



County of Albemarle
Charlottesville, Virginia

DEPARTMENT OF HUMAN RESOURCES
ANNUAL REPORT

FY 2004-2005
(July 1, 2004 ~ June 30, 2005)

The Albemarle County Human Resources Department Fiscal Year 2004-2005 Annual Report

The Albemarle County Department of Human Resources is pleased to present the Board of Supervisors with the Local Government Human Resources Annual Report. The report is intended to provide information for use in establishing the County's overall strategic plan and to assist in setting initiatives for future years. This report contains statistical information on the Local Government workforce as well as some highlights of the Human Resources Department's initiatives and accomplishments for fiscal year 2004-2005.

Key Information Provided:

- Recruitment/Selection/Retention – full-time equivalent (FTE) count, new hires, terminations, retirements, turnover, years of service, exit survey data
- Demographic data – age, Equal Employment Opportunity (EEO) data, geographic information
- Pay information – pay grades, average pay, pay by salary level
- Total Rewards – compensation, benefits, reward/recognition

In FY04-05 the Human Resources Department maintained its focus on projects and initiatives that support the Albemarle County Strategic Plan. One of the County's strategic directions is "To Provide Effective and Efficient Services to the Public in a Courteous and Equitable Manner." This year we are pleased to have met our key goals from last year, which included the following key initiatives and projects designed to attract and retain high performing employees:

- Competency Based Management tools were revised to assist in the recruitment and selection of new employees and to be the basis of the performance management process;
- A 360 Degree Feedback tool was again employed, providing the members of the County's Leadership Council with feedback used for professional and personal development;
- "Leadership Foundations" training was provided to managers and supervisors. This includes training in coaching, communication, continuous improvement, customer service and project management;
- A Procedure Manual for all supervisory staff was created and provided on-line as a resource as well as in training, offering information in Human Resources processes and the basics of employment law required for good management;
- An "Employee Recognition Program" was designed and put into practice to use when rewarding and recognizing excellent performance of employees;
- A Long Term Classification Plan was developed and implemented in July 2004 creating a schedule for comprehensive review of all departments on an on-going basis;
- A New Merit Plan was developed and approved for use in the FY05-06 year. Aligned with a new performance evaluation form, the new merit plan allows for greater connection between employee performance and reward.

The Human Resources Department has continued to be instrumental in assisting with the recruitment, selection and internal promotion of several key positions during FY04-05. The HR Team provided interview training, coordinated interviews, conducted pre-employment testing, and assisted with filling all vacant positions.

The Albemarle County Department of Human Resources will continue its efforts to focus on: competitive salaries/benefits, alternative reward strategies, recruitment/selection/retention, professional development, aging workforce/retirements, as well as assessment and improvement of our internal systems and processes. The HR Team is dedicated to providing excellent human resource support to our customers through the implementation of the County's strategic plan.



Kimberly L. Suyes, SPHR

Director, Human Resources

December 2005

RECRUITMENT, SELECTION AND RETENTION

(See Appendix A: "County of Albemarle Department Statistics – Group A" for list of departments included in the following data.)

Staffing

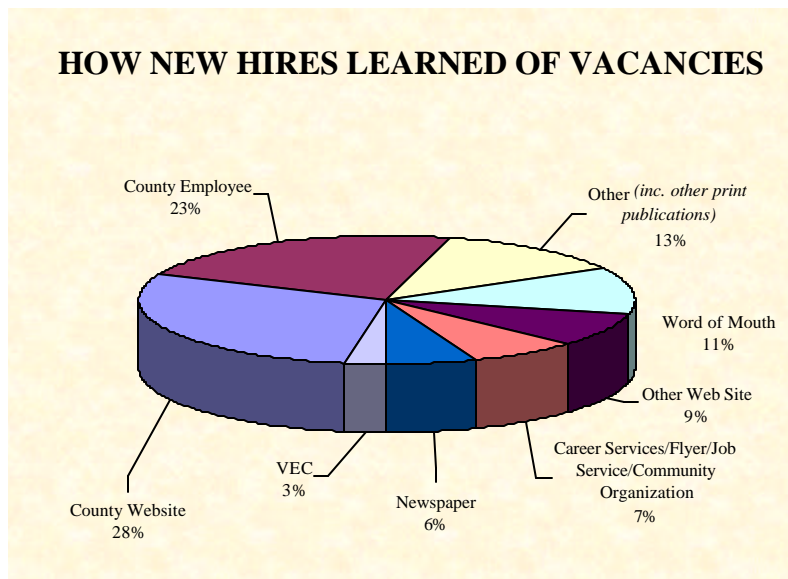
The Human Resources Department supported the hiring of 136 new Local Government employees during this fiscal year. This Annual Report predominantly focuses on the "Group A" Departments as defined in Appendix A. For this group, we hired 80 new regular full and part-time employees. Of these, 36 are female, 44 are male, 18 are minorities and 62 are non-minorities.

