annual report
2018-2019
Albemarle County Human Resources
To enhance the well-being and quality of life for all citizens through the provision of the highest level of public service consistent with the prudent use of public funds. ~ County’s Mission

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Message from the Director

Our annual report provides information on the Local Government’s workforce, ongoing initiatives and future objectives. The HR team is focused on recruiting, retaining and developing high-performing employees, as this is critical to achieving Albemarle County’s strategic aspiration to ensure County government’s ability to provide high quality service that achieves community priorities. Highlights of our work in FY18/19 include:

- Led and/or participated in recruitment efforts for leadership positions to include: Executive Director of Charlottesville Albemarle Convention Visitors Bureau (CACVB), Executive Director of Emergency Communications Center (ECC), Deputy Chief of Fire Rescue and Director of Community and Public Engagement (CAPE).

- In April 2019, the first group of employees went live on our new electronic time and attendance system. This project has required significant centralization and discovery/education of historically decentralized processes. As part of this project, policies related to leave and pay were updated and reorganized in order to facilitate this implementation and to realign and centralize current practices.

- We launched a newly revised County-wide engagement survey this year. Department Heads have been engaging and including employees in identifying areas for improvement and concrete actions to make progress.

- In January of 2019, we implemented a Public Safety pay scale. HR led a team of employees from Emergency Communications Center, Fire Rescue, Police, and the Sheriff’s office to create this equitable and predictable public safety pay scale structure for each department that attracts and retains quality talent.

- A team of staff from Human Resources, Facilities and Environmental Services, the County Attorney’s Office and the County Executive’s Office implemented a smoking perimeter plan, requesting employees and visitors to refrain from smoking within 25 feet of the buildings.

I am pleased to share the Department of Human Resources’ Local Government Annual Report.

Lorna Gerome
Director of Human Resources
Local Government departments (Group A) and divisions are governed solely by the County, its policies, and rely entirely on the County for funding. The Human Resources Department provides comprehensive human resources support for these departments.

Albemarle County Public Schools are also fully supported by the Human Resources Department; please see the Schools’ Annual Report for additional details.

Elected officials and partner agencies adhere to some County policies and procedures by agreement or as required by statute. They may or may not rely solely on the County for funding and receive different levels of support from the Human Resources Department.

Elected officials and partner agencies include: Sheriff's Department, Clerk of the Circuit Court, Commonwealth’s Attorney, Charlottesville Albemarle Convention & Visitors Bureau (CACVB), Regional Jail, and Blue Ridge Juvenile Detention.

Human Resources provides multiple levels of support for local government departments, schools, elected officials, and partner agencies.

About Us

Vision, Mission & Core Values

VISION
Working together as a team to provide excellent human resources services

MISSION
Working as strategic partners supporting organizational goals and helping employees with all phases of their Albemarle County careers

CORE VALUES
1. Treat everyone with dignity, empathy and respect
2. Take a purposeful, thoughtful approach to our work
3. Provide clear, consistent communication
Employees at a Glance

730 employees

115 new hires

707 full-time
23 part-time

58% male
42% female

22% exempt
78% non-exempt

85% White (non-Hispanic)
9% Black or African American
3% Hispanic or Latino
2% Two or More Races
1% Asian
<1% Native Hawaiian or Pacific Islander

where our employees live

6,688 total years of service

9 average years of service

Stats are for Local Government departments only and do not include elected officials and partner agencies. Elected officials and partner agencies include the Sheriff’s Department, Clerk of the Circuit Court, Commonwealth’s Attorney, Charlottesville Albemarle Convention & Visitors Bureau (CACVB), Regional Jail and Blue Ridge Juvenile Detention.
Employment & Staffing

The Human Resources Department supported the hiring of 185 new employees for Local Government and partner agencies in FY19. Of them, 115 were for Local Government departments (Group A) that utilize the Human Resources Department for all recruiting activities, from posting the job to on-boarding the new employee. The departments with the most new hires included the Emergency Communications Center (ECC), Fire Rescue, Police, and Social Services. High level position changes included the hiring of a new Executive Director of ECC, Deputy Chief of Fire Rescue, and Assistant Director of Human Resources.

