

# Department of Human Resources

## History

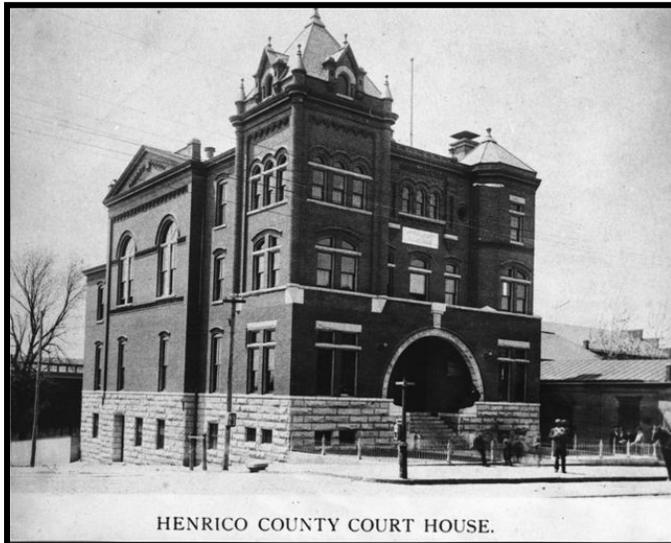
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Willard F. Day  
1<sup>st</sup> County Manager  
1934—1940

The role of personnel administration has played an integral part in Henrico's history. Seventy-five years ago, the Board of Supervisors on July 14, 1936, formally approved a resolution regarding personnel administration in the County. This was done shortly after the County was reorganized under the county manager form of government in 1934—an effort led by J. R. Tucker. The first County Manager appointed under this new form of government was Willard F. Day. The period of 1936-1956 was a very informal period for the personnel function as it was managed on a decentralized basis by various departments under close supervision of the County Manager.

According to Edward A. Beck, who was appointed County Manager on March 24, 1952 by the Board of Supervisors and served until 1977, the son of State Senator J. Vaughan Gary handled ancillary personnel matters for the County in the World War II era. Pre-dating numerous federal employment laws and Title VII of the Civil Rights Act of 1964, most job vacancies were filled by department heads who found the needed employees chiefly through referrals by other employees and by word of mouth. The County Manager was intimately involved in all County activities including hires and promotions during this time.



Located at 22<sup>nd</sup> and Main Streets in downtown Richmond, Virginia

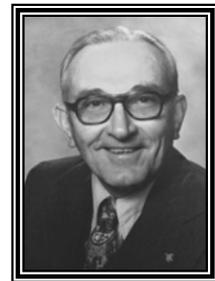
To meet post-war administration demands of the personnel function, Human Resources (formerly known as Personnel) was established. The Board of Supervisors first adopted a set of Personnel Rules and Regulations on September 9, 1955, retroactive to July 1, 1955, the beginning of the fiscal year. These Rules and Regulations stated, *"The County Manager shall be the Chief Personnel Officer for the County. He shall direct the administration of Personnel Rules and Regulations; and, he may, at his discretion, assign officers and employees of the County*

*such duties as he sees fit to assign in connection with the administration of the Rules and Regulations."* The Personnel Rules and Regulations also established a five-member Personnel Advisory Committee on personnel administration consisting of the Chief of Police, Director of Welfare, Director of Finance, Director of Public Utilities and Superintendent of Schools. This 5-member committee reviewed job descriptions, position reclassifications, revision of salary ranges, etc. and made recommendations to

the County Manager and the Board of Supervisors regarding the whole spectrum of personnel issues.

The Personnel Rules and Regulations further stated the County Manager may appoint a Director of [Personnel] Human Resources for the administration of these rules and all other personnel provisions of law. As of July 1, 1955, there were 398 General Government employees and 841 School employees. The Personnel Rules and Regulations applied to all agencies, positions, and employees of the County except instructional personnel of the Department of Education. These rules also applied to clerical employees in the School Superintendent's Office, cafeteria employees, and employees of the Schools Construction and Maintenance Division. Years later, Henrico County Public Schools requested that these aforementioned employees, move from the General Government's personnel complement to the Schools' personnel complement.

Fifty-five years ago, Barbara A. Bradley was appointed as the 1<sup>st</sup> Personnel Officer for Henrico County by Edward A. Beck on April 1, 1956 and a personnel organization was formally established. The office consisted solely of the Personnel Officer who reported directly to the County Manager. This position also was assigned the role of Recording Secretary for the Personnel Advisory Committee. Centralized records were set up for all County employees. A roster was established, by department, for immediate location of employees and a recruitment program was implemented with centralized screening and interviewing of applicants. Operating procedures were established in accordance with the personnel rules adopted by the Board of Supervisors.



Edward A. Beck  
County Manager  
1952—1977

Barbara A. Bradley resigned effective February 14, 1958 and Virginia E. Alston was appointed as the County's second Personnel Officer on February 13, 1958. For the next few years, the personnel function basically remained the same. The Personnel Officer advised the Personnel Advisory Committee and the County Manager on matters concerning personnel administration. The 1958 County Annual Report referenced amendments made to the Personnel Rules and Regulations and training was provided in an effort to promote higher employee morale and performance through a better understanding of County personnel policies. These revisions were made November 19, 1958 and were published in a booklet that was widely distributed.

Effective July 1, 1959, the County became a participant in the Virginia Supplemental Retirement System (currently known as The Virginia Retirement System or VRS). As a participant in the Virginia Supplemental Retirement System, the County was also approved by the State to offer a group life insurance plan effective July 1, 1960. During this period, Human Resources, consisting of the Personnel Officer and one clerical employee, had taken on several additional functions to include: maintenance of the personnel complement, certification of payroll, administration of employee benefits, advice to employees on the retirement plan, and the conducting of salary surveys. Also, turnover reports were first prepared using separation records.

Virginia Alston Schad resigned from her position effective September 15, 1961 and Jeanne N. Allen was appointed as the County's third Personnel Officer by Ed Beck on September 11, 1961. Testing of clerical applicants was initiated. Reports show that there were 1,612 Schools employees and 523 General Government employees at that time.

By 1963, the Personnel Office was responsible for centralized recruiting, interviewing, referral of qualified applicants, and maintenance of complete records for all employees. Other duties and responsibilities included maintenance of the position classification plan and job descriptions of classified positions; a salary and benefits administration program for classified positions; maintenance and revision of listings of positions authorized by the Board of Supervisors; testing of applicants for positions in some classifications; maintenance of current rosters of County personnel, both alphabetical by name and agency; maintenance of leave records; certification of payrolls; administration of the retirement and group life insurance plans, including enrollment and interpretation of the plans to eligible employees; and the conducting of salary surveys. The County Manager began recognizing employees beginning on their 10<sup>th</sup> anniversary and at five-year intervals thereafter acknowledging them for their service. This was implemented and maintained by the Department of Human Resources and continues today.



Jeanne N. Allen (Standing)  
Administering a Typing Test

In March 1963, the County contracted with Yarger and Associates for a study to review pay, set up job classes, and develop a new compensation plan for the County. Over 840 general government and school positions were studied. As a result of this study, effective September 1, 1963, the Board of Supervisors approved wage adjustments with most classifications receiving either a 10% or 15% increase. Group hospitalization insurance was initiated and administered by the Personnel Officer. By 1964, there were 2,066 School employees and 632 County employees. Human Resources consisted of 3 members—the Personnel Officer and 2 clerical employees.

As mentioned in the County's 1965 Annual Report, Human Resources participated in several noteworthy activities including training programs, an employee service recognition program, and the 30<sup>th</sup> Anniversary of the adoption of the county manager form of government. Three training programs, which were augmented by televised study, were offered:



Meeting In Conference Room With County Manager, Edward A. Beck, and Numerous Department Heads and Staff at 21st and Main Street  
*circa 1970*

(1) a one-hour instruction on proper use of the typewriter—administered by a local firm;  
(2) an elementary school principal conducted a six-week course consisting of a two-hour lecture and discussion period each week on “Civil Defense”; and  
(3) a ten-week course of twenty hours of instruction was given on “Modern Supervisory Practices” for which

Raymond J. Hayle, Superintendent of the Equipment Depot was the discussion leader.

As a result of a salary survey, a revised compensation plan was implemented effective July 1, 1965 granting seven classifications a 15% increase, fifty-six classifications a 10% increase, and sixty-nine classifications a 5% increase.

On March 24, 1966, an eight-week course of sixteen instruction hours on “Supervisory Leadership” was led by William S. Dewhirst, then Director of Public Utilities. Mr. Dewhirst later became Associate County Manager in the late 1970s and ultimately retired from that position in 1991.

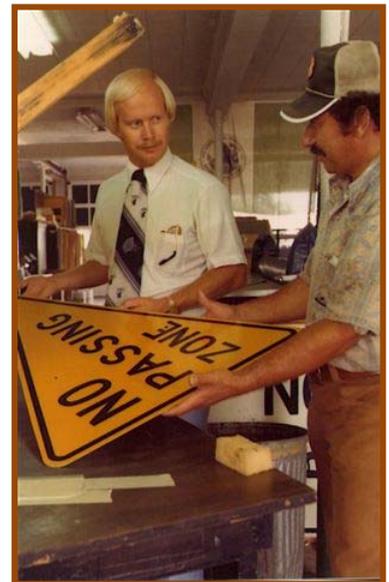
In 1970, with assistance from the Personnel Officer and the Personnel Advisory Committee, the County Manager remained the predominant decision-maker regarding all personnel issues. Data Processing, the Department of Finance, and the Department of Human Resources worked together with consultants to design a new payroll, personnel, and leave accrual system. The new system was implemented effective July 1, 1970. Leave balances for all eligible employees, which had been manually maintained by Human Resources, were now automated. There were 2,738 School employees and 1,054 General Government employees. The first professional, non-clerical staff member (a Personnel Assistant) in Human Resources was hired. Human Resources consisted of 5 people—the Personnel Officer, 1 Personnel Assistant, and 3 clerical employees.

A major 1970 project for Human Resources was to submit to the Courts specific personnel practices and detailed information on each County employee, Board and Commission member, and elected official concerning the School consolidation lawsuit.

During this time, Human Resources still handled many personnel records for Henrico County Schools. Most County employees received approximately a 12% pay increase effective June 18, 1971.

During 1971, policy requiring County residency as a condition of employment for all law enforcement personnel below the level of Chief of Police was rescinded by the County Manager. Effective July 1, 1971, a policy affecting the use of motor vehicles was adopted. The Department of Human Resources maintained the records on all persons assigned County vehicles and also kept records on employees who used their personal car for County business and who were reimbursed for gasoline mileage.

In 1972, a consultant study on the organization of Human Resources was conducted under the Federal Intergovernmental Personnel Act (IPA) grant. With this grant, a comprehensive analysis of fringe benefits was conducted. The County also obtained a grant for \$88,800 for a one-year period under the Emergency Employment Act of 1972. The purpose of the grant was to reduce the national unemployment rate by employing unemployed or underemployed persons. Thirteen Public Employment Program (PEP) employees were working for the County on a permanent basis by the end of June 1972. Virgil R. Hazelett was hired in 1972 as the County's first Traffic Engineer.



Virgil R. Hazelett (left) shown here in the County's Public Works' sign shop.

The recruitment function was greatly impacted by the Equal Employment Opportunity Act of 1972 due to the amendment of the Civil Rights Act of 1964. This amendment expanded coverage on nondiscrimination to include state and local government employees and employees of educational institutions.

A Service Awards Policy was adopted during the Fall of 1972 and, as a result, service pins and charms were awarded to employees beginning with ten years of service and continuing at five-year intervals. A committee of three employees was selected to design the pin. The first Employee Service Awards Reception was held on October 4, 1973 at Hermitage High School.

The County Manager created the position of Safety Officer as a part of Human Resources to assume responsibility for the direction and administration of a County-wide Safety Program. In this program, each department head had the primary responsibility for safety within his department.

Over the next two years Personnel Policy changed dramatically. In 1974, these changes consisted of:

- Both the Federal and State governments became heavily involved in the Human Resource field. One of the most dramatic changes was the amendment of the Fair Labor Standards Act which had a direct impact on local governments.
- State legislation regarding anti-discrimination practices was passed by the Virginia General Assembly.
- The Board of Supervisors formally adopted a plan of Equal Employment Opportunity on February 13, 1974.
- Effective July 1, 1974, a formal Grievance Procedure was designed and adopted. This new procedure defined a grievance and provided a maximum of four incremental steps to resolve a grievance pursuant to state law.
- A study was conducted on each position to determine the appropriate classification and salary scale.
- A new pay plan was approved providing equal percentage increments between each of the seven steps in each pay range.



