

County of Henrico

Department of Human Resources

2012 - 2013 Annual Report

Fiscal Year 2012 – 2013 has been a year of sweeping change for the County of Henrico and all its agencies. With significant leadership transitions, continued organizational and cultural changes, a heightened emphasis on cost savings, and the ongoing importance of continuing to provide the best possible service to our customers—both internal and external—the County has risen to the challenge, despite the continued tightening of budgetary constraints. The Department of Human Resources (HR) has worked to support the County’s mission and vision in all of its endeavors.

HR continued to focus on the three Cs (communication, collaboration, and credibility), while providing services in the areas of employment and staffing, employee development and training, benefits, fitness and wellness, health services, job classification, employee relations, administration, and information management. As an agency reporting directly to the County Manager, we also continued to partner with our key stakeholders—including Information Technology, Finance, and the County Attorney’s Office—to accomplish important organizational goals.

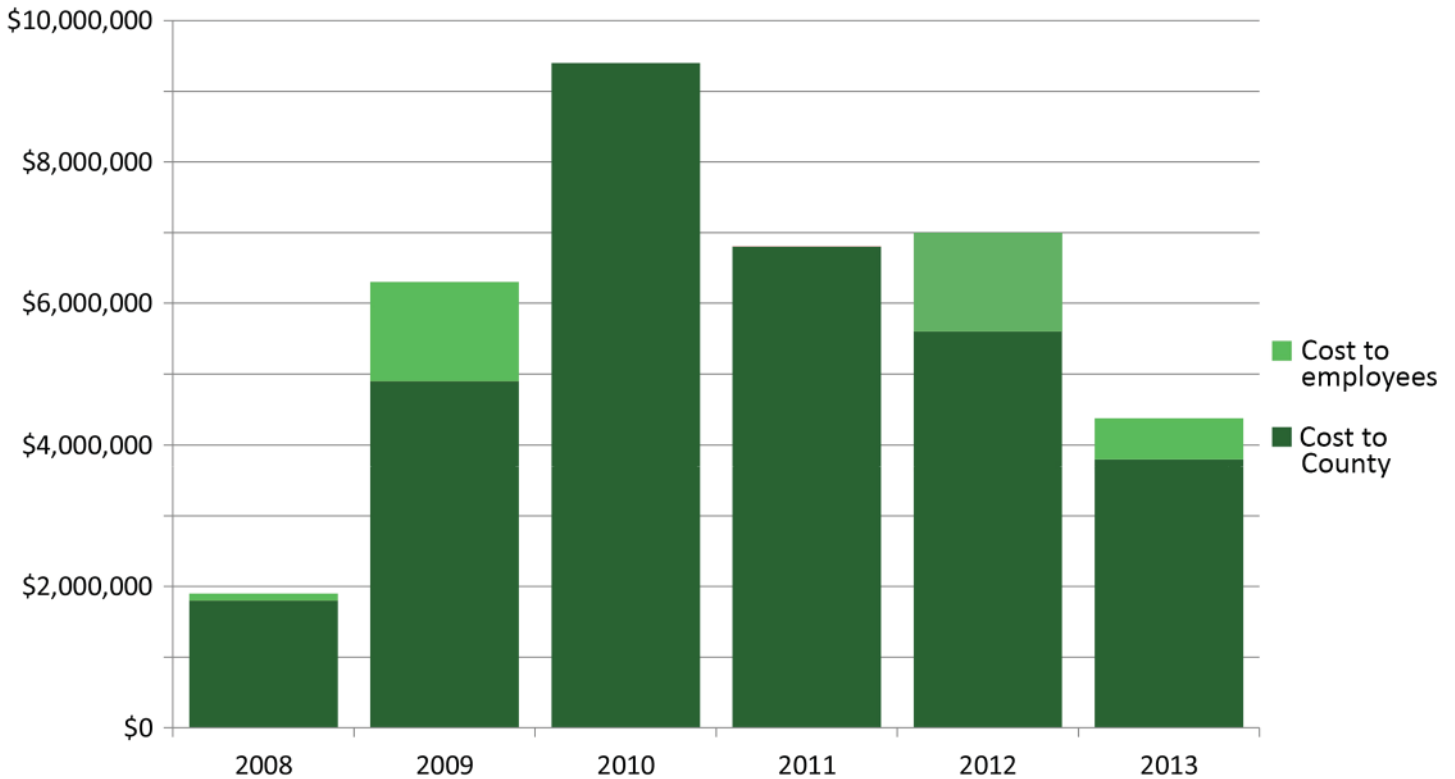
One of the more visible and also highly valuable services we provide as a department and as an employer is in employee attraction and retention, which we accomplish through competitive benefits and strategic initiatives to increase the overall wellbeing of our employees. One such program continued its successful track record for FY 2013, with a continued increase in employee membership in HR’s many fitness and wellness offerings, including participation in many local running events.

