

County of Henrico, Virginia
Department of
Human Resources



2009 - 2010 Annual Report

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Henrico County Board of Supervisors



From left to right: Richard W. Glover (Brookland District), James B. Donati, Jr. (Varina District), Frank J. Thornton (Vice Chair, Fairfield District), Patricia S. O'Bannon (Chair, Tuckahoe District), and David A. Kaechele (Three Chopt District)

Henrico County Manager



Virgil R. Hazelett, P.E.
County Manager

Department of Human Resources County of Henrico, Virginia

Vision Statement

Partnering a world class workforce for a world class community.

Mission Statement

We will provide innovative and exceptional HR services to support, develop and inspire our employees in their service to our citizens and customers.

Code of Ethics

To earn the trust and confidence of our customers we will:

- *Respect the dignity and diversity of all individuals.*
- *Act with integrity and honesty in our work and relationships with others.*
- *Hold as confidential all information accepted in trust.*
- *Ensure equitable, professional and legal application of the principles of human resource management.*
- *Respond to the specific needs and requirements of our customers.*

In pursuing these goals and keeping these commitments, we will maintain the highest standards of professional and personal conduct.



David R. Hughes
County Manager

Donna H. Condit
Director of Human Resources

Letter from the Director

The Department of Human Resources remains committed to its mission to provide innovative and exceptional human resource services to support, develop, and inspire our entire workforce in their service to our citizens and customers—a mission that is certainly made easier to achieve due to the tremendous support of our initiatives by both the Board of Supervisors and the County Manager.

Remaining an “employer of choice” during such uncertain economic times can be difficult. Despite the current economy, Henrico County continues to embody the characteristics of a preferred employer: ease in attracting talent, excellent retention rates, well-qualified applicant pools, clear and fair employee policies, competitive salaries and benefits packages, awards and accolades. This is done while maintaining a good balance between providing excellent service to its citizens and customers and caring about its employees.

During fiscal year 2009-10, with an increased emphasis on cost savings, the HR Department has managed a very stringent hiring freeze resulting in significant savings for the County. This was in addition to the abolishment of over 100 vacant positions County-wide. The HR Department, along with many other departments, also put into practice considerable efforts to further save County dollars through a myriad of expenditure cuts. These efforts and more have further validated Henrico County as one of the “leanest” local governments in the Commonwealth, perhaps best measured by our low employee-to-citizen population ratio.



George H. Cauble, Jr., SPHR
Director of Human Resources

The County’s Volunteer Program is administered by the HR Department. This year 13,390 volunteers contributed 218,923 hours in assistance to the County. While in some ways these acts of service are considered priceless, their dollar value to the County is conservatively calculated at nearly 4.5 million dollars. Additionally, the HR Department continues to make available to the County workforce necessary and important information in a number of different ways, including the Human Resources Web site (www.co.henrico.va.us/departments/hr) and electronic newsletters such as the *Personnel Update* and the *Leadership Link*.

Henrico County employees—comprised of four different generations—continue to be provided with important resources necessary to effectively perform their jobs in an ever-changing environment. In addition, we strive to model the creativity and innovation needed to hold our position as a frontrunner in both the public and private sector. The HR Department was recognized recently by the National Association of Counties (NACo) with an Achievement Award for innovation for our Fitness/Wellness Certification Program. With this latest award, the Department has now won an unprecedented 43 NACo achievement awards over the past 24 consecutive years. No other department in Henrico County nor Human Resources Department in the United States can claim such an accomplishment.

One of the many goals of the HR Department is to create an environment where employees feel valued, respected, trusted, and empowered. All this and more help to improve our County employees’ performance and our citizens’ quality of life.

As you read the pages that follow, I hope you will see the important contributions made by the Department of Human Resources and the value that is added by all of us in Human Resources as we perform our daily activities.

A handwritten signature in black ink, appearing to read "George H. Cauble, Jr." with a stylized flourish at the end.

George H. Cauble, Jr., SPHR
Director of Human Resources

This Annual Report is dedicated to all those Human Resources staff who have come before us and have retired—especially to Katherine B. Roach, Assistant Director, who retired this year after a long and distinguished career that spanned nearly 37 years.

Employment & Staffing

During the 2009-2010 fiscal year, in response to budget preparations for the upcoming fiscal year, Henrico County eliminated 101 vacant positions from the County’s personnel complement, resulting in tremendous cost savings. In addition, a rigid hiring freeze was intensified. Assisting in both the hiring freeze and position elimination processes, the Employment & Staffing Division (E&S) provided information, data, and guidance to management, hiring managers, and applicants throughout the year.

Despite the necessity for a stringent hiring freeze, Henrico County advertised and filled certain positions exempted from the hiring freeze—positions that impact direct services to our County residents and customers. The E&S Division received and processed more than 14,500 applications for positions with Henrico County General Government. Although these numbers are lower than previous fiscal years, they are significant considering the freeze conditions in place throughout this time frame. The average number of applicants per full-time position has risen 141% from 76.4 in fiscal year 2008-2009 to 107.6 in fiscal year 2009-2010.

Figure 1: Number of Applications Processed Fiscal Year 1989-90 through 2009-10

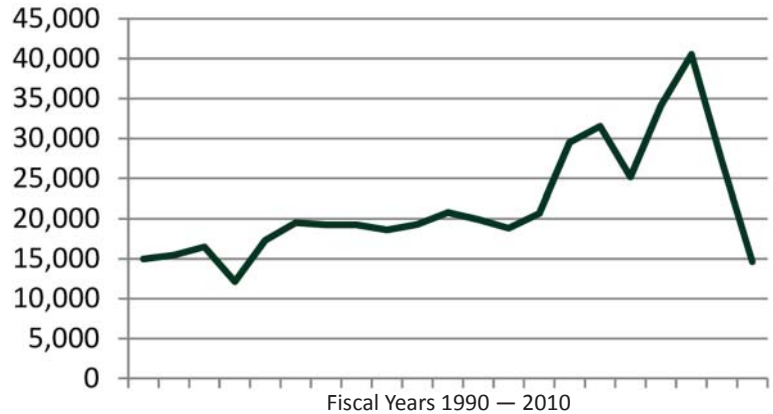
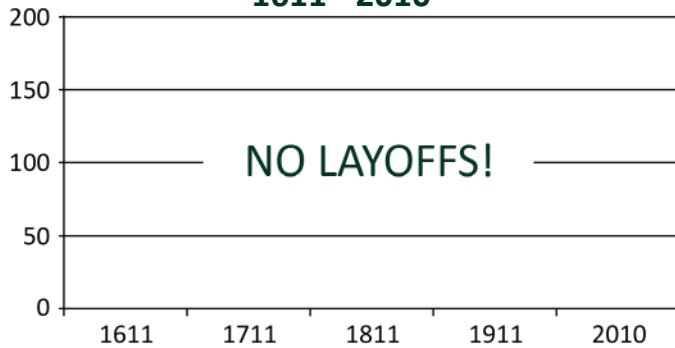


Figure 2: Number of Layoffs per Year 1611 - 2010



Continuing to utilize superlative technology to manage vacancies within the County, fiscal year 2009-2010 was the first full year using our new online recruitment system, *iRecruitment*. The implementation and transition to the new paperless system went flawlessly, and the *iRecruitment* support team continued to make enhancements and improvements to the system throughout the year. Applicants received excellent customer service with this new tool, being able to access the system through www.henricojobs.com 24 hours a day, seven days a week, from any computer with Internet access.

