



County of Henrico

Human Resources Department

FY2006-07 Annual Report

Executive Summary

Henrico County continues to be recognized as one of the leading employers in the Richmond metropolitan region and beyond. 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. Our employee turnover rate was 8.6% this year, and only 7.1% when retirements are excluded. This marked the 20th 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 34,000 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 1.4% of full time employment applicants were selected.

The Department of Human Resources received two National Association of Counties (NACo) Achievement Awards for programs that embody the County's value on fitness/wellness and professional development. "Fatbusters: A Weight Loss Program" was recognized as a 12-week competition for employees to promote healthy weight loss and lifestyle changes. Participants have lost more than 3,000 pounds during the program's first two years. "Role of the Supervisor: A Blended Learning Approach" featured a cutting-edge approach of blending a variety of learning tools and methods to communicate critical information to newly promoted and recently hired supervisors. With these two recent awards, our agency has now won an unprecedented 39 NACo awards over the past 21 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 66 different localities) to work, our rich history and culture, our strong development and training efforts, and our recent increased focus on fitness, 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 ten different functional areas in five locations.

Employees are urged to direct their own careers, but receive assistance in job and career counseling by the Department of Human Resources. By supporting continuous learning, Henrico County creates an environment where people feel valued, respected, trusted and empowered to improve our quality of life. The County continues to be a leader among other local jurisdictions in the area of leadership development and succession management. The Department of Human Resources led the County in a celebration of the 10th anniversary of the Leadership Development Program with a Leadership Conference attended by almost 300 County leaders.

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 pay increase valued at 4.8%, 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 employee healthcare rates 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.

Work/life balance continues to be a priority for Henrico County. In addition to flexible schedules, compressed work weeks, and compensatory leave, our award-winning wellness initiatives are excellent examples of how the County encourages employees to achieve a healthy balance between their County jobs and personal lives. The Department of Human Resources, through its fitness program, offers FREE benefits in the fitness arena to Henrico County employees. Being active and physically fit improves the overall health and well-being of the Henrico County employee population. Through the fitness program, employees can exercise on their own using the equipment in the weight room, attend fitness classes or schedule a personal appointment with one of our full-time fitness trainers. In its first year, the fitness program has already reached over 5,500 participants through public safety recruit academies, orientation sessions, fitness classes, and personal training appointments.

The latest technology fully serves both our applicants and our employees. Applicants appreciate the convenience of submitting applications, resumes, and cover letters online 365 days per year, 24/7. Similarly, numerous employee resources are just a click away. Our *Personnel Rules and Regulations*, pay plans, job descriptions, class specifications, benefits information, training catalogs, and much more are updated regularly on the County Internet and the employee self service Intranet. Our monthly employee newsletter, the *Personnel Update*, includes information about benefits, events, policies, employee programs, as well as personal fitness and wellness information. Supervisors receive a quarterly electronic newsletter, the *Leadership Link*, featuring timely practical guidance and relevant organizational information.

In addition, the departments of Human Resources, Information Technology, and Finance from Henrico County Public Schools (HCPS) and General Government are preparing for a new Human Resources Management System. This project, known as STEP (Streamlining Technology...Empowering People), is sponsored by the Department of Human Resources to take advantage of innovations in technology to make work life easier and better. Oracle Human Resources Management System (HRMS) will replace the existing MAPS system developed in 1985. HRMS is a module of Oracle's E-Business Suite and will interface with the Oracle Financial System implemented by the County in July 2005. There is a dedicated team chosen to implement the project consisting of General Government and HCPS subject matter experts (SMEs) from Human Resources, Finance, Payroll, and Information Technology. The team began meeting in summer 2005, reviewing software functionality and defining current business processes, and is quickly preparing for a "Go Live" date of December 22, 2007.

Another exciting technology initiative has been the Harvard ManageMentor self-paced courses for leaders. These web-based classes offer a unique way for County supervisors to receive content in more than 30 relevant topics in a just-in-time format from their work or home computers.

The Human Resources Department's employee health clinic is taking advantage of its larger space to improve overall efficiency, productivity, and cost effectiveness. During the year, we received nearly 3300 employee/patient visits. Employee health and wellness counseling is integrated with all services the clinic provides as well as providing monthly educational articles and coordinating wellness events for all employees.