Robert H. Crowder, Jr.  
Assistant Personnel Officer

Robert H. Crowder, Jr. was employed as the County's first Assistant Personnel Officer on March 18, 1974. Human Resources consisted, at this time, of twelve members—1 Personnel Officer; 1 Assistant Personnel Officer; 1 Safety Officer; 3 Personnel Assistants; and 6 clerical employees.

A comprehensive set of Personnel Rules and Regulations was approved by the Board of Supervisors on March 14, 1976. It took three years from the time the Rules and Regulations were reviewed and evaluated under an IPA grant until they were ultimately approved by the Board of

Supervisors. These changes were necessary because of numerous changes in employment practices and standardization of procedures necessitated by the increase in the workforce and various and sundry changes to federal and state law.

Among other things, the year of 1976 brought the following changes:

- Indefinite accrual of sick leave was approved for all permanent employees.
- A death leave policy was established by the Board of Supervisors.
- An Educational Advisory Committee was established.
- An on-call procedure for emergency situations was adopted.
- For the first time, funds were provided in the Human Resource budget for in-service training. Through an IPA grant, several training programs were designed and conducted.

During 1977, with the transfer of the Department of Mental Health & Mental Retardation (presently known as Mental Health & Developmental Services) from the State to the County, there was a need to perform classification studies on each position. Also, major changes were necessitated in the maintenance of employee records by the passage of the State's Privacy Protection Act and Freedom of Information Act. These two acts caused the County's Human Resources Department to revise its entire system of providing information and employment verifications concerning all active and inactive employees. A procedure to ensure the privacy of this information was also established.



County Administration Building located at 21st and Main Streets near Courthouse.

Effective July 1977, the County started paying the employees' share of retirement and life insurance premiums. Records show that this benefits change was equivalent to an 8% pay raise for employees.

In September 1977, Human Resources along with many other departments moved from its 21<sup>st</sup> and Main Street location in the City of Richmond to the new Henrico Government Center located at Parham and Hungary Spring Roads in the Brookland District in Henrico County. This new site was more central, geographically, to the County of Henrico. Human Resources was physically located immediately adjacent to the Board of Supervisor's meeting room.



The Board of Supervisors' dedication of new County Administration Building at 4301 East Parham Road. Joining the Board is The Honorable Mills E. Godwin, Jr., Governor of Virginia (front row—4<sup>th</sup> from left.) -1977-



Frank A. Faison  
County Manager  
1978—1984

In October 1977, George H. Cauble, Jr. was hired in a newly established supervisory position responsible for classification, pay, and research. During 1978, a new County Manager was hired, Frank A. Faison. He abolished the Personnel Advisory Committee and the Personnel Officer was placed as a direct staff member to the County Manager responsible for advising the County Manager and carrying out all of the County's personnel responsibilities. A new emphasis was placed on the development of employees. One of the first tasks undertaken by the new County Manager was to lay the

groundwork for an Organizational Development and Team Building training process which would ultimately involve the entire management and supervisory structure of the County. Effective March 14, 1979, the personnel staff titles were changed to more universally accepted job titles—the Personnel Officer and Assistant Personnel Officer had their titles changed to Director of Personnel and Assistant Director of Personnel, respectively. The Personnel Office was changed to the Personnel Department and the County Manager created a second Assistant Director of Personnel position with George H. Cauble, Jr. being appointed to fill this position. The County Manager also reorganized the Personnel Department into three sections:

- (1) Jeanne N. Allen, Personnel Director, continued to oversee the entire department and directly supervised the recruitment and selection function, EEO and employee recognition.
- (2) Robert H. Crowder, Jr., Assistant Director, was assigned to supervise the Satellite Office which handled Employee Relations, Training (currently called Employee Development & Training—ED&T), Testing, EEO complaints, grievances, legislative review, safety and training, Workers' Compensation, Unemployment Compensation, and New Employee Orientation.
- (3) George H. Cauble, Jr., Assistant Director, was assigned to supervise classification and pay, wage administration, benefits administration, personnel rules and regulations, organization management, office management, research and special projects, reports and statistics, payroll, central files, and employee records.

Jeanne N. Allen later resigned (effective October 9, 1979) and Robert H. Crowder, Jr. was appointed Director of Human Resources by Frank A. Faison on December 5, 1979. George H. Cauble, Jr. remained as the only Assistant Director of Human Resources. As of June 1, 1980, the Department of Human Resources consisted of 23 members—the Director; 1 Assistant Director; 1 Supervisor of Staffing and Development; 1 Supervisor of Classification and Pay; 1 Safety Officer; 1 Administrative Aide; 5 Human Resource Assistants; and 12 clerical employees.



Directors of Human Resources

Robert H. Crowder, Jr.  
1979—1986

Jeanne N. Allen  
1961—1979

George H. Cauble, Jr.  
1986—Present

During the early 1980s, the Safety function was transferred to Administrative Services. Due to budget constraints, the County Manager imposed a hiring freeze, administered by the Department of Human Resources, which resulted in its first year an estimated

savings of approximately \$1.5 million in salary and benefits costs. Human Resources was reorganized and the vacant Assistant Director position was eliminated. The Department of Human Resources was divided into two main divisions:

- (1) Staffing and Development
- (2) Classification and Compensation

These two division managers, plus the Office Supervisor who supervised clerical staff, reported to George Cauble, Assistant Director of Human Resources. Cauble, reporting to the Director, served as the day-to-day operational manager of the department.

The Department of Human Resources successfully introduced, implemented, and began management of an employee Deferred Compensation Plan. Two providers, Aetna and ICMA-RC (International City Managers Association—Retirement Corporation), were selected through a nationwide search to provide investment avenues and financial counseling to employees. The plan was approved by the Internal Revenue Service (IRS). Employees took full advantage of this new tax-deferred savings benefit allowed through payroll deductions and participation levels quickly grew and continue to grow. Today, nearly 3,000 active employees participate in this voluntary benefit valued at \$99 million.

A study was completed in 1981 which analyzed all clerical positions in the County, to identify knowledge, skills, and abilities needed to perform the various tasks in the clerical series. With the objective being to develop an individual job-related performance system for all County employees, the development of a County-wide Performance Appraisal System was initiated in February 1981.

The first panel interview was held for the position of County Attorney which was filled by Joseph P. Rapisarda, Jr., Esquire. Since then, panel interviews have been a common practice in the selection process for all Agency Head and Deputy County Manager positions.

In June 1982, the department was restructured to better meet the needs of employees and applicants. The Staffing and Development Division was reorganized to consist of: Employee Relations, Training, Special Projects, and Recruitment. The Administrative Aide and the Supervisor of Classification and Pay functions were unchanged.

The recruitment policy was amended to only accept applications for positions that were being actively recruited. Prior to that, the County would accept employment applications and



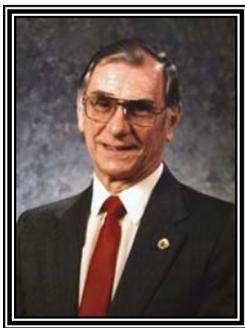
Joseph P. Rapisarda, Jr., County Attorney (right). Also pictured is Forrest Matthews (left) and Milton Carroll (center) of the Department of Finance.

hold them for future use—an arduous task with many legal implications. An Employee Career Opportunity Program was implemented, thereby increasing promotional opportunities by restricting competition in certain instances to County employees when applying for certain County positions. The predominant criteria used were the respective agency's EEO profile and certification from the Recruitment Division that a sufficient internal pool of qualified applicants existed.

The Recruitment Division developed a Standard Operating Procedures manual which included the whole realm of procedures to follow in screening, interviewing, referring, and hiring individuals for all County positions. An automated position control system was developed internally by Human Resources and the Data Processing Department. In this system, each permanent authorized position in the County, for the first time, was assigned a unique position number, thus allowing greater control, tracking, budgeting and the generation of a myriad of management reports. This system continues to be upgraded with state of the art features.

Human Resources researched and developed a new expanded 10-step pay plan for all County employees which was approved by the Board of Supervisors. By 1983, the County had over 370 separate and distinct job classifications and in excess of 2,200 authorized positions. An annual contract for temporary services was implemented and maintained by the Department of Human Resources.

On July 1, 1983, the Department of Human Resources obtained State approval to bring the Department of Social Services fully under Henrico County's personnel procedures. In the past, the State was responsible for certifying and hiring local Social Services employees. Since then, all positions in Social Services are recruited, and applicants are screened, referred, interviewed, and hired through Henrico County's Department of Human Resources.



William F. LaVecchia  
County Manager  
1984—1992

Deputy County Manager, William F. LaVecchia was appointed County Manager in 1984, replacing Frank A. Faison. Mr. LaVecchia had been a Deputy County Manager under Faison and prior to that had been the County's long-time Director of Planning.

The first Volunteer Services Program was implemented January 1984; its first year produced 406 volunteers. Volunteers worked in capacities such as Police Aerial Observer, Real Estate Appraiser Assistant, Court Reporter, Artist, Legal Assistant, and many other interesting and diverse positions. The Volunteer Services Program had nearly 40,000 hours of volunteer time reported during the calendar year of 1984. Using a formula developed by the State Division of Volunteerism, Mary Jean Cline, a member of Human Resources' staff and the County's Volunteer Services Coordinator, was able to calculate over a quarter of a million dollars worth of volunteer time donated in 1984. The Volunteer Program continues to be an important staple in Henrico County Government today. In CY 2010, more than 220,000 volunteer hours were donated, valued conservatively at \$4.6 million.

Effective August 27, 1984, the Department of Human Resources began issuing photo employment identification cards to all County employees. The department later implemented a new photo identification card which incorporated building access to employees as required. This new building access system, installed under the County's Security Division, would greatly reduce the need for and cost of keys and would enhance the County's building security.

On December 3, 1984 Human Resources opened the doors of the new Employee Health Services Medical Clinic facility. This program was contracted through Richmond Memorial Hospital and was staffed by a Nurse Practitioner and one Physician Preceptor—both under contract under the responsibility of the Director of Human Resources. Pre-employment physicals were administered for certain positions in the Divisions of Fire and Police, the Sheriff's Office, and the Department of Public Utilities.

After two years of planning, design, and testing, on June 26, 1985, the on-line automated Management and Personnel System (MAPS) was launched. Primary emphasis was placed on payroll, time reporting, position control, and basic personnel modules with additional modules and capabilities scheduled for future implementation. A new 12-step pay plan was approved by the Board of Supervisors and implemented at the beginning of the fiscal year.

A 24-hour Jobline was installed providing weekly up-to-date job vacancy listings to prospective applicants. The Employee Service Awards reception was expanded to twice a year to include various gift selections beyond pins and charms. An emergency leave pool was created, designed to loan employees sick leave hours to be used in emergency situations.

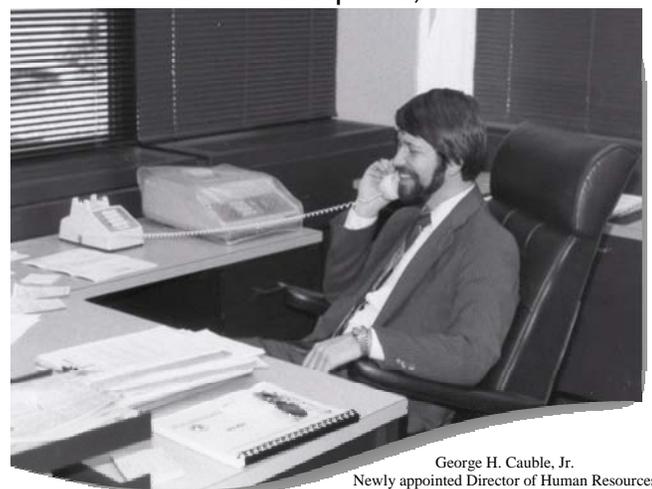
With Robert Crowder's resignation, effective March 18, 1986, from his position as Director of Human Resources, George H. Cauble, Jr. began serving as Acting Director of Human Resources on March 19 and was later appointed by County Manager, William F. LaVecchia, as the County's 5<sup>th</sup> Director of Human Resources on April 2, 1986. Cauble, who continues to serve in this capacity, is the longest appointee having served in this position (see below).