The Employment & Staffing Division collectively gave comprehensive consulting services to agency hiring managers this fiscal year, including collaborating with them on creative ways to fill vacancies and cover duties for positions impacted by the hiring freeze and position elimination. The Division also worked very closely with the Divisions of Police and Fire to analyze and enhance their internal promotional processes, including adding behavioral interviewing into all of the processes. Many Division of Police and Division of Fire supervisors attended behavioral interview training given by the Employment & Staffing Division staff.

Because of the new *iRecruitment* system, the Employment & Staffing team spent many hours giving formal training to hiring managers on the new system. Also, E&S personnel assisted on many interview panels this fiscal year and are actively moving more hiring managers toward using behavioral interviewing. In addition, Employment & Staffing personnel gave many hours of informal training to our customers throughout the fiscal year, answering inquiries and giving one-on-one instruction related to employment with Henrico County. The system, a joint project with Henrico County Schools, also fostered networking and interaction with Schools personnel in many areas.

The E&S Division also continued to play a valuable role in the firefighter hiring process, managing the current eligibility list and assisting with the testing and hiring of new firefighters. Staff also attended numerous job fairs, participated in community advisory boards, and held workshops for both internal (County employees) and external (the general public) applicants to provide guidance on applying and interviewing. A new marketing poster was produced, featuring County employee diversity and effectively promoting our brand of being an “employer of choice.”

In addition to employment and staffing functions, the E&S team also assisted in several classification and compensation activities this fiscal year, assisting with job studies, data research, and validation. These cross-training activities helped widen the E&S perspective, producing a more knowledgeable and informed staff. Henrico County continues to be highly selective in the hiring process, ensuring our residents the quality service they deserve.

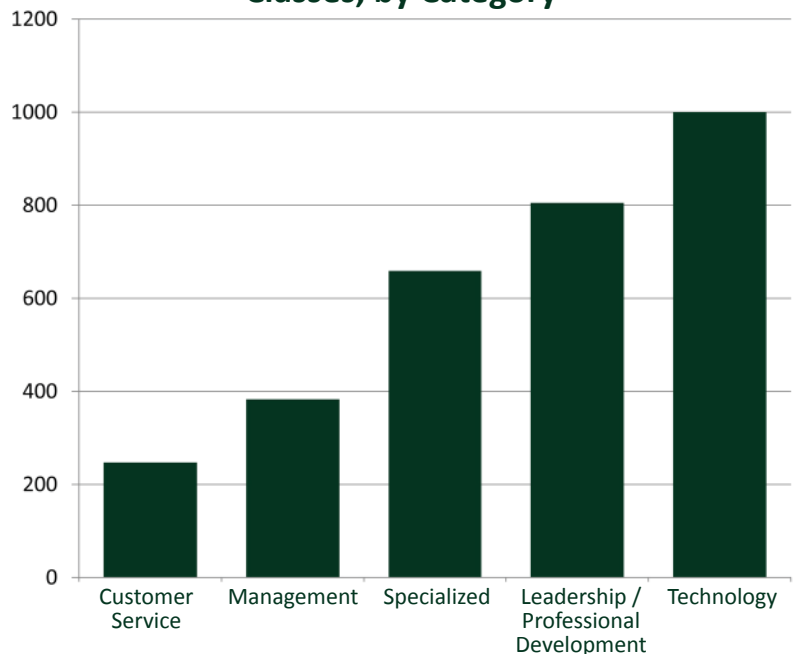
Employee Development & Training

In fiscal year 2009-2010, the Employee Development & Training Division (ED&T) delivered training to 3,094 County employees through a total of 191 technical and general (non-technical) advertised workshops. The division also offered 33 specialized training classes for intact groups. ED&T continued to facilitate County-wide online customer service training with employees completing online classes as part of their Customer Service Certification Program activities. This division also continued to provide the self-paced SHAZAM course to certain employees as part of their career development series, as well as providing books, videos, and articles to employees through the HR Resource Library, located at the Henrico Training Center.

Years ago, at the direction of the County Manager, the Employee Development & Training Division laid the foundation for continued professional development by implementing the Leadership Development Program for managers, followed by our award-winning Succession Management initiative. By focusing on continuous growth and development, our citizens can rest assured that County leaders—now and in the future—are fully prepared to provide them with ongoing quality service.

ED&T continued to serve large numbers of participants in the Leadership Development and Customer Service Certification Programs, with 476 and 309 active participants, respectively. The Career Enrichment Program continued to serve a number of employees, providing them services such as development planning, identification of career goals, resume writing, and interviewing preparation. ED&T continues to provide other organizations with information about the various programs it coordinates and to conduct orientation meetings with new upper level managers and newly-hired or promoted supervisors.

Figure 3: Number of Participants in Training Classes, by Category



This year, a continued emphasis was put on demonstrating how the training classes are having a positive impact in the workplace following the completion of training events. This return-on-investment data indicated improvement in the participants' abilities. Respondents also reported they have improved in all Henrico County competencies as a result of attending classes, showing that ED&T is having a positive and measurable impact on specific work units and departments.

Development of the fully automated Learning Management System (LMS) module in Oracle continued during fiscal year 2009-2010, with an implementation or "Go-Live" date of August 1, 2010.

Employee Benefits

The County's self-funded health care plan provides comprehensive coverage options for employees and their dependents, as well as County retirees. With employee health care rates for 2010 held to a zero percent increase, Henrico continues to offer the lowest employee-only rates among neighboring localities, along with very competitive rates for dependent coverage. Last fall, employees successfully completed their 2010 benefit elections using a paperless open enrollment process through our new Oracle-based Human Resources Management System (HRMS/STEP).