In addition, we saw the successful completion of the first year of the Police Fitness Initiative, the result of a collaborative effort with the Police Division. Implementing mandatory yearly assessments of all sworn Police personnel and encouraging voluntary participation in the Fitness Program and *Crossfit™* training classes, the overall average fitness assessment ranking of the Division increased by 4.7%. After one year, 281 officers improved their baseline assessment scores, 150 improved by 10% or more, and those officers that participated specifically in the *Crossfit™* training classes saw a 14.1% improvement overall.

A new wellness screening incentive program took advantage of wellness funds available in 2012 through our outgoing health care contract. Through extensive collaboration with Schools, General Services, and Finance, an incentive of approximately \$100 was provided to each of the 1,150 Henrico County employees who participated in the two-part health assessment in the fall of 2012. Simultaneously, HR was planning, communicating, and implementing new benefit information for our new health care vendor. Once again, despite continually increasing health care costs, the County increased its health care contribution to keep employee costs down [see *Figure 1 on page 2*].

Also related to employee benefits, HR continued to do its part to proactively comply with the Affordable Care Act (ACA), which introduced an employer mandate to offer health coverage to full-time employees, defined as those working an average of at least 30 hours per week over a set period. Due to budget challenges, the County established a policy that part-time employees must limit their hours to an average of 29 or fewer per week. HR

Figure 1: Breakdown of health care cost increase per year, showing the amount of cost increase absorbed by the County, minimizing cost increase to employees (data provided by Department of Finance).



worked closely with departments to find ways to accomplish this goal to best mitigate impact to services and employees and collaborated with Schools to develop targeted communications and coordinate monitoring and auditing processes. Although some of the ACA employer mandates have been delayed until 2015, the County now has a process in place to comply with ACA going forward while adhering to County policy.

The Virginia General Assembly also passed legislation affecting employee benefits, specifically their VRS retirement benefits. Among other provisions, the law required eligible employees to start contributing 5% of their pay toward the VRS benefit. In addition, the County approved a pay increase of 5% to all eligible employees to offset some of the financial impact of this new legislation to its workforce.

Another major benefit to County employees comes in the form of training classes, development programs, and career coaching offered by HR. Not surprisingly, this past fiscal year saw a significant increase in our online training classes, as well as a 6.5% increase in general class participation and 22% increase in specialized class participation.

In the interest of continuing to develop strong leaders in the County, significant revisions to the Leadership Development Program (LDP) are being developed and implemented, as well as the new offering of *Conversations on Leadership* cohorts. The LDP revisions came out of a need to reflect the changing leadership culture and emphasis on pushing leadership down, fostering higher accountability at all levels, and aligning with the current needs of the larger organization. These changes create more opportunities for participants for networking and for applying knowledge in the workplace. Similarly, HR launched new cohort discussion groups, *Conversations on Leadership*, for both middle managers and assistant directors. The idea of the cohorts is to bring together individuals who share a level of experience and responsibility and give them a venue for informally facilitated topic-based discussions, structured for both dialogue and reflection, and fostering higher levels of collaboration among