**Directors of Human Resources**

1956—1958	Barbara A. Bradley
1958—1961	Virginia E. Alston Schad
1961—1979	Jeanne N. Allen
1979—1986	Robert H. Crowder, Jr.
1986— Present	George H. Cauble, Jr.

**Assistant Directors of Human Resources**

1974—1979	Robert H. Crowder, Jr.
1979—1986	George H. Cauble, Jr.
1986—1999	Fran F. Chaffin
1999—2010	Katherine B. Roach
2005—Present	Paula G. Reid



George H. Cauble, Jr.  
Newly appointed Director of Human Resources  
for the County of Henrico.  
- 1986-

Pre-employment physicals began to be administered by the Department of Human Resources for certain positions in the Divisions of Fire and Police, the Sheriff's Office, and the Department of Public Utilities. Also administered was OSHA (Occupational Safety and Health Administration)-required hearing tests on certain employees who worked in areas of specified noise levels. Hepatitis screenings for worksites in Public Utilities were also performed. These physical exams, testing, and screenings were the responsibility of the Employee Health Services Division of the Department of Human Resources. In an effort to better control Workers' Compensation costs, Employee Health Services was placed on the Panel of Physicians as a health care provider for work related injuries.



Fran F. Chaffin  
Assistant Director  
Human Resources  
1986—1999

During 1986, Fran F. Chaffin was appointed as the department's 3<sup>rd</sup> Assistant Director on April 20, 1986 by George H. Cauble, Jr. Human Resources was organized into six divisions:

- (1) Training and Special Services
- (2) Recruitment
- (3) Employee Relations
- (4) Office Management
- (5) Employee Health Services (Contracted)
- (6) Classification, Compensation & Benefits



George H. Cauble, Jr.  
Director  
Human Resources  
1986— Present

The Department of Human Resources has recorded 17 retirees since 1985. Below are the names of these seventeen retirees:

<b>Thomas Hallman</b>	<b>1985</b>	<b>Linda Holcomb</b>	<b>2005</b>
<b>Margaret Mitchell</b>	<b>1986</b>	<b>Patricia Brown</b>	<b>2007</b>
<b>Frances Hicks</b>	<b>1991</b>	<b>Frances Schley</b>	<b>2007</b>
<b>Naomi Dinsmore</b>	<b>1994</b>	<b>Elizabeth Jarrard</b>	<b>2008</b>
<b>Ramona Anderson</b>	<b>1996</b>	<b>Hanna Fox</b>	<b>2008</b>
<b>Fran Chaffin</b>	<b>1999</b>	<b>Mary Harris</b>	<b>2008</b>
<b>Georgie Strickland</b>	<b>2000</b>	<b>Jane Klosky</b>	<b>2008</b>
<b>Mary Jean Cline</b>	<b>2003</b>	<b>Kathy Roach</b>	<b>2010</b>
<b>Susan Scott</b>	<b>2004</b>		

The Consolidated Omnibus Budget Reconciliation Act (COBRA) regulation was implemented and Henrico employees who separated from employment became eligible for COBRA, effective January 1, 1987, pursuant to federal law. COBRA provided for mandated continuation of group health care benefits for separated employees and covered dependents.

The Immigration Reform Act had a significant impact on the Department of Human Resources in 1987. To comply with this new federal law, over 250 employees who were hired after November 1986 were contacted and asked to complete the required

federal forms and certify their eligibility to work. All new employees were required to complete the new forms from that point forward.

The Department of Human Resources received its first National Association of Counties (NACo) Achievement Award for innovation in 1987. This award was given for the development and implementation of the Unified Classification and Compensation Program which was implemented on July 1, 1986 and marked the beginning of an award winning streak of 43 awards over the next 24 consecutive years. No other agency in the County nor human resources department in the country can claim such an accomplishment. (See below).



## **History of NACo Achievement Awards Received by the Department of Human Resources**

**~ 43 Awards Over 24 Consecutive Years ~**

- |  |  |
|--|--|
| 1987—Unified Classification and Compensation Program   | 1999—The 1999 Henrico Executive (Business) Forum Employee Benefits Enrollment Using the Intranet Volunteer Services Program—Language Bank            |
| 1988—Employee Health Services Program  | 2000—Customer Service Certification Program Matching Employee Career Interests with County Jobs  |
| 1989—Public Contact Task Force Automated Applicant Tracking System   | 2001—The Retention of Generation X Excellence in Public Service Awards Program   |
| 1990—The Management Series: A Management Development Program Management & Personnel System—On-Line Job Inquiry Education and Prevention of Communicable Diseases | 2002—The Voice of the Administrative Professional Succession Management  |
| 1991—Employee Literacy / Education Program Employee Health and Benefits Fair   | 2003—A Non-Traditional Approach to Recruitment Wellness: An Employee Education Program Planning For Continued Excellence-The Critical Issues Process |
| 1992—Job Line / Information Kiosk Employee Recognition (PEER) Program Fire Internal Promotion Program  | 2004—Partnering to Learn: A Creative Approach to Quality Learning Moving Forward with Technology   |
| 1993—Personal Benefits Statements for Employees  | 2005—Ensuring Professional Development: An Integrated Human Resource Strategy  |
| 1994—Employee Career Enrichment Program  | 2006—Field Training Officers: Preparing Safety Leaders Intellectual Capital: The Power of Knowledge Transfer   |
| 1995—Job Opportunity Source for Henrico—JOSH   | 2007—Fat Busters Role of the Supervisor: A Blended Learning Approach   |
| 1996—Volunteer Recognition—Night Out at “The Diamond” Employee Pre-Retirement Planning   | 2008—Fitness Initiative: The 3 F’s—Fitness, Fun and Food   |
| 1997—Focus on Life.... “Take Command of Your Career” The 1997 Henrico Executive (Education) Forum  | 2009—The Right Person in the Right Job for the Right Reason—Every Time The Value of In-House Experts: Connecting the GIS Community                   |
| 1998—The Leadership Development Program—LDP  | 2010—The Fitness and Wellness Certification Program  |



In 1987, the Department of Human Resources consisted of 28 members—1 Director; 1 Assistant Director; 1 Supervisor of Classification, Compensation, and Benefits; 5 Human Resource Administrators; 3 Human Resource Analysts; 4 Human Resource Technicians; 1 Office Supervisor; and 12 clerical employees.



County Manager, William F. LaVecchia (left forefront), joined by Virgil R. Hazelett (center), giving service award to employee. (Fran Chaffin on left in background).

During the era of the 1990s, the Department of Human Resources was busy designing and implementing numerous initiatives. One such initiative was the highly successful Health, Wellness and Benefits Fair which was attended by over 2,000 employees. This entailed health screenings, information booths, contests, and health care information provided by numerous vendors educating our workforce on health risks and how to promote healthier lifestyles, etc. The clerical typing test, previously administered

with a typewriter, was now administered with the use of personal computers—a more efficient and accurate way to conduct and score tests.

Replacing paycheck stuffers, the dissemination of personnel and benefits information was improved through the September 1990 publication of the County's new monthly employee newsletter, the *Personnel Update*. This publication continues to be a valuable tool for disseminating information to employees on a regular basis. A new individualized employee benefits statement was also developed with annual distribution to each employee.

The Department of Human Resources received an award for outstanding achievement from the Virginia Chapter of the International Personnel Management Association for the development of an employee literacy program. This literacy program was created to help prepare employees for the written portion of the new required commercial driver's license test. Employees in the program were coached by their co-workers who volunteered to help them reach an adequate level of reading and writing to pass the test. Chosen for its innovative idea, outstanding results, and adaptability for use by other organizations, the Henrico Literacy Program was selected from a large pool of entries by a panel of three independent judges, who were well-respected for their knowledge of Human Resource Management.

On December 3, 1991, ten employees received Certificates in Public Management (CPM) from Virginia Commonwealth University. The CPM program consisted of post-

MEMO

**HENRICO COUNTY  
PERSONNEL UPDATE**  
... an employee communication from the Personnel Department, September 14, 1990

◆ **HEALTH CARE FOR 1991**

Wednesday night, September 12th, the Board of Supervisors approved health care programs for 1991. County employees will be offered three plans. A new addition is a Blue Cross-Blue Shield catastrophic plan. This plan will be free to employees for 1991. Family coverage will be only \$140 a month.

In addition, employees may select the Blue Cross/Blue Shield comprehensive plan or Southern Health (HMO). PruCare will not be offered for 1991. PruCare will again be available to employees for 1991 at no increase in premium.

The County's contribution to employees' health care will increase to \$120.00 per month. The cost (effective January 1, 1991) for employees is shown below.

Health Care Options	BCBS Comprehensive		Southern Health		BCBS Catastrophic	
	Monthly	Annually	Monthly	Annually	Monthly	Annually
Employee only	66.66	44.43	6.52	2.25	0.00	0.00
Employee & 1 minor	183.24	95.63	68.74	24.87	Not applicable	
Employee & spouse	360.30	180.15	133.24	50.12	Not applicable	
Employee & family	589.28	199.84	240.51	100.25	140.00	70.00

Next month you will receive a letter mailed to your home with more detailed information about health care choices for 1991. The County's health care brochure and pamphlets will be available in mid-October. You can pick these up during open enrollment.

◆ **HEALTH AND BENEFITS FAIR**

Open enrollment for health care begins in mid-October and ends November 9, 1990. Plan to attend one of the health and benefits fairs during that time. You can learn about the 1991 health care plans as well as get information about other employee benefits. We will have free health screenings. There will be prizes and lots of useful information to take with you. Dates and times will be announced soon.

◆ **DEFERRED COMPENSATION**

In addition to the County-paid employee retirement plan offered through VRIS, County employees may also save toward their retirement using our deferred compensation plan. Money put into this plan as well as interest earned is tax deferred. This gives you a terrific tax shelter. Learn more about the plan at our Health and Benefits Fair in October, or call Kirby Beach at 670-4299.

baccalaureate classes in management and public administration. Classes were coordinated by Human Resources and conducted at the Government Center one evening per week for a 16-week semester for select County employees wishing to work toward a Master's Degree in Public Administration.



Virgil R. Hazelett  
County Manager  
1992—Present

A new federal law, the Americans with Disabilities Act, became effective in 1991 requiring a full review of all personnel policies. All employees were required to complete new job descriptions identifying the “essential functions” of their jobs. With the retirement of County Manager William F. LaVecchia, a new County Manager was appointed by the Board of Supervisors. Virgil R. Hazelett became County Manager effective January 15, 1992. A new 24-step pay plan was established and implemented at the beginning of FY1992-93 with 2.372% increments between each step and a career (or 25<sup>th</sup>) step added at the top of the scale was available to employees who remained in step 24 for 5 years. The five-year wait was later reduced to one year.

The OSHA/VOSH (Virginia Occupational Safety and Health) Bloodborne Pathogen Standard was issued in the Fall of 1992 with Employee Health Services providing Hepatitis B vaccinations to employees who were determined to be at risk of exposure as well as providing post-exposure medical evaluations. Later, during the Fall of 1993, the rabies vaccination and surveillance program for employees within the Animal Protection Unit of the Division of Police was instituted by the Department of Human Resources Employee Health Services Division.

The federally-mandated Family and Medical Leave Act became effective August 5, 1993. This new law entitled employees with job protection rights and unpaid leave if certain health conditions were met. Much later, in 2008, the National Defense Authorization Act (NDAA) expanded the FMLA to allow eligible employees to take job-protected leave (a) for any “qualifying exigency” arising out of the fact that a covered military member has been called to active duty in support of a contingency operation; and (b) to care for a covered service member with a serious injury or illness. The County’s FMLA policy is more generous than the FMLA and the NDAA in that the County provides up to 13 weeks of leave for specified family and medical reasons and for qualifying exigencies. In all other respects, the County administers its FMLA policy in accordance with the FMLA and the NDAA. The County continued to pay the County’s share of the hospitalization premium during an employee’s absence under the FMLA and to guarantee them a job upon their return to work.

In 1993, a Career Enrichment Program was introduced to employees by the Department of Human Resources. This program provided personalized career counseling to help employees develop further in their careers. It focused on both short- and long-range career planning to ensure that employees learned how to develop their skills to enhance job satisfaction, and make greater contributions to their agency and to Henrico County.

Wes Malcomb was assigned this project in the Department of Human Resources before returning to the Division of Recreation & Parks and assuming the directorship.