Notable HR Recruitment Efforts

- Recruitment effort for the following Executive positions: Director of Community Development, Executive Director of CACVB, Executive Director of the ECC
- Piloted innovative interviewing tools through the Video Interviewing platform Spark Hire
- Training for Hiring Managers and search committee panels on implicit/unconscious bias training
- In addition to the department recommended job sites, additional efforts have been made to include diverse sources such as: Veteran groups and industry specialized groups for Women and Minorities
- In partnership with Network to Work, HR Recruitment has launched a program to strengthen the diverse pool of candidates for all government positions that meet Network to Work program requirements

Recruitments

- Received 2,373 applications
- 63% of new hires found their job online and 19% were referrals from County employees
- Hired 115 new employees for regular government positions (not including DSS applications/hires)
- 49 internal movements (transfers, promotions, or reclassifications)
Turnover

- Turnover rate = 11.37%
- Turnover rate including retirements = 13.56%
- 99 employees left employment
  - 49 (49%) were within their first 2 years of employment with us
  - 31 (67%) of exiting employees under the age of 40 were within their first 2 years of employment with us
- 54 exiting employees completed an exit survey
  - Top self-reported reasons for leaving:
    - Job-related (i.e. work-life balance, better opportunity)
    - Personal (i.e. relocation)
    - Involuntary

Retirements

- 16 employees retired
- 31% of current employees are more than 50 years old; 21% of those are over 60 years of age
- Average age of department heads is 54

Human Resource has identified the need to create consistency and transparency in the interviewing process. Through developing and creating organizational questions that reflect Albemarle County’s Pillars of High Performance through our Core Values and the Public Servant Covenant, we will grow a workforce committed to excellence. This FY 2020 project is currently underway in partnership and collaboration with staff, management, and leadership across Albemarle County Local Government.

To further our commitment to support the recruitment and hiring process, we are developing and creating organizational tools, such as “Hiring Managers Toolkit”, to deepen our commitment to support the workforce and staffing efforts in the County.
Local Government departments (Group A) and divisions are governed solely by the County, its policies, and rely entirely on the County for funding. The Human Resources Department provides full human resources support for these departments.

Albemarle County Public Schools are also fully supported by the Human Resources Department; please see the Schools Annual Report for additional details.

Elected officials and partner agencies adhere to some County policies and procedures by agreement or as required by statute. They may or may not rely solely on the County for funding and receive different levels of support from the Human Resources Department.

Learning & Development

Continuous Learning

- Utilizing a “train-the-trainer” model, several County employees designed, developed, and delivered classes to their colleagues in their respective areas of expertise (such as “Coaching Techniques” and “Fundamentals of Process Mapping”)
- Developed Learning Catalogs for both fall and spring semesters
- Provided over $30,000 in tuition reimbursement to 24 employees. Employees were eligible for up to $1,500 in reimbursement; the average reimbursement amount was $850.00
- Managed Online Annual Trainings (OATs) to ensure that all employees understand the County’s personnel and administrative policies such as prevention of sexual harassment, the Fair Labor Standards Act (FLSA), and the County’s technology use policy

Develop Talent for Future Success

- Trained all Local Government employees on proper use of Kronos, the new Time and Attendance System

- Offered more than 100 training classes. Employees spent over 1,600 hours in training, with 50% of employees taking at least one class in the fall or spring semesters
- Introduced new class topics such as “Executive Summary Writing Workshop,” “DISC Assessment,” and “Economic Development in Albemarle County”
- Piloted a new supervisor training program, including sessions on change management, intent-based leadership, and understanding conflict

Building Technology Skills

- Continued to develop and deliver technology training to allow all employees to work more efficiently and build their knowledge base
- Provided follow-up training for supervisors and timekeepers so that they can fulfill their responsibilities in the Time and Attendance System
Compensation & Benefits

The School Board’s and Board of Supervisors’ Total Compensation Strategy is to target employee salaries at 100% of our competitive market median, teacher salaries at the top quartile, and benefits slightly above the market. The Joint Boards follow a process to establish the annual salary increase, teachers’ step and scale increases, and classified salary scale adjustment.