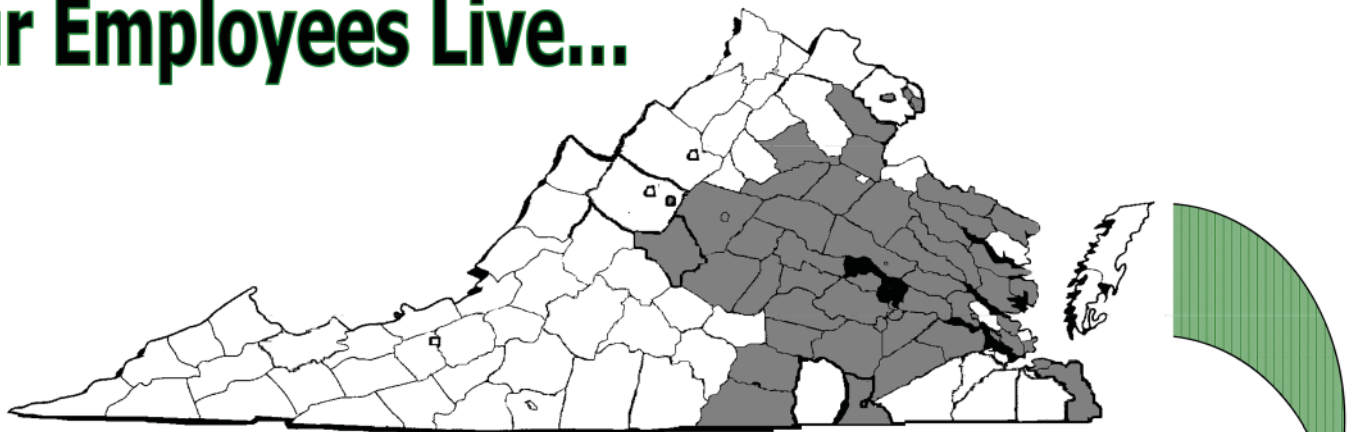
our leaders. A testament to the success of this series, many of the participants in the assistant directors cohort decided to continue meeting on their own after the training was completed.

The County also received a NACo Award this past fiscal year for HR's submission, *Executive Development for Middle Managers: Preparing Tomorrow's Top Leaders*, which outlined the Department's strategy for proactively managing an anticipated high number of upper management retirements. Using a blend of traditional classroom techniques, facilitated dialog, group projects, and informal learning through conversations, this initiative provided learning opportunities for middle managers and also engaged upper and middle managers in knowledge-sharing experiences. As a result, 35% of participants experienced promotions or were assigned increased levels of responsibility. Over 300 middle managers participated, and surveys revealed that 88% improved their leadership abilities as a result of their involvement. Most importantly, these initiatives ensured smooth transitions at the County's highest leadership levels.

Training for our current employees has been a long-held priority for the County, and this past fiscal year saw the rise of a new emphasis on providing education and development opportunities for potential future employees in the form of a formal, standardized Internship Program. Previously, the County's use of interns had been reactive, responding to requests of potential interns and putting them in touch with various other departments, with very little structure, support, or follow-up. The newly enhanced Internship Program's main focus is to develop the professional skills of high school and college students. The application process is competitive, and these interns bring fresh, current ideas and contributions to our workplace. The program also serves to reinforce and enhance our reputation with the upcoming generation of workers as a preferred employer.

Figure 2: Map of where our employees live (*permanent employees only*).

Our Employees Live...



...in 49 localities and 2 states!