A federally-mandated Drug and Alcohol Testing Program was implemented on January 1, 1995 for all employees required to possess a Commercial Drivers License. Employees were drug-tested for pre-employment, random, post accident, and for reasonable suspicion.

Also receiving a NACo award was the Job Opportunity Source for Henrico (JOSH) which was developed and introduced to employees and applicants during 1995. As one of the largest employers in the Richmond Metropolitan area, Henrico County received a large volume of inquiries on a daily

basis regarding job opportunities. Finding out about jobs with Henrico County General Government had become even easier as the County had taken advantage of technology to provide more information to potential applicants and enabling the County to reach across state, national, and global boundaries. Through JOSH, there were two ways to find available jobs and detailed job descriptions.

(1) On-line Job Listing

JOSH provided a complete listing of current job openings, detailed job descriptions with qualifications required for each job, and a Henrico County General Government application. This access provided an opportunity to view, print, or fax.

(2) 24-hour Jobline

Job seekers could call our 24-hour jobline to find out about job openings with Henrico County General Government. They could listen to a complete listing of current job openings, including a detailed job description with required qualifications required for each job. Additionally, they could request to have the information (including job application) faxed to them.

Due to Human Resources' management of the hiring freeze, in 1995 a total savings of \$4 million was accomplished. Since the inception of the hiring freeze in 1992 and through March 2011, over \$119 million has been saved. The department successfully implemented the Board of Supervisors' directive to implement annual merit increases



**Special Photo of Three County Managers**  
In the center is Edward A. Beck flanked by William F. LaVecchia (left), and Virgil R. Hazelett (right).  
*Photo taken by Mike Briggs*

for employees from staggered dates to a single fixed effective date. With the beginning of the 1995-96 fiscal year, a pay increase was initiated whereby employees received a wage adjustment combined with a merit increase, both effective at the beginning of the new fiscal year. A new Optional Life Insurance benefit with coverage of up to four times an employee's annual salary was offered. Spouses and children were also included in the plan. Over 450 employees initially took advantage of this new offering—designed to augment current life insurance benefits. Today, over 1270 employees are enrolled in Optional Life Insurance.

Our award-winning Volunteer Services Program placed 4,370 volunteers during FY 1995-96. In appreciation of our outstanding volunteers and the County employees who supervise and work with them, the Department of Human Resources' Volunteer Services Program invited both volunteers and employees, along with their families, to *Volunteer Night at the Diamond* where they enjoyed an evening of baseball by Richmond's Double A baseball team. This event was well received by over 600 volunteers and their families in attendance. A NACo award was received for this unique approach of recognizing volunteers.

The Department of Human Resources was one of the first agencies in County government to have a presence on the Internet and to have its own home page designed totally in-house by Human Resource staff. This was part of the ongoing County-wide effort of a cross-functional team working on the County of Henrico's Internet Project.

In 1996, the citizens of Henrico re-elected David Kaechele, Richard Glover, and James Donati and elected the first minority, Frank Thornton, and the 1<sup>st</sup> female, Patricia O'Bannon, to the Board of Supervisors. This five-member Board has been re-elected every four years since and today (2011) are the longest standing elected governing body in the Commonwealth of Virginia.



**Henrico County Board of Supervisors**

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

Among the many messages relayed at Henrico County's Inaugural Leadership Development Conference held in 1996 was the importance of continuously challenging ourselves to grow and develop. The purpose of this conference was to introduce the County's new Leadership Development Program (LDP) to supervisory and management employees in the County. Over 250 supervisors attended this event. Keynote speaker, Dr. John Roush, Vice-President for Planning and Executive Assistant to the President at the University of Richmond, provided inspiring thoughts on leadership. During the first six months, 700 participants attended nearly 300 hours of leadership training. Having received numerous awards for its merits, the Henrico LDP was designed to provide today's and tomorrow's leaders with an avenue to foster their own continuous learning and ultimately that of their employees.



Virgil Hazelett, County Manager (left)—Fred Agostino, Director of Economic Development Authority (center)—George Cauble, Director of Human Resources. Panel discussion—July 1996.

Respiratory clearance testing, as mandated by OSHA/VOSH Respiratory Protection Standard, was added to the Division of Fire's annual examinations and initiated on a periodic basis for the Division of Police, Sheriff's Office, and certain employees of the Department of Public Utilities. Later, in 1997, Employee Health Services added periodic complete physical examinations to the Division of Police pre-employment and respiratory clearance testing.

During 1997, the Department of Human Resources continued to enhance its presence on the Internet and at the same time developed the PIKE (Personal Information Kiosk for Employees), an employee self-service system that took full advantage of Internet/Intranet technology. The County was the only local government in the country to have managed such an in-house accomplishment. Nearly all paper documents produced by Human Resources (for example: brochures, class specifications, etc.) were converted to an electronic format and made available on the Internet/Intranet. This was the first step of many which granted employees direct access to their personal information in a safe and secure manner. Employees were able to either sign up for or make changes to their benefit options, change mailing address or home phone number, etc. through the PIKE. This enabled employees to use a system that was available 24-hours a day /7 days a week and provided them with information when needed—not just when the County was open.

The Technology Training Program began in 1997 and focused on providing classes in computer skills as well as word processing, spreadsheets, and e-mail applications. This program continued to grow in use and popularity. Later, in 2008, Geographic Information System (GIS) classes were added to Human Resources Technology

Training Program in order to provide training for GIS throughout the County. Portraying information in a graphic way, GIS makes it easier to understand the impact of decisions as well as understanding change, patterns, and geographic relationships.

In 1999, the County introduced the Customer Service Certification Program which provided employees an opportunity for development in this competency and to earn recognition for their professional development. This program was modeled after the award-winning Leadership Development Program and was the successor to the ever-popular PEER Program (Program to Encourage Employee Recognition).



Katherine B. Roach  
Assistant Director  
Human Resources  
1999—2010

Katherine B. Roach was appointed, by George Cauble, as the new Assistant Director following the untimely death of Fran Chaffin in 1999. Ms. Roach was the fourth Assistant Director and later retired in June 2010—after 37 years in the Department of Human Resources with the County. The Department of Human Resources consisted of 33 members—1 Director; 1 Assistant Director; 1 Manager of Classification, Compensation, and Benefits; 5 Human Resource Managers; 10 Human Resource Analysts; 2 Human Resource Technicians; 1 Business Supervisor; and 12 clerical employees. In addition, Employee Health Services staff consisted of 1 Clinic Director; 2 Nurse Practitioners; 1 Medical Office Assistant; 1 Physician Preceptor—all currently under contract and later becoming employees

of the County in December 2001.

Spear-headed by the Department of Human Resources, the County Manager inaugurated an employee recognition program called the Henrico Excellence in Public Service Award. It was given to the single General Government employee who best exemplified and demonstrated the values and qualities that are the hallmark of public service in Henrico County. Each year, agencies submitted a nominee of their peers and a selection committee assisted the County Manager in choosing the awardee who was later recognized at a ceremony. For its inaugural year (2000), Hanna Fox, Senior Benefits Analyst of the Department of Human Resources received the County's first award. Fox's name, along with future awardees' names was engraved on a specially designed Pocahontas plaque to hang in the main lobby of the Administration building.



County Manager, Virgil Hazelett (right)  
presenting award to Hanna Fox  
-2000-

The Department of Human Resources originally adopted its first Vision and Mission statements and Code of Ethics in the early 1980s and amended it in the early 1990s. During the summer of 2000, a team was formed to develop an updated version that embraced the new millennium. Effective January 1, 2001, the Personnel Department was officially renamed the Department of Human Resources. In February 2001, each Human Resource employee received a laminated card with the new Code of Ethics

depicting the high standard for which our agency stands. A framed copy signed by the Director of Human Resources and the County Manager was placed at each of the physical locations where the Human Resources staff worked.

*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:*

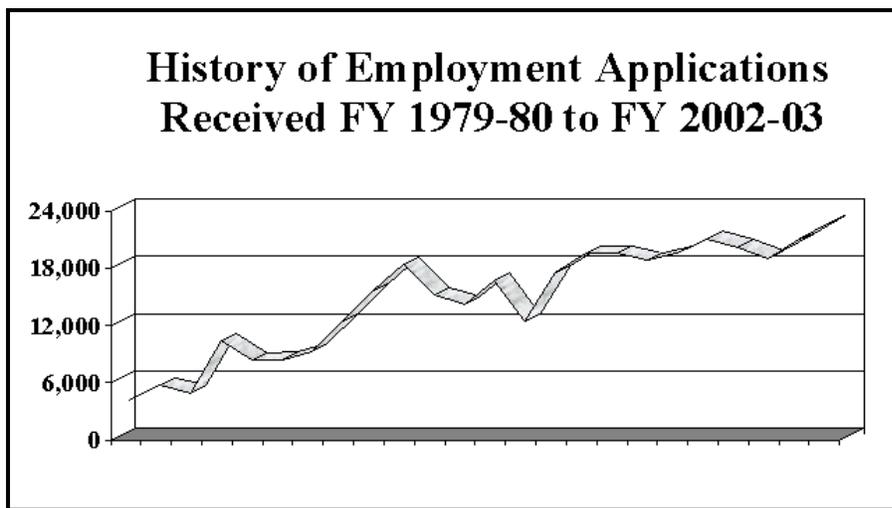
- *Respect the dignity and diversity of all individuals.*
- *Act with integrity and honesty in our work and relationships with others.*
- *Hold as confidential all information accepted in trust.*
- *Ensure equitable, professional and legal application of the principles of human resource management.*
- *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. Roberts*  
County Manager  
*Donna L. Conkle*  
Director of Human Resources

During 2001, the current JOSH applicant system was enhanced to a new, comprehensive web-based recruitment/applicant system which promoted a paperless environment. This customized, interactive, and state-of-the-art system, which could be accessed through a web browser, was embraced by applicants and supervisors alike. Employees and supervisors also had access to review, update, and certify employee job descriptions. By creating a user name and password, applicants could apply for any Henrico County General Government job opening through the Internet—save and update their online application—search for job listings by department, title, and location—check the status of their submitted application—all available 24-hours-a-day, 7-days-a-week. Kiosks were strategically positioned in various locations throughout the County. In addition to kiosks, computers were made available for use at the Western Government Center and all Henrico County Public Libraries.



The Department of Human Resources continued to manage the County Manager’s hiring freeze, recording a savings of \$4.3 million FY in 2002-03. Despite this freeze, the number of employment applications received and processed rose to 22,516 (averaging 1,876 per month).

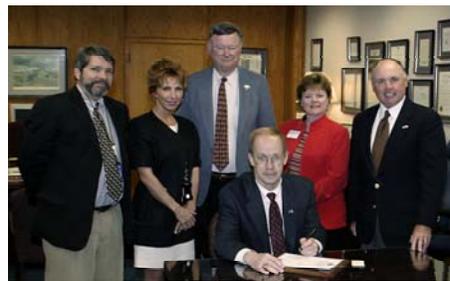
Communication was extremely important in keeping the County’s employees and supervisors aware of ongoing activities. In addition to the Personnel Update, the Department of Human Resources began publishing its quarterly e-newsletter, *Leadership Link*, exclusively written for and electronically distributed to the County’s 800+ supervisors, providing them with pertinent and timely information to assist them in their leadership roles. This latter publication, born in FY2002-03, received the “Best in Virginia” Award from the International Association of Business Communications.

Retirements in Henrico County continued to climb. Among upper management, the forecasted numbers of employees eligible to retire by the year 2005 (29% for full retirement, 78% for reduced retirement benefits) showed that Henrico County had the potential of losing leaders in key positions as they retire. *See graph, at the end of the history, reflecting the number of retirements over the last ten years.* Human Resources continued to assist the County Manager with the multi-award-winning Succession Management initiative, which attracted significant national and state-wide interest and also received national media coverage. This initiative addressed two concerns: (1) the loss of intellectual capital in key positions as upper managers become eligible to retire in record numbers, and (2) the decreasing number of younger adults in the workforce

available to develop the skills necessary to move into higher-level positions. The program consisted of two phases: (1) teaching supervisors how to guide employees through a professional development process using Individualized Learning Plans, and (2) providing information to upper managers on strategies for developing subordinate managers for the purpose of planning for succession.