The Benefits Division oversees a fully-insured, voluntary dental plan, offering two PPO options and a dental HMO program to serve many needs. Employee enrollment in health care and dependent care Flexible Spending Accounts increased 12% for 2010, bringing tax savings to both participants and the County alike. Also, the Division internally administers COBRA coverage for health, dental, and flexible spending accounts. During periods of disability, employees can access either their generous leave accruals or County-sponsored income protection benefits. To deliver these benefits, this division administers a fully-insured, voluntary short term income protection program and an internally administered, self-funded long term program.

Moreover, this Division manages eligibility, enrollment, the County-sponsored retiree health care supplement, and benefits communications for retirees. Newly implemented for 2010, UnitedHealthcare's Medicare Advantage program provides health care coverage for Medicare-eligible retirees.

Our Virginia Retirement System pension (a defined benefit plan) and life insurance benefits are highly valued for attracting and retaining our diverse, talented workforce—especially in today's challenging economy—as are our employee deferred compensation offerings.

Figure 4: Employee Participation per Benefit

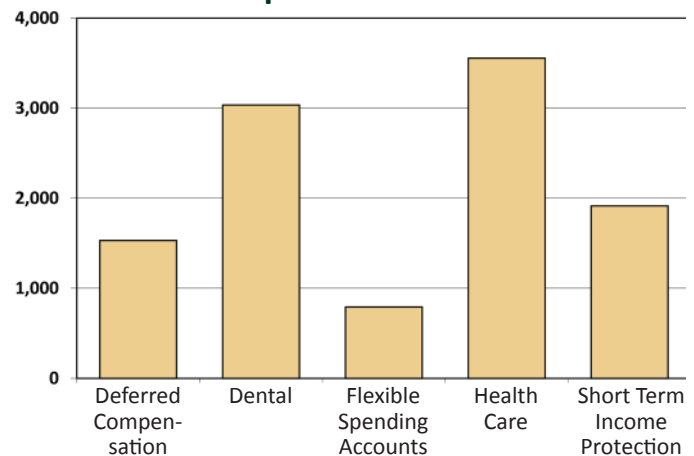
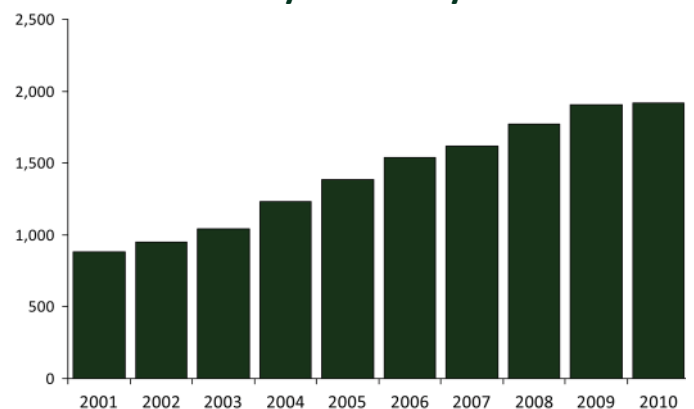


Figure 5: Short Term Income Protection Participation by Fiscal Year — 10 year history —



Prior to service (or disability) retirement, employees receive personalized counseling from HR benefits analysts on VRS and County-sponsored retiree benefits. In addition, employees actively prepare for their own financial future through voluntary participation in our deferred compensation plan, as well as in educational opportunities featured in our Human Resources-sponsored Financial Wellness education program.

Figure 6: New Retirees per Fiscal Year
—10 year history—

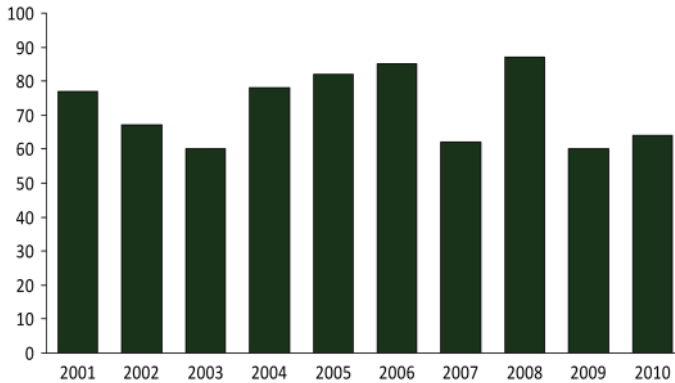


Figure 7: Retirees—Cumulative Totals
—10 year history—

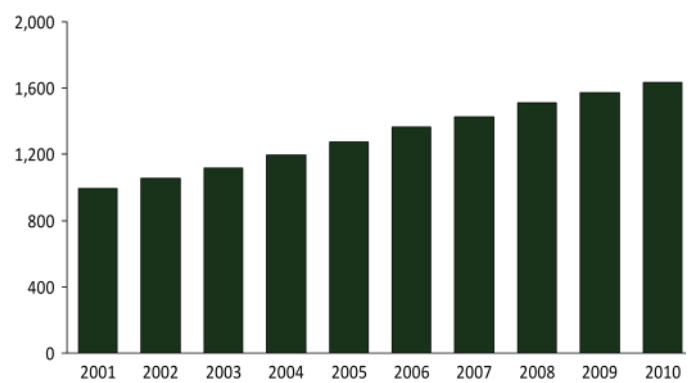
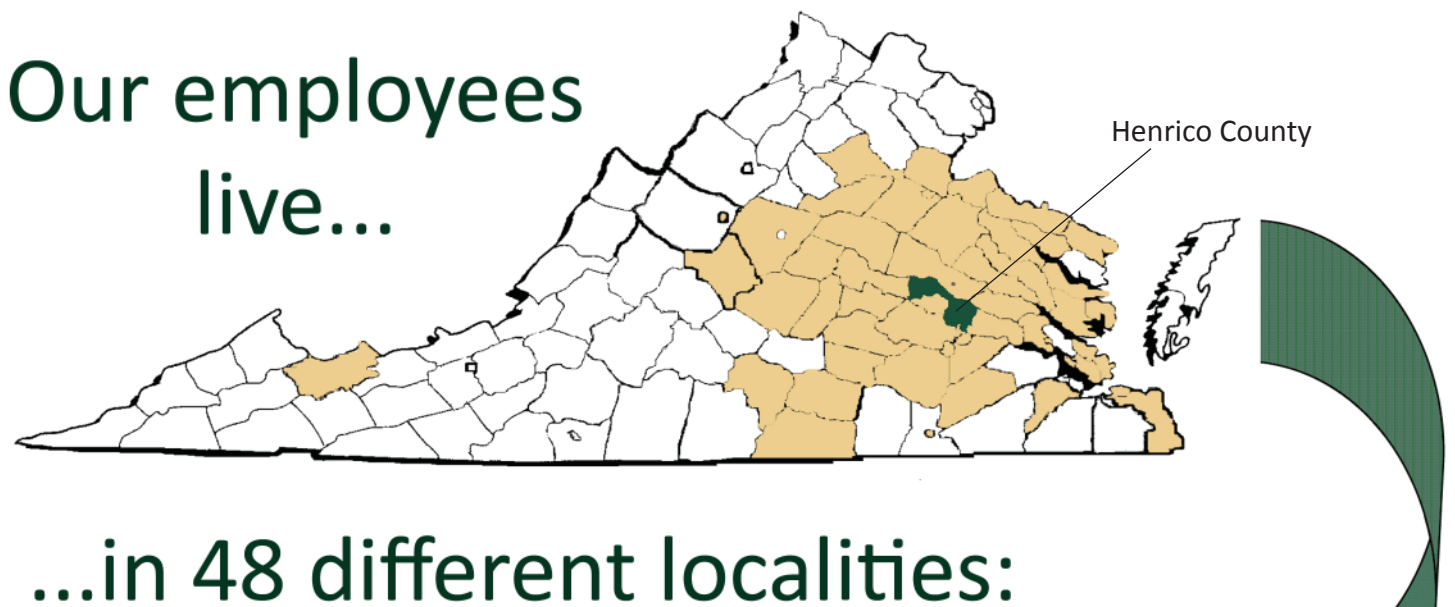