Human Resources supported the organization in the following critical staffing efforts during the year:

- **Community Development:** Business Development Facilitator
- **Social Services:** Assistant Director
- **Human Resources:** Organizational Development Manager
- **County Executive's Office:** Web Content Manager

Recruitment

New hires learned of job vacancies through the sources identified in the graph below.



Albemarle County has again been nationally recognized for the quality of its web site. We believe that this, coupled with the new easy-to-use on-line application, contributed again this year to the jump in percent of new hires who listed the County Web Site as their job vacancy source (up from 21% to 29%.)

Newspapers, as a source, increased slightly from 5% to 6%, however this remains low compared to the web site. This shift from newspaper to web-based sources influences how Human Resources advises hiring managers on where to spend their recruiting dollars.

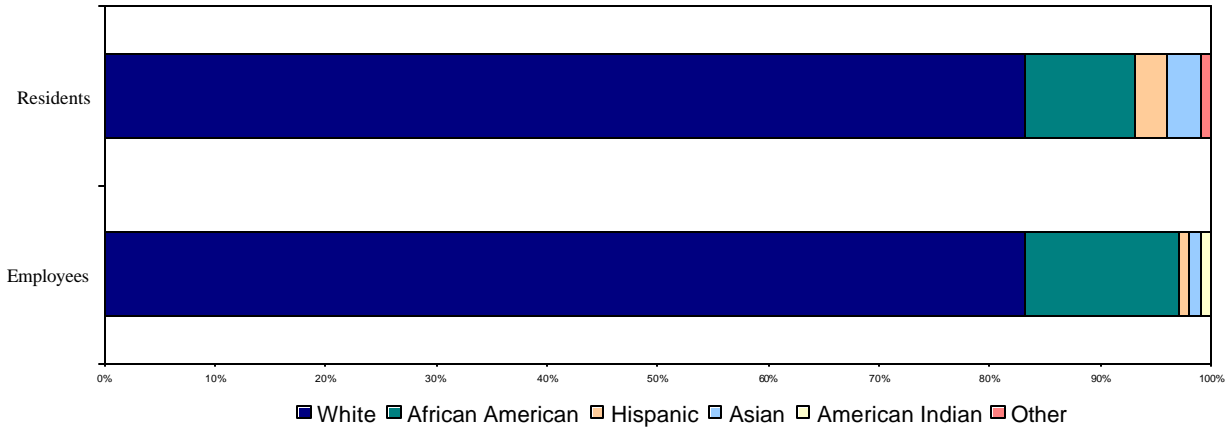
Employee Referral, as a source, decreased slightly (down from 26% to 23%), however it still remains an excellent source of new employees, confirming

the idea that *all* County employees are potential recruiters and that presenting a positive image of employment with the County is a powerful recruitment tool. This reinforces the value of the work we are doing to create a quality place of employment.

EEO Data (see Appendix B)

As of June 30, 2005, there were 247 female and 300 male employees in the government operations. Of those, 86 were minorities and 461 were non-minority.

MINORITY DISTRIBUTION



	<u>*Residents</u>	<u>Employees</u>
White	84%	84%
African American	10%	14%
Hispanic	3%	1%
Asian	3%	<1%
American Indian	0%	1%
Other	<1%	0%

**Resident data source: Albemarle Community Profile 2005 (2000 census data)*

The Human Resources Department has engaged in the following activities and practices over the past year, in an effort to recruit a workforce representative of the diversity of the Albemarle County population:

- Identified websites and print publications with high female or minority readership for advertising and recruiting;
- Trained all new employees on the County’s Equal Employment Opportunity and Sexual Harassment policies;
- Encouraged minority participation on County interview teams;
- Recruited at minority career fairs and colleges;
- Developed new recruitment materials designed to show women and minorities in public safety and professional roles;
- Assessed selection and promotion processes and materials and identified improvements necessary to attract and encourage the hiring, training and promotion of minorities.

Average Years of Service

The County’s 547 regular full-time and part-time employees represent an aggregate of over 4,960 years of service. The average age of County employees is 42 and the average years of service is 9.