- | | | | |
|--------------------------|----------------------|-----------------------|----------------------|
| Albemarle County | Fluvanna County | Lunenburg County | Richmond County |
| City of Alexandria | Franklin County | Mathews County | City of Richmond |
| Amelia County | Gloucester County | Mecklenburg County | City of Roanoke |
| Buckingham County | Goochland County | Middlesex County | Spotsylvania County |
| Caroline County | Greensville County | New Kent County | Stafford County |
| Charles City County | Hanover County | City of Newport News | Sussex County |
| Chesterfield County | Henrico County | Northumberland County | Virginia Beach |
| City of Colonial Heights | City of Hopewell | Nottoway County | City of Waynesboro |
| Culpeper County | Isle of Wight County | Orange County | City of Williamsburg |
| Cumberland County | James City County | City of Petersburg | Polk County, FL |
| Dinwiddie County | King & Queen County | Powhatan County | |
| City of Emporia | King William County | Prince George County | |
| Essex County | Louisa County | Prince William County | |

Prepared by: Human Resources Department
Henrico County, Virginia
2013

And despite the hiring freeze and difficult budgetary conditions, the County of Henrico certainly remains a preferred employer, as evidenced by a high number of applications—39,165 total—a 52% increase from last year. Also noteworthy, for the first time less than 1% of our applicants were referred by newspaper ads; most were referred by the Internet or word of mouth, again reflecting favorably on the County’s competitive reputation as an employer.

Also significant is the number of high-level recruitments that occurred throughout the County. Almost all of these high level positions were filled by internal candidates and—along with the appointment of our new County Manager John Vithoulkas—heralded, strengthened, and reflected an exciting cultural shift within the County’s leadership and workforce.

HR has worked not only to aid in the employment process of these recruitments, but to promote and support this cultural shift and vision. This support and promotion has come in the form of training classes, formal and informal coaching and mentoring, and the facilitation of town halls—the new County Manager’s brainchild for gathering employees together for a direct connection between leadership and employees—which have provided an opportunity to share expectations, address concerns, provide a direct line of feedback, and bring awareness to “big picture” information, vision, and goals. Along these same themes, HR launched a new online publication, *The County Connection*, distributed monthly to County employees. The major focus of the publication is one of fostering in our employees a higher level of understanding of the business of Henrico County, spotlighting individuals, work areas, and programs at all levels and in all agencies, in hopes of inspiring a more collaborative, informed, and engaged workforce.

Much of the aforementioned cultural shift is also reflected in HR’s extensive work with other agencies in regard to organizational development. As a result of the many changes in upper-level leadership as well as budgetary factors, many of the County’s agencies have also been undergoing reorganization and organizational development efforts, and HR has consulted, advised, supported, and even developed training and policies for these agencies as needed. A few examples are highlighted below.

With the retirement of the Fire Chief and two of three Assistant Chiefs, the Division of Fire embraced the opportunity to identify some goals for future development of their organization and leadership. HR collaborated with Fire to develop a survey for all Fire personnel to ascertain what they wanted to see from their new leadership. These results were reported to the agency and used to formulate strategic recruitment questions, as well as shared with the new Fire Chief when he was hired. In-person group sessions were held to foster discussions around the survey topics. The feedback on this process and the changes embraced as a result have been overwhelmingly positive—personnel were happy to have been consulted and to see their input in action.

In the Department of Public Works, HR staff partnered with field supervisors to strengthen their skills and confidence for holding their teams accountable for their performance. HR staff participated in multiple field visits with the affected supervisors to observe and gain a deeper understanding of the challenges they face. In Fiscal Year 2014, we will continue to develop and implement training for the agency on giving feedback, coaching, and discipline, empowering and preparing the supervisors for confident, in-the-moment decision making in the future.

HR collaborated with Recreation & Parks on an unprecedented study of 78 individual positions (most job studies average between one and ten positions) in order to aid in that agency’s reorganization and transition. In addition to providing leadership and coaching to employees, major goals of the study were to help Recreation & Parks strategically position itself for today and tomorrow to avoid any lapse in or loss of service despite a shrinking budget and to maximize the most efficient use of personnel and resources. The actual implementation of this study will continue into the coming fiscal year.