Figure 8: Localities of Employees' Residence



Albemarle County
Amelia County
Town of Ashland
Buckingham County
Caroline County
Charles City County
Chesterfield County
City of Colonial Heights
Culpepper County
Cumberland County
Dinwiddie County
City of Emporia

Essex County
Fluvanna County
City of Fredericksburg
Gloucester County
Goochland County
City of Hampton
Hanover County
Henrico County
City of Hopewell
Isle of Wight County
James City County
Kent County, Michigan

King & Queen County
King William County
Louisa County
Lunenburg County
Mathews County
Mecklenburg County
Middlesex County
New Kent County
City of Newport News
Northumberland County
Nottoway County
Orange County

City of Petersburg
Powhatan County
Prince George County
Richmond County
City of Richmond
Spotsylvania County
Stafford County
Sussex County
Tazewell County
Virginia Beach
City of Waynesboro
City of Williamsburg

Employee Relations

The Employee Relations Division is responsible for myriad functions, including managing employee grievances, EEO reporting and complaints, unemployment compensation, the Employee Assistance Program (EAP), service awards and recognition, FMLA (Family and Medical Leave Act), turnover reporting and analysis, military leave, and exit interviewing. The division works with employees and supervisors alike to develop and strengthen effective working relationships through counseling and intervention. This includes employee complaints that become formalized or, as in most cases, are resolved with no formal complaint. Internal EEO complaints are promptly investigated according to the County's policy. In the few cases where a former employee files unemployment claims, Employee Relations represents the County in managing unemployment compensation claims.

Figure 9: Employees Leaving the County, by Reason

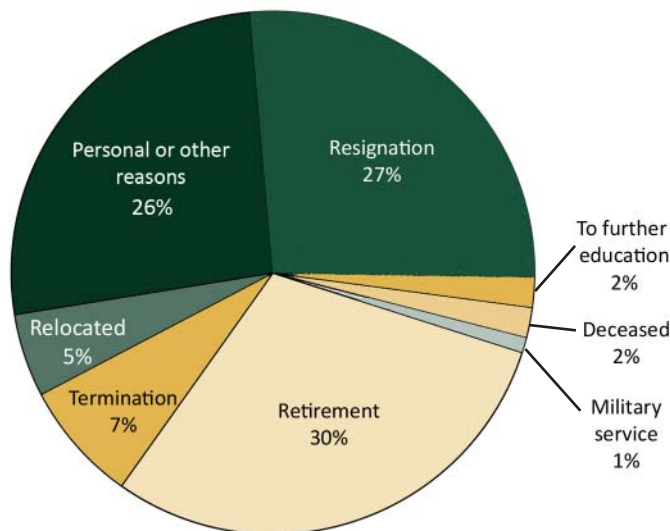
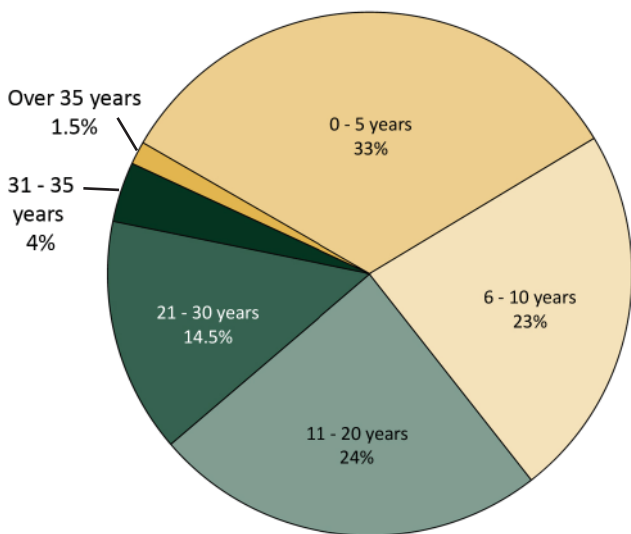


Figure 10: Employees by Years of Service



The Employee Relations Division also works closely with the County's Equal Employment Opportunity (EEO) Committee. The EEO Committee is a nine-member employee committee named by the County Manager and responsible for reviewing the EEO plan and recommending changes, reviewing the implementation of the EEO plan to ensure equal opportunities are maintained for all employees and applicants, making an annual report to the County Manager, and assisting the Director of Human Resources with interpreting the EEO plan to management, employees, and the community. Education is its primary focus.