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 2007, 383 employees were so honored for their service.

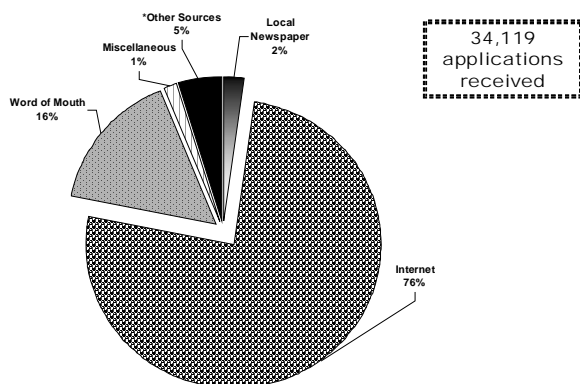
Henrico County is also recognized as an employer of choice by those in the community. Community leaders from Ukrop's, Owens & Minor, Short Pump Town Center, and other organizations speak of ways Henrico County's "employee focus" benefits the entire metropolitan area. Perhaps, Dr. Kenneth R. Ruscio, former Dean of the University of Richmond's Jepson School of Leadership Studies, said it best, "I am impressed by Henrico County. Every employee is able to discover his/her leadership potential to realize how they fit in the picture and make an impact." It is clear that Henrico County employees are the life blood of our organization and the key to providing exceptional service to our customers.

Sincerely,

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

How Applicants Learned of Vacancies

Fiscal Year 2006-07



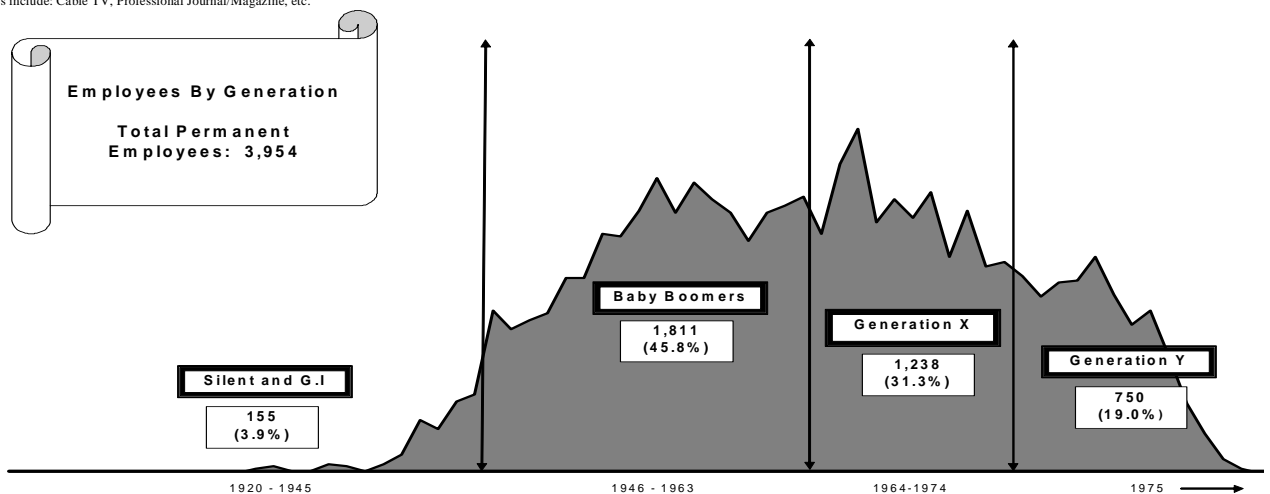
34,119 applications received

*Other Sources include: Cable TV, Professional Journal/Magazine, etc.

Our Employees Live...



