



County of Henrico

Human Resources Department

FY2008-09 Annual Report

Executive Summary

Remaining a “preferred employer” during such uncertain economic circumstances can be difficult. However, despite the economy, Henrico County continues to embody the characteristics of a preferred employer – ease in attracting talent, excellent retention rates, well-qualified applicant pools, competitive salaries and benefits packages, award-winning accolades – while maintaining a good mix between providing excellent service to customers and caring about its employees.

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. Our employee turnover rate was just 5.4% this year and only 4% when retirements are excluded. This marked the 22nd consecutive year Henrico County has maintained a single-digit turnover rate. An additional fact that speaks loudly to our reputation and stability as a preferred employer is that we, unlike many employers, have not experienced a layoff since the year we were originally founded in 1611! The average permanent County employee is 46.4 years old with 10.31 years of service with Henrico County. We truly could not provide the high quality of life for our citizens without our dedicated and loyal workforce.

The Human Resources (HR) 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 – a mission that is certainly easier to achieve as a result of the tremendous support of our initiatives by both the County Manager and the Board of Supervisors. Reporting directly to the County Manager, we are organized with ten different functional areas in five locations. The Department of Human Resources received two National Association of Counties (NACo) Achievement Awards this year. The first award-winning submittal was entitled, “The Right Person in the Right Job for the Right Reason – Every Time!” and focused on behavioral interviewing. The second submittal, “The Value of In-House Experts: Connecting the GIS Community,” was a collaborative effort with the Department of Public Works to provide County-specific GIS training for select employees. With these recent awards, our agency has now won an unprecedented 42 NACo awards over the past 23 consecutive years. No other department in the County nor human resources department in the country can claim such an accomplishment.

By supporting continuous learning and managing/training a diverse workforce, Henrico County creates an environment where employees feel valued, respected, trusted, and empowered. All this and more helps to improve our employees’ performance and our citizens’ quality of life. HR’s Employee Development and Training Division delivered training to 3,430 County employees during a total of 186 advertised workshops. The division also offered a total of 43 specialized training classes for specific departmental teams, as well as on-line customer service training.

We continued to serve large numbers of participants in both the County’s Leadership Development and Customer Service Certification Programs, with 473 and 302 active participants, respectively. The Career Enrichment Program provided services to County employees, including but not limited to interview preparation and identifying career goals. We continue to spearhead the County’s Succession Management initiative, including conducting succession management orientation meetings with each new upper level manager and compiling and analyzing each department’s scorecard.

An even greater emphasis was placed this past year in showing how employee participation in professional development and training events is having a positive impact in the workplace. This return-on-investment data indicated that 88% of respondents answered “yes” to the statement, “I have improved my abilities in the class content.” 63% of the respondents answered “yes” to the question, “Are you able to identify improvement in competency areas as a result of attending a particular class.” These surveys, conducted two to four weeks after the conclusion of a class, clearly indicate that learning is being applied on the job and that participants are experiencing positive behavior changes after attending training.

Due to the economic downturn, Henrico County instituted a very conservative hiring freeze in the Fall of 2008. Even with the hiring freeze in place during most of the fiscal year, the Employment and Staffing Division of Human Resources received and processed more than 27,000 applications for positions with Henrico County General Government. We continued to utilize state-of-the-art technology, using our on-line recruitment system JOSH at www.henricojobs.com to manage all vacancies within the County. In Spring 2009, we began our implementation of the iRecruitment tool, one of the newest modules offered through the County’s HRMS/STEP E-Business Suite, to enhance our employment and staffing technology and integrate it into the County’s other business modules. The new module, iRecruitment, went live just as the fiscal year was ending.

The Employment and Staffing Division’s staff gave extensive consultation to hiring managers in each agency this fiscal year, working with them on creative ways to fill vacancies and cover duties for positions impacted by the hiring freeze. Routinely, Employment and Staffing personnel served on many interview panels and assisted applicants with questions and inquiries regarding employment with Henrico County. The Employment and Staffing Division also represented Henrico County at numerous job fairs, participated in community advisory boards, and held workshops for applicants – both County employees and the public – to provide guidance on applying and interviewing for jobs. Henrico County continues to be highly selective and meticulous in its hiring process, ensuring our residents the quality service they deserve.