Our aging workforce was no surprise. According to the U.S. Department of Labor, the population in the age groups of 16-24 and 25-34 would decline over the next decade, while the 55+ age group would increase dramatically. The County was experiencing parallel demographics in Henrico County. The Henrico County government's workforce, while aging, had already begun to see older generations of employees retiring and being slowly replaced by Generation X and Generation Y employees, whose numbers were growing exponentially. For the first time, we had four generations working for Henrico County at the same time. This recognized shifting caused the Department of Human Resources to concentrate on increasing training of the employees and supervisors on how to manage and work more effectively with different generations.

In 2005, the County received Five Star Recognition from the Central Virginia Committee of the Employer Support of Guard and Reserve (ESGR), an agency of the US Department of Defense. This was the highest award given and recognized the County's ongoing support of employees called to active military duty by meeting and exceeding the requirements of the Uniformed Services Employment Rights and Reemployment Act (USERRA).



County Manager, Virgil R. Hazelett (seated) signs the Employer Support of Guard and Reserve certificate while Henrico County staff and ESGR representatives look on.

Following the September 11, 2001 (9/11) terrorist attack on the United States, the County Manager increased the County's policies impacting the County of Henrico employees deployed in the military. Below is a current listing of County employees called into military action.

# Employees Called into Military Action

*We salute our Henrico County employees who have been called into military action since September 11, 2001.*



George Alicea-Ruiz  
Steven B. Alford, II  
Thomas M. Alphin  
Danielle N. Ardis  
Mark A. Banks  
Samuel L. Barley  
David A. Begley  
C. Dean Bossieux  
Jermaine L. Branch  
James E. Brown  
Mark A. Brown  
Richard W. Brown  
Rodney E. Bundick  
Andrew G. Campo  
Jerame R. Carrigan  
James E. Carter  
John S. Carter  
Frederick A. Chappell  
Edward Clendenning  
Stephen Conley  
G. Robert Cooper  
Vernon L. Crumpler, III  
John J. Cuoghi  
Bobby O. Davis  
Robert A. DiDomenico  
Charles Faison  
Carl O. Foster  
Phillip B. Furman, Sr.  
Joseph E. Hart-Bowley  
Michael D. Hatchett  
Ralph Jarrell  
Charles A. Jones  
Dennis W. Kerns, Jr.  
Clifford King  
Brenda K. Kirby

William E. Lassiter  
Dedri Lenair  
Leo M. Marsh  
Michael D. Martin  
Robert M. Matson  
Vern E. Miller, Jr.  
Siegfried W. Mitchell  
Archie L. Moore, Jr.  
Cedric Rashad Moore  
Danny A. Ojibway  
David W. Osborne  
Govie A. Peebles  
Michael A. Perkins  
Virgil C. Phillips  
Anthony X. Rocca  
Jeffrey T. Seal  
Randolph A. Shelton  
Robert J. Shope  
Michelle A. Smith  
Roy E. Sprouse, Jr.  
Clyde L. Stone, Jr.  
Joseph B. Stovall  
Christine E. Swenson  
Carlos V. Talley  
Jefferson Thomas, III  
Aaron W. Thompson  
Wallace E. Townsend  
William R. Tucker  
Ralph J. Whaley  
Joshua A. Wharton  
Stephen D. Whitson  
Marcus K. Winfree  
Jason C. Young  
Kerri S. Young

December 2005, a second Assistant Director of Human Resources position was created with Paula G. Reid being appointed to fill this position.

Effective February 1, 2006, paid Bone Marrow/Organ Donation leave was offered as a new benefit for employees. Organ donation leave was intended to provide paid leave for those eligible employees for the purpose of bone marrow transplant/organ donation and related recovery.

Fitness and Wellness efforts were expanded in the County and a new Human Resources Division was born. Beginning with one instructor in 2006, the division is now staffed with a manager, two full-time instructors and an office assistant. They provide many opportunities for employees, paving the way for improved employee health, fitness and wellness. Employee interest in this program has increased exponentially during its first five years.



Paula G. Reid  
Assistant Director  
Human Resources  
2005—Present

During 2008, with the assistance of the Department of Public Relations & Media Services, our Fitness & Wellness Division developed a workout DVD to provide to all employees—free of charge. The DVD, featuring County instructors and staff, enabled employees to continue their exercise regimen at home. Actively supported by County administration and departmental leadership, the initiatives have helped to create a new culture of fitness and wellness within the County.

After nearly two years of a collaborative effort of designing and planning, the departments of Human Resources, Information Technology, and Finance from both Henrico County Public Schools (HCPS) and General Government partnered together to embark upon a major project of bringing all human resource functions online with expanded capabilities. Through a competitive process, the Oracle Human Resource Management System (HRMS) was chosen to replace the current MAPS system. Launched in December 2008, this state-of-the-art system provided, among many other things, a new payroll and time attendance system. This project was unique because General Government and HCPS would use the same system. The goal was to bring Human Resources functions online so employees and supervisors could directly access information. A STEP (Streamlining Technology/Empowering People) team was organized to work with external consultants under the guidance of a steering committee. This project's steering committee was made up of executives from both General Government and HCPS (General Government: George Cauble, Steve Lewis, John Vithoukas, Paul Proto, and Kathy Roach—HCPS: David Myers and Pat Kinlaw). The new Oracle System now serves over 12,000 General Government and HCPS employees and supervisors. Employees are able to view or change their personal and benefit information using the Internet and submit their timecards electronically. Supervisors and managers have access to real-time information. By simply entering their User ID and password, employees have access to their personal information 24-hours-a-day, 7-days-a-week wherever they have Internet access. Training on the new

Oracle Human Resource Management System was provided to employees and each agency was represented by a STEP Agent who met monthly throughout the project and continues to meet today.



Employees having fun while working out at one of the fitness activities available in the workplace.

In January 2009, the Fitness & Wellness Division of Human Resources began implementing new programs to meet the health interests and needs of County employees. Besides group classes, one-on-one instruction, nutrition classes, and more, the Department of Human Resources began offering step aerobics and yoga classes to its standard offerings to County employees—all free of charge. This program later received awards from both NACo as well as the Virginia Association of Counties for its highly successful Fitness and Wellness Certification Program. A stellar example of our commitment to making a difference in the health and well-being of its

employees and the workplace, this comprehensive program laid the path for improved health by encouraging participation in daily fitness and wellness activities, changing behaviors, creating effective partnerships to promote a new culture of fitness and wellness, and reducing health care costs.

The Board of Supervisors approved an ordinance effective April 1, 2009 that amended Section 2-53 of the Code of the County of Henrico. This ordinance required the County to access criminal history records on all persons offered employment with the County of Henrico. Under the new code, all successful applicants must submit to fingerprinting and provide personal descriptive information to be forwarded to the Central Criminal Record Exchange and the Federal Bureau of Investigation in order to identify any past criminal convictions and if so whether such criminal conduct was incompatible with the nature of their employment. The new code enhanced the County's current criminal records check program and was adopted by the Board of Supervisors in the interest of public safety and welfare.



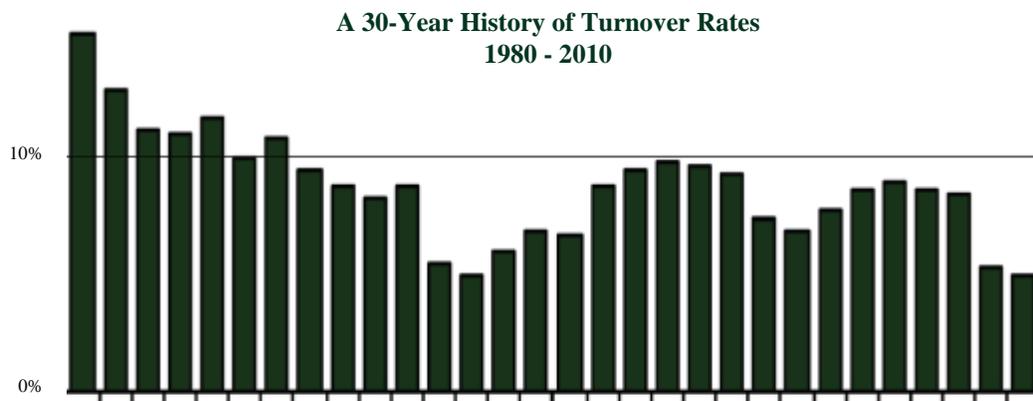
Min-young Jeon (second from left) on her first day with the Department of Human Resources  
Shown here with Director George H. Cauble, Jr., (second from right) and  
Assistant Directors Paula G. Reid (far left) and Katherine B. Roach (far right).

Officials from Yangju City, South Korea visited Henrico County's locality twice during 2007 and later reached out through the Korean embassy in Washington to find a locality with whom they could partner. After an embassy contact suggested Henrico, a Henrico delegation visited Yangju City in May 2008 and came back with a few ideas—such as consolidating some county services at one large location and

improving the county's branding. Hoping to cultivate potential economic-development and sister-city relationships from their 2008 trip to Eastern Asia, a delegation spent several days in Yangju City. A May 2008 resolution by Yangju City and Henrico County signed by the two localities' chief elected officials recommended a sister city/county agreement. This prompted our now sister city—Yangju City—to approach us with an opportunity to host a management trainee for the purpose of stimulating their understanding of systems and American culture and to promote relations with the County of Henrico. Making her Henrico County's first international management trainee, Min-young Jeon was selected for this opportunity to enhance her management skills and learn more about our local government operations. Beginning on June 1, 2009, the Department of Human Resources had the honor and privilege of joining with the Department of Recreation and Parks to co-host the 5-week training stay between both County agencies.

During 2008, Henrico County continued to remain a “preferred employer” locally. Despite the economy, Henrico County continued to embody the characteristics of an employer-of-choice while maintaining a good mix between providing excellent service to its

customers and caring about its employees. Our long-standing reputation as a progressive and stable employer proved vital



in our attraction and retention efforts and was evidenced by many indicators, not the least of which was measured through our consistently low employee turnover. During fiscal year 2008-09, our employee turnover rate was just 5.4% and only 4% when retirements were excluded. FY2009-10 recorded a turnover rate of less than 5% (4.97%) marking the 23<sup>rd</sup> consecutive year Henrico County has maintained a single-digit turnover rate. Unlike many employers, avoiding employee layoffs has been a constant and unifying goal of the County for many, many years.

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. Continuing to rely heavily upon its volunteers, each year a proclamation by the Board of Supervisors is made, recognizing the importance that volunteers play in the services provided to its citizens. Human Resources consisted of 51 members in 2009.

With the implementation and transition to the new paperless system, Phase II of Oracle/HRMS was successfully launched on July 1, 2009 with the production of iRecruitment—an online employment application program. The iRecruitment support team continued to make enhancements and improvements to the system throughout the year. Through iRecruitment, employees and external candidates can view and apply for both General Government and HCPS job vacancies using the same system. Applicants received excellent customer service with this new tool, being able to access the system through [www.henricojobs.com](http://www.henricojobs.com) 24 hours a day, seven days a week, from any computer with Internet access. A joint project with HCPS, the system fostered networking and interaction with General Government and Schools personnel in many areas.

While the lingering effects of the recession continued to impact many central Virginia employers during the 2009-10 fiscal year, Henrico County further strengthened its position as one of the region's leading employers. With the County coping with unprecedented drops in revenue and state funding, the Department of Human Resources helped budget planners in balancing the bottom line by maintaining a very stringent hiring freeze that had reduced costs in salaries and benefits. Additionally, Human Resources helped identify 101 vacant positions that were eliminated in fiscal year 2009-10—yielding \$4.8 million in savings annually. 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.

Despite the necessity for a stringent hiring freeze, Henrico County advertised and filled certain positions exempted from the hiring freeze—positions that impacted direct services to our County residents and customers. The Employment & Staffing division (formerly known as Recruitment) received and processed more than 14,500 applications. Although these numbers are lower than previous fiscal years, they are significant considering the hiring freeze conditions in place throughout this time frame. The average number of applicants per vacancy rose 141% from 76.4 in fiscal year 2008-2009 to 107.6 in fiscal year 2009-2010.



Newly appointed Police Chief, Douglas A. Middleton (right) with retiring Police Chief, Henry W. Stanley, Jr. (April 2011).

Since its beginnings in the early 1600s, the County of Henrico has become one of the premier local governments in the nation. Much of its heralded reputation came from critical and timely decisions made by important leaders over the years leading to our current standing as one of the best run counties in America. In more modern times, the strong leadership of Edward A. Beck, for 25 years as County Manager, has led the way. Mr. Beck made crucial decisions, not the least of which was his penchant for fiscal



conservatism and his knack for hiring only the best. County Managers that followed Mr. Beck have added to the legacy of strong leaders and managers.