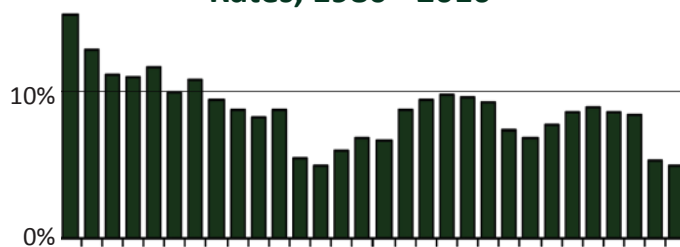
In addition, Employee Health Services and Employee Relations work in concert with the County's Drug and Alcohol Program on isolated cases. With responsibility for the federally mandated FMLA program, this division processed

635 FMLA requests, providing required job protection and health care benefit continuation.

Routinely, statistics for employee turnover are analyzed and trends are identified, and turnover this year was recorded as a record low. Exit interviews are also part of the services offered to employees.

The Division also coordinates several County-wide recognition initiatives. All employees who reach certain service milestones in their employment receive Service Award certificates. Those employees with ten or more years of service are also honored with a service award certificate and receive individual recognition of their service achievement at a special semi-annual reception held in their honor and emceed by the County Manager. In fiscal year 2009-2010, 445 employees were honored for their long and distinguished service.

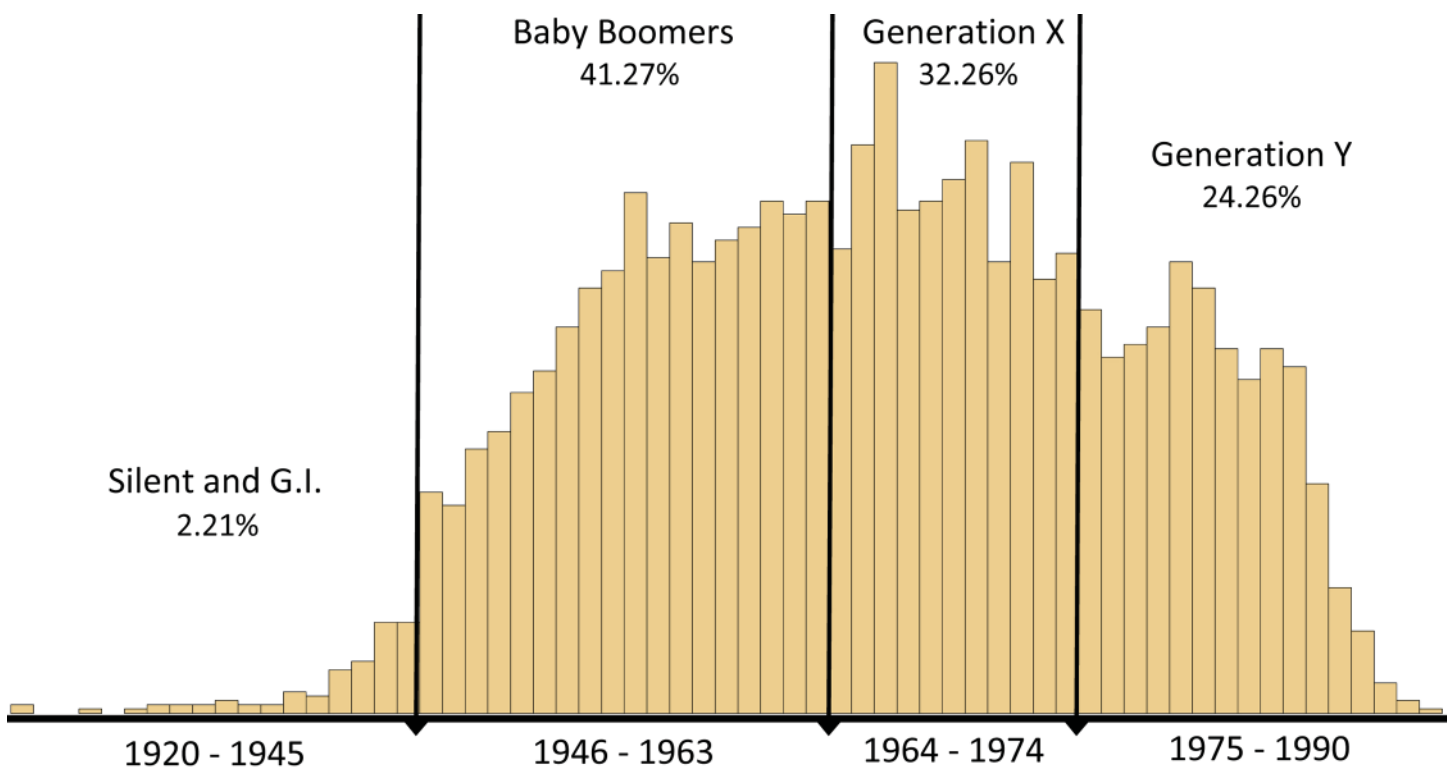
Figure 11: A 30-Year History of Turnover Rates, 1980 - 2010



Additionally, each year one County employee is recognized as the recipient of the County Manager's *Excellence in Public Service Award*. This prestigious award is announced at a ceremony sponsored by the County Manager. This year marked the ten-year anniversary of the program.

The Employee Relations Division also administers the Employee Assistance Program (EAP), a service available to County employees and their families. An outside counseling agency is contracted to provide professional assessments and services to employees and their families in a variety of areas such as marital problems, difficulty in parent/child relationships, drug and/or alcohol dependency, financial problems, and other issues which can affect the wellbeing and work productivity of employees. The confidentiality of this service is maintained by reports which show aggregate usage only in numbers, not by name.

**Figure 12: Generational Demographics
Employees by Year of Birth**



Employee Fitness & Wellness

The Fitness & Wellness Division, the HR Department's newest division, implemented a new initiative to assist in paving the way for improved employee health and lower health care costs. The Fitness and Wellness Certification Program, our latest initiative and NACo award winner, encouraged participation in daily fitness and wellness activities. Each participating employee in the certification program was assigned to a fitness trainer who worked individually with the employee to set goals and design a personal fitness and wellness plan. Weekly nutrition classes addressing healthy eating habits were offered to encourage participants to eat an appropriate variety of nutrient-dense foods, watch portion sizes, track food intake, and check body weight weekly. In just seventeen weeks, employees lost double-digit inches, and on average experienced a 14% decrease in heart rate, a 27% increase in muscular strength, a 35% increase in muscular endurance, a 9% increase in flexibility, and a 34% improvement in HDL cholesterol.