...in 66 different localities:



FY Statistics as of June 22, 2007

FY 2006-07 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	0	1	4	5	22	0	0	0	0	0	0	0	52	38.65
Building Inspections	59	52	7	19	40	36	10	366	3	7	6	0	10.2	0	49	68.58
Circuit Court Judges	7	7	0	3	4	3	10	0	❖3	0	❖3	0	0	0	36	65.72
Commonwealth's Attorney	21	20	1	9	12	7	5	272	5	3	—	1	—	—	39	—
Community Corrections	2	2	—	2	0	0	1	104	1	—	—	—	—	—	37	—
Community Revitalization	18	17	1	6	12	12	11	142	1	0	3	1	12.5	0	45	80.01
County Attorney	18	18	0	12	6	13	15	0	1	0	1	1	5.6	0	49	60.53
County Manager	13	12	1	8	5	9	22	127	0	0	1	1	7.7	0	57	68.15
Extension Office	2	2	—	—	2	—	2	33	1	—	—	—	—	—	39	—
Finance	119	115	4	64	55	81	11	1631	13	9	11	2	6.7	0	45	70.71
Fire	520	503	17	61	459	320	11	1207	41	60	17	5	3.3	4	38	84.21
General Services	212	201	11	44	168	132	11	1539	28	6	25	5	11.8	1	48	66.82
Human Resources	55	49	6	40	15	36	12	586	4	8	2	0	3.6	0	47	53.40
Information Technology	91	82	9	76	15	68	15	335	6	2	6	1	6.6	0	49	61.57
Internal Audit	4	4	0	4	0	2	7	19	1	0	0	0	0	0	49	43.99
Juvenile Detention	2	2	—	1	1	2	8	185	—	—	—	—	—	—	55	—
Library	172	164	8	81	91	91	9	3523	33	8	14	4	8.1	0	45	45.96
MH/MR	24	23	1	15	9	16	7	435	3	—	—	—	—	—	41	—
Planning	49	48	1	30	19	26	10	1069	8	4	6	3	12.2	0	44	78.58
Police	796	687	109	68	728	492	12	4236	59	79	54	11	6.7	7	39	59.72
Public Relations/Media	20	19	1	17	3	8	8	414	2	0	1	0	5.0	0	43	88.86
Public Utilities	394	370	24	66	328	223	11	2899	45	28	45	5	11.4	4	47	81.60
Public Works	262	238	24	47	215	167	13	1179	37	39	28	7	10.7	1	46	77.42
Real Property	8	8	0	5	3	7	18	46	0	3	0	0	0	0	59	45.65
Recreation	170	160	10	62	108	113	13	2451	18	10	13	4	7.6	2	45	76.97
Registrar	10	9	1	2	8	5	7	410	2	4	3	2	27.3	0	42	56.63
Sheriff's Office	44	35	9	5	39	19	8	66	3	4	—	—	—	—	44	—
Social Services	2	2	—	2	0	1	5	49	1	—	—	—	—	—	46	—
The Permit Center	18	16	2	3	15	12	11	116	2	0	1	0	5.6	0	50	58.74
Subtotal:	3,117	2,870	247	753	2,364	1,906	11	23,439	321	274	240	53	—	19	—	—
Complement 2																
Commonwealth's Attorney	29	28	1	21	8	17	10	851	4	9	6	0	10.2	0	42	58.27
Extension Office	1	1	0	1	0	1	6	0	2	0	3	0	100.0	0	38	37.53
Finance	45	42	3	14	31	34	16	701	1	1	—	1	—	—	48	—
Juvenile Detention	29	28	1	10	19	25	15	261	0	0	2	0	6.5	0	47	71.93
MH/MR	200	194	6	167	33	138	10	1377	19	8	44	2	13.4	0	44	75.44
Police	11	9	2	0	11	5	7	—	1	—	—	—	—	—	34	—
Sheriff's Office	318	291	27	39	279	194	9	1830	35	10	40	2	11.0	0	40	77.24
Social Services	149	140	9	114	35	90	9	2137	15	11	20	2	11.5	1	44	86.60
Subtotal:	782	733	49	366	416	504	10	7,157	77	39	115	7	—	1	—	—
Complement 3																
CATC	20	13	7	16	4	11	20	148	1	0	1	0	5.0	0	55	101.84
Circuit Court Clerk	41	40	1	5	36	17	8	333	7	5	2	0	4.9	0	45	77.75
Commonwealth's Attorney	9	8	1	7	2	4	7	78	1	—	—	—	—	—	37	—
Community Corrections	22	22	0	18	4	9	8	490	4	0	3	0	12.5	0	46	78.68
Community Revitalization	6	6	—	5	1	2	5	84	2	1	—	—	—	—	44	—
Court Services	3	3	—	1	2	2	6	—	—	—	—	—	—	—	53	—
James River Juv Det Ctr	67	67	0	19	48	49	6	341	7	3	3	1	4.5	0	42	80.61
MH/MR	104	93	11	73	31	55	7	1821	19	2	—	—	—	—	42	—
Registrar	1	1	—	1	0	0	3	—	—	—	—	—	—	—	37	—
Sheriff's Office	1	1	—	1	0	1	30	—	—	—	—	—	—	—	51	—
Social Services	23	21	2	20	3	12	8	228	3	2	—	—	—	—	44	—
Subtotal:	297	275	22	166	131	162	8	3,523	44	13	9	1	—	0	—	—
GRAND TOTAL:	4,196	3,878	318	1,285	2,911	2,572	10	34,119	442	326	364	61	8.6	20	44	68.07