Over the past 55 years, since the first Human Resources Director was hired by Mr. Beck in 1956, Henrico County's personnel function also has become known as one of the best human resource departments in the Commonwealth of Virginia, if not the country. Its professionalism, stability, high ethical standards, noted innovation efforts, policy directives and interest in the fair treatment of employees all have played a major part in the reputation that it enjoys today.

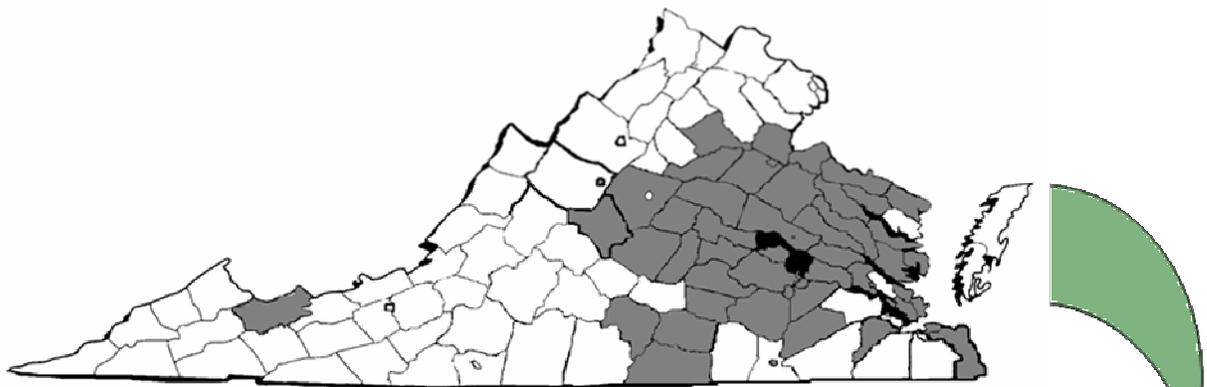
One of the many goals of the Department of Human Resources has been and still is to create an environment where employees feel valued, respected, trusted, and empowered—all this and more in a concerted effort to continuously improve our County employees' performance and our citizens' quality of life. Being "*Proud of our progress and excited about our future*" is not just another saying in Henrico County's Department of Human Resources; it is a genuine part of our culture.



**Former and Current Directors and Assistant Directors of the Department of Human Resources**  
From left—Robert H. Crowder, Jr. – Katherine B. Roach – Jeanne N. Allen – Paula G. Reid – George H. Cauble, Jr. (June 2010).

# Localities of Employees' Residence

## Our Employees Live...



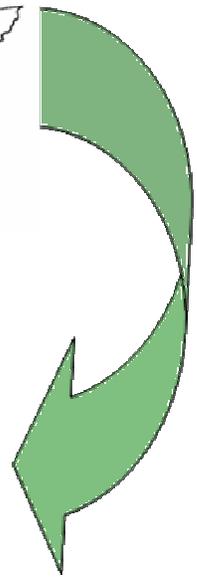
**...in 47 different localities:**

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

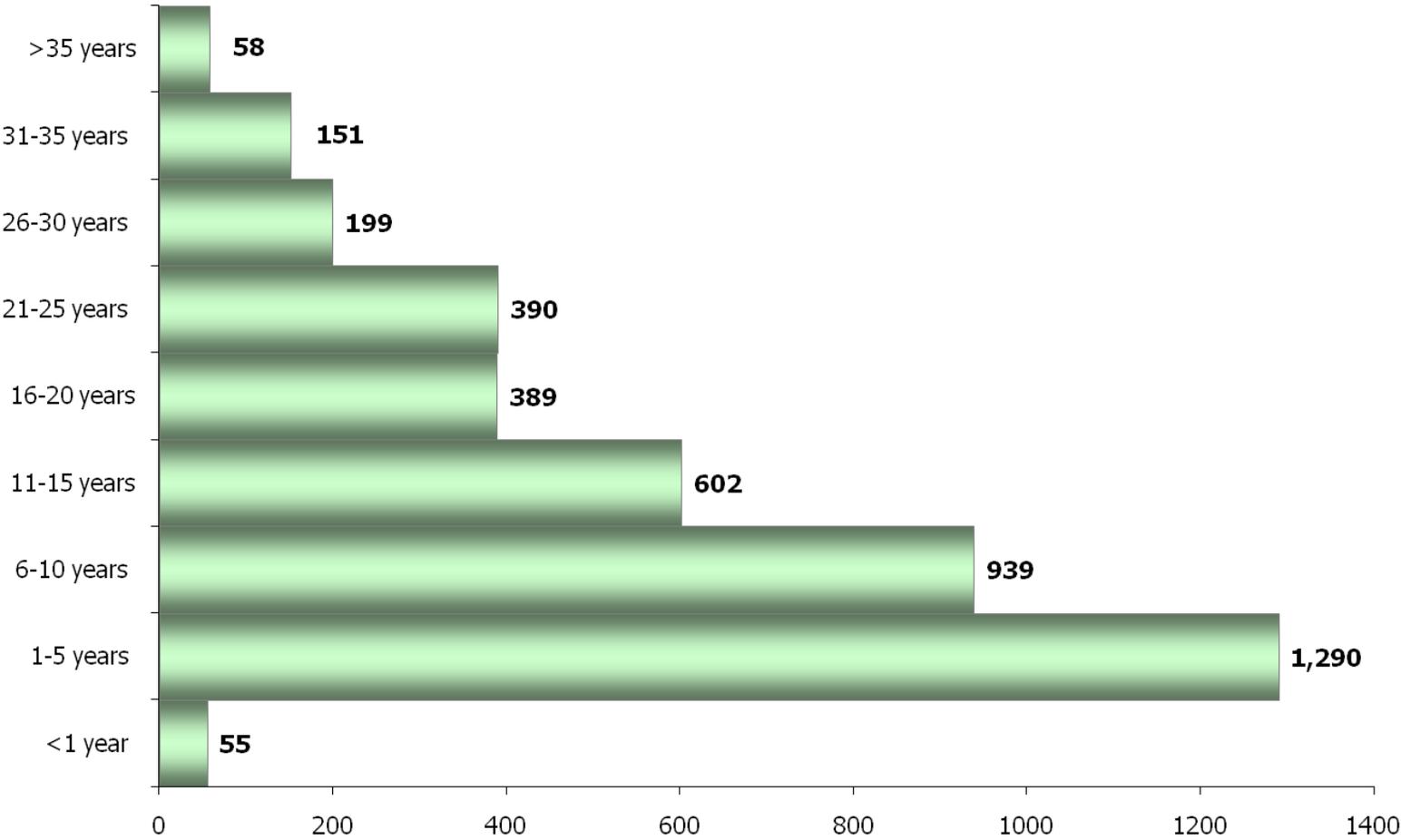
Essex County  
Fluvanna County  
City of Fredericksburg  
Gloucester County  
Goochland County  
City of Hampton  
Hanover County  
Henrico County  
City of Hopewell  
Isle of Wight County  
James City County

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



# Number of Employees by Years of Service: FY 2009-10

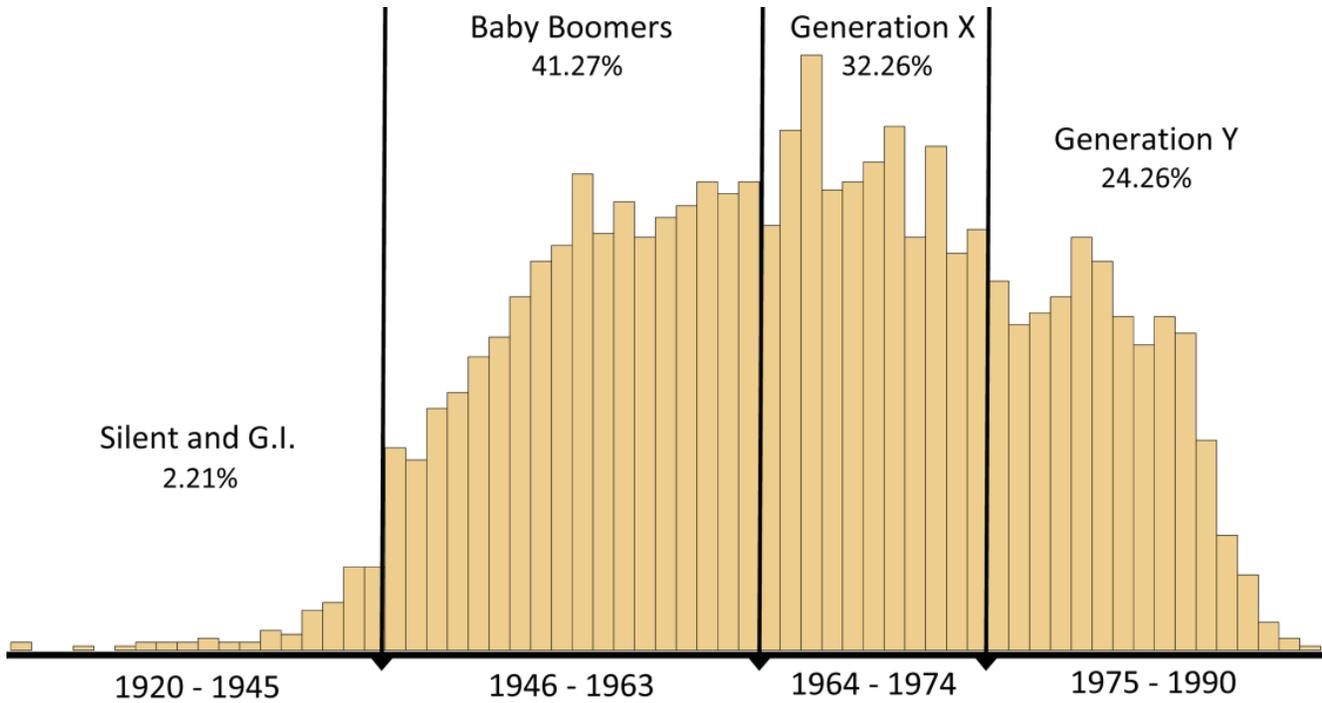


Data as of June 18, 2010

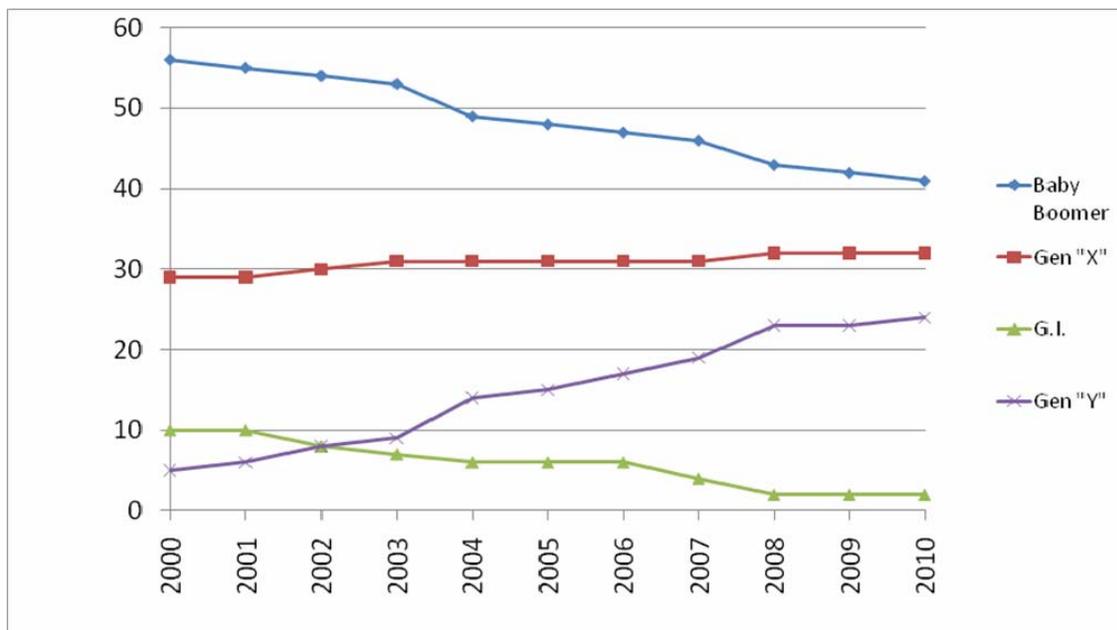
**Total: 4,073**

# Generational Demographics

Employees by Year of Birth  
(June 2010)