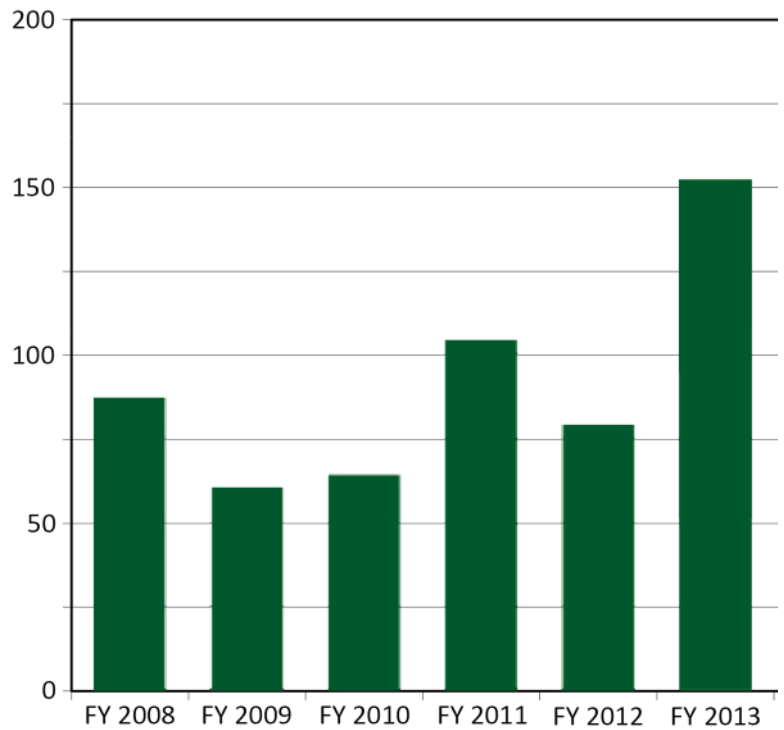
HR also partnered with General Services to help them revise and communicate changes to their overtime and on-call policies. In addition, we helped develop values training for the agency as they underwent reorganization and moved into a new culture. General Services’ leadership prioritized a value-based approach to the work of the department, so HR helped their leadership team create a set of core values and behavioral anchors for those values. They then met with their teams to discuss specific behaviors in regard to those values, relevant to their targeted work areas, resulting in a higher level of accountability and collaboration and empowering informed decision-making at all levels in alignment with General Services’ core values.

The three Cs also crossed over into the technology aspects of the business of HR, as demonstrated by our collaborative efforts with Information Technology and Finance in spearheading a significant upgrade to Release 12 for the County’s Human Resource Management System (HRMS). Due to the high level contributions of and communications between all parties involved during the upgrade process, there was no lapse in service to our customers.

In addition to Fiscal Year 2012-2013’s major themes of employee attraction and retention, culture change, and organizational development, there also continues to be a large emphasis on cost savings. Though many of HR’s accomplishments overlap and generate both direct and indirect cost savings to the County, there also have been a couple other significant areas of contribution to improving the County’s financial challenges. First, it would be remiss not to mention the profound impact of HR’s Volunteer Program. This past fiscal year, volunteers contributed 197,010 hours of work to the County—a value of over \$4.8 million.

HR also spearheaded the innovative Voluntary Retirement Incentive Program (VRIP), designed to respond to recent budgetary challenges by offering an incentive to eligible employees to voluntarily retire between July 1 and September 1, 2012. Of the 430 eligible employees, 98 chose to participate in the program, resulting in an initial savings of \$2.6 million. That cost savings to the County will continue to grow as positions remain vacant or are filled at a lower rate of pay. It should also be noted that these 98 VRIP retirees significantly impacted the reported numbers for retirees, terminations, and turnover rates [see the *Departmental Statistics on page 7, as well as Figure 3 at right*].

Figure 3: General Government retirees per fiscal year.



