

Strategic Direction 4:  
Effective and Efficient Services

**County Workforce/HR Data**

## Human Resources

Human resources has produced two documents with data that may be of interest to the Board of Supervisors relative to the Efficient/Effective Services Goals:

### 1. Human Resources Local Government Annual Report (2001-2002)

Areas of particular interest:

1. We are fortunate to currently have a fairly low, single-digit turnover rate: 7.4% including retirements. (page 4 of report)
2. Retirements, however, will begin impacting the County in the near future, as nearly one-half the workforce is over 41 years old, and 20% are over 51 years old. (page 4 of report)

### 2. Albemarle County Equal Employment Opportunity Plan (May 2002)

Area of particular interest:

Albemarle County is committed to increasing the female and minority representation in its workforce, to more closely reflect the community at large. Currently, the data shows that there are many areas of "underutilization", meaning that we are not utilizing women (whites and minority) in proportion to their availability in the community. All areas of underutilization should be examined, however, Human Resources finds some more obvious for their effect on the County Workforce's diversity. A closer look at the Excel spreadsheet "Agency's Utilization Analysis" shows 4 specific areas of particular interest:

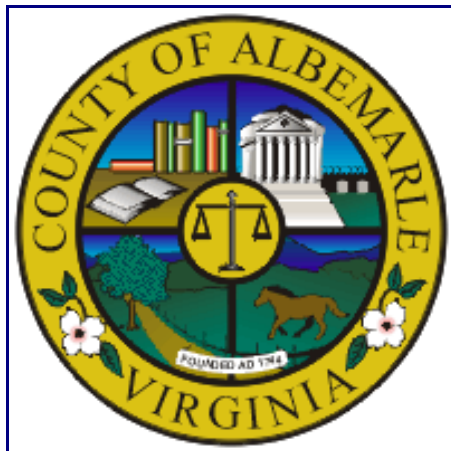
**Official/Administrators: White women.** 33% of the available County workforce identify themselves as in this category, but only 17% of the County Officials/Administrators are white women. This is predominantly our Leadership Council and Management Team.

**Technicians: White Women.** 37% of the available County workforce identify themselves as in this category, but only 22% of the County technicians are white women. This category includes our police force management (sgt. and corporal)

**Protective Services: White women.** 43% of the category "18 - 34 years old w/high school education" are white women, but only 15% of the County Protective Services are white women. This category includes police officers, firefighters, deputy sheriffs, and correctional officers.

**Para-Professional: Hispanic Women.** 3.7% of the County workforce identify themselves as Para-Professionals, but none are employed by the County. This includes jobs in DSS, finance, and police administration.

Source: Wendy Roberman; Albemarle County Dept. of Human Resources



**County of Albemarle**  
*Charlottesville, Virginia*

**DEPARTMENT OF HUMAN RESOURCES**  
**ANNUAL REPORT**

FY 2001-2002  
(July 1, 2001 ~ June 30, 2002)

**The Albemarle County  
Human Resources Department  
Fiscal Year 2001-2002 Annual Report**

The Albemarle County Department of Human Resources is pleased to provide the Board of Supervisors the first Local Government Human Resources Annual Report. The intention of this report is to provide information to be used in establishing the overall strategic plan and to assist in setting initiatives for the coming year. This report will provide statistical information on the Local Government workforce as well as the Human Resource Department's accomplishments for fiscal year 2001-2002.

Key Information Provided:

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

FY01-02 realized a new direction in the Human Resources Department for the County. Several initiatives were implemented:

- Development of an HR Mission “To be a premier customer service focused Human Resource Team dedicated to aggressively providing excellent human resource support to Albemarle County Public Schools and Local Government”
- Re-design of the Human Resource Team to a client group focus with appropriate span of control and line of sight management
- Renovated and improved the office space environment
- Created strategic partnerships with all departments
- Developed a department strategic plan through needs, process, and gap analysis
- Conducted assessment of applicant management process
- Restructured the annual recognition program
- Conducted assessment of the workers compensation and safety programs

The Human Resources Department has been instrumental in assisting with the recruitment, selection and internal promotion of several key positions in FY01-02. The team is in the process of creating and implementing a new and innovative competency- based interviewing system. This year they provided interview training, coordinated interviews, conducted pre-employment testing, and assisted with filling all vacant positions.