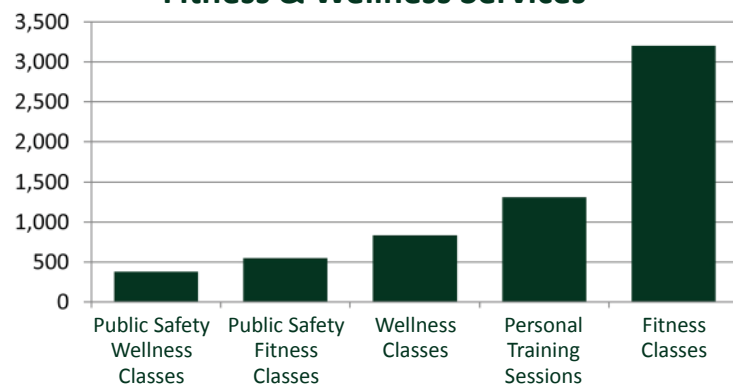
A joint agreement between the Division of Police, our largest County agency, and the Department of Human Resources was developed to promote, enhance, and maintain the health of our Police personnel who deliver essential public safety services to the citizens of Henrico County. This joint agreement supports a fitness and wellness program to maintain the physical health of all personnel. It also encompasses remedial support for those in need while providing fitness training and wellness education components to all participants.

Improving nutrition at all County of Henrico fire stations is a goal of both the Division of Fire and the Department of Human Resources. This goal of healthy eating resulted in the Department of Human Resources' Division of Fitness & Wellness providing weekly educational seminars on balanced nutrition. Fire personnel who work 24-hour shifts were also exposed to a food guidance system as a way to assess food choices based on appropriate dietary guidelines.

Participation in the Department of Human Resources' Fitness & Wellness Division's programming is clearly on the rise. Membership has more than doubled from 479 in fiscal year 2008-2009 to 953 participants in fiscal year 2009-2010. Over 1,300 one-on-one fitness training sessions, 768 fitness and wellness classes, 25 facility orientation sessions, and 30 Public Safety Recruit Academy Physical Training sessions were provided by the Fitness & Wellness Division staff in this year alone. In addition, there were over 16,000 recorded weight room workouts by County employees during the year.

Efforts by Division of Fitness & Wellness staff resulted in both state and national recognition. The Fitness and Wellness Certification Program was honored by both the Virginia Association of Counties (VACo) and the National Association of Counties (NACo) for providing innovative programming and quality services to County employees. This program represents a "best practice" that other organizations, both public and private, can emulate.

Figure 13: Employee Participation in Fitness & Wellness Services



Employee Health Services

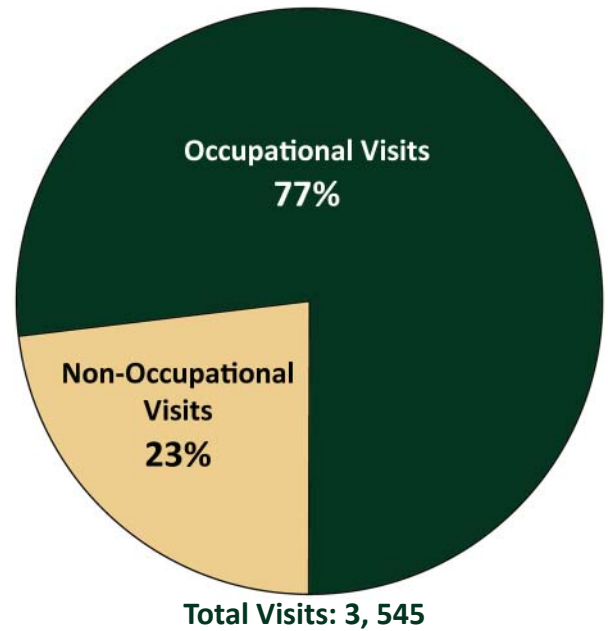
Employee Health Services (EHS) saw 2,732 occupational and 813 non-occupational patient visits in fiscal year 2009-2010. Evaluation and treatment of work-related injuries totaled 275, or 10%. Visits requiring work-related examination or screening totaled 1,932—525 of which were related to drug and alcohol testing services for new employees and random testing for certain occupations filled by current employees. These work-related examinations included baseline and periodic physicals, OSHA-required screenings, and communicable disease prevention/surveillance. A comparison of the past two fiscal years found a 22% increase in work-related injury visits. Our Hepatitis B vaccinations have decreased by 49%, a reflection of the County's hiring freeze along with the fact that many young applicants have already received the vaccination series prior to their employment.

Non-occupational patient visits include treatment of non-work-related illnesses and injuries, courtesy injections, personal medical consultations, administrative visits, and wellness programs. These services increased by 25% this fiscal year due primarily to wellness programs. EHS assisted the Fitness & Wellness Division's implementation of the Fitness and Wellness Certification Program by providing 231 baseline and follow-up cardiac assessments on participants.

Seasonal flu shot vaccinations were again made available to all County employees at no charge through the County’s health insurance program with Southern Health. EHS also coordinated and instituted an influenza education and immunization program in conjunction with the State and local health departments. 105 H1N1 flu vaccinations were provided to our public safety officers.

The MEDICAT drug and alcohol electronic record system and database was launched at the beginning of fiscal year 2009-2010. The initial component included a random draw system, which replaced the previous MAPS program. The second component to be implemented was the data management system, which replaced the previous Access database. We were able to enter all substance abuse testing data prior to the launch date, allowing us to compile accurate statistics under one umbrella.

Figure 14: Employee Visits / Contacts



Classification & Compensation

The Classification & Compensation Division is responsible for managing the County’s job classification system and compensation structures, in addition to administering the online *JOBS@work* job description system and coordinating the annual online performance appraisal process.

The classification system is made up of 471 different classifications. Each classification is represented by a class specification—a general description of the nature and scope of duties that are typically assigned to a position in that classification and the minimum skill, education, and experience requirements for an employee to perform successfully in that classification. In fiscal year 2009-2010, the Division reviewed 203 class specifications in an ongoing effort to ensure accuracy in reflecting current workplace operations and requirements. Additionally, the Division continued to conduct job audits and job studies and to verify career development actions to ensure that County employees remain correctly classified and compensated.

The compensation system currently consists of five payplans: one unified payplan (UP) for all employees; one fire suppression payplan specifically designed for fire suppression personnel working 112-hour work weeks; one Advanced Life Support payplan (IM) for Fire personnel who obtain and maintain specific life support/saving credentials; one Paramedic Advanced Life Support payplan (PM) for Fire personnel who obtain and maintain specific paramedic credentials; and one payplan for hourly, temporary, and seasonal employees. To monitor overall and class-specific competitiveness in pay and benefits in the metro Richmond labor market, the Division routinely conducts and participates in salary surveys. In fiscal year 2009-2010, we conducted and/or participated in 130 different surveys.

