



SUBMISSION FORM

All submission forms must include the following information. Separate submission forms must be turned in for each eligible program. **Deadline: July 1, 2021.** Please include this submission form with the 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: _____ 

VACo Submission
Labor Redeployment

Summary: When the COVID-19 pandemic struck, a time of economic uncertainty ensued with numerous layoffs and furloughs. Chesterfield County, Virginia devised a way, through the immediate redeployment of labor, to maintain meaningful employment for their full-time staff that aligned to mission critical needs without adding to expenses and maintaining service excellence.

The Problem: When Virginia's Governor issued a stay at home order due to COVID-19, Chesterfield County, Virginia transitioned to remote work and closed their offices to in-person transactions almost overnight. While most part-time positions were furloughed until the situation stabilized, there were many employees in positions with little ability to work from home or deliver services. The loss of part-time employees created a need for labor to help in areas such as building maintenance, landscaping and even some administrative work. Additionally, the county's resources were now focused on supporting urgent and essential operations, as well as transitioning to remote work.

During the transition to remote work some employees were underutilized, and some departments were extremely understaffed as the focus shifted to emergency operations. In lieu of hiring temporary labor to assist the understaffed departments and putting the underutilized full-time staff on furlough, the County decided to redeploy labor to mission critical needs. For all intents and purposes, the county ran an internal, temporary staffing agency.

Description of the program:

The County's Learning & Performance Center (LPC) championed the redeployment work which started mid-March 2020 and officially ended with the last redeployment on December 31, 2020.

The team approached the situation from three perspectives:

1. Identify areas with staff shortages
2. Identify underutilized employees
3. Align volunteers to mission critical work

In working with department directors, the team learned that:

1. The labor needs would, on average, last two to three months.
2. The type of work spanned from tasks such as landscaping and building maintenance, emergency center logistics and volunteer coordination.

3. Because there was so much uncertainty about customer demand, Directors were interested in being able to recall deployed employees with just a few days' notice.

Department directors submitted requests for additional staff by outlining the task, estimating the hours per week for the assignment and any critical skills needed to perform the work.

Department directors and assistant directors were also asked to submit names of employees eligible for redeployment. As an assignment was identified, the LPC team used the director generated list of eligible employees and contacted the employee directly. As time wore on, this process shifted to conversations directly with department leaders on the type of assignment and the length. The leadership then selected the individuals they felt would best suit the assignment.

Employees could volunteer for redeployment after they'd obtained approval from their leadership. All involved seemed comfortable with this as redeployments were vetted with department director prior to assignment.

Centralizing efforts through the directors enabled the directors to better manage their own internal labor demands. Some directors opted to redeploy labor within their department. For instance, the needs within General Services varied due to the circumstances. Because students were not going to school, bus maintenance needs were greatly reduced. With buildings virtually empty, the timing was ideal for building maintenance so many fleet employees were redeployed to assist within General Services.

In most cases, matching employees to the labor request was completed within one business day. When a match was found, the requestor, the employee and the employee's director would receive an email with the type of assignment, the start date, and estimated length of the assignment. All parties were reminded that the employees payroll department had precedence, and should the employee be needed back in their department it would be ideal to receive two to three days' notice.

Several departments assisted with this effort. Human Resources served as a constant partner. The Payroll unit of Accounting created a unique code for tracking redeployed labor hours and 17 departments contributed labor.

“For me, redeployment meant having the opportunity to assist the County and Chesterfield community during an unprecedented period of need. I was assigned to the Emergency Operations Center, the regional incident command center, and the commissioner of revenue. At a time when it was easy to feel helpless, I was grateful to be given the opportunity to use my skillset to assist in any way possible. As an added bonus, I made new and enduring friendships throughout the county and region.”

“I was redeployed to the Treasurer’s Office as a cashier and customer service representative. My regular job is involved with youth in the juvenile justice system. It was a great experience! I was able to provide a valuable service to the county by assisting in securing tax payments and expanded my knowledge of county services. I even found my counseling skills came in handy when people told me about the difficulties they were having during the pandemic.”

Supplemental Materials:

Attachment A – Redeployment FAQ

Attachment B - Labor Request Form

Attachment C – Volunteer for Redeployment Form

Attachment D – Departments participating in redeployment

Frequently Asked Questions

Redeployment of Employees

[General Questions](#)

[Departments Redeploying Employees](#)

[Departments Receiving Redeployed Redeployed Employees](#)

General Questions

Who do I contact with questions or concerns?

Response

Contact Success@chesterfield.gov. Tamara Highsmith or Rickey Hall of LPC will respond to your requests as soon as possible.

How long will the redeployment last?

It is intended that assignments not exceed 60 days.

How can I volunteer to be redeployed?

Let your supervisor know and encourage them to talk with the Department Director. Once approved, employees complete the [Employee Redeployment Availability Sheet](#).