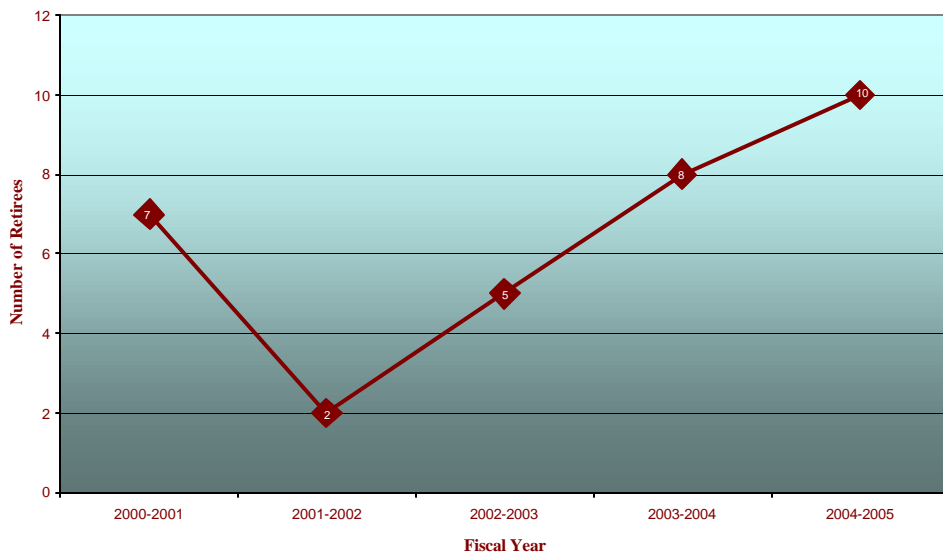
Turnover

We are pleased to report that employee turnover remains at a low single-digit rate of 8.96%. Including retirements, this number increases to 10.97%. Our low turnover rate and high average years of service are positive indicators of the strong stability and commitment of our workforce. Turnover information by department is included in the chart in Appendix A. Consistently low turnover rates contribute to Albemarle County being perceived as a quality place of employment.

Retirements

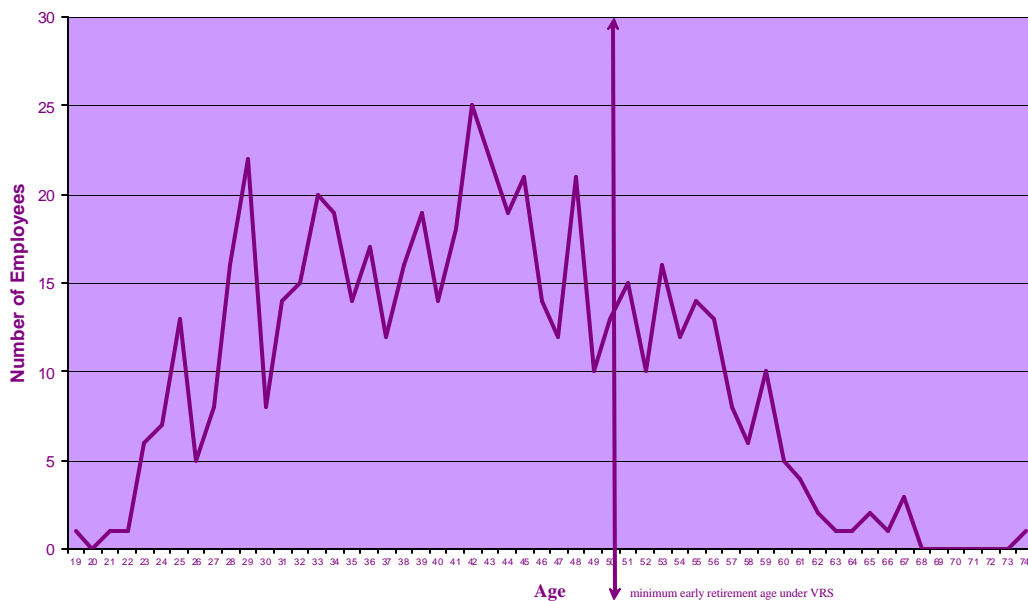
In FY2004-2005 ten (10) local government employees retired compared to eight (8) employees in the previous year. The

General Government Retirees



graph on the left shows the number of employee retirements since FY2000-2001. The impact of an aging workforce is consistently in the forefront of HR priorities. The graph below provides information on the age distribution of Albemarle County Local Government employees. From this data, we can anticipate a steady increase in the retirement rate over the next 10 years, as 124 employees are over 50 years old (23% of the work force). The average age of retirement this year was 57 years old. There are currently 15 employees over the age of 60.

