TOWN OF HERNDON

HIRING PROCESS & TRAINING OVERVIEW

LIVE DIFFERENTLY.

TOWN OF Herndon VIRGINIA

- **Charlie Rutherford**
- **Human Resources Generalist - Recruiting**
- **Bachelors in Technical Management with a Concentration in Human Resources**
- **Started on October 2022, employee referral**
- **Over 10 years experience in recruiting and staffing**
- **Veteran: Served in the United States Marine Corp**
- **A part of multiple Herndon youth engagement initiatives**
- **Mentor students at local church**



STRATEGIC PLAN

Focus Area 4: Good Governance

Herndon is a well governed community.

Goal 3

Foster a positive town organizational culture that prioritizes employee development, professional growth, and wellness; and sets the standard in high performance leadership.

Objectives

3.1 Attract, develop, and retain highly professional staff.

3.2 Proactively engage smart practices, processes, and procedures for the delivery of high-quality services and programs.

3.3 Prioritize a culture of collaborative leadership at all levels of the organization.

Strategies

1. Monitor and adapt hiring and retention policies and practices, based on real time regional market data and employee feedback.

2. Continue enhancement and training on interview processes and techniques with leadership, ethical, and character focus.

3. Implement collaborative and cross-departmental technology solutions that improve processes, transparency, and increase organizational capacity.

4. Develop and implement an organizational leadership program based on "We Are Herndon" Core Values: Leadership, Teamwork, Accountability, Commitment to Serve, and Respect.

Success Measures

1. Number of cross-departmental technology solutions identified and implemented.

2. Percentage of employees hired through employee referral program.

3. Percentage of employees who successfully complete one-year probationary period.

4. Percentage of employees that would recommend the town as a place to work to a friend or family member.

5. Percentage of employees participating in career ladder, mentoring, or professional development programs.

6. Percentage of employees meeting or exceeding values-based performance measures.

CORE VALUES AND EXPECTATIONS

- Respect
- Teamwork
- Accountability
- Leadership
- Commitment to Serve



- We seek to embody the following behaviors in every new hire
  - Be Brave
  - Celebrate the lessons of our failures
  - We are a team
  - Be Kind
  - Support each other
  - Help clear obstacles
  - Stay Curious

OBJECTIVES

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PROGRESS

- Diversity of sources, employee referrals, job board websites, social media platforms
- Community engagement and job fairs
- Partnership with local school/ nonprofits, youth engagement groups
- Herndon High School (HHS) Externships, internships, job fairs, career days, Fairfax County DECA Leadership program involvement etc.
- Many employee are HHS graduates:
- long term investment



STRATEGIES

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PROGRESS

- Hands On Onboarding and Orientation process with Human Resources to ensure New Hires are informed of their benefits and Town of Herndon culture
- Interview questions that center around the Town of Herndon Core Values, Emotional Intelligence, Behavioral interviewing training for supervisors etc.
- Recruitment Meetings with Hiring Managers – coaching
- 1)Recruitment Module to enhance visibility through the recruitment process-coming summer 2026
  2)New Learning Management System (LMS) organization wide nearing full implementation

- Tanya Kendrick
- Human Resources Director
- Masters of Business Administration, Bachelors in Business Administration
- Started on 2014
- 20+ years in multiple areas of HR
- Hold three industry recognized HR certifications
- Love to ski



PROGRESS- TRAINING

- First Herndon Leadership Cohort

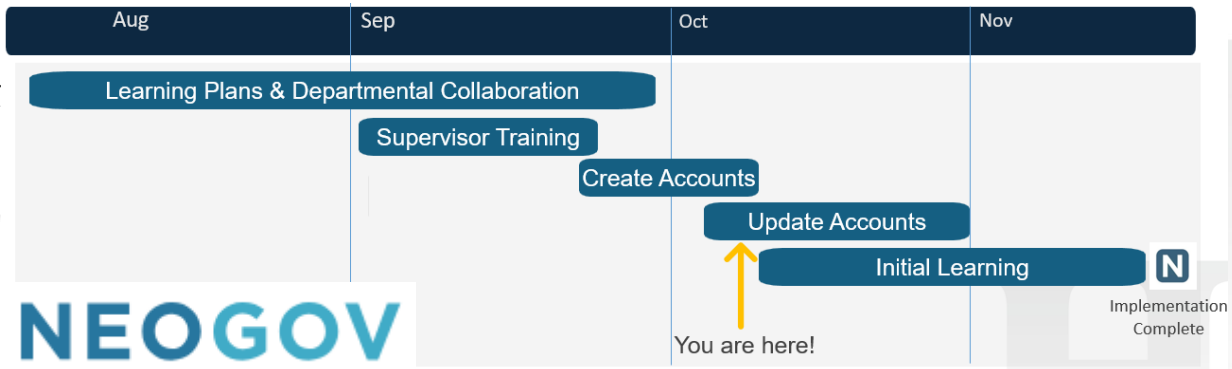
Program; 12 cross departmental Participants



- Learning Management System (LMS) through

NEOGOV (among the largest LMS's for local governmer
Project completion 2025

- Skill Development training as requested by department



PROGRESS- RETENTION

TOTAL COMPENSATION PHILOSOPHY

Herndon has defined workforce organizational values of **Respect**, **Leadership**, **Teamwork**, **Accountability**, and **Commitment to Serve**. These values guide employees' work each day and have become part of the foundation upon which we build a high-performance organization, creating an environment in which employees can flourish.

Accordingly, Herndon provides meaningful total compensation that includes pay and benefits, aligns with our strategic plan and values, and is affordable, sustainable, and understood by employees. The compensation philosophy is to attract, develop, and retain engaged employees committed to serve.

Herndon is committed to maintaining market competitiveness with comparable jurisdictions that are most likely to affect recruitment and retention of employees.



SUCCESS MEASURES

Goal 3

Foster a positive town organizational culture that prioritizes employee development, professional growth, and wellness; and sets the standard in high performance leadership.

Success Measures

PROGRESS

1. Number of cross-departmental technology solutions identified and implemented.
   - NeoGov organization wide training tool implementation at no additional cost under current vendor.
2. Percentage of employees hired through employee referral program.
   - 22%
3. Percentage of employees who successfully complete one-year probationary period.
   - 67% - mostly involuntary: better than industry average
4. Percentage of employees that would recommend the town as a place to work to a friend or family member.
   - In progress
5. Percentage of employees participating in career ladder, mentoring, or professional development programs.
   - Throughout all departments and expanding
6. Percentage of employees meeting or exceeding values-based performance measures.
   - In progress: future version of performance management program will include values based competencies



THIS CONCLUDES THE END OF OUR PRESENTATION