The Albemarle County Department of Human Resources is determined to provide excellent human resource support to our customers through the implementation of our strategic plan. We will continue our efforts to focus on: competitive salaries/benefits, recruitment/selection/retention, professional development, aging workforce/retirements, as well as assessment and improvement of our internal systems and processes.



Kimberly L. Suyes, SPHR  
Director, Human Resources

# COUNTY OF ALBEMARLE DEPARTMENT STATISTICS

Department - Group A	Budgeted Positions (FTE) (FY 2001-2002)	Actual FTE Count (6/30/2002)	Actual # of Employee Count (6/30/2002)	Vacant (6/30/2002) (Budgeted FTE count minus Actual FTE count)	Exempt (6/30/2002)	Non-Exempt (6/30/2002)	Emps. w/ 5+ yrs. of service w/ County (6/30/2002)	Avg. Yrs. Service w/ County (6/30/2002)	New hires to the County (7/1/2001-6/30/2002)	Promotions (7/1/2001-6/30/2002)	Voluntary	Involuntary	Total	Terminations from County (7/1/2001-6/30/2002)	Retirees (7/1/2001-6/30/2002)	Turnover (excludes Retirees)	Grievances	Average age (6/30/2002)
Board of Supervisors ( <i>non-board members</i> )	3.00	2.00	2	1.00	1	1	2	11.42	0	0	0	0	0	0	0	0.00%	0	**
Building Code & Zoning Services	29.00	28.00	28	1.00	6	22	19	11.05	4	0	1	0	1	0	3.57%	0	44.94	
County Attorney	6.00	6.00	6	0.00	4	2	4	5.53	0	0	0	0	0	0	0.00%	0	46.39	
County Executive	10.50	9.50	10	1.00	6	4	5	8.96	2	1	1	0	1	0	10.00%	0	48.31	
Engineering & Public Works	43.75	40.75	41	3.00	4	37	20	8.14	5	5	2	1	3	0	7.32%	0	43.36	
Finance	52.00	51.00	51	1.00	7	44	39	12.59	4	0	1	0	1	0	1.96%	0	45.63	
Fire/Rescue	32.00	23.00	23	9.00	1	22	5	4.44	5	1	3	1	4	0	17.39%	0	33.96	
Housing	9.00	8.00	8	1.00	1	7	3	5.17	1	0	0	0	0	0	0.00%	0	47.35	
Information Technology	20.00	19.00	19	1.00	2	17	15	9.97	1	0	1	0	1	0	5.26%	0	40.76	
Parks and Recreation	20.00	19.25	20	0.75	2	18	11	10.38	3	0	1	0	1	0	5.00%	0	42.05	
Planning	28.50	27.50	28	1.00	3	25	11	6.42	5	2	2	0	2	0	7.14%	0	37.39	
Police	132.50	128.50	132	4.00	8	124	72	7.81	18	0	8	1	9	2	6.82%	4	36.82	
Social Services	95.60	86.50	89	9.10	13	76	41	7.76	10	2	8	1	9	0	10.11%	1	44.55	
<b>Subtotal</b>	<b>481.85</b>	<b>449.00</b>	<b>457</b>	<b>32.85</b>	<b>58</b>	<b>399</b>	<b>247</b>	<b>8.47</b>	<b>58</b>	<b>11</b>	<b>28</b>	<b>4</b>	<b>32</b>	<b>2</b>	<b>7.00%</b>	<b>5</b>	<b>41.27</b>	
Group B: Listed below are Boards, Commissions, and other departments for which Albemarle County serves as a fiscal agent. Informational data only -- numbers are not included in the report.																		
Blue Ridge Juvenile Detention	39.00	35.00	35	4.00	6	29	1	0.94	31	0	0	1	1	0	2.86%	0	37.98	
Board of Elections	3.00	3.00	3	0.00	3	0	1	4.67	0	0	0	0	0	0	0.00%	0	58.12	
Board of Supervisors ( <i>Board members</i> )	6.00	6.00	6	0.00	6	0	4	11.16	0	0	0	0	0	1	0.00%	0	56.48	
Circuit Court	1.00	1.00	1	0.00	1	0	1	7.08	0	0	0	0	0	0	0.00%	0	**	
Clerk of Circuit Court	10.00	10.00	10	0.00	1	9	8	18.56	0	0	0	0	0	0	0.00%	0	45.61	
Commonwealth Attorney	8.00	8.00	8	0.00	5	3	7	7.24	0	0	0	0	0	0	0.00%	0	38.94	
Emergency Communication Center	38.10	34.23	35	3.87	4	31	17	7.31	10	0	7	2	9	0	25.71%	0	39.45	
Planning Commission	7.00	7.00	7	0.00	7	0	2	3.82	1	0	0	0	0	0	0.00%	0	55.09	
Regional Jail	131.00	126.88	127	4.12	7	120	28	3.81	74	13	42	8	50	2	39.37%	0	37.21	
Sheriff	21.00	20.00	20	1.00	2	18	9	5.99	1	2	0	0	0	2	0.00%	0	42.85	
Soil & Water	1.00	1.00	1	0.00	0	1	1	17.83	0	0	0	0	0	0	0.00%	0	**	
Voter Registration/Elections	4.60	4.60	5	0.00	2	3	2	4.64	0	0	1	0	1	0	20.00%	0	36.42	
<b>Subtotal</b>	<b>269.70</b>	<b>256.71</b>	<b>258</b>	<b>12.99</b>	<b>44</b>	<b>214</b>	<b>81</b>	<b>5.01</b>	<b>117</b>	<b>15</b>	<b>50</b>	<b>11</b>	<b>61</b>	<b>5</b>	<b>23.64%</b>	<b>0</b>	<b>39.70</b>	
<b>GRAND TOTAL:</b>	<b>751.55</b>	<b>705.71</b>	<b>715</b>	<b>45.84</b>	<b>102</b>	<b>613</b>	<b>328</b>	<b>7.22</b>	<b>175</b>	<b>26</b>	<b>78</b>	<b>15</b>	<b>93</b>	<b>7</b>	<b>13.01%</b>	<b>5</b>	<b>40.70</b>	