Employees by Age

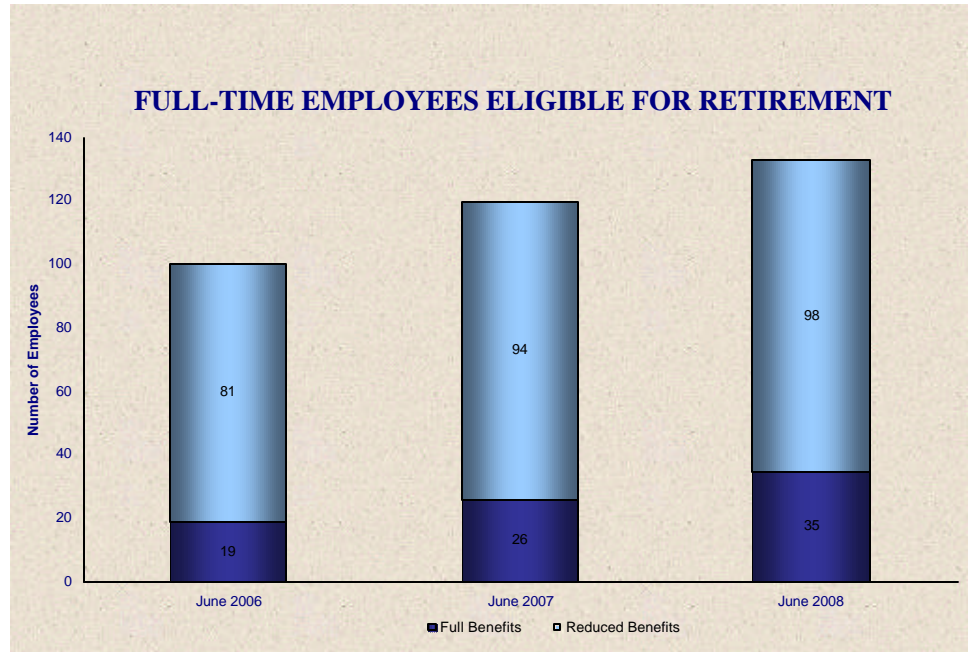


Of the ten employees who retired this year, 2 were disability retirements and 3 took retirement with reduced benefits, rather than wait for full retirement (1 was part-time and not eligible for VRS benefits). As the graph below indicates, employees eligible for retirement will continue on an upward trend as follows:

The number of employees eligible to take advantage of the County sponsored Voluntary Early Retirement Incentive Program (VERIP) is as follows:

- June 2006 - 78
- June 2007 - 95
- June 2008 - 105

Human Resources' strategy for meeting the workforce needs of the future includes providing tools and opportunities for reward and recognition, training, competitive pay and competitive and flexible benefits. This helps us attract a diverse and qualified pool of candidates as new employees and retain current employees longer.



Human Resources goals focus on partnering to create a high performing organization that will have the means to both attract and retain highly qualified candidates. Key components of this are HR efforts to:

- Provide equitable and competitive compensation:
 - HR recommendations were approved by Joint Boards to identify competitive salaries for positions which are recruited regionally and nationally in March of 2004. This strategy was phased in over a two year period.
 - A Long Term Classification Plan was implemented in July 2004 so that all positions in Local Government are reviewed for appropriate classification approximately every three years.
- Ensure employees are recognized and rewarded: The recommendations of a cross functional total rewards team were approved by the BOS in September 2004 to include: Employee Recognition Program (implemented mid FY 04/05), Revised Merit Pay for Performance Matrix.
- Provide greater flexibility and comprehensive communication in benefits: Several voluntary benefits programs were introduced and an electronic open enrollment process was held in FY 04/05.
- Provide for internal growth and development: The HR Organizational Development Manager provided an array of new training and development classes and opportunities for the Local Government employees. The Competency Based Management Program provided tools for selection, training and development, and performance management.

Exit Surveys

Our Exit Survey data continues to identify the County’s strengths and opportunities for improvement. The data below reflects responses from Local Government employees who left between July 1, 2004 and June 30, 2005. Of the 54 employees who voluntarily terminated employment, we received exit surveys from 18, a statistically significant percentage (33%). As we continue to collect exit data over a longer period of time, the data will increase in value.