The County also continued to rely heavily upon its volunteers. Volunteers – 13,364 of them – contributed 208,564 hours in assistance to the County. While in some ways these acts of service are priceless, their dollar value calculates to over 4 million dollars!

The County’s self-funded health care plan continues to provide comprehensive coverage options for employees and their dependents as well as retirees. Employee-only health care rates lead the way on the lowest employee premium among neighboring localities, while rates for dependent coverage remain very competitive. Excellent County-provided pension and life insurance benefits through the Virginia Retirement System (VRS) build additional value in attracting and retaining a strong and stable workforce. Moreover, through participation in the County’s deferred compensation plan and the HR-sponsored Financial Wellness program, a larger percentage of our employees are taking an active role in preparing for their financial future.

Work/life balance continues to be a priority for Henrico County. In addition to flexible schedules, Henrico offers compressed work weeks, a richly designed paid leave program, and many other opportunities which serve as excellent examples of how the County encourages employees to achieve a healthy balance between their County jobs and personal lives. January 2009 marked the beginning of the Department of Human Resources’ newest division, Fitness and Wellness. The division now consists of a working Manager, two full-time Fitness Trainers and one Office Assistant. Fitness and Wellness participation increased with the addition of never-before-offered classes to the Fitness Class Calendar. Yoga, Step Aerobics, Zumba and Fitness Walking provided new entry points for county employees to participate in the County’s fitness and wellness program. *Supersized Slim-down*, a 12-week weight loss competition, resulted in 304 pounds lost by participating County employees. *New Year New You*, an eight-week seminar series, was the first time a comprehensive healthy eating program was offered to Henrico County employees. Weekly meetings covered a wide variety of nutritional topics such as Super Foods, Fruitful Eating, and the Wonders of Water. The Extreme Wellness Makeover marked the annual Employee Fitness and Wellness Day. 44 vendors from the surrounding community shared information on their services and products with County employees. This growing fitness initiative is yet another example of Henrico County’s commitment to its employees, its desire to remain a preferred employer in the region and beyond, and at the same time impact health care costs.

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 hours a day, seven days a week. Similarly, numerous employee resources are just a click away on our attractive and well-maintained Web site. The County’s Personnel Rules and Regulations, payplans, job descriptions, class specifications, benefits information, training catalogs, employee forms, and much more are updated regularly on the County Internet and/or the employee self service Intranet. Our monthly employee newsletter, the *Personnel Update*, includes information to employees about benefits, policies, events, 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 to the County’s 900 supervisors and managers.