* May include positions which are frozen.

❖ Includes 3 limited term law clerks.

■ Includes temporary/part-time and seasonal employees.

▼ Does not include 265 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 22, 2007

FY 2006-07 EMPLOYEE PROFILE

The average permanent County employee is 44 years of age with 10 years of service with Henrico County.

Overtime Status *(permanent employees only)*

Exempt from overtime	1219	(31%)
Non-exempt from overtime	2735	(69%)

By Step *(permanent employees only)*

Step 1	451
Step 2	354
Step 3	696
Step 4	327
Step 5	217
Step 6	317
Step 7	144
Step 8	167
Step 9	115
Step 10	115
Step 11	112
Step 12	71
Step 13	81
Step 14	60
Step 15	75
Step 16	51
Step 17	83
Step 18	39
Step 19	92
Step 20	40
Step 21	90
Step 22	30
Step 23	80
Step 24	24
Step 25	123

Years of Service *(permanent employees only)*

<1	401
1 - 5	1168
6 - 10	852
11 - 15	430
16 - 20	468
21 - 25	252
26 - 30	262
31 - 35	95
> 35	26

By Age *(permanent employees only)*

<21	4
21-30	585
31-40	1020
41-50	1188
51-60	931
61-65	182
66-70	25
>70	19

Average Pay *(permanent employees only)*

Full-time	\$21.63/hr
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Federal minimum wage \$5.15/hr in FY 2006-07

Federal minimum wage of \$5.85/hr effective 7/24/2007

Pay By Salary Level *(permanent employees only)*

<\$11,000	16
\$11,000 - \$15,999	28
\$16,000 - \$20,999	66
\$21,000 - \$25,999	279
\$26,000 - \$30,999	334
\$31,000 - \$35,999	541
\$36,000 - \$40,999	532
\$41,000 - \$45,999	557
\$46,000 - \$50,999	554
\$51,000 - \$55,999	264
\$56,000 - \$60,999	175
\$61,000 - \$65,999	187
\$66,000 - \$70,999	104
\$71,000 - \$75,999	63
\$76,000 - \$80,999	67
\$81,000 - \$99,999	121
\$100,000 - \$119,999	42
>\$120,000	24

Residency *(all employees)*

Residents of Henrico	2,886
<i>Brookland</i>	884 (30.6%)
<i>Fairfield</i>	543 (18.8%)
<i>Three Chopt</i>	490 (17.0%)
<i>Tuckahoe</i>	455 (15.8%)
<i>Varina</i>	514 (17.8%)
Non-residents of Henrico	2,207
<i>(representing 65 different localities)</i>	

EEO *(all employees)*

Female	40.27%
Male	59.73%
Minority	32.81%
Non-minority	67.19%

By Type *(all employees)*

Full-time (permanent)	3894
Part-time (permanent)	60
Hourly	843
Special programs	155
Temporary	32
Seasonal	36
Boards & Commissions (appointees)	73



**Department of Human Resources
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