Some highlights of the results (the numbers represent percent of favorable responses):

- Looking at Column B, we continue to see an overall increase in the percent of favorable responses from FY02-03 through to FY04-05.
- Last year there were two notable exceptions. The percent of favorable response declined for Dimension #6, “Supervisory Consideration” and Dimension #8, “Organizational Culture.” This year they increased considerably.
 - “Supervisory Consideration” asks questions related to how employees believe they are rewarded and recognized for their performance and whether or not they are given good feedback. The 92% favorable rate is likely in part due to the new competency based evaluation forms, the creation of the Employee Recognition Program, and the implementation of Leadership Foundations training.
 - “Organizational Culture” questions ask whether or not the County has a sense of direction and values diversity. The increase from 52% to 81% is a great improvement and in part is due to the increased communication efforts on the part of the Leadership Council and the implementation of the Leadership Foundations management training course.
- The Board’s continued commitment to competitive salaries, above-average benefits, resources for employee training and development, and financial support for reward and recognition programs undoubtedly contributes to the high percent favorable response for #3 Pay/Benefits, #4 Training and Development and #6 Supervisory Consideration.
- All in all, the data collected indicates that employees are leaving with a positive image of their employment with the County. This suggests that the County is moving towards achieving its strategic objective of being recognized as a quality place of employment.

A	B			C	D			E
Dimension	County of Albemarle % Favorable			National Exit Data % Favorable	Variance (%) Column B -C			Government/ Public Sector Education % Favorable
	FY 02-03	FY 03-04	FY 04-05		FY 02-03	FY 03-04	FY 04-05	
1. Work Satisfaction	82	85	94	59	24	27	35	59
2. Work Distribution/Schedule Flexibility	59	62	81	47	12	15	34	46
3. Pay/Benefits	68	72	80	57	13	17	23	52
4. Training and Development	55	66	76	42	13	24	34	53
5. Career Advancement Opportunities	45	45	71	36	11	11	35	37
6. Supervisory Consideration	73	63	92	47	25	15	45	51
7. Work Group Communication	64	71	92	53	11	18	39	50
8. Organizational Culture	68	52	81	49	n/a	n/a	32	n/a

Loss Control

The FY 04-05 saw the definition and development of the County's Loss Control Program. Four primary areas of responsibility have been designated as being under the auspices of Loss Control: Workers' Compensation, Safety, Wellness, and Unemployment Claims. The County has begun to realize both tangible results and a more clearly developed vision for each facet of the program.

Workers' Compensation includes maintaining compliance with applicable law and County policy, collecting and analyzing data such as loss ratio and severity rates, claims management, incident investigations, cooperative involvement with the County's insurance carrier, and overall process improvement. The underlying objective of each of these is to reduce the County's expenditures related to Workers Compensation.

As reported by the County's Workers' Compensation insurance carrier, VML (Virginia Municipal League), the County's FY 04-05 loss ratio stands at 54.78%. This means that the losses incurred and paid by the carrier are equal to 54.78% of the premium we paid for the plan year. This is the first time since 2001 that Albemarle County has ended the year below the 65% industry standard and represents a positive step toward sustained cost reduction.

Safety is very closely related to and has a high degree of impact on Workers' Compensation. The County developed compliance specific training matrices, joined the Blue Ridge Safety Association, and hosted its first Safety Committee meeting in the fall of 2005.

Wellness has been an exciting addition to the Loss Control agenda. While there are numerous programs, initiatives and opportunities under consideration for inclusion in the program, there has been immediate success with one in particular. Statistics show that a person's overall health is directly related to their managing an appropriate weight, and the County's support of a weight loss program has met with great enthusiasm and success. Over 30 County employees have participated in the program thus far and have lost a combined weight of over 1000 pounds.

Unemployment claims management - The County has identified the potential for some cost savings by closely managing each unemployment claim. For the coming year the emphasis will be on developing and implementing tracking systems and auditing procedures.

Organizational Development

In January 2005, Albemarle County hired a new Organizational Development Manager to help focus on the County's learning and development goals. The following initiatives have been completed or launched:

- Thirty members of the County's Management Group attended a 16-week, 28-hour supervisory skills training course entitled "Leadership Foundations." This leadership course will continue to be offered to supervisors in the County in the coming fiscal year.
- The launch of a half-day Local Government Supervisors' Toolkit manual and course. This program covers specific information necessary to successfully supervise employees of Albemarle County. Key policies, procedures, and the importance of a relationship with Human Resources are discussed.
- The creation of an Albemarle County Learning Team. This eight-person team is comprised of members of the Leadership Council and Management Group and is led by the Organizational Development Manager. The Learning Team met over the course of four months, and put together a recommended list of learning initiatives that will help establish Albemarle County as a "learning organization." Other responsibilities included: define a learning organization; identify gaps and barriers to becoming a learning organization; develop specific goals and objectives; and prioritize goals and objectives and develop a time frame for implementation.