- Staff received an increase based on 2.3%, with pay for performance (3% total budget)
- We surveyed our adopted market – median 3% increase; target met

Other Compensation Initiatives and Programs

Classification Reviews

- FY19 - Parks & Recreation (deferred from FY18), Information Technology, Public Safety (deferred due to project work), Local Government and School

FULL-TIME SALARIES

Division Directors, Principals, and Assistant Principals, Child Nutrition Services, and positions in School Information Technology
- FY20 upcoming - County Attorney’s Office, County Executive’s Office, Community Development, Emergency Communications Center (classified positions), Extended Day Enrichment Program, and Teaching Assistants

Public Safety Pay Scale
- In 2017-2018 a Team comprised of HR and Public Safety Departments worked together on the project
- Outcome: created four separate public safety step scales for Police, Fire-Rescue, Sheriff, and Emergency Communications Center that would meet the guiding principles of the project
- Implemented January 2019
Employee Recognition and Engagement

Attracting and retaining high-quality personnel and building the quality of our workforce is essential. Some of the programs and ways we recognize our employees include:

- **Living Our Values**, a program designed to recognize local government employees who best exemplify the County’s values of Integrity, Innovation, Stewardship and Learning. Fourteen employees were recognized in October 2018.
- **Employee Years of Service Recognition Program** designed to acknowledge, both personally and publicly, employee dedication and tenure with Albemarle County. One hundred one employees were recognized this past year.
- **Supervisor trainings** for managers and supervisors to emphasize the importance of recognition and engagements.

Benefits Administration

The County offers a wide range of benefit options that promote a healthy lifestyle and contribute to financial stability.

**Highlights of our efforts for the year include:**

- Transitioning to a calendar-based plan year as of 2020; aligns our plan years with that of the tax year, simplifying the understanding and communication of information related to annual maximum contributions into plans like FSAs and HSAs.
- Created special 15-month transition year.
- Offered two Open Enrollment periods for the transition.
- Partnered with Anthem to minimize member disruptions during transition process.
- Continued partnership with The Standard for STD/LTD administrative services for our VRS Hybrid Plan Members.
- Met 1094/1095 tax reporting requirements (required under the Affordable Care Act) for 2018 calendar year.
Safety & Wellness

Safety

The HR team works collaboratively with all departments on employee safety efforts including workers’ compensation claims, OSHA reporting and safety policies. Some areas of focus this year were:

• Emergency Action Planning with the Safety Committee – we conducted online workplace safety training (with 100% participation) on active assailant situations for employees. We also promoted CodeRed registration for emergency notifications via text and cell phones, implemented the Informacast system for emergency notifications on the Cisco phone system, and continued revisions on the Emergency Action Plan document.

• Workers Compensation and OSHA trainings – we offered these for employees and supervisors to educate them on the importance of reporting workplace injuries, navigation of the claim process, and prevention of future occupational injuries and illnesses.

• Automated External Defibrillator (AED) program centralization – our budget initiative for unified tracking and ordering of AED replacement parts and units was approved, which will help us ensure program compliance and plan for future needs.

• Workers Compensation panel – we added new physicians to the panel to better serve employees through geographic locations (one at 5th Street Station and one in Augusta County) and services offered (including bloodborne pathogens testing) at these additional clinics.

Wellness

We continued to expand our selection of wellness programs and promotions throughout the County, while we also went through an RFP process for our Employee Assistance Program. Some highlights from this year were:

• New smoking perimeter plan – we implemented a 25-foot smoke-free perimeter at the County Office Buildings at McIntire and 5th Street. We educated employees through emails and notified all building users through signage, and we have received only positive feedback on this change.

• BeWell grants – we initiated the 2nd round of this program which helps Wellness Champions fund department- and building-level initiatives. The first round of this program was in 2016 and funded programs such as Bike Albemarle (loaner bicycles and repair station at McIntire Road County Office Building), and Dispatching Dead (movable treadmills for the Emergency Communications Center).

• Vaccination clinics – these continue to be popular with over 1700 employees and public safety volunteers getting flu shots at the onsite clinics offered in over 50 locations throughout the county.

• MedExpert – this partner provides medical decision support and multimedia outreach to help with health promotion and benefits education. In the past year over 52,000 phone calls, text messages, emails and letters have been exchanged with Albemarle employees or their family members through 15 campaigns to introduce wellness services, encourage participation, support open enrollment, and roll out new health plan cards. In addition, over 71 medical subjects were discussed with individual participants within that timeframe.

• Fitbit purchase program – we offered a reduced price and subsidized Fitbit for employees, and reduced pricing for friends and family. Six hundred twenty employees ordered Fitbit items, and 68 friends and family members placed orders.

