



County of Henrico

Human Resources Department

FY2005-06 Annual Report

Executive Summary

Henrico County further strengthened its position as one of the region's top employers in 2006, due in no small part to its commitment to intellectual capital – its highly-qualified and dedicated workforce. It is easy to be an employer of choice when you realize that in order to maintain a high quality of service you must take care of those providing that service. Our long-standing reputation as a progressive and stable employer proves vital in our attraction and retention efforts and is evidenced by many indicators, not the least of which is measured through our consistently low employee turnover rates and the high number of applicants seeking employment with the County. It is envisioned that many of those hired will likely remain with Henrico throughout their careers based on time-honored statistics, employment trends, and forecasts. Our employee turnover rate was less than 9.0% this year, and less than 7% when retirements are extracted from this calculation. This marked the 19th consecutive year Henrico has maintained a single-digit turnover rate.

Human Resources' popular job Web site, www.henricojobs.com, continued to attract large numbers of applicants. This year, more than 25,000 applications were submitted and processed through our online applicant system. This large pool of applicants allows us to be highly selective in the hiring process, ensuring our residents the quality service they deserve and demand. Indeed, hiring in Henrico remained very competitive as only the top 1.2% of full time employment applicants were selected. In addition, due in part to our low turnover and tightened hiring freeze, 300 fewer employees were hired this year than last year, making competition for jobs extremely keen.

Innovative programs and creative partnerships again bolstered Human Resources' reputation as an industry leader. The Department of Human Resources received two National Association of Counties (NACo) Achievement Awards. This included honors for "Field Training Officers: Preparing Safety Leaders" (a joint submittal with the Henrico County Division of Police) and "Intellectual Capital: The Power of Knowledge Transfer". The latter award highlighted the use of panel discussions, leadership book clubs, and specialized training for upper managers, creating "communities of practice" where knowledge could be shared through dialogue and discussion. One of the most successful components of this initiative was the County Manager personally modeling the importance of knowledge sharing through special training sessions entitled, "Conversations with the County Manager". With these two recent awards, our agency has now won an unprecedented 37 NACo awards over the past 20 consecutive years. No other department in the County or Human Resources Department in the country can claim such an accomplishment.

The County's consistently low turnover rates, competitive pay and benefits, large number of employment applications received and processed, employee longevity, employees' willingness to commute long distances (from 61 different localities) to work, our rich history and culture, and our strong development and training efforts are but some of the many positive indicators showing Henrico County's stability and contributing to our heralded reputation as an employer-of-choice in the Richmond area, in the state, and in the nation. A further fact that speaks loudly to our reputation and stability as an employer-of-choice is that we, unlike many employers, have not experienced a layoff since the year we were originally founded in 1611!

Accomplishments and Trends

The Human Resources Department 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. We report directly to the County Manager and are organized with nine divisions in five locations. The average County employee is 44 years old and has been with the County for 11 years.

Professional development, based on a competency model, continues to be an important component of the services offered by the Human Resources Department. Two hundred forty-seven training workshops (technical and non-technical) were delivered to 3716 employees/participants. Active participation in the Leadership Development Program and the Customer Service Certification Program again broke records: 390 active LDP participants and 244 active CSCP participants. During this fiscal year, a combined technology and non-technology training catalog was offered to provide every employee with a one-stop employee resource that included Technology, Customer Service, Leadership, and Professional Development course information in an attractive and functional format.

The Department of Human Resources continued to promote knowledge sharing both within and outside the organization. These efforts included the Conversations with the County Manager class, the continuation of the Intellectual Capital Series for upper managers, partnering with the Virginia Institute of Government to teach classes in the Virginia Community College system to employees of other local jurisdictions, and serving as the benchmarking destination for numerous organizations inquiring about the County's award-winning Leadership Development Program and Succession Management initiatives.