FY 2008-09 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	Terminations	Retirees	Turnover (%) ●	Grievances	Average Age
	1	2	3	4													
					Total												
Board of Supervisors				1	5	0	1	4	3	14.61	0	1	2	2	40		48.7
Building Inspections	60			1	61	5	19	42	36	10.74	104	0	0		0		49.05
CATC			18	1	19	0	14	5	9	11.63	208	7	0		5.3		49.75
Circuit Court Clerk			40	1	41	37	4	5	20	9.48	394	2	4		12.2		48.19
Circuit Court Judges	8				8	0	3	5	4	9.72	0	3	♦3		0		40.27
Commonwealth's Attorney	21	34	9	1	65	62	3	40	31	8.40	655	5	5	1	9.2		41.2
Community Corrections	2		22	1	25	25	0	21	4	6.93	279	2	1		4		45.3
Community Revitalization	18		6	1	25	24	1	11	14	11.28	344	1	1		4		47.05
County Attorney	17			1	18	18	0	12	6	13.26	98	3	2		5.6		47.44
County Manager	6			7	13	13	0	8	5	17.54	175	2	1	1	7.7		53.58
County Office Extension Office	2	1			3	3	0	1	2	3.75	0	0	0		0		41.58
Finance	122	44		1	167	157	10	80	87	13.84	1381	7	9		4.2		47.52
Fire	539			1	540	530	10	62	478	10.58	2049	42	28	13	5.4	5	38.5
General Services	225			1	226	217	9	50	176	10.92	1209	17	15	3	6.6		49.1
Human Resources	55			1	56	51	5	43	13	10.20	680	7	5	3	8.9		45.94
Information Technology	88			1	89	82	7	76	13	15.48	215	2	3	2	3.4		49.61
Internal Audit	3			1	4	4	0	4	0	3.43	15	1	1	1	25		46.43
James River Juvenile Det.			66	1	67	66	1	18	49	7.00	637	8	6		10.5		44.7
Juvenile Detention	2	30		1	33	33	0	11	22	12.03	462	2	2	1	6.1		48.7
Library	182			1	183	170	13	82	101	9.72	1344	8	9	2	5.5		46.49
MH/MR	25	199	119	1	344	325	19	267	77	9.59	3510	37	23	1	7	1	44.97
Planning	49			1	50	49	1	35	15	8.97	369	4	1		2		44.49
Police	787	11		1	799	763	36	69	730	12.13	3360	64	36	4	4.9	3	39.55
Probation (VJCCCA)			3		3	3	0	1	2	8.00	0	0	1		33.3		55.37
Public Relations/Media Svcs	19			1	20	19	1	17	3	10.78	52	0	0		5		45.14
Public Utilities	394			1	395	374	21	67	328	11.42	1447	21	19	8	5.1	3	45.14
Public Works	265			1	266	237	29	49	217	13.08	1263	13	13	4	4.5		47.54
Real Property	7			1	8	7	1	5	3	10.20	199	3	1		12.5		47.25
Recreation	180			1	181	175	6	69	112	12.82	2917	11	9	2	5		58.22
Registrar	9			1	10	10	0	3	7	7.05	0	0	0		0		45.86
Sheriff's Office	59	318		1	378	362	16	49	329	9.30	1820	41	20	9	5.6		42.3
Social Services	1	165	10	1	177	172	5	140	37	9.84	1900	8	10	3	3.4	1	44.93
The Permit Center	18			1	19	18	1	3	16	6.55	105	4	1		5.3		45.16
GRAND TOTAL:	3167	802	293	36	4298	4094	204	1335	2963	10.31	27191	326	231	60	5.4	13	46.4

* May include positions which are frozen.

♦ Includes 3 limited term law clerks.

■ Statistics are based on permanent employees.

● Includes temporary/part-time and seasonal employees.

FY 2008-09 EMPLOYEE PROFILE

The average permanent County employee is 46.4 years old with 10.31 years of service with Henrico County.

Overtime Status (permanent employees only)

Exempt from Overtime	1287 (32%)
Non-exempt from overtime.....	2826 (68%)

By Step (permanent employees only)

Step 1	544
Step 2	567
Step 3	317
Step 4	635
Step 5	328
Step 6	155
Step 7	229
Step 8	136
Step 9	143
Step 10	111
Step 11	94
Step 12	97
Step 13	67
Step 14	72
Step 15	58
Step 16	78
Step 17	48
Step 18	71
Step 19	36
Step 20	64
Step 21	30
Step 22	65
Step 23	48
Step 24	42
Step 25	78

Years of Service (permanent employees only)

<1	288
1 - 5	1301
6 - 10	889
11 - 15	520
16 - 20	443
21 - 25	313
26 - 30	193
31 - 35	135
>35	31

By Age (permanent employees only)

<21	4
21 - 30	651
31 - 40	1059
41 - 50	1200
51 - 60	964
61 - 65	188
66 - 70	30
>70	17

Average Pay (permanent employees only)

Full-Time.....	\$ 23.51/hour
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Pay by Salary Level (permanent employees only)