• Health promotion – BeWell launched a new blog and increased our presence on social media with posts on a variety of topics including activity trackers, sleep, sun safety, local trails, hydration and more. We also offered several in-person departmental trainings including program education and stress reduction.

• Blood drives – we had a transitional year as the American Red Cross acquired Virginia Blood Services. We hosted 3 drives and collected 52 units of blood products.

• Fresh Farmacy program – this continued with delivery to 4 County worksites during the summer and fall months, and we had a total of 75 employees participating.
Projects & Initiatives

Human Resources is fully committed to the County mission and our work is aligned with Albemarle County’s Pillars of High Performance. This year we worked on the following projects and initiatives.

- Implementing an electronic time and attendance system to improve compliance and record-keeping: In April 2019, the first group of employees went live in our new, online time and attendance system. This system manages employee’s timekeeping, attendance and leave. It is the first County-wide system to be implemented for electronic time and attendance tracking. We will continue our rolling implementation of this system across both the County government and school divisions through FY20. This project has required significant centralization and discovery/education of historically decentralized processes.

  - As part of this project, several policies related to leave and pay were updated and reorganized in order to facilitate this implementation and to realign and centralize current practices. The following policies were updated and created: P-02 Definition of Employee Status; P-60 Salary Administration and Position Classification; P-61 Staff Schedules, Time Tracking, and Compensation Policy (formerly Overtime/Compensatory Time Policy); P-87 Professional Learning Time and Leave (formerly Professional Leave); P-89 Workers’ Compensation; P-86 Leave Program (combining multiple policies into one comprehensive leave policy).

- Policy Updates: In addition to policies listed above as part of the time and attendance project, the following were updated as part of our ongoing review and update of County policy: P-05 Effect of Criminal Conviction and Arrest; P-24 Recruitment and Selection of Employees (formerly Recruitment and Selection of Personnel).

- Pillars of High Performance and Key Designated Leaders: We continue to work closely with our County Executive’s Office and other County departments to develop strategies, provide training, and align policies and practices to ensure a diverse and inclusive workplace. To this end we are working to align HR practices to the newly developed Pillars of High Performance and working with the County Executive’s office on training for key designated leaders.

- Engagement Survey: We launched a newly revised County-wide engagement survey this year. Following completion of the engagement survey, aggregate County-wide results were shared with all employees and aggregate department results were shared with all employees within the relevant department. Department Heads were tasked with engaging and including employees in identifying one to four areas for improvement and concrete actions to make progress in the identified areas.

- Onboarding/Offboarding Processes and Communication Groundwork: In partnership with the new Project Management Office, HR is partnering with Finance/Payroll and IT to identify areas to improve our onboarding and offboarding processes, documentation for these processes, system improvements, and communication/training on these processes. The need for this work was identified as a result of the implementation of the electronic time and attendance system.

- Succession Management/Organizational Depth Readiness Assessment: HR developed an assessment tool designed to help Departments prepare staff for desired career growth and identify unique departmental knowledge sources. Department Heads worked with their senior management teams to develop and implement plans to address identified issues.

- Workforce Development: As part of this ongoing initiative, HR and the County Executive’s Office’s Organizational Development created and piloted a supervisor bootcamp training. The purpose of supervisor bootcamp is to ensure all supervisors received the same supervisor baseline training and have a good understanding of a broad spectrum of core supervisory principles and skills. A beta group of new and seasoned supervisors from all departments were invited to attend this training and provide feedback on the model, content, and delivery of the information.

- Recruitment Training in Learning Catalog: Fall 2019 “How to Ace Your Interview: Interviewing Skills for the Internal Candidate,” and “Interviewer Training”. Continuous training will be in place for effective and consistent hiring practices for local government including themes such as implicit bias.
Going Forward

Human Resources is fully committed to the County mission and our work is aligned to support the strategic plan. During the upcoming year we will continue our work to achieve this by:

• Developing a systematic process to review new and revise current policies and practices to ensure alignment with our pillars of high performance and workplace diversity and inclusivity

• Continuing implementation of the electronic time and attendance system to improve compliance and record-keeping

• Offering an ongoing organizational recognition program to recognize local government employees who best exemplify the County’s values of Integrity, Innovation, Stewardship and Learning

• Working together to ensure that our employees are situated to best take advantage of the workforce changes that we will see over the new few years

• Human Resources is forging intentional partnerships to achieve our goal for an equitable and diverse workforce through partnerships with the Network to Work program