As an employer of choice, we also provide our employees with a competitive compensation and benefits package. The Board of Supervisors and the County Manager support competitive annual pay increases, based on performance. This fiscal year employees with acceptable or better performance were rewarded with a merit and wage adjustment valued slightly more than 4%, which was one of the highest pay increases among local governments in the state. Also, the County was able to negotiate one of the lowest healthcare rate increases in the Richmond metropolitan area. In addition to having excellent Virginia Retirement System pension benefits, many employees prepare for their financial future by participation in one of our two deferred compensation plans and our Financial Wellness program, all sponsored by the Human Resources Department.

The latest technology is made available to our internal and external customers. Employees and applicants alike benefit from our paperless application process. Employees not only have self-service on-line access to many of their personnel records through the PIKE, but also enjoy on-line access to their job descriptions through JOSH@work. If employees desire additional computer training, they can select from a large number of course offerings tailored to the work and equipment available at Henrico County. Our *Personnel Rules and Regulations*, pay plans, class specifications, benefits information, training catalogs, and much more are widely available and updated regularly on the County Internet as well as the employee self service intranet. Technology will continue to be in the forefront next fiscal year as the Department of Human Resources moves towards implementation of a new Human Resources Management System – a planning process that began last year with data gathering and site visits followed by necessary funding made available by the County Manager and Board of Supervisors. This project will be a prime initiative in partnership with Henrico County Schools through FY 2008.

Both employees and supervisors receive our monthly employee newsletter, the *Personnel Update*, which is filled with useful and timely information. This publication includes not only information about benefits, events, policies, and employee programs, but also health and wellness information, and much more. Supervisors receive a quarterly newsletter, the *Leadership Link* which is sent electronically. This publication provides information on a number of topics that supervisors can simply click on to receive more in-depth information. These publications are just two examples of Human Resources' many communications tools aimed at keeping our employees and supervisors informed about a wide variety of topics.

The Human Resources Department's employee health clinic moved to a larger off-campus location which more than doubled the physical space available to better serve our employees and applicants in a confidential setting. During the year, we received nearly 3,400 employee/patient visits.

A very important segment of the Henrico County family is our volunteers. This year 5,661 volunteers contributed 256,717 hours at a value conservatively estimated at \$4.6 million. Our volunteers work in almost all of the County's 32 departments from our EMS/rescue, public safety, and community maintenance areas to library, office support, and various internships.

We celebrate their dedicated service each April during National Volunteer Week. Employees, volunteers, and their respective family members were invited to a summer social, an intergenerational family fun event sponsored by the Human Resources Department.

The Employee Relations Division works with employees and supervisors alike to develop and strengthen effective working relationships through counseling and intervention. Conflict resolution sessions, just-in-time training for work groups, as well as team training classes are offered to help employees and supervisors improve team effectiveness. Each year one County employee is recognized as the recipient of the County Manager's Excellence in Public Service Award. The winner is selected from among the individual departmental nominees. This prestigious award is announced at a ceremony attended by the nominees, agency heads, County Manager, and Board of Supervisors. All employees who reach certain milestones in their employment receive service award certificates. Those employees with ten or more years of service are also honored with a gift of their choice and receive individual recognition of their service achievement at a special semi-annual reception held in their honor. In fiscal year 2006, 422 employees were so honored for their service.

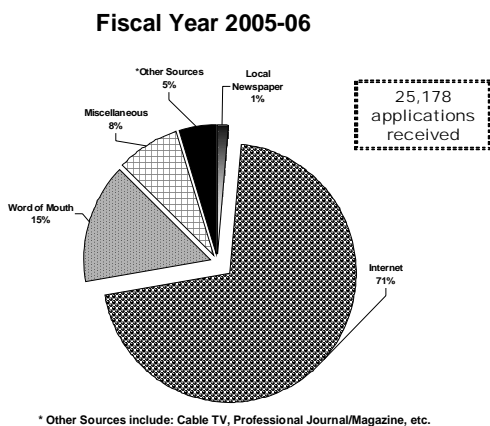
This fiscal year marked a number of significant achievements, including the celebration of the 50th Anniversary of the Human Resources Department. This milestone could not have been reached without the tireless efforts of our staff. The County of Henrico values its employees; they are the life blood of our organization and the key to providing exceptional service to our citizens.

