



APPLICATION FORM

All applications must include the following information. Separate applications must be submitted for each eligible program. **Deadline: July 1, 2020.** Please include this application form with electronic entry. If you do not receive an email confirming receipt of your entry within 3 days of submission, please contact [Gage Harter](#).

PROGRAM INFORMATION

County: _____

Program Title: _____

Program Category: _____

CONTACT INFORMATION

Name: _____

Title: _____

Department: _____

Telephone: _____ Website: _____

Email: _____

SIGNATURE OF COUNTY ADMINISTRATOR OR DEPUTY/ASSISTANT COUNTY ADMINISTRATOR

Name: _____

Title: _____

Signature: _____

EXECUTIVE SUMMARY

Chesterfield County's mission is to provide a FIRST CHOICE community through excellence in public service. The county's vision is to be an extraordinary and innovative community in which to live, learn, work and play. Employees must see themselves as an integral part of the county's organizational structure and must understand how they fit into Chesterfield County's mission and vision. Dr. Joseph Casey, County Administrator for Chesterfield County, wants county employees to not only understand what their job is and how to do it, but also *why* they do it. In his words, "Our collective action toward our 'Why' is what makes this county the remarkable place that it is to live, work and enjoy life."

In 2019, Human Resources began a project to collect an updated Position Description Questionnaire (PDQ) with a "Why" statement from all full-time employees, explaining why they do their job and how it fits into the county's organizational structure. A PDQ is used to describe the duties and the function of a position as it relates to the overall county organizational structure. Information in the PDQ includes percentage of time the employee spends performing the various duties of the position, who provides work direction to the employee, as well as who the employee may provide work direction to, the education, knowledge, skills and abilities needed for the job, and the overall impact the job has on the entire county.

There were two successes to the program. One success was getting an updated PDQ from every full-time employee, as some PDQs on file in Human Resources had not been updated in more than 10 years. It's important for employees to be involved in developing their PDQ and for them to keep it current. Another success was to have employee's think about their impact on how their job fits into the county's overall organizational structure.

Position Description Questionnaire Collection Project
Chesterfield County, Virginia

BRIEF OVERVIEW

Chesterfield County's mission is to provide a FIRST CHOICE community through excellence in public service. The county's vision is to be an extraordinary and innovative community in which to live, learn, work and play. Employees must see themselves as an integral part of the county's organizational structure and must understand how they fit into Chesterfield County's mission and vision. Dr. Joseph Casey, County Administrator for Chesterfield County, wants county employees to not only understand what their job is and how to do it, but also *why* they do it. In his words, "Our collective action toward our 'Why' is what makes this county the remarkable place that it is to live, work and enjoy life."

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1. The Problem/Need for the Program

PDQs are used in many ways. The PDQ starts as a tool that managers can use to review job duties with new employees and can guide managers through the annual evaluation process.

Employees update their PDQs periodically as their jobs change over time.

PDQs are also used by Human Resources to determine if a position is graded correctly according to the Classification and Compensation Plan, so it is important that the PDQ is updated over time if job duties change. PDQs are also used to assist an employee with applying for disability benefits and to outline the essential functions of the position.

Position Description Questionnaire Collection Project
Chesterfield County, Virginia

Human Resources maintains a repository of all PDQs. There was a concern that PDQs were not being kept up-to-date and were not being reviewed on a regular basis to ensure there was true alignment with the employee's actual job duties.

In an effort to support the County Administrator's goal for all employees to understand the function of their job and why they do it, HR collected up-to-date PDQs from all full-time employees.

Employees, with assistance from HR and their supervisors, were also asked to reflect on their job responsibilities and write their own personal "Why" statement explaining why they do their job and how it fits into the county's organizational structure.

2. Description of the Program

Phase I

Departments were first asked to develop a "Why" statement for their department and share that with the employees. An employee's individual "Why" statement should be in line with the department's "Why" statement.

Each full-time employee, working with their supervisor, was then asked to update their own PDQ to ensure it reflected their current job duties and to include their "Why" statement.

