Future Strategies for Removing Barriers to Employment

- Partnering with a diversity job board (DiversityJobs.com) to increase visibility among Veterans and LGBTQ and minority job seekers
- Increasing communication with applicants regarding the recruiting process to help applicants submit more competitive applications
- Increasing communication with applicants regarding the status of their candidacy to reduce frustration and provide guidance on how to submit a more competitive application
- Hosting virtual recruiting events to hear from applicants perceived barriers to County employment and offer advice on how to submit a better application
- Recruiting videos in multiple languages

Orientations Conducted in 2020

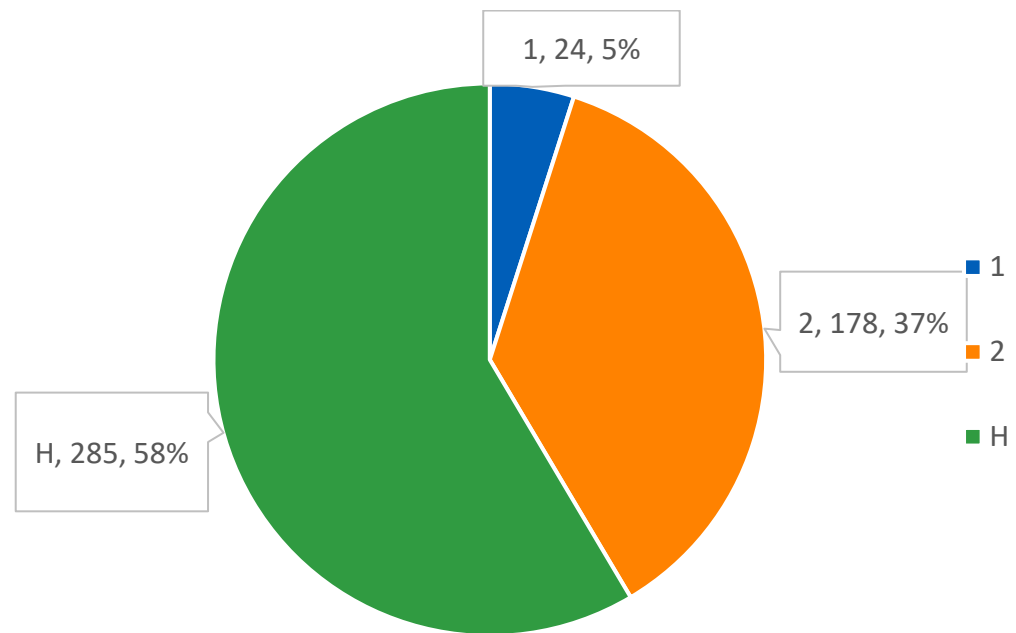


Summary of Hires by Month	Jan	Feb	March	April	May	June	July	Aug	Sep	Oct	Nov	Dec	YTD Total
	1/1/20	2/1/20	3/1/20	4/1/20	5/1/20	6/1/20	7/1/20	8/1/20	9/1/20	10/1/20	11/1/20	12/1/20	
2020 Total Number of Hires Per Month	90	56	57	33	29	38	100	47	83	115	81	39	768
2020 Total Number of PF Employees Hired	82	33	44	23	23	19	87	37	38	35	48	19	488
2020 PF Hires Less Police and Fire Academies	39	33	44	23	23	19	41	37	38	35	48	19	399
2020 PB Hires	2	8	6	1	1	6	7	1	2	3	2	23	55

Hires by VRS Plans - 2020

Plan Types	Count of VRS Plan
1	25
2	178
Hybrid	285
Grand Total	488

Workforce Enrollment in VRS



Labor Relations Generally

- Good labor relations deliver results
 - Robust organizational performance, reduced absenteeism, increased efficiency, higher productivity
 - Creates an environment of innovation to motivate employees by generating employee loyalty and trust
- PWC's organizational culture is supported by
 - Vision, Values and Leadership Philosophy
 - BOCS Compensation Policy
 - Federal Labor Standards Act (FLSA)
 - Virginia Gap Pay Act for fire protection and law enforcement employees
 - Personnel policy, uniform pay plans and position classification plan
 - Federal and Virginia Occupational Safety & Health oversight (OSHA/VOSH)
 - Local Human Rights Commission and Human Resources Employee Relations
 - Professional and technical learning and development
 - Risk and Wellness programs, Employee Assistance programs

Informal Meet & Confer Results



- Comparable pay with Arlington, Alexandria, Fairfax and Loudoun
- Virginia Retirement System plans
 - Includes Public Safety multiplier
- Health insurance
 - 90% premium paid by County for individuals
 - 70% premium paid by County for family coverage
- Dental and vision
- Leave Benefits
 - Annual, sick, paid holidays, personal leave
- Life Insurance
- 401(a) Money Purchase Plan
- 457 Deferred Compensation Plan
- Supplemental Retirement for Public Safety
 - \$790 per month for 15 years
- Retiree Health Credit
- Flexible Spending Accounts
- Direct Deposit
- Credit Union Membership
- Employee Assistance Program
- Other Leave Programs
 - Civil, Military



PRINCE WILLIAM
— VIRGINIA —

LEADERSHIP AT ALL LEVELS

BELIEFS

Employees are our most valuable resource.

We make a positive difference in our community.

Employees thrive when they are trusted, included, respected and supported at all levels.

EXPECTATIONS

Our Vision and Values guide our actions.

We embrace change and adapt.

We actively engage.

We communicate and collaborate at all levels.

VISION

Prince William County Government is an organization where elected leaders, staff, individuals, families and businesses work together to make Prince William County a community of choice.

We do the right thing for the customer and community every time.

We are a learning organization, and we rely on leadership at all levels to achieve our Vision.

VALUES

RESPECT

We believe everyone has value, and we show consideration for all customers and fellow employees.

INTEGRITY

We have the courage to do what is right, honest and fair every time. We do what we say we will do. We honor our commitments.

CREATIVITY

We are innovative in achieving excellence. We find better ways to do the right thing.

TEAMWORK

We support and encourage others as we work together to achieve our Vision. We value everyone's contributions and strengths.

EXCELLENCE

We set high standards for ourselves. We exceed expectations for how we interact with customers and for the service we provide.

RESPONSIBILITY

We seize the opportunity to do the right thing in carrying out our commitments and obligations.