\*\*Numbers not reported for departments with less than 3 employees.

## EMPLOYEE PROFILE FOR DEPARTMENTS - GROUP A (regular employees only)

The average regular County employee is 41 years of age with 8 years of service with Albemarle County.

### Overtime Status

Exempt from overtime .....	58 (13%)
Non-exempt from overtime.....	399 (87%)
<b>Total .....</b>	<b>457</b>

### By Paygrade

	<u>Min.</u>	<u>Max.</u>	
Paygrade 1.....	\$14,011.....	\$22,419.....	1
Paygrade 2.....	\$15,033.....	\$24,054.....	0
Paygrade 3.....	\$16,130.....	\$25,808.....	8
Paygrade 4.....	\$17,306.....	\$27,688.....	11
Paygrade 5.....	\$18,568.....	\$29,709.....	7
Paygrade 6.....	\$19,921.....	\$31,873.....	9
Paygrade 7.....	\$21,373.....	\$34,198.....	21
Paygrade 8.....	\$22,931.....	\$36,692.....	24
Paygrade 9.....	\$24,603.....	\$39,366.....	28
Paygrade 10.....	\$26,399.....	\$42,237.....	23
Paygrade 11.....	\$28,322.....	\$45,317.....	58
Paygrade 12.....	\$30,387.....	\$48,621.....	81
Paygrade 13.....	\$32,604.....	\$52,164.....	16
Paygrade 14.....	\$34,980.....	\$55,967.....	54
Paygrade 15.....	\$37,530.....	\$60,050.....	35
Paygrade 16.....	\$40,267.....	\$64,428.....	20
Paygrade 17.....	\$43,203.....	\$69,124.....	20
Paygrade 18.....	\$46,353.....	\$74,164.....	15
Paygrade 19.....	\$49,733.....	\$79,570.....	4
Paygrade 20.....	\$53,359.....	\$85,373.....	9
Paygrade 21.....	\$57,248.....	\$91,597.....	2
Paygrade 22.....	\$61,423.....	\$98,275.....	7
Paygrade 23.....	\$65,900.....	\$105,441.....	0
Paygrade 24.....	\$70,706.....	\$113,129.....	2
Paygrade 25.....	\$75,861.....	\$121,377.....	1
Paygrade N/A.....	N/A.....	N/A.....	1