As Chesterfield County has approximately 3,600 full time employees, Human Resources began keeping track of the updated PDQs as they were submitted to the department. To better manage the influx of PDQs, a schedule was also developed and published to give departments a deadline by which they had to submit their PDQs.

Position Description Questionnaire Collection Project
Chesterfield County, Virginia

Originally, the PDQs were tracked by employee and department, on Excel spreadsheets. As more and more PDQs came in, HR realized that was not the most efficient way to track them. It was difficult to keep up with the large number of PDQs that had been received and reporting on the status of the project was very difficult.

Phase II

SharePoint is a document management and storage system that integrates with Microsoft Office. Working with the county's Information Systems Technology department, HR developed a SharePoint site to allow better tracking of the PDQs as they came into the department. HR was able to combine the multiple spreadsheets into one master list of PDQs on SharePoint, which also allows multiple users access to the site at one time. The PDQs were logged with the effective date of the updated PDQ and the date the PDQ was received or logged by HR. HR also logged the "Why" statements for full-time employees.

Phase III

SharePoint allows HR to save copies of the PDQ documents and set security as to who can access the document. This allows HR to have a single, secure repository to save PDQs that can be accessed by the appropriate staff, such as HR, the respective department directors and departmental liaisons. Employees are encouraged to update their PDQs as job duties change or evolve over time. Employees will be able to provide their updated PDQ to their departmental liaison to save on the site. Document changes are logged by the site so there will be a history of changes made to the document. Internal processes and a training manual are being developed to allow employees and departments to help maintain the repository.

Position Description Questionnaire Collection Project
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3. Cost of the Program

The cost of this program is minimal. Personnel costs for the intern who assisted with the project during the summer of 2019 were under \$3,600 and are expected to be about \$3,300 for 2020 (an estimate of \$6,900 in additional personnel expenses). The majority of the project was managed by existing HR staff within their regular work schedules.

4. Results/Success of the Program

One success of the program is getting an updated PDQ from every full-time employee. Some PDQs on file in Human Resources had not been updated in more than 10 years. It's important for employees to be involved in developing their PDQ and for them to keep it current.

Another success was to have employee's think about their impact on how their job fits into the county's overall organizational structure. We believe this helps employees perform their job with a greater sense of purpose and passion, resulting in higher quality services to county residents.

Below are examples of some of the "Why" statements received from employees:

- ***County Administrator***

My job exists to ensure that needs of citizens and businesses are met through transparent and informed decision-making processes for Board of Supervisors, high performing and vested staff, and other engaged participants and partners, as applicable, for current and long-term strategic issues.

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- ***Human Resources Director***

My job is to serve as a strategic business partner to county leaders and an employee advocate to ensure we recruit, reward and retain a high performing and highly engaged workforce.

- ***Assistant Commonwealth Attorney in Commonwealth Attorney's Office***

My job exists to prosecute all cases in all courts - I review, prepare, and prosecute criminal and traffic matters in General District and Circuit Court in Chesterfield County.

- ***Firefighter***

My job exists to ensure the safety and well-being of the citizens of Chesterfield County by applying life-saving principles and practices through the provision of firefighting and emergency medical services during times of emergency and through risk reduction efforts to make the community a safer place in which to live and work.

- ***Police Officer***

My job exists to provide for the safety and security of our community by providing first responder services that preserve human life, protect the vulnerable, prevent crime, and ultimately make Chesterfield County a safer place to live, sleep, work and go to school.

- ***Executive Assistant in Community Operations***

The purpose of my position is to provide executive administrative support and efficient office management for the Deputy County Administrator of Community Operations to ensure effective operation of the division.

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- ***Environmental Technician in Community Enhancement***

The Keep Chesterfield Beautiful team exists to keep waste in its place, to keep tourism areas attractive, and to address the problem “forgotten areas” with solutions and sweat equity.

- ***Principal Maintenance Worker in Juvenile Detention***

My job exists to support the Facility Maintenance Supervisor in ensuring the building and all related systems are running, ensuring a safe and comfortable environment for residents and staff.

