



Enhancing Employee Engagement Within the Office of Human Resources Cohort 4, 2026

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Step 1: Understanding HR Practices

- Scheduling meetings with leaders in OHR
- Using Intranet resources to understand company policies
- Analyzing trends from past engagement surveys and JLARC recommendations
- Researching procedures of other agencies across the country

Step 3: Outputs and Recommendations

- 360 Feedback to improve accountability & culture
- Meet the HR Event to improve familiarity within the team and agency, helps culture & onboarding
- Better office communication through recognition board, anniversary celebrations, and employee profiles to improve culture & onboarding
- Mastery of operations like ServiceNow to support VDH, may require additional office hours

360 FEEDBACK

360 feedback is a process that allows employees to provide feedback on their colleagues, supervisors, and subordinates. It is a powerful tool for improving communication, collaboration, and performance. The process typically involves a series of surveys and interviews that are designed to gather feedback from a wide range of perspectives. The results of the feedback are then used to identify areas for improvement and to develop action plans to address those areas.

MEET THE HR EVENT

The Meet the HR Event is a series of meetings designed to help employees get to know the HR team and learn more about the services they provide. The event typically includes a presentation by the HR team, a Q&A session, and a chance for employees to meet with HR staff one-on-one. The event is a great way to build trust and transparency between the HR team and the rest of the organization.

CENTRAL OFFICE IMPROVEMENTS

Central Office Improvements are a series of initiatives designed to improve the efficiency and effectiveness of the central office. These initiatives typically focus on areas such as process improvement, technology adoption, and communication. The goal of these improvements is to create a more streamlined and efficient central office that can better support the rest of the organization.

Challenges

- Learning HR policies without any prior experience
- Working with transitioning systems like PageUp and ServiceNow
- Analyzing bottlenecks and enforcing policies under the context of DHRM policy & dept limits

VDH staff are dissatisfied with their jobs and with VDH as an employer for five primary reasons

SOURCE: JLARC survey of VDH staff (July and August 2024).
NOTE: N=640. Survey respondents could select up to five reasons; only survey respondents who said they were dissatisfied with their jobs or with VDH as an employer answered this question.

"In my office/work unit, staff are held accountable for performance."

SOURCE: JLARC survey of VDH staff (July and August, 2024)
NOTE: N=966; In the figure, "agree" includes "strongly agree" and "agree," and "disagree" includes "disagree" and "strongly disagree." Excludes two offices with fewer than 10 staff responding (Office of Communications and Office of Internal Audit).

Some VDH human resources staff report they do not receive adequate training and guidance

SOURCE: JLARC survey of VDH staff (July and August 2024).
NOTE: ^a Includes OHR staff only. ^b Includes all agency human resources staff (OHR staff and district human resources staff).

Other Activities

- Attended OIM MOR to gain a different perspective on VDH
- Attended OEPI meetings, including agency and statewide calls
- Attended all day OEPI event to understand ways to reduce office silos
- Met with the Internal Audits team to understand their engagement strategies

Step 2: Identifying Gaps in Procedure & Engagement

Onboarding: spread out, not standardized, and requires better introductions

Accountability: valuing retention over performance without proper feedback channels

→ **Culture:** Overall lack of respect and familiarity between and toward the team, can lead to burnout & vacancies and negatively impact processes like recruitment

Step 3: What Works Well

- Employees work efficiently at home and appreciate the balance
- Working to learn new systems to help with transparency during recruitment
- Low turnover rate compared to other offices

Working from home allows me to balance my work and personal responsibilities more effectively.

Item Score	Historical Benchmark	Internal Benchmark	External Benchmark	% Favorable	Percentile Rank
5.67	0.00	+0.24	+0.17	100%	92

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