This Division also completed two milestone projects during the fiscal year. One project completely revamped the County’s online job description system to interface with the new Oracle-based HRMS/STEP system and its data and terminology requirements. The online *JOBS@work* job description system warehouses the details and specifications for each position, provides a formal tracking and approval process for new position requests, and provides an online form for reporting and/or requesting approval of position- and personnel-related changes.

This large-scale project required the Division to coordinate the integration efforts of two different software systems—*JOBS@work* and the Oracle-based HRMS/STEP—and their respective integration teams. The integration was successfully completed on time and under budget and resulted in no down-time for either system or our customers.

The second milestone project was the development of an online performance appraisal tool—an extension of HRMS/STEP—built around the County’s nine competencies and the associated behavioral anchors. This effort began in 2008, was coordinated by the Division from its inception to its launch in August 2009, and included conducting formal training for over 900 supervisors in 17 sessions over the course of four weeks. The first full fiscal year performance appraisal cycle was conducted entirely online in fiscal year 2009-2010—a total of 4,081 performance appraisals were completed successfully. Supervisors and employees alike welcomed the new and improved performance appraisal system, which was implemented this year.

In addition to completing these large milestone projects and managing the Division’s regular activities, the Division expanded from a two-person to a four-person division when the personnel transactions team was physically relocated and reassigned to the Class and Comp Division. This expansion introduced myriad new responsibilities to the Division, including the keying of personnel transactions, providing help desk support for our customers, and providing support for various HRMS/STEP time/labor/payroll activities.

HRMS / STEP

Human Resources Management System / Streamlining Technology, Empowering People

On December 20, 2008, employees began to use HRMS/STEP’s new Oracle software in a self-service environment to enter their hours and to access and change certain portions of their employee records. Supervisors began approving leave requests and time cards online. Open enrollment for employee benefits began to be processed through this new system, the benefit changes captured and sent to the benefit providers, and new elections with corresponding deductions made correctly and on time. Quarterly and year-end patches were tested and implemented on time without any issues. W-2 forms were produced and also made available online for employees. Performance appraisals were completed and approved online for all government staff, and internal and external applicants began using the new online *iRecruitment* module—all huge steps in moving toward a virtually paperless work environment.

Behind the scenes, Human Resources, Information Technology, Finance, and Schools team members worked late and even through the night and on weekends to bring resolution to various issues. These issues were important yet transparent to most employees. The team processes that brought us to “launch” were successful, and the extensive training of managers, supervisors, and employees worked to get employees paid accurately and on time each payperiod. Employees, managers, and supervisors, through extensive training and information sharing, made the changes necessary to use the new system successfully. In addition, the Department of Human Resources has inched closer to meeting its goal of all employees participating in direct deposit with 99% of County employees choosing this efficient and beneficial pay method.

The scope of the HRMS/STEP project was immense, touching all Henrico government and school employees and impacting the way they handled their own human resource data. This initiative placed the power directly in the hands of the employees for numerous functions: entering time and getting paid, updating personal data, selecting or changing benefits, sending employment verifications, and accessing their own data from any computer with internet access on a 24/7 basis—a phenomenal process and a phenomenal success. STEP stands for “Streamlining Technology, Empowering People,” which is exactly what HRMS/STEP has accomplished.

Implementing the full suite of Oracle products—human resources, payroll, advanced benefits, time and labor, employee and manager direct access, *iRecruitment*, and learning management—and making this change for 12,000 employees—teachers, police, fire, sheriff, and many other governmental employees—at one time was indeed revolutionary.

Financial & Administrative Services

The Financial & Administrative Services Division (FAS) is responsible for ensuring accurate record-keeping and proper storage of all current and past employee files. Since 2003, all personnel files have been converted to an electronic format and in compliance with State law. Over the past fiscal year alone, the FAS Division has scanned nearly 20,000 documents into an electronic format. In addition, over 1,400 employment verifications were processed, which serve to aid employees in their personal lives. Official responses to court-ordered subpoenas are also handled by the FAS Division. All budgeting and accounting activities for the Department of Human Resources are handled by this division, as well as purchasing, maintaining asset inventories, telephone billing, and equipment leasing. Among other things, staff within the FAS Division also serve an all-important role of receiving and greeting customers in two of the six different locations occupied by the HR Department.



Conclusion

Evidence supporting Henrico's heralded reputation as a preferred employer in the Richmond metropolitan area, the state, and the nation, can be found in the County's consistently low turnover rates, competitive pay and benefits, large numbers of processed employment applications, employee longevity, employees' willingness to commute long distances to work (from 48 different localities), our rich history and culture, our strong development and training efforts, and our increased focus on fitness and wellness. Even in the midst of changing times and economic uncertainty, Henrico County remains a stable force committed to the wellbeing of its employees and residents. This has all been accomplished without resorting to employee layoffs

The County's workforce is the lifeblood behind the many services and programs provided to our residents. We take our commitment to provide every resource possible to guarantee the success of each and every employee, touching each and every citizen. The Department of Human Resources, as a strategic partner, works closely with all departments and their supervisors and employees to ensure that the citizens of Henrico County enjoy the highest quality of life possible.

This report has been developed to provide information pertaining to many of the functions and services offered by the Department of Human Resources and to demonstrate how our efforts support the mission and values of the County of Henrico.