How can I request some temporary assistance in my department?

Complete the [Department Redeployment Request](#). Someone from Learning & Performance will reach out to coordinate matching employees.

Why are we redeploying employees?

In times of crisis, citizens' needs change. Employees are a crucial resource in meeting those changing needs. By sending employees to those areas of critical need on a short-term basis, we can more readily help our citizens.

Departments Redeploying Employees

Response

Do we still track and approve their time in OneSolution, even though they're redeployed?

Yes, you are still approving their time. This will require coordination with the deployed employee and may involve the supervisor of the Assigned Department.

What if I need the employee back in this department?

As the "Home Department," you can call your employee back as needed. All that is asked is that you let the Learning & Performance Center through (Success@chesterfield.gov) and the Assigned Department Director know as soon as possible.

Departments Receiving Redeployed

Response

How do I effectively manage this employee, since they're not technically in our department?

Treat your new temporary employees as you would one of your own by providing direction, coaching and support as they learn the new role. As a courtesy, establish some communication with their home department supervisor, who will be approving their time sheet while under your supervision.

How can I be successful with the new temporary employees?

A few tips: Welcome them and make them feel a part of your team as quickly as possible. Clearly communicate your expectations, remembering to address breaks, expected hours, the location of their work, dress code, and communication channels. Be sure to make sure they know who is available to answer their questions.

How do they access our building/unit?

Submit a Facility Dude request. Building Security will verify with the Director.

How do they access the computer systems needed to do the work?

Email [IST Security Services](#):

- Assignment Start Date/End Date (if known)
- User's Full Name
- Username (if already exists)
- Department Assigned
- Job Title (they could just keep job title of: COVID Temporary Assignment, with a 'real' working title)
- Model ID (someone they can be modeled after that would allow them to perform the assigned duties)

Redeployed Employees

How can I be successful in my deployment?

Response

Enter the assignment with an attitude of "I'm here to assist in any way possible". We are all working towards the same outcome of supporting all efforts to continue to provide services to our citizenry. Communicate clearly and specifically. Ask questions to clarify your understanding. Keep in touch with your home department team, including your supervisor. View this as an opportunity to learn more about the county.

Who is my supervisor?

This seems confusing doesn't it? While you are redeployed, you technically have two supervisors. We suggest checking in at least weekly with your supervisor in your home department. This will keep you connected to your place of employment. For the day-to-day while deployed, you'll be assigned a supervisor. This temporary supervisor will provide direction in your day-to-day activities and serves as an important resource while you're learning the new assignment.

Attachment B - Fillable form for Department Contacts

Purpose: Departments will request their labor needs, providing contact information, relevant skills needed and information related to assignment

Name: (First and Last)

Department:

Preferred Contact Method: (email address or phone number)

Skills Needed:

<u>County Systems</u>	<u>General Office Skills</u>	<u>Equipment Skills</u>	<u>Other</u>
Accounts Payable	MS Word	County Vehicle General Purpose	(write in)
Procurement	MS Excel	Heavy Duty Vehicles/CDL	
Time Keeping	Answering Phone	Equipment Operator	
Other: write in	Other: write in	Other: write in	

Need an employee:

Traditional work hours

Specific day/days of the week

Non-traditional hours

Employee will be interacting with people on a limited basis, such as running errands. Yes/No

Number of people needed:

Please briefly describe the assignment, including time of day, days of week and estimated length of assignment. If possible, give a brief statement of where this work will be taking place.

Attachment C - Template for Fillable Form for Employees wishing to Redeploy

Purpose: Employees will record their preferred contact information, relevant skills to enhance the assignment and availability outside of normal working hours such as nights and weekends.

Name: (First and Last)

Preferred Contact Method: (email address and/or phone number)

Skills:

<u>County Systems</u>	<u>General Office Skills</u>	<u>Equipment Skills</u>	<u>Other</u>
Accounts Payable	Microsoft Word	County Vehicle General Purpose	(write in)
Procurement	Microsoft Excel	Heavy Duty Vehicles/CDL	
Time Keeping	Answering Phone	Equipment Operator	
Other: write in	Other: write in	Other: write in	

Willing to work non-traditional hours?

Willing to interact with people on a limited basis, such as run errands?

Willing to learn a new skill, such as use of commercial mowing equipment?

Chesterfield County, VA
 Redeployment Initiative
 Attachment D – Departments participating in redeployment

Receiving Labor	Providing Labor
Commissioner of Revenue Commonwealth Attorney Communications & Media Fire – Emergency Operations Center Fire – Regional Incident Response Center General Services Juvenile Detention Libraries Parks & Recreation Police Registrar Treasurer	Accounting Adolescent Reporting Clerk to the Board Community Enhancement County Administration County Attorney General Services Human Resources Internal Audit Juvenile Detention Learning & Performance Mental Health Support Services Parks and Recreation Police Risk Management Social Services Utilities