### Years of Service

<1 .....	51
1-5 .....	195
6-10 .....	67
11-15 .....	63
16-20 .....	39
21-25 .....	25
26-30 .....	13
31-35 .....	3
>36 .....	1

### By Age

<21 .....	0
21-30 .....	85
31-40 .....	154
41-50 .....	124
51-60 .....	83
61-65 .....	9
66-70 .....	1
71+ .....	1

### Average Pay

Full-time .....	\$18.61/hr
Part-time .....	\$14.97/hr

### Pay By Salary Level (full-time only)

<\$16,000.....	0
\$16,000-\$20,999.....	21
\$21,000-\$25,999.....	31
\$26,000-\$30,999.....	87
\$31,000-\$35,999.....	80
\$36,000-\$40,999.....	66
\$41,000-\$45,999.....	58
\$46,000-\$50,999.....	34
\$51,000-\$55,999.....	23
\$56,000-\$60,999.....	12
\$61,000-\$65,999.....	10
\$66,000-\$70,999.....	6
\$71,000-\$75,999.....	4
\$76,000-\$80,999.....	3
\$81,000-\$99,999.....	5
>\$100,000.....	2

### Residency

Residents of Charlottesville/Albemarle .....	333
Non-residents of Charlottesville/Albemarle .....	149
<i>(representing 14 other localities)</i>	
<i>(Numbers based on those employees employed anytime during FY 2001-2002 with the exception of those who have since moved from the area.)</i>	

### EEO

Female .....	209
Male .....	248
Minority (non-white) .....	69
Non-minority .....	388

### By Type

Regular full-time.....	442
Regular part-time .....	15
Boards & Commissions .....	17



*Statistics as of June 30, 2002*

# RECRUITMENT, SELECTION AND RETENTION

(See "County of Albemarle Department Statistics" sheet for list of departments included in the following data, unless otherwise noted.)

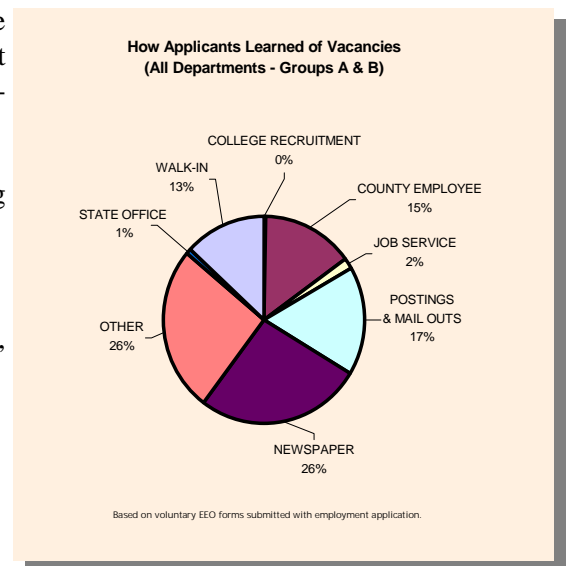
## New Hires

The Human Resources Department supported the hiring of 58 new regular full and part-time employees during the fiscal year. Of these, 27 are female, 31 are male, 8 are minorities and 50 are non-minorities.

The Human Resources Department assisted in staffing the new Blue Ridge Juvenile Detention facility this year. In addition to handling applicant data, we partnered closely with management to assist them in understanding and selecting policies that work best for the facility.