• We joined the UVA Dual Career Employer Network Program as project collaborators in order to strengthen our commitment and visibility in the region as a premier employer in the Commonwealth

• To strengthen and solidify our ties to our talented veteran workforce, Human Resources has successfully completed the requirements for the Virginia Values Veterans (V3) Program Certification

• In partnership with the V3 Program, Albemarle County has made the commitment to develop and implement long-term strategies for recruiting, hiring and retaining Veterans across our Commonwealth

• HR is encouraging innovation in the screening of our candidates through the one-way video interviewing platform SparkHire. In FY 2020 we hope to expand this recruitment tool into more departments as an additional option to the best practices in interviewing candidates

The Human Resources Department looks forward to continuing our work as strategic partners supporting organization goals and helping employees with all phases of their Albemarle County careers.

For additional information visit:

https://embarkcva.com/
https://dvsv3.com/
SparkHire
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<tr>
<th></th>
<th>FY15</th>
<th>FY16</th>
<th>FY17</th>
<th>FY18</th>
<th>FY19</th>
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<td>661</td>
<td>693</td>
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<td>730</td>
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<td><strong>Male</strong></td>
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<tr>
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<td>43%</td>
<td>42%</td>
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<tr>
<td><strong>White (Non-Hispanic)</strong></td>
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<td>84%</td>
<td>85%</td>
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<tr>
<td><strong>Black or African American</strong></td>
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<td>10%</td>
<td>9%</td>
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<td><strong>Hispanic or Latino</strong></td>
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<td><strong>American Indian or Alaskan Native</strong></td>
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</tr>
<tr>
<td><strong>Native Hawaiian or Pacific Islander</strong></td>
<td>0%</td>
<td>&lt;1%</td>
<td>&lt;1%</td>
<td>&lt;1%</td>
<td>&lt;1%</td>
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<tr>
<td><strong>Two or More Races</strong></td>
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<td>&lt;1%</td>
<td>1%</td>
<td>1%</td>
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<tr>
<td><strong>Average Age</strong></td>
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<tr>
<td><strong>Female</strong></td>
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<td>42%</td>
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<tr>
<td><strong>Minority</strong></td>
<td>27%</td>
<td>13%</td>
<td>20%</td>
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<td><strong>Retirements</strong></td>
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<td><strong>Turnover</strong></td>
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<td>8.23%</td>
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<td><strong>Turnover (including retirements)</strong></td>
<td>8.66%</td>
<td>14.67%</td>
<td>10.53%</td>
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<td>13.56%</td>
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**Department Statistics**

Employee statistics as of 6/30/19

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<tr>
<th>Department</th>
<th>Employees</th>
<th>Male</th>
<th>Female</th>
<th>Avg. yrs. Service w/ County</th>
<th>New Hires in the County</th>
<th>Internal Movement (Transfers, Promotions, Reclassifications)</th>
<th>Separation of Service</th>
<th>Turnover (all types)</th>
<th>Turnover (excluding Retirees)</th>
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<td>Finance</td>
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<td>Human Resources</td>
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<td>Parks and Recreation</td>
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<td>0</td>
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<td>4.35%</td>
</tr>
<tr>
<td>Police</td>
<td>172</td>
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<td>12</td>
<td>10</td>
<td>17</td>
<td>5</td>
<td>1</td>
<td>9.30%</td>
<td>7.56%</td>
</tr>
<tr>
<td>Social Services</td>
<td>132</td>
<td>7</td>
<td>82</td>
<td>36</td>
<td>7</td>
<td>12</td>
<td>2</td>
<td>15.91%</td>
<td>12.13%</td>
</tr>
<tr>
<td>2018-2019 Totals</td>
<td>730</td>
<td>374</td>
<td>243</td>
<td>66</td>
<td>115</td>
<td>49</td>
<td>22</td>
<td>13.56%</td>
<td>11.37%</td>
</tr>
<tr>
<td>2017-2018 Totals</td>
<td>712</td>
<td>368</td>
<td>45</td>
<td>240</td>
<td>10</td>
<td>102</td>
<td>39</td>
<td>12.50%</td>
<td>8.57%</td>
</tr>
</tbody>
</table>

*Turnover equals number of terminated employees divided by actual number of employees on 6/30/19.

**Turnover excluding retirees equals number of terminated (non-retirement) employees divided by actual number of employees on 6/30/19.