FY 2009 - 10 County of Henrico Department Statistics

Department	Authorized Positions by Complement					Filled	Vacant *	Exempt	Non-Exempt	Employees w/ or more yrs. Service	Avg. yrs. Service	Applications processed **	New hires	Promotions ****	Terminations	Retirees	Turnover (%)	Grievances	Average Age (years)	Average Sick Leave Usage (hours)
	1	2	3	4	Total															
Board of Supervisors	4			1	5	5	0	1	4	4	15.57	0	0	0	0	0	0	0	49.70	49.40
Building Inspections	57			1	58	56	2	19	39	40	11.71	0	0	1	1	1	1.64	0	49.73	121.17
CATC				25	26	24	2	19	7	9	9.90	517	8	4	3	0	10.71	0	49.46	29.05
Circuit Court Clerk				37	38	38	0	5	33	23	10.19	0	1	1	0	0	0	0	48.57	75.11
Circuit Court Judges	8				8	8	0	3	5	4	10.32	0	***	3	0	0	0	0	40.07	32.06
Commonwealth's Attorney	20	33		1	63	63	0	40	23	34	8.50	80	5	4	4	1	6.15	0	40.94	53.85
Community Corrections	2			22	25	25	0	21	4	12	7.83	353	1	2	2	0	7.69	0	45.33	68.37
Community Revitalization	17			6	24	23	1	10	14	15	11.85	0	1	0	1	1	4.00	0	47.28	69.46
County Attorney's Office	17			1	18	18	0	12	6	13	14.00	100	1	0	1	0	5.56	0	47.92	50.89
County Manager's Office	6			7	13	13	0	8	5	10	17.98	531	0	1	1	1	7.69	0	54.61	42.31
Extension Office	2	1			3	3	0	1	2	1	4.69	0	0	0	0	0	0	0	42.58	25.83
Finance	115	43		1	159	156	3	80	79	116	14.26	690	6	7	6	4	3.59	0	47.77	75.95
Fire	538			1	539	521	18	62	477	401	11.07	312	14	0	13	6	2.41	4	39.05	73.35
General Services	220			1	221	209	12	49	172	141	11.54	660	15	4	19	5	8.41	0	49.46	65.96
Human Resources	52			1	53	51	2	40	13	35	10.90	325	4	0	4	0	7.02	0	46.41	62.05
Information Technology	82			1	83	80	3	71	12	66	16.66	13	0	1	2	0	2.27	0	50.94	63.23
Internal Audit	3			1	4	4	0	4	0	1	4.38	0	0	1	0	0	0	0	47.43	27.94
James River JDC				66	67	66	1	19	48	47	7.80	108	3	0	3	1	4.48	0	45.08	100.69
Juvenile Detention	2	30		1	33	32	1	11	22	22	11.11	132	2	1	3	2	9.09	0	48.10	67.92
Library	172			1	173	161	12	81	92	95	10.86	255	2	2	8	2	4.37	1	47.77	71.92
MH/DS	25	194	117	1	337	318	19	255	82	224	10.15	1506	16	2	20	6	5.78	4	45.43	73.54
Permit Center	17			1	18	17	1	3	15	9	7.63	41	1	2	2	0	10.53	0	46.93	82.46
Planning	48			1	49	46	3	34	15	25	9.82	176	1	3	4	1	8.00	1	45.07	77.44
Police	785	11		1	797	752	45	68	729	552	12.67	2304	34	9	46	12	5.76	9	40.04	27.65
Probation (VICCA)				3	3	3	0	1	2	1	6.25	496	1	0	0	0	0	0	54.42	64.83
Public Relations/Media Svcs	18			1	19	19	0	16	3	16	11.74	0	0	0	0	0	0	1	46.13	70.91
Public Utilities	377			1	378	361	17	65	313	261	12.30	416	16	4	26	8	6.58	1	48.50	64.06
Public Works	257			1	258	245	13	49	209	161	13.04	523	17	7	11	5	4.14	1	47.42	83.37
Real Property	6			1	7	7	0	5	2	4	11.17	0	0	0	0	0	0	0	59.22	43.43
Recreation	176			1	177	173	4	68	109	131	13.72	1818	2	1	4	1	2.21	1	46.71	68.14
Registrar	9			1	10	9	1	3	7	5	6.78	311	0	2	1	20.00	0	41.01	112.08	
Sheriff's Office	57	314		1	372	363	9	49	323	248	9.99	1019	16	6	16	3	4.23	0	42.13	35.32
Social Services	1	166	8	1	176	173	3	139	37	111	10.23	1930	12	3	12	3	6.78	0	45.65	71.99
GRAND TOTAL:	3093	792	293	36	4214	4042	172	1311	2903	2837	10.81	14616	182	66	214	64	4.97	23	46.87	60.43

Statistics for Fiscal Year 2009-2010 compiled effective June 18, 2010

NOTE: All statistics are based on permanent positions/employees, except Applications Processed.

* Includes positions which are frozen
 ** Includes all applications including temporary / part-time and seasonal applications
 *** Includes 3 limited term law clerks
 **** Does not include Public Safety CDP advancements

FY 2009-10 Employee Profile

The average permanent County employee is 47 years old with 11 years of service with Henrico County.

By Step (permanent employees only)	
Step 1	630
Step 2	523
Step 3	305
Step 4	635
Step 5	315
Step 6	155
Step 7	225
Step 8	133
Step 9	143
Step 10	109
Step 11	90
Step 12	95
Step 13	63
Step 14	73
Step 15	59
Step 16	74
Step 17	45
Step 18	68
Step 19	35
Step 20	61
Step 21	28
Step 22	61
Step 23	40
Step 24	34
Step 25	74

Pay by Salary Level (permanent employees only)	
< \$11,000	0
\$11,000 - \$15,999	25
\$16,000 - \$20,999	23
\$21,000 - \$25,999	170
\$26,000 - \$30,999	381
\$31,000 - \$35,999	401
\$36,000 - \$40,999	625
\$41,000 - \$45,999	372
\$46,000 - \$50,999	557
\$51,000 - \$55,999	476
\$56,000 - \$60,999	224
\$61,000 - \$65,999	269
\$66,000 - \$70,999	140
\$71,000 - \$75,999	122
\$76,000 - \$80,999	63
\$81,000 - \$99,999	145
\$100,000 - \$119,999	40
\$120,000 - \$140,000	25
> \$140,000	15

Years of Service (permanent employees only)	
< 1	55
1 - 5	1290
6 - 10	939
11 - 15	602
16 - 20	389
21 - 25	390
26 - 30	199
31 - 35	151
> 35	58

By Age (permanent employees only)	
< 21	3
21 - 30	593
31 - 40	1037
41 - 50	1192
51 - 60	971
61 - 65	218
66 - 70	44
> 70	15

By Type (all employees)	
Permanent full-time	4020
Permanent part-time	53
Hourly	646
Seasonal/Temporary/ and Other	598

Residency (all employees)	
In Henrico County	3046
<i>Brookland</i>	802 (26%)
<i>Fairfield</i>	641 (21%)
<i>Three Chopt</i>	486 (16%)
<i>Tuckahoe</i>	457 (15%)
<i>Varina</i>	660 (22%)
Outside Henrico County	2271
<i>Our employees live in 48 different localities.</i>	

EEO (all employees)	
Male	59.13%
Female	40.87%
Minority	32.24%
Non-Minority	67.76%

Average Pay (permanent employees only)	
Full-time	\$22.70/hour

Overtime Status (permanent employees only)	
Exempt from overtime	1288 (32%)
Non-exempt	2795 (68%)



Federal minimum wage = \$7.25/hour effective 7/24/2009.

FY Statistics as of June 18, 2010



**Department of Human Resources
County of Henrico, Virginia**

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