- ***Energy Management Administrator in General Services***

The Energy Management Administrator helps Chesterfield maintain energy efficient facilities, set appropriate rate schedules, and promote a culture of energy efficient behavior and sustainability by determining energy saving measures and goals as well as creating an awareness of the financial, environmental, and human comfort aspects of energy management.

- ***Case Manager in Adolescent Reporting Program***

This position supports CARP’s mission of reducing the recidivism of court-involved youth in Chesterfield/Colonial Heights by utilizing evidence-based practices and coordinating with Juvenile Services partners.

- ***Financial Reporting Manager in Accounting***

My job is to lead the financial reporting team in preparing accurate financial reporting for both County and Schools, maintaining an accurate, complete and efficient general ledger and to facilitate the annual external financial statement and certain other audits.

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Chesterfield County, Virginia

5. Worthiness of Award

Chesterfield County's mission is to provide a FIRST CHOICE community through excellence in public service. The county's vision is to be an extraordinary and innovative community in which to live, learn, work and play. Employees must see themselves as an integral part of the county's organizational structure and must understand how they fit into Chesterfield County's mission and vision. Giving them ownership of their Position Description Questionnaire and having them develop their personal "Why" statement helps employees invest in the county's mission.

As County Administrator Joseph Casey, Ph.D. wrote in his email to the county on July 9, 2019:

Each and every one of us has a "Why." My goal is to ensure that all employees have an opportunity to thoughtfully consider, connect to and further develop that "Why" and all that it implies for the betterment of the county. I recognize that there is no one way to achieve excellence – it is earned piece by piece in all the small ways that our employees contribute daily. Our collective action towards our "Why" is what makes this county the remarkable place that it is to live, work and enjoy life.

6. Supplemental Materials

1. Countywide Email from County Administrator, July 9, 2019
2. Employee Update Newsletter Article by County Administrator, March 2, 2020
3. PDQ Collection Project memo
4. PDQ fillable template (blank) – Click [here](#) to view

From: Casey, Joe
Sent: Tuesday, July 9, 2019 2:49 PM
To: County All
Subject: Blueprint Chesterfield
Attachments: Blueprint Goals-Vision-Values 2020.pdf

A team of many employees have been working on Blueprint Chesterfield 2020-2024, a strategic plan that will guide us in focusing our efforts and resources as we continue to provide a FIRST CHOICE community for both our citizens and employees alike. I want to thank this team and the efforts they made in talking to and listening to many other employees, community members and elected officials. Without their help, we simply would have repeated the same words or potentially had gaps in who we are and more importantly, why we do it.

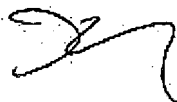
As we look forward with this new plan, I hope we can all ask ourselves, what is our "Why?" Why Chesterfield? Why your role? Why do you do what you do?

Each and every one of us has a "Why." My goal is to ensure that all employees have an opportunity to thoughtfully consider, connect to and further develop that "Why" and all that it implies for the betterment of the county. I recognize that there is no one way to achieve excellence – it is earned piece by piece in all the small ways that our employees contribute daily. Our collective action towards our "Why" is what makes this county the remarkable place that it is to live, work and enjoy life.

I invite all employees to once again examine how we RISE, guided by our values of Results, Innovation, Service and Ethics. Let's use that perspective to then critically examine how the six Blueprint goals of everyday excellence, safe and secure community, robust economy, healthy living and well-being, thriving communities and learning for a lifetime relate to your individual "Why."

In the coming months, you will learn more about this plan's renewed focus and how your "Why" directly impacts not only our Blueprint but also the "Why" of your colleagues.

Thank you, as always, for striving for everyday excellence.



Joseph P. Casey, Ph.D.
County Administrator

Casey Column

Employee Update - March 2020

Topic: The “Why?” Update

Last summer, I called attention to the topic of the “Why?” factor in how all of us, including myself, not only understand what the function of our job is, but why we do it. To support this goal, Human Resources updated Position Description Questionnaires (PDQs) and asked employees to craft their own “Why?” statements.