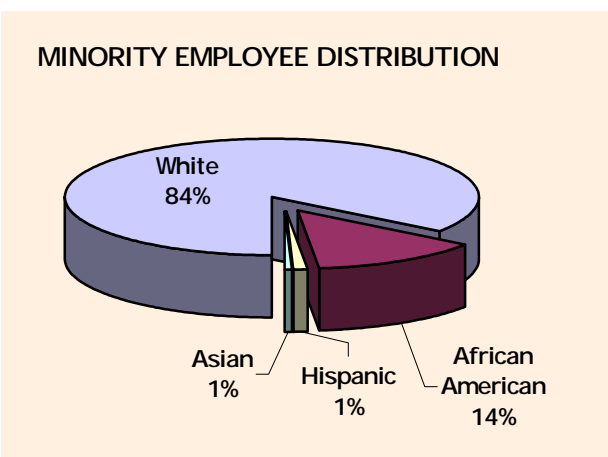
Applicants predominately learned of job vacancies through the following sources:

- newspaper - 26%
- other sources - 26% (other sources likely include internet postings, county web site, friend (non-county employee) and job-line)
- postings/mail-outs - 17%
- county employees - 15%



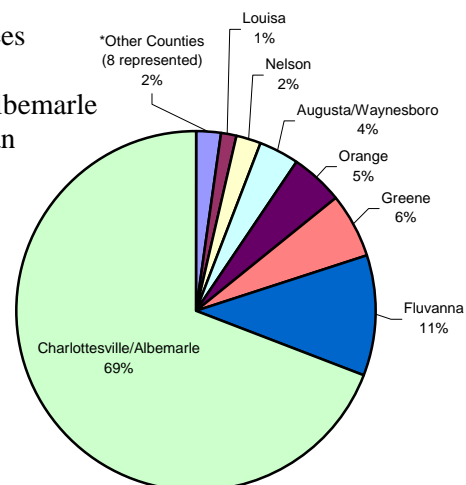
## Current Employee EEO Data

As of June 30, 2002, there were 209 female and 248 male employees in the government operations. Of those, 69 were minorities and 388 were non-minority.



69% of our employees live in either Charlottesville or Albemarle County. Greater than 10% live in Fluvanna, 6% in Greene, 5% in Orange, and 4% in Augusta/Waynesboro.

## WHERE OUR EMPLOYEES LIVE...



## Average Years of Service

The County's 457 regular full-time and part-time employees represent an aggregate of over 3,872 years of service.

The average age of County employees is 41 and the average years of service is 8.

\*Other Counties: Appomatox, Buckingham, Henry, Loudoun, Rockingham, Spotsylvania, Madison and Richmond

## Promotions

The County continues to celebrate the many accomplishments of its employees, including those who were successfully promoted. This year 11 employees were promoted within the county from within 5 different departments.