Sincerely,

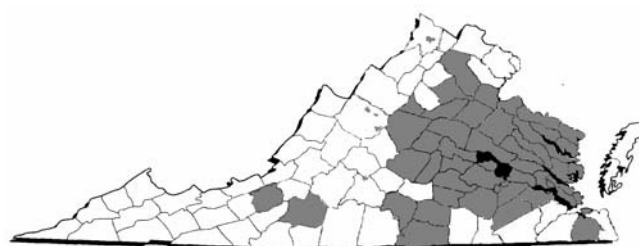
George H. Cauble, Jr., SPHR

Director of Human Resources

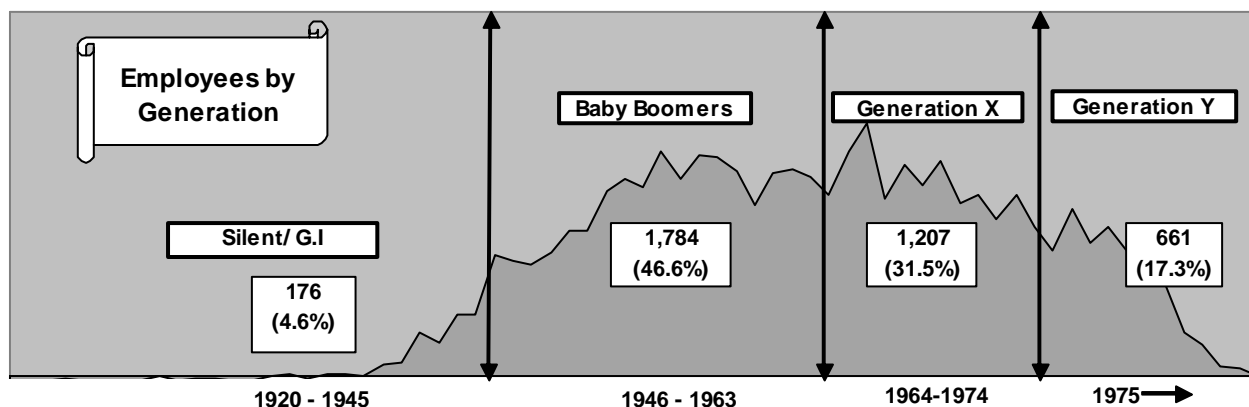
How Applicants Learned of Vacancies



Our Employees Live....