The three key learning objectives were identified:

- Create an infrastructure that supports continuous and consistent learning
- Develop the talent and build the required skills necessary for the future success of the organization
- Create a partnership to build the required technology skill set throughout the organization

A number of specific strategies were identified to accomplish the objectives. These strategies will be implemented over the fiscal years 05-06 and 06-07.

- The offering of Beginner and Intermediate Spanish classes to employees that have direct contact with the Spanish-speaking residents of the County.
- The establishment of a customer service focused training series. This series of five classes taught employees on using communication skills, ways to manage stress, exceeding customer expectations, dealing with difficult situations, and the fundamentals of providing high-quality customer service.
- The completion of the “Leadership Learning Lab” for members of the Leadership Council. This five-session course was led by Prof. Alec Horniman of the University of Virginia Darden Business School.
- The creation and offering of a Project Management class. This 12-hour class was offered through a partnership with Piedmont Virginia Community College
- The continued offering of quarterly new employee orientation sessions, “Getting to Know Albemarle County”, to share insights into the County’s structure, strategic plan, and organizational culture.
- The continued development of an internal web site focused on learning that contains developmental information and tools for all employees. Now all courses and classes offered by the County can be registered for online at this site. The online registration process allows for “self-serve” registration, and provides a quick and easy way for employees to sign up for relevant learning opportunities.
- The book, video and audio library can now be accessed online. This online solution allows easier access to the County’s learning media. Over a period of six months, this move to an online library has increased the number of items checked out by employees by more than 115%.
- The launch of a new personal and professional development series—branded “Wise Up Workshops.” These workshops offered over the lunch hour are open to all local government employees and cover a wide range of topics.

Supporting the County Goals through Partnership and Participation

Human Resources personnel were proud to participate in the following initiatives, teams and events:

- Customer Service Academy Team
- County Strategic Plan Development Team
- County Day for Citizens at the County Office Building
- Access Albemarle (formerly BPKSE)

TOTAL REWARDS

Compensation and Benefits

In 2000/2001, the Joint Boards adopted the following Total Compensation strategy:

- **Overall Goal:** The overall goal of the County's Compensation and Benefits strategy is to provide competitive compensation opportunities that reinforce high performance from all employees and the achievement of organizational goals.
- **Base Salary:** Base salary range midpoints are targeted at 100% of the competitive market median levels.
- **Benefits:** Benefits will be targeted slightly above the County's competitive market (*i.e.*, @105th percentile).
- **Competitive Market:** The primary competitive market for all County positions is defined as:
 - Counties and School systems of similar size within the State of Virginia;
 - Counties and School systems located in the same geographic region of the State of Virginia; and,
 - Local private employers within the Charlottesville area for positions that are not unique to government and/or education industry.
- **Internal Equity:** Our focus on establishing an equitable compensation program is reflected in our dedication to considering internal equity and market compensation levels in establishing base salary ranges.

The Joint Boards also adopted a process by which to establish the annual merit pool increase and salary scale adjustment. Based on the Board adopted process and compensation strategy to achieve 100% of market for salaries and scales in FY04-05, the following was recommended and approved:

- 3% increase in the Classified Salary Scale (*This mainly impacts new employees going forward.*)
- 4.4 % merit pool for classified staff

In March of 2004, the Joint Boards adopted a different compensation strategy for those positions recruited for nationally and regionally and implemented the first step of a two year phase-in for reclassification increases. The strategy for those identified positions is the following:

- Identify competitive market salaries for specific localities within our adopted market that compete with Albemarle for those positions. This subset of our adopted market addresses cost of living issues and target competitive market position. These localities represent areas that are in Metropolitan Statistical Areas (MSA's), both above and below Albemarle in cost of living and currently include: Hanover County, Loudoun County, City of Charlottesville, Prince William County, Spotsylvania County, Chesterfield County, City of Chesapeake, City of James City County, and City of Roanoke.
- July 2005, the second phase of increases for those positions occurred. Data will be collected on benchmark positions to evaluate the success of this increase in reaching the targeted median of the adopted market.