In retrospect, Fiscal Year 2012–2013 was undoubtedly fraught with challenges and obstacles, and those challenges were met by agencies County-wide with competence, enthusiasm, and innovation. The Department of Human Resources has faced the challenge, along with the rest of the County, to do more with less. We have relished the opportunity to stretch ourselves, learning and improving and changing the way we do business to better meet the ever-evolving needs of our customers. With the perspective of the past and an eye to the future, we look forward to meeting the challenges of the coming year.

FY 2012 - 2013 Employee Profile

The average permanent County employee is **45** years old with **12** years of service with Henrico County.

By Step (permanent employees only)	
Step 1	589
Step 2	521
Step 3	423
Step 4	258
Step 5	546
Step 6	273
Step 7	149
Step 8	174
Step 9	123
Step 10	132
Step 11	95
Step 12	79
Step 13	73
Step 14	55
Step 15	65
Step 16	46
Step 17	61
Step 18	36
Step 19	54
Step 20	22
Step 21	32
Step 22	14
Step 23	38
Step 24	28
Step 25	14
Step 26	41

Pay by Salary Level (permanent employees only)	
< \$11,000	50
\$11,000 - \$15,999	20
\$16,000 - \$20,999	22
\$21,000 - \$25,999	13
\$26,000 - \$30,999	116
\$31,000 - \$35,999	303
\$36,000 - \$40,999	360
\$41,000 - \$45,999	440
\$46,000 - \$50,999	472
\$51,000 - \$55,999	452
\$56,000 - \$60,999	383
\$61,000 - \$65,999	416
\$66,000 - \$70,999	318
\$71,000 - \$75,999	179
\$76,000 - \$80,999	125
\$81,000 - \$99,999	79
\$100,000 - \$119,999	178
>\$120,000	15

Years of Service (permanent employees only)	
< 1	300
1 - 5	866
6 - 10	903
11 - 15	742
16 - 20	404
21 - 25	365
26 - 30	201
31 - 35	103
> 35	57

By Age (permanent employees only)	
< 21	10
21 - 30	531
31 - 40	913
41 - 50	1,212
51 - 60	952
61 - 65	240
66 - 70	69
> 70	14

Overtime Status (permanent employees only)	
Exempt	1,249 (32%)
Non-exempt	2,692 (68%)

Average Pay (permanent employees only)	
Full-time	\$23.76/hour

By Type (all employees)	
Permanent full-time	3,898
Permanent part-time	43
Hourly, Seasonal, and Temporary	896

Residency (all employees)	
In Henrico County	2,630
<i>Brookland</i>	708 (27%)
<i>Fairfield</i>	532 (20%)
<i>Three Chopt</i>	413 (16%)
<i>Tuckahoe</i>	403 (15%)
<i>Varina</i>	574 (22%)
Outside Henrico County	2,207

EEO (all employees)	
Male	58.54%
Female	41.46%
Minority	32.51%
Non-Minority	67.49%