<\$11,000	3
\$11,000 - \$15,999	25
\$16,000 - \$20,999	19
\$21,000 - \$25,999	165
\$26,000 - \$30,999	385
\$31,000 - \$35,999	415
\$36,000 - \$40,999	644
\$41,000 - \$45,999	363
\$46,000 - \$50,999	581
\$51,000 - \$55,999	454
\$56,000 - \$60,999	228
\$61,000 - \$65,999	263
\$66,000 - \$70,999	137
\$71,000 - \$75,999	129
\$76,000 - \$80,999	64
\$81,000 - \$99,999	155
\$100,000 - \$119,999	43
>\$120,000	40

Residency (all employees)

Residents of Henrico County	2847
Brookland	804 (28.2%)
Fairfield	578 (20.3%)
Three Chopt	454 (15.9%)
Tuckahoe	410 (14.4%)
Varina	601 (21.1%)

Non-residents of Henrico County2253

All employees are representing 59 different localities

EEO (all employees)

Female	39.36%
Male	60.64%
Minority	31.14%
Non-Minority	68.86%

By Type (all employees)

Full-time (permanent)	4029
Part-time (permanent)	52
Hourly	780
Special Programs	162
Seasonal/Temporary	77



Federal minimum wage of \$6.55/hour effective 7/24/2008.
Federal minimum wage of \$7.25/hour effective 7/24/2009.

The Department of Human Resources' largest ever technology project was the implementation of the new Oracle-based HRMS/STEP * system on December 20, 2008. This implementation was a collaborative effort between the Department of Human Resources, Henrico County Public Schools, and the County's Departments of Information Technology and Finance. This new system has empowered employees to be able to access employment and personal information right at their fingertips at any time, day or night. Employees complete their own timecards, submit leave requests, view benefit information, access or change personal information, and much more—all with a few simple clicks. In the first six months since implementation, over 12 million actions have been processed!

During FY2009, the Classification and Compensation Division played a key support role in implementing the County's new HRMS/STEP system, participating in the development of an electronic performance appraisal tool, and training users in the use of the new system. In addition, the Division managed the integration of the on-line job description system to the new HRMS.

Employee Health Services continued to customize our MEDICAT Healthcare Electronic Medical Record and Practice Management System. Employee Health Services provided 2,882 occupational and 583 non-occupational patient visits this fiscal year.

The Employee Relations Division works with employees and supervisors alike to develop and strengthen effective working relationships by an assessment of work situations as they may apply to Personnel Rules and Regulations, as well as Federal and State laws and mandates. Those assessments may result in addressing the situation through conflict resolution sessions, just-in-time training for work groups, as well as team training classes. The goal is to help employees and supervisors improve team effectiveness. This division also assists the County Manager with the Excellence in Public Service Program. Each year one County employee is recognized as the recipient of this award. The winner is selected from among the individual departmental nominees. The Employee Service Award program is also managed by the Employee Relations Division. In this program, 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 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 2008-09, 427 employees were so honored for their service. The Employee Relations Division also administers the Employee Assistance Program, a paid benefit for employees and their families. This outside counseling agency is contracted to provide assessment and, if appropriate, services to employees and their families in areas such as marital problems, difficulty in parent/child relationships, drugs and/or alcohol dependency, mental illness, financial problems, and other areas which can affect the work productivity of the County's employees. Last fiscal year, over 400 employees and/or family members used this service.

The Financial and Administrative Services Division is responsible for ensuring an accurate recordkeeping of all General Government employee files. Since 2003, the paper form of the personnel files has been converted to an electronic format. All personnel files are imaged to ensure that the personnel files are complete and in a central location. Over the past fiscal year, the FAS Division has scanned over 16,610 various documents into the electronic format. In addition, 1,087 employment verifications have been processed. All budget and accounting activities for the Human Resources Department are handled by this division.

Is there evidence to support Henrico County's heralded reputation as a preferred employer in the Richmond area, the state and in the nation? Absolutely—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 59 different localities), our rich history and culture, our fiscal conservatism, our strong development and training efforts, and our increased focus on fitness and wellness. Even during changing times and economic uncertainty, Henrico County remains a stable force committed to the wellbeing of its employees and residents.



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



Proud of our progress; excited about our future.

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Place
stamp
here

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