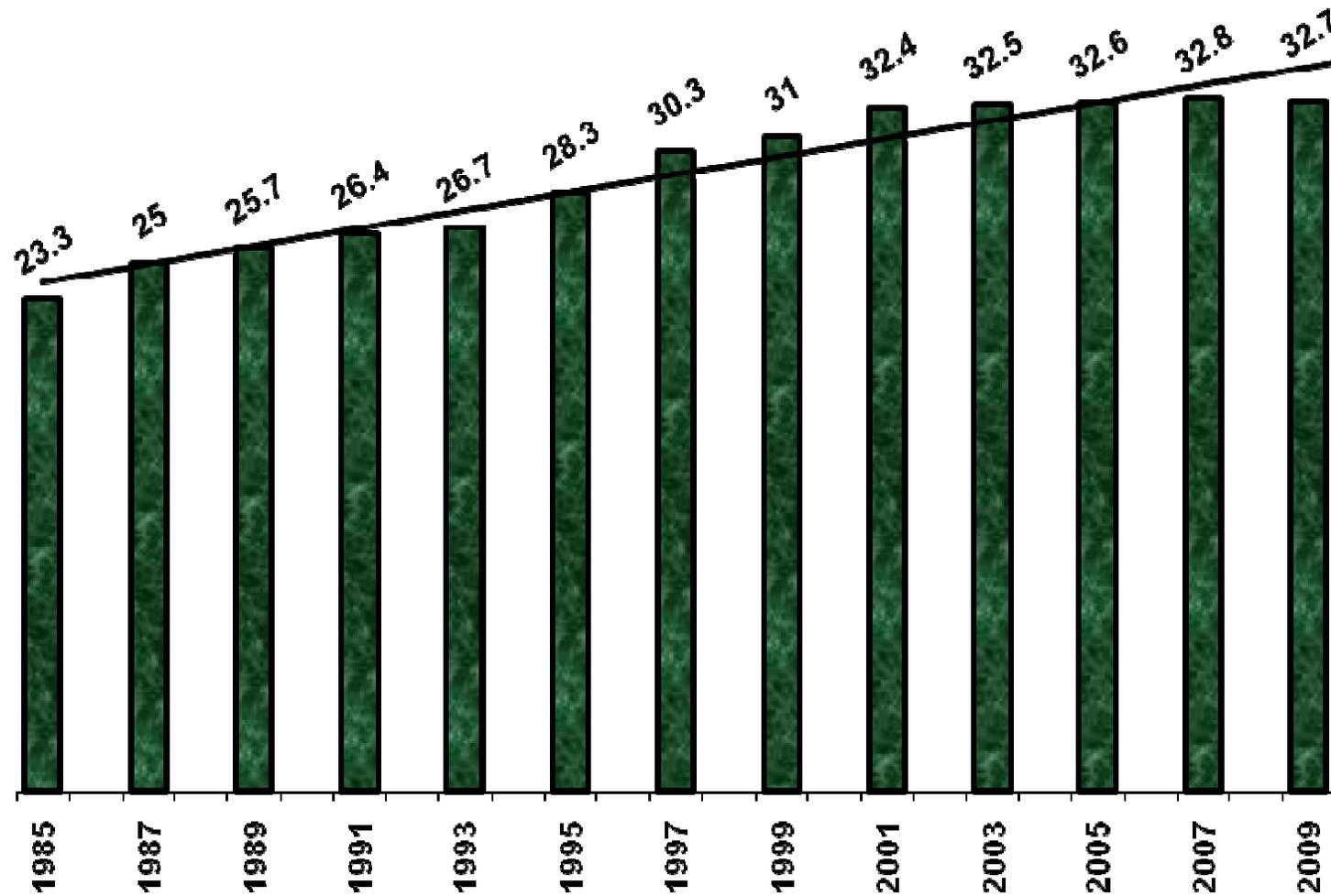
## Generations by Percentage County of Henrico Workforce 2000-2010



# Percentage of Minorities in County Workforce

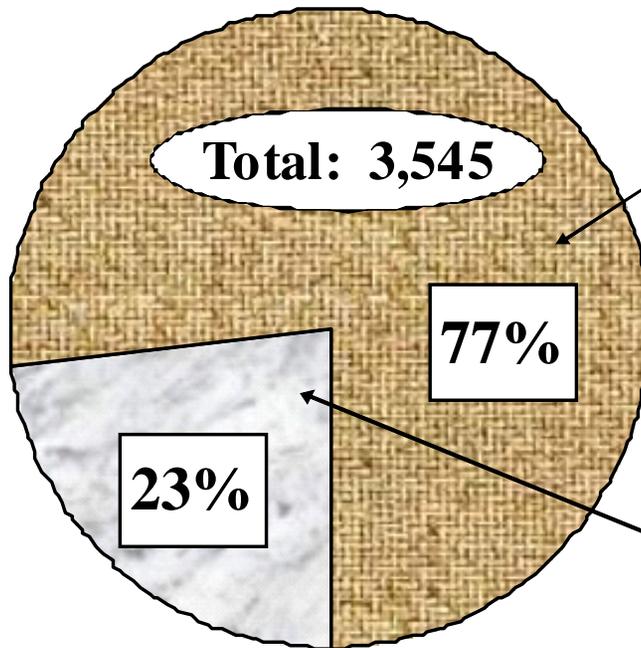
## EEO-4 Report

1985—2009



# Employee Health Services

## Employee Visits/Contacts, FY 2009-10



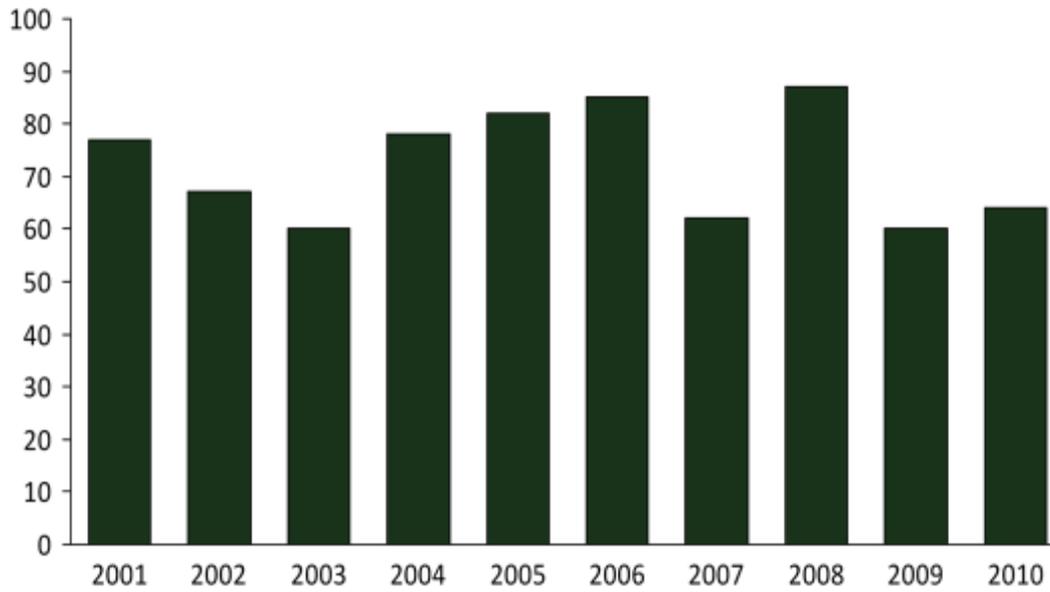
**Occupational:**

Surveillance Programs	391
Hearing Conservation Program	142
Hepatitis B Program	22
Rabies Vaccination/Titer Program	116
Respiratory Protection Program	44
TB Screening Program	37
Physical Examinations	443
Pre-Placement Physicals	169
Annual Physicals	248
Periodic Physicals	313
Fire Labs Drawn Off Site	525
Physical Exam Follow-up	7
Substance Abuse Testing	275
Consultation	275
Workers Compensation	275
<b>Total:</b>	<b>2,732</b>

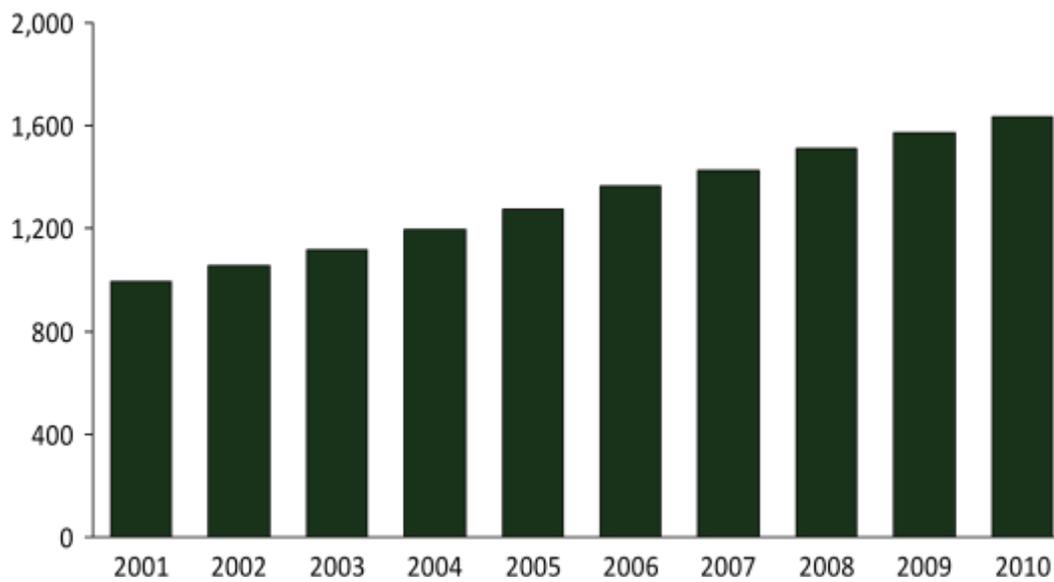
**Non-Occupational**

Visits	382
Administrative	95
Wellness Screenings	0
Wellness Events	336
<b>Total:</b>	<b>813</b>

### New Retirees per Fiscal Year —10 Year History—



### Retiree—Cumulative Totals —10 Year History—



# County of Henrico

## Retiree Statistics

### CY 2001-2010

CY 2009	Number of Retirees	Average Age	Average Years Of Service
LEOS and Non-LEOS Retirees (inc. disabled)	55	60.2	23.7
LEOS and Non-LEOS Retirees (exc. disabled)	51	60.1	24.6
LEOS Retirees	16	56.2	29.1
Non-LEOS Retirees	35	61.9	22.5
Disabled Retirees	4	61.5	12.0

CY 2010	Number of Retirees	Average Age	Average Years Of Service
LEOS and Non-LEOS Retirees (inc. disabled)	87	59.3	24.3
LEOS and Non-LEOS Retirees (exc. disabled)	84	59.7	24.6
LEOS Retirees	21	55.4	29.9
Non-LEOS Retirees	63	61.1	22.8
Disabled Retirees	3	48.9	17.6

CY 2007	Number of Retirees	Average Age	Average Years Of Service
LEOS and Non-LEOS Retirees (inc. disabled)	62	58.8	23.3
LEOS and Non-LEOS Retirees (exc. disabled)	51	60.2	24.7
LEOS Retirees	12	53.5	27.3
Non-LEOS Retirees	39	62.2	23.9
Disabled Retirees	11	52.6	17.1

CY 2008	Number of Retirees	Average Age	Average Years Of Service
LEOS and Non-LEOS Retirees (inc. disabled)	94	58.5	26.0
LEOS and Non-LEOS Retirees (exc. disabled)	87	59.0	26.5
LEOS Retirees	29	54.8	29.3
Non-LEOS Retirees	58	61.1	25.1
Disabled Retirees	7	52.3	18.9

CY 2005	Number of Retirees	Average Age	Average Years Of Service
LEOS and Non-LEOS Retirees (inc. disabled)	82	56.5	23.3
LEOS and Non-LEOS Retirees (exc. disabled)	60	58.5	25.9
LEOS Retirees	16	54.1	26.7
Non-LEOS Retirees	44	60.1	25.5
Disabled Retirees	22	51.1	16.4