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

FY Statistics as of June 14, 2013

FY 2012-2013 County of Henrico Department Statistics

Department	Authorized Positions by Complement				Filled ⁵	Vacant ¹	Exempt	Non-Exempt	Applications ² processed	Employees w/ or more yrs. Service	Avg. Yrs. Service	New hires	Promotions ⁴	Terminations	Retirees	Turnover (%)	Average Age (years)	Average Sick Leave Usage (hours)	
	1	2	3	4															Total
Board of Supervisors	4			1	5	4	1	4	3	16.1						0.0%	50.9	41.0	
Building Inspections	53			1	54	52	2	18	246	50	14.0	1		2	2	3.7%	52.8	96.8	
Circuit Court Clerk's Office			37	1	38	37	1	5	517	28	10.8	3		3	3	7.9%	50.5	65.5	
Circuit Court Judges ³	8			1	8	7	1	3	757	4	9.4	3	1	4	1	12.5%	41.1	70.9	
Commonwealth's Attorney	18	37	6	1	62	59	3	40	22	1317	35	7.2	8	9	3	14.5%	39.8	49.2	
Community Corrections	2		23	1	26	23	3	22	4	1183	12	7.3	5	5	1	19.2%	43.3	50.1	
Community Revitalization	16		6	1	23	20	3	12	11	400	17	13.4	1	3	1	13.0%	49.2	77.9	
County Attorney's Office	18			1	19	19		13	6	183	12	13.1	3	1	1	5.3%	46.4	46.4	
County Manager's Office	7			6	13	13		8	5	453	9	12.9	1	3	3	23.1%	50.8	41.1	
CRWP			49	1	50	24	26	39	11	1067	5	4.7	17	10		20.0%	42.6	43.8	
Extension Office	2			2	2	2		2	17	2	5.9					0.0%	46.2	42.5	
Finance	112	40		1	153	137	16	82	71	1527	117	15.1	8	3	17	8	11.1%	49.3	73.7
Fire	538			1	539	523	16	63	476	2921	440	12.5	28	35	27	18	5.0%	40.6	78.3
General Services	213			1	214	197	17	47	167	1725	138	11.3	18	4	26	13	12.1%	49.8	68.5
Human Resources	47			1	48	47	1	35	13	755	36	11.9	3	2	6	1	12.5%	48.5	64.5
Information Technology	88			1	89	85	4	77	12	257	66	15.8	10	2	5	4	5.6%	50.5	51.3
Internal Audit	3			1	4	4		4		3	7.4					0.0%	50.4	35.0	
James River JDC			66	1	67	62	5	20	47	825	46	9.3	9	2	12	3	17.9%	46.9	90.5
Juvenile Detention	2	30		3	36	34	2	13	23	988	27	12.2	3	2	3	1	8.3%	51.2	65.3
Library	163			1	164	154	10	80	84	1544	130	12.6	15	2	14	6	8.5%	49.4	55.6
MH/DS	24	194	132	1	351	316	35	269	82	2547	241	11.9	17	2	19	1	5.4%	47.1	67.3
Permit Center	16			1	17	16	1	2	15	12	9.9					0.0%	48.7	85.3	
Planning	42			1	43	41	2	33	10	428	38	12.2	3	1	2	1	4.7%	47.0	70.8
Police	788	10		1	799	756	43	71	728	6278	601	12.6	94	10	72	26	9.0%	40.0	63.6
Public Relations/Media Svcs	18			1	19	19		16	3	16	12.2	1				0.0%	47.7	77.1	
Public Utilities	374			1	375	339	36	67	308	3822	262	12.9	35	13	44	22	11.7%	49.5	71.8
Public Works	253			1	254	224	30	46	208	1157	170	14.2	15	13	20	6	7.9%	48.4	78.9
Real Property	6			1	7	7		5	2	3	10.9					0.0%	59.1	52.0	
Recreation & Parks	185			1	186	174	12	70	116	3106	137	14.1	16	2	13	5	7.0%	47.5	60.3
Registrar	8			1	9	9		4	5	338	9	9.8	1			0.0%	45.0	61.0	
Sheriff's Office	55	316		1	372	340	32	50	322	1082	233	10.0	37	12	41	19	11.0%	41.2	86.6
Social Services	1	166	8	1	176	164	12	140	36	3725	114	10.4	22	12	22	7	12.5%	46.4	73.1
GRAND TOTAL:	3064	793	330	35	4222	3908	314	1355	2867	39165	3016	12.2	376	120	383	152	9.1%	45.0	70.3

Statistics for Fiscal Year 2012-2013

compiled effective June 14, 2013

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

¹ Includes positions which are frozen

² Includes all applications including temporary, part-time, and seasonal applications

³ Includes three limited term law clerks

⁴ Does not include Public Safety Career Development Program (CDP) advancements

⁵ Public Safety Academy positions filled by multiple employees