...in 61 different localities



FY Statistics as of June 27, 2006

FY 2005-06 COUNTY OF HENRICO DEPARTMENT STATISTICS

Department	Authorized positions *	Filled	Vacant *	Exempt *	Non-exempt *	Employees w/ 5 or more yrs. service	Avg. yrs. service	Applications processed	New hires	Promotions ▼	Terminations ■	Retirees	Turnover (%) ●	Grievances	Average age	Avg. sick leave usage (hours) ●
Complement 1																
Board of Supervisors	5	5	—	1	4	5	21	—	—	—	—	—	—	—	51	71.75
Building Inspections	59	56	3	19	40	33	9	228	8	4	6	2	10.2	1	47	99.96
Circuit Court Judges	7	7	—	3	4	4	10	114	❖3	—	❖3	—	—	—	36	65.71
Commonwealth's Attorney	19	19	—	9	10	7	5	501	6	6	—	—	—	—	38	—
Community Corrections	2	1	1	2	0	0	1	82	2	—	—	1	—	—	42	—
Community Revitalization	17	17	—	6	11	12	11	29	1	—	—	—	13.0	—	47	80.86
County Attorney	18	18	—	12	6	12	15	45	—	1	—	1	—	—	50	68.81
County Manager	13	13	—	8	5	10	19	—	1	—	—	2	—	—	55	50.86
Extension Office	2	2	—	0	2	0	2	247	—	—	—	—	—	—	44	—
Finance	115	108	7	63	52	79	11	1383	12	10	14	—	8.8	—	45	74.83
Fire	491	461	30	52	438	281	11	733	7	6	21	12	4.3	3	38	89.36
General Services	214	203	11	46	168	138	11	1157	18	6	24	6	11.2	2	47	77.24
Human Resources	50	44	6	36	14	29	11	499	4	7	2	—	4.0	—	47	86.83
Information Technology	85	76	9	67	18	64	15	307	5	6	7	4	8.2	—	49	78.00
Internal Audit	4	3	1	4	0	1	7	6	1	1	1	—	25.0	—	50	60.74
Juvenile Detention	2	2	—	1	1	1	7	—	—	—	—	—	—	—	54	—
Library	144	130	14	76	68	92	11	1876	19	9	10	2	6.9	—	47	66.53
MH/MR	23	22	1	14	9	16	6	580	5	—	—	1	—	—	39	—
Planning	46	45	1	28	18	29	12	928	10	1	3	—	6.5	—	46	65.22
Police	746	681	65	54	693	486	12	3374	99	22	73	14	9.3	2	39	60.77
Public Relations/Media	19	17	2	17	2	7	7	257	2	—	3	—	15.8	—	43	80.34
Public Utilities	388	368	20	63	325	207	11	1784	40	19	40	10	10.3	—	46	71.44
Public Works	259	229	30	44	215	163	13	988	20	25	41	12	15.8	2	46	87.49
Real Property	7	6	1	5	2	7	21	22	—	—	1	1	14.3	—	61	31.69
Recreation	161	154	7	61	100	115	13	1878	15	3	16	1	9.9	1	45	73.30
Registrar	10	6	4	2	8	5	9	259	1	—	1	—	9.1	—	49	71.32
Sheriff's Office	44	33	11	5	39	18	8	152	4	1	—	—	—	—	42	—
Social Services	2	2	—	2	0	1	9	55	—	—	—	—	—	—	63	—
The Permit Center	17	17	—	3	14	12	11	71	1	2	1	—	5.9	—	48	46.47
Subtotal:	2,969	2,745	224	703	2,266	1,834	11	17,555	284	129	267	69	—	11	—	—
Complement 2																
Commonwealth's Attorney	26	26	—	19	7	16	11	71	3	3	10	—	18.5	—	42	57.72
Extension Office	3	1	2	3	0	—	2	—	—	—	1	—	20.0	—	35	61.90
Finance	45	44	1	14	31	36	16	219	4	—	—	—	—	—	48	—
Juvenile Detention	29	29	0	9	20	27	14	152	—	—	1	—	3.2	—	46	62.35
MH/MR	200	196	4	167	33	141	10	975	8	9	25	4	7.8	—	44	78.72
Police	39	36	3	1	38	4	4	50	2	2	—	—	—	—	31	—
Sheriff's Office	316	293	23	39	277	197	9	1729	23	14	30	—	8.3	—	40	82.05
Social Services	147	141	6	112	35	90	8	1906	11	12	17	—	9.9	2	43	85.07
Subtotal:	805	766	39	364	441	511	9	5,102	51	40	84	4	—	2	—	—
Complement 3																
CATC	20	14	6	16	4	14	21	10	1	1	6	—	30.0	—	55	90.17
Circuit Court Clerk	41	35	6	5	36	19	9	357	8	7	8	3	19.5	—	46	83.56
Commonwealth's Attorney	9	8	1	7	2	3	5	302	2	—	—	—	—	—	34	—
Community Corrections	21	20	1	17	4	9	8	183	3	—	4	—	17.4	—	43	58.51
Community Revitalization	6	5	1	5	1	2	6	54	1	1	—	1	—	—	46	—
Court Services	3	3	0	1	2	1	5	89	3	—	2	—	66.7	—	52	—
James River Juv Det Ctr	65	63	2	18	47	45	5	329	3	1	3	—	4.6	2	41	84.38
MH/MR	97	91	6	66	31	49	6	1117	11	3	—	—	—	—	41	—
Registrar	1	1	—	1	0	—	2	—	—	—	—	—	—	—	36	—
Sheriff's Office	1	1	—	1	0	1	29	—	—	—	—	—	—	—	50	—
Social Services	22	20	2	19	3	13	11	80	1	—	—	2	—	—	44	—
Subtotal:	286	261	25	156	130	156	10	2,521	33	13	23	6	—	2	—	—
GRAND TOTAL:	4,060	3,772	288	1,223	2,837	2,501	11	25,178	368	182	374	79	9.0	15	44	75.55