Long Term Classification Plan

In 1996, all Local Government and School Division positions were reviewed and classified using the job evaluation plan that was implemented at that time, based on the adopted recommendations by the compensation consultant Hendricks & Associates, Inc. The job evaluation system is a point factor system consisting of seven factors and is used to assess the internal value of positions. Since this comprehensive review, classification has occurred when:

- Market data indicated that review was necessary;
- Supervisor requested review;
- Internal equity issues were identified.

This approach to classification has resulted in many positions becoming out of alignment with regard to internal equity. To address this, a schedule for comprehensive review of all departments and schools on an ongoing basis was started July 2004. Priorities are set based on identified internal equity issues, substantial changes in position descriptions and existing market data. All positions in the following departments were reviewed over the past fiscal year: Community Development, Parks and Recreation, Public Safety, General Services, Building Services and Transportation.

Benefits Administration:

The Human Resources team strives to offer a cost-effective benefits package, and effectively communicate that package to Albemarle County applicants, employees and their dependents, and retirees. The County continues to offer a range of employee benefits to meet the individual needs of our workforce, through supporting healthy lifestyles, peace of mind, and financial security.

Benefits offered include: medical, dental, deferred compensation, flexible spending accounts (Beneplus), optional life insurance, direct deposit, family medical leave, employee discounts, and paid leave (annual, sick, Sick Leave Bank, etc.). New for 04/05 were the inclusions of voluntary Critical Illness, Whole Life Insurance, and Short Term Disability policies through UnumProvident. Pension and life insurance plans for full-time employees are offered through the Virginia Retirement System (VRS) and for part-time employees through other pension and life insurance plans.

The Board-adopted strategy is to target our benefits slightly above market and to offer benefit programs that meet our employees' needs. Still, many employees seem to be aware of or do not adequately understand the benefit choices available to them. To increase employee understanding and appreciation of their benefit package and total compensation, we recognized the need for a well-planned communications program and simple enrollment process. To achieve this goal, HR developed an online Open Enrollment website along with multi-channel communications surrounding it beginning May 2005. Year round, benefits are communicated to our various populations through a variety of methods, including:

- Weekly Benefits Orientation sessions
- Benefits information on the County web site/intranet
- Financial Education and Pre-retirement seminars
- Monthly on-site availability of our deferred compensation vendor
- Benefits Handbook mailed for Open Enrollment
- HR satellite office at COB 5th

Total Rewards Program

At the June 26, 2003 meeting, the Board of Supervisors directed staff to begin the review of the County's reward and performance systems to ensure that they are aligned with our high performance strategies for customer service, continuous quality improvement and the delivery of efficient and effective County services. The County's human resources systems must reward, motivate, and sustain customer service focused behaviors. In response to the Board's direction, a team was formed to develop a "total rewards" strategy. The team reviewed the County's current merit compensation and performance management systems, solicited employees' perceptions about the current system and evaluated changes that would support our pay and performance philosophy. At the September 2004 meeting, the Board of Supervisors approved the recommendations of the Total Rewards team and has implemented the Employee Recognition Program and a Revised Merit Pay for Performance matrix. Staff is continuing the evaluation of skill and competency differentials and broadbanding.

Employee Recognition Program (Implementation occurred mid FY05)

The Employee Recognition Program is one component of the Total Rewards strategy that addresses the need to acknowledge extraordinary employee contributions. Program objectives are as follows:

- Provide the employees of Albemarle County Local Government a set of performance criteria so that they may identify exemplary, deserving behaviors in an employee;
- Give the employees of Albemarle County Local Government options to formally recognize and reward employees for exceptional performance.
- Provide individual departments with the flexibility and guidelines to exercise this program that best fits that department's functions and culture.

Funding for this program is provided at the departmental level, based on the number of FTE's in the department. Last spring, Human Resources worked with Departments to define those standards at the departmental level so that consistent, clear expectations of performance are established. Information on return on investment will be provided at the end of this fiscal year.

Merit Pay for Performance (Implementation FY 06)

Eligible employees receive an annual merit increase, effective July 1. The amount of the increase has been based on a formula that includes the following factors: an employee's performance evaluation rating, an employee's salary in relation to the midpoint of their pay grade, the merit pool percentage increase, and the available funding within their departmental pool. Available funding was calculated by multiplying the proposed market adjustment by the salary mid-points. Based on employee and manager feedback, the following issues were identified with regard to this merit plan:

- The formula is complicated and difficult to understand due to the number of factors in the formula and the pool concept;
- Employees are not able to establish the link between their performance and the reward due to the variable pool;
- Available funding can impact the merit pool for a department which then impacts the merit amount received by employees;
- The small pool amount does not adequately differentiate performance;
- The merit system is not consistent with the Board strategy to pay employees who “meet performance or exceed expectations” at the market rate.