This exercise asked each of you to determine what inspires you to pursue everyday excellence in your work on behalf of Chesterfield County residents, businesses and visitors. We asked you, “What is your Why?” I appreciate all the effort put forth and have enjoyed reading many of these PDQ “Why?” statements.

Now, I am asking each of you to look outwards through the lens of your “Why?” statements towards the needs of our community. County government works best when we work hand-in-hand with the people we serve, so each of us must think about how we can partner with community members to better understand their wants and fulfill their needs.

In essence, we are the ambassadors of local government to all those we interact with, and we need to ensure each of these interactions is professional and purposeful. The following questions help align the “Why?” factor and our intentions:

- How can the county expand interactions with our citizens, non-profits and business to ensure the voices of many are heard?
- How can we improve communication with our community and streamline information to target those who need certain information the most?
- How can we implement creative solutions to engage citizens, non-profits and businesses in the process of local government, helping them learn how we work on their behalf?

To help answer these questions, each of us should emulate this ambassador role and apply our “Why?” factor. An ambassador embraces their role as a representative of Chesterfield and uses their knowledge, skills and experience to help keep all informed and empowered to effect positive change in their communities.

As Portuguese writer José Saramago said, “As citizens, we all have an obligation to intervene and become involved – it’s the citizen who changes things.” So, as we move forward in 2020, I am asking you all to think creatively about how you, your department and our government can encourage citizens, non-profits and businesses to become even more involved in our work.

Together, we can ensure that Chesterfield remains a welcoming place for residents, businesses and visitors to live, work and enjoy life. Together, we can ensure Chesterfield remains a First Choice community.

Dr. Joseph P. Casey
County Administrator



Chesterfield County, Virginia

Department of Human Resources

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Phone: (804) 748-1551 – Fax: (804) 778-7939 – Internet: chesterfield.gov

What Is Your Why?

PDQ Collection Project

A Position Description Questionnaire (PDQ) is used to describe the duties and the functions of a position as it relates to the overall county organizational structure. Some of the items included in a PDQ include percentage of time the employee spends performing the various duties of the position, who provides work direction to the employee, as well as who the employee may provide work direction to, the education, knowledge, skills and abilities needed for the job, and the overall impact the job has on the entire county. All county jobs should have a PDQ. PDQs are also used by Human Resources to determine if a position is graded correctly according to the Classification and Compensation Plan, so it is important that the PDQ is updated over time if job duties change.

One of Dr. Casey's goals for Chesterfield County is ensuring that each employee understands not only what their job is, but also why they do it. In his words, "Our collective action toward our 'Why' is what makes this county the remarkable place that it is to live, work and enjoy life."

In support of Dr. Casey's goal, Human Resources is requesting updated Position Description Questionnaires (PDQs) with Why statements for all full-time county employees.

Each employee has been asked to update their own PDQ to ensure it reflects their current job duties and to include their why statement. Departments are also developing why statements, a simple sentence to explain why their department exists. The individual why statement should be in line with the department's why statement.

Departments have been given deadlines for their PDQs to be submitted to Human Resources. Department leadership will be providing more information to employees outlining the department's process for collecting the updated PDQs. Many departments have already begun submitting their PDQs. A listing of the [departmental deadlines](#) as well as a [fillable PDQ template](#) is available on CountyNET.

Listed below are some examples of the Why statements HR has already received:

Post-d Program Case Manager, Juvenile Detention:

My job exists to be a change agent for court involved youth of Chesterfield County through family engagement, skill development, education, and addressing the issues that may also contribute to their deliberate behavior.

Principal Compensation Analyst, Human Resources

My job exists to ensure all county employees' jobs are classified appropriately and their salaries are fair and competitive.

Principal Maintenance Worker, Juvenile Detention:

My job exists to support the Facility Maintenance Supervisor in ensuring the building and all related systems are running, ensuring a safe and comfortable environment for residents and staff.