* May include positions which are frozen.

❖ Includes 3 limited term law clerks.

■ Includes temporary/part-time and seasonal employees.

▼ Does not include 272 CDP promotions.

● Statistics are based on permanent employees and are reflected only once in the complement showing majority of employees.

FY Statistics as of June 27, 2006

FY 2005-06 EMPLOYEE PROFILE

The average permanent County employee is 44 years of age with 11 years of service with Henrico County.

Overtime Status *(permanent employees only)*

Exempt from overtime	1178	(31%)
Non-exempt from overtime	2650	(69%)

By Step *(permanent employees only)*

Step 1	451
Step 2	754
Step 3	371
Step 4	209
Step 5	346
Step 6	134
Step 7	179
Step 8	131
Step 9	121
Step 10	114
Step 11	69
Step 12	94
Step 13	56
Step 14	82
Step 15	51
Step 16	91
Step 17	44
Step 18	97
Step 19	42
Step 20	96
Step 21	27
Step 22	97
Step 23	26
Step 24	70
Step 25	76

Years of Service *(permanent employees only)*

<1	327
1 - 5	1247
6 - 10	759
11 - 15	401
16 - 20	486
21 - 25	264
26 - 30	227
31 - 35	97
> 35	20

By Age *(permanent employees only)*

<21	6
21-30	540
31-40	1066
41-50	1142
51-60	896
61-65	136
66-70	24
>70	18

Average Pay *(permanent employees only)*

Full-time	\$21.61/hr
<i>2006 Federal minimum wage \$5.15/hr</i>	

Pay By Salary Level *(permanent employees only)*

<\$11,000	13
\$11,000 - \$15,999	25
\$16,000 - \$20,999	75
\$21,000 - \$25,999	244
\$26,000 - \$30,999	367
\$31,000 - \$35,999	513
\$36,000 - \$40,999	728
\$41,000 - \$45,999	519
\$46,000 - \$50,999	334
\$51,000 - \$55,999	283
\$56,000 - \$60,999	200
\$61,000 - \$65,999	148
\$66,000 - \$70,999	71
\$71,000 - \$75,999	104
\$76,000 - \$80,999	62
\$81,000 - \$99,999	85
\$100,000 - \$119,999	39
>\$120,000	18

Residency *(all employees)*

Residents of Henrico	2781
<i>Brookland</i>	868 (31.2%)
<i>Fairfield</i>	511 (18.4%)
<i>Three Chopt</i>	458 (16.5%)
<i>Tuckahoe</i>	453 (16.3%)
<i>Varina</i>	491 (17.6%)
Non-residents of Henrico	2145
<i>(representing 60 different localities)</i>	

EEO *(all employees)*

Female	39.9%
Male	60.1%
Minority	32.6%
Non-minority	67.4%

By Type *(all employees)*

Full-time (permanent)	3769
Part-time (permanent)	59
Hourly	834
Special programs	128
Temporary	36
Seasonal	36
Boards & Commissions (appointees)	64



**Department of Human Resources
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