Based on these inherent problems in the current merit system, the Total Rewards team proposed a Merit matrix designed to continue to reward employees with an annual salary increase based on the market data and WorldatWork projections. In addition, a fixed merit amount will be added to the salary increase, based on the relation of the employee's salary to midpoint and the level of performance. This merit matrix was adopted by the BOS for a July 2005 effective date and is consistent with the Joint Board adopted strategy to pay employees at market rate and ensure that high performing employees whose salaries may be at or above the midpoint will not receive less than the market increase. This option is also simple to communicate and administer. Additionally, the number of performance rating categories has been expanded in FY 05-06 from four to five in order to allow managers more flexibility in differentiating performance. Although some of the details of the matrix may be revised, the following example illustrates the matrix merit concept:

Position in Pay Grade Range	Fails to Meet Expectations	Needs Development	Successfully Meets Expectations	Meets and Occasionally Exceeds Expectations	Exceptional
Below Midpoint	No Increase	Market - 1%	Market + 1%	Market + 1.5%	Market + 2%
Above Midpoint	No Increase	Market - 1%	Market	Market + 0.5%	Market + 1%

Service Recognition

The County's Employee Recognition Program for length of service continues to be improved to better meet the needs of the individual employees and provide more meaningful forums for providing recognition for years of service. Employee recognition is conducted within the employee's department. In addition, all recipients are recognized at the annual recognition ceremony. Recognition items are as follows:

- for 10, 15, and 20 years of service, employees receive an attractive gift
- for 25+ years, employees choose from a selection of gifts that best suit their needs
- employees with the longest length of service, who reach a milestone this year, are recognized with a special presentation and gift at the Employee Recognition Ceremony

On October 14, 2005, 109 employees were recognized for their service milestones that occurred between October 1, 2004 and September 30, 2005.

GOING FORWARD

The Albemarle County Local Government's success in delivering against the County's Strategic Plan and meeting its stated goals will depend on its ability to attract and maintain a high quality and high performing workforce in an extremely competitive environment.

The recruitment, selection, development and retention of a quality workforce is a function of the interaction of a number of factors, including, but not limited to: Compensation/Benefits, Performance Management, Organizational Development, and Quality of the Work Environment.

Human Resources Customer Satisfaction Survey

To assess the value and effect of the HR Department's effort and programs, the Department collected data from its first annual customer satisfaction survey in FY04-05. There was a great response rate of 49% (243 out of approximately 500 employees.) Some highlights of the results:

- 95% Favorable response - on the professionalism and courtesy of the HR staff
- 91% Favorable response - on how the HR staff handles sensitive employee relations issues
- 90% Favorable response - on HR knowledge of HR matters
- 85% Favorable response - on how HR responds to feedback
- 84% Favorable response - on how HR provides expert advice on employee issues
- 81% Favorable response - on how HR uses feedback to make changes in the department
- 77% Favorable response - on the timely response to employee needs
- 72% Favorable response - on knowing whom to contact in HR for assistance

As a result of the survey, HR instituted customer service response-time standards and added additional phone options for reaching assistance. They also created and distributed to all employees a reference card indicating whom to call for different types of assistance. HR looks forward to the results of the next Customer Satisfaction Survey.

Next Steps

The Human Resources Department has identified areas of commitment for the next fiscal year to ensure that the County is provided with a workforce of employees that continuously provides high quality customer-focused service to its citizens in support of the County's Strategic Plan. Our focus will be on developing and retaining employees with excellent supervisory and management skills by:

- Developing a succession management program to provide the foundation for current employees to be identified, trained and developed for possible future leadership roles;
- Implementing safe workplace programs and procedures for ensuring a safe and healthy work environment;
- Beginning the development of skill and competency pay differentials;
- Creating an online and print professional development course catalog with a minimum of one course for every competency;
- Researching how the value of the professional development and training initiatives can be measured;
- Implementing the new Merit Matrix and Performance Evaluation forms;
- Utilizing the 360 Feedback tool for the Management Group.

The Human Resources Department is looking forward in this next fiscal year to proactively providing the services and solutions that meet the needs of the Albemarle County employees and citizens.