CY 2006	Number of Retirees	Average Age	Average Years Of Service
LEOS and Non-LEOS Retirees (inc. disabled)	63	57.3	22.4
LEOS and Non-LEOS Retirees (exc. disabled)	48	59.7	24.1
LEOS Retirees	14	54.1	27.6
Non-LEOS Retirees	34	62.1	22.7
Disabled Retirees	15	49.6	16.8

CY 2003	Number of Retirees	Average Age	Average Years Of Service
LEOS and Non-LEOS Retirees (inc. disabled)	75	54.4	20.1
LEOS and Non-LEOS Retirees (exc. disabled)	46	57.0	22.1
LEOS Retirees	16	53.6	28.4
Non-LEOS Retirees	30	58.8	18.7
Disabled Retirees	29	50.2	16.9

CY 2004	Number of Retirees	Average Age	Average Years Of Service
LEOS and Non-LEOS Retirees (inc. disabled)	87	57.2	22.7
LEOS and Non-LEOS Retirees (exc. disabled)	75	58.0	23.7
LEOS Retirees	28	53.5	29.5
Non-LEOS Retirees	47	60.7	20.3
Disabled Retirees	12	51.6	16.0

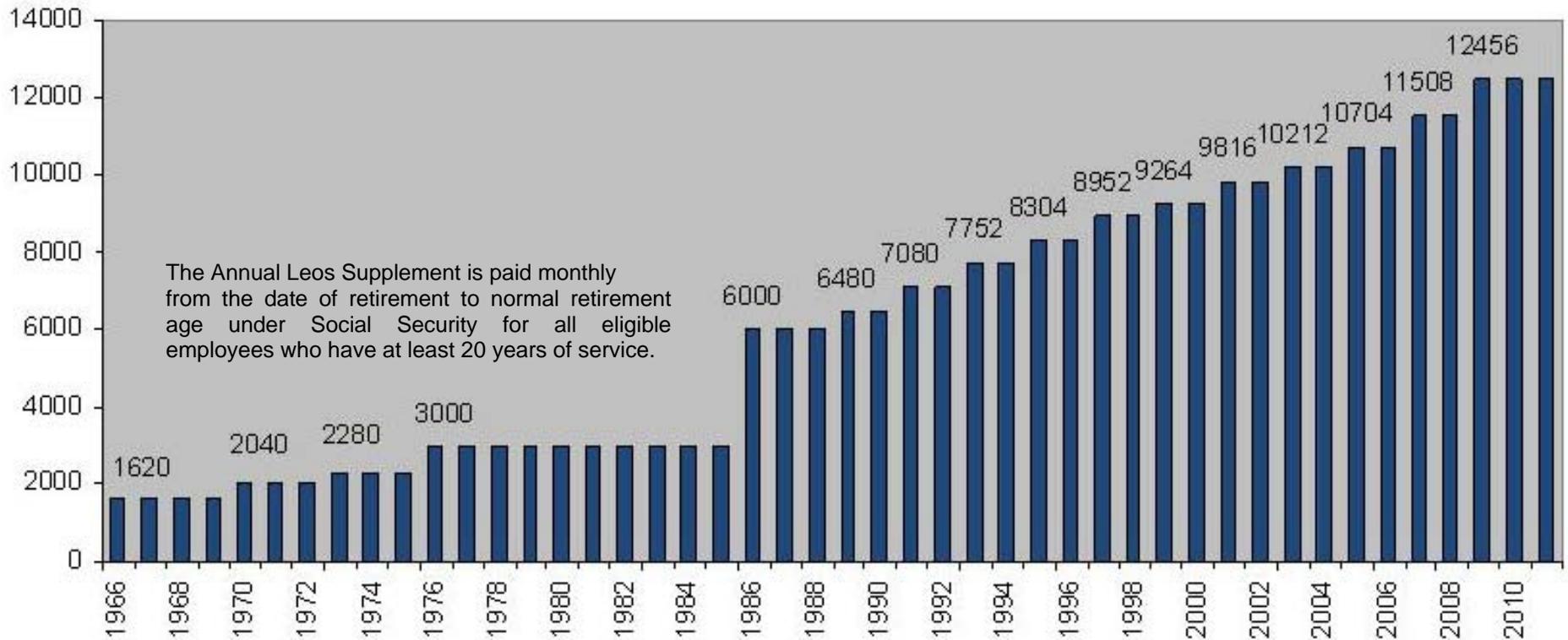
<b>CY 2001</b>	<b>Number of Retirees</b>	<b>Average Age</b>	<b>Average Years Of Service</b>
LEOS and Non-LEOS Retirees (inc. disabled)	71	55.3	20.7
LEOS and Non-LEOS Retirees (exc. disabled)	48	58.1	22.3
LEOS Retirees	16	52.1	25.3
Non-LEOS Retirees	32	61.1	20.7
Disabled Retirees	23	49.4	17.4

<b>CY 2002</b>	<b>Number of Retirees</b>	<b>Average Age</b>	<b>Average Years Of Service</b>
LEOS and Non-LEOS Retirees (inc. disabled)	56	55.0	24.0
LEOS and Non-LEOS Retirees (exc. disabled)	42	56.0	26.5
LEOS Retirees	26	52.9	27.2
Non-LEOS Retirees	16	61.1	25.3
Disabled Retirees	14	51.7	16.6

# History of LEOS Annual Pay Supplements

## Sworn Police, Fire and Sheriff Employees

### County of Henrico, Virginia



*Note: From 7/1/86 to 7/1/92 retiree was paid ½ of Annual Supplement from retirement date to Age 58, then full Annual Supplement from Age 58 to Age 65. After July 1, 2001, the Annual Supplement was paid from the date of retirement until normal retirement age under Social Security. 2009 Supplement of \$12,456 (\$1,038/mo.) is effective July 2009 through June 2011.*

# REGIONAL HEALTH CARE RATES

Monthly Employee Contributions  
(Rates as of January 1, 2011)

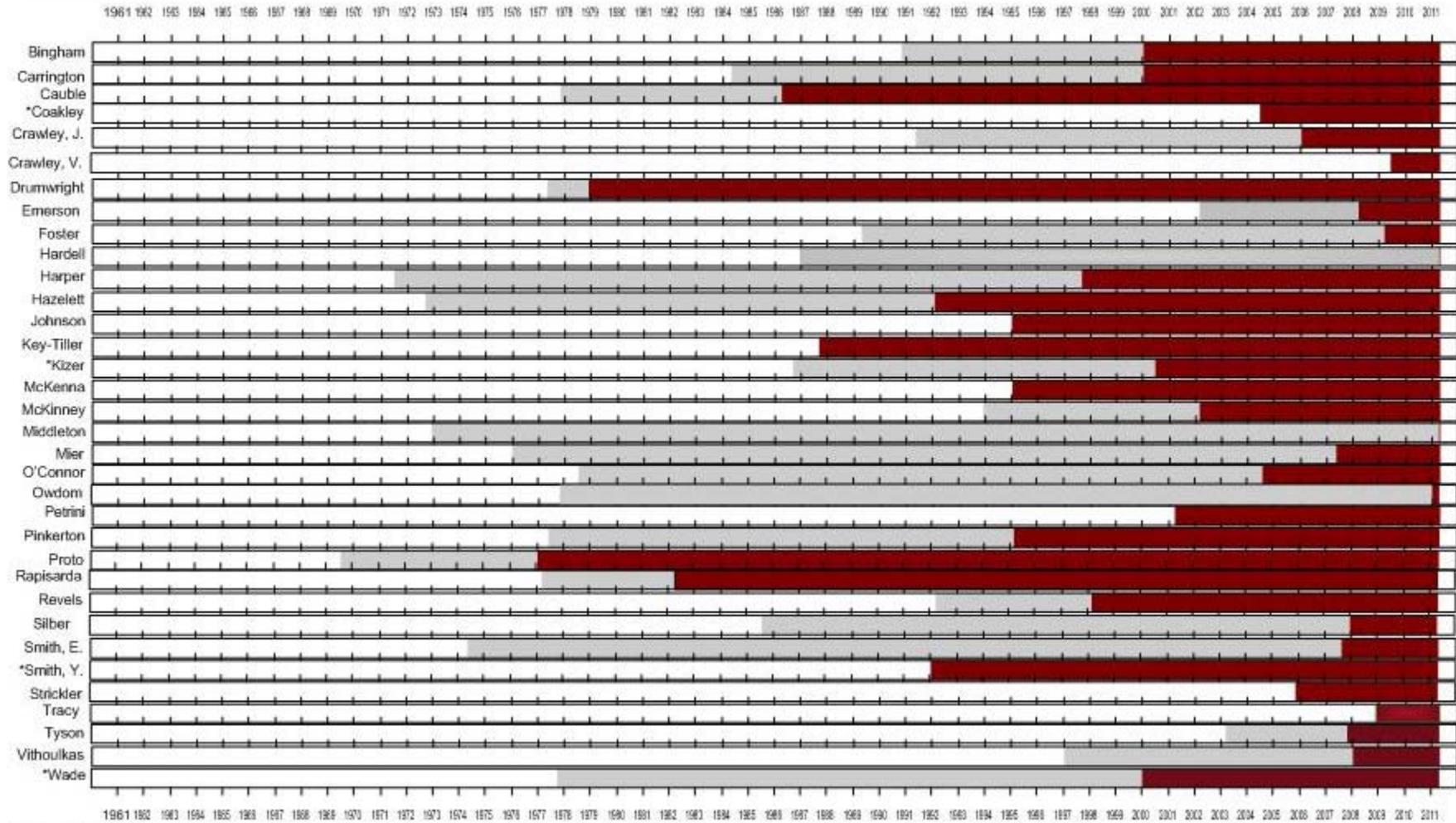
Tier	<b>HENRICO</b> 1/1/11 – 12/31/11 Southern Health Care HMO	<b>CHESTERFIELD</b> 1/1/11 – 12/31/11 Anthem HMO	<b>RICHMOND</b> 7/1/10 – 6/30/11 CIGNA Open Access 20/40	<b>HANOVER</b> 10/1/10 – 9/30/11 Southern Health Care POS
<b>Employee Only</b>	\$ 21.80	\$ 60.20	\$ 53.48	\$ 42.00
<b>Employee &amp; Child</b>	\$ 192.20	\$ 262.10	\$ 316.46	\$ 184.00
<b>Employee &amp; Children</b>	\$ 384.46	\$ 432.96	\$ 534.85	\$ 326.00
<b>Employee &amp; Spouse</b>	\$ 291.62	\$ 432.96	\$ 316.46	\$ 326.00
<b>Employee &amp; Family</b>	\$ 513.20	\$ 648.04	\$ 534.85	\$ 470.00

## County of Henrico Health Plan

### 2011 Rates

	Value HMO			Care HMO			Care POS			Basic PPO (out of area only)		
Monthly Costs	Total	Employer	Employee	Total	Employer	Employee	Total	Employer	Employee	Total	Employer	Employee
EE Only	\$ 401.86	\$ 394.62	\$ 7.24	\$ 462.82	\$ 441.02	\$ 21.80	\$ 490.46	\$ 446.86	\$ 43.60	\$ 462.82	\$ 441.02	\$ 21.80
EE + Child	\$ 610.84	\$ 501.24	\$ 109.60	\$ 703.54	\$ 511.34	\$ 192.20	\$ 745.54	\$ 515.92	\$ 229.62	\$ 703.54	\$ 511.34	\$ 192.20
EE + Spouse	\$ 771.48	\$ 584.22	\$ 187.26	\$ 888.54	\$ 596.92	\$ 291.62	\$ 941.62	\$ 602.70	\$ 338.92	\$ 888.54	\$ 596.92	\$ 291.62
EE + Children	\$ 924.24	\$ 664.74	\$ 259.50	\$ 1,064.46	\$ 680.00	\$ 384.46	\$ 1,128.02	\$ 686.92	\$ 441.10	\$ 1,064.46	\$ 680.00	\$ 384.46
EE + Family	\$ 1,169.28	\$ 808.18	\$ 361.10	\$ 1,346.74	\$ 833.54	\$ 513.20	\$ 1,427.18	\$ 844.96	\$ 582.22	\$ 1,346.74	\$ 833.54	\$ 513.20

## AGENCY HEADS AND KEY OFFICIALS COUNTY OF HENRICO YEARS OF SERVICE



Prepared by Department of Human Resources  
April 28, 2011

\* Elected Official

Previous Position(s)

Present Position