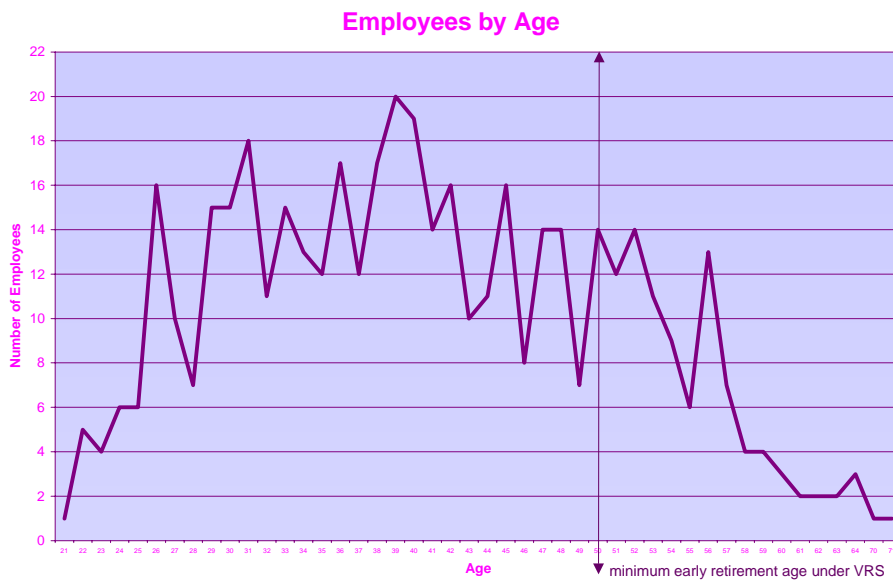
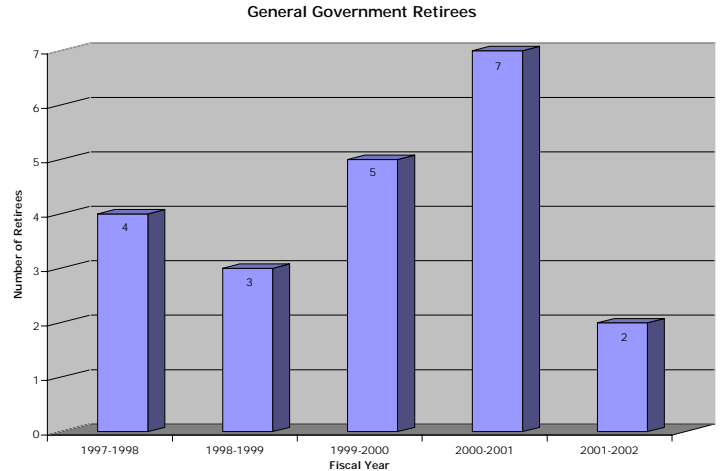
## Turnover

We are pleased to report that turnover is at a single-digit rate of 7.4%. Excluding retirements, the County's overall turnover rate stands at 7.0%. Our low turnover rate and high average years of service are positive indicators of the strong stability and commitment of our workforce.

## Retirements

In FY2001-2002 two (2) local government employees retired compared to seven (7) employees in the previous year. The graph on the right shows a steady increase in the number of employee retirements since 1998 then dropping to a low of two (2) for FY2001-2002.

In spite of the decrease this year, a trend toward more retirees will undoubtedly be present as the organization's workforce ages. The graph below provides information on the age distribution of Albemarle County Local Government employees. From this data, we can anticipate a steady retirement rate over the next 10 years, since nearly one-half of the work force is 41 years or older.



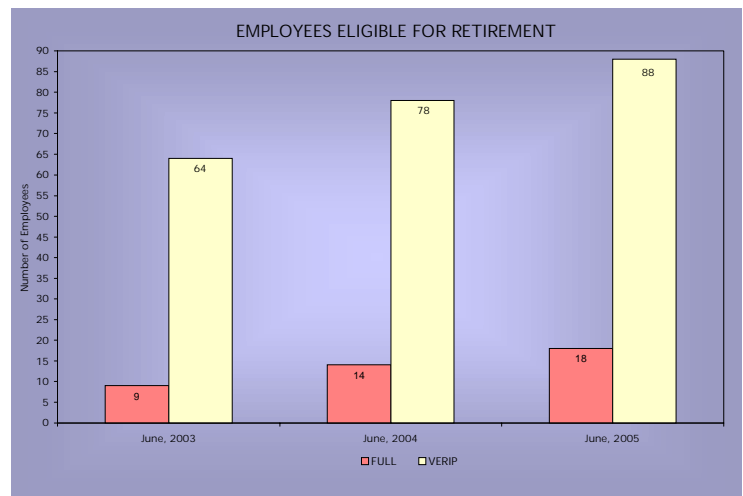
As the graph on the right indicates, those employees eligible for full retirement and VERIP (Voluntary Early Retirement Incentive Program) will continue on an upward trend as follows:

Employees Eligible for Full Retirement  
(65 years old or 30 years of service)

2003	2004	2005
9	14	18

Employees Eligible for VERIP  
(50 years old and 10 years of service with Albemarle County)

2003	2004	2005
64	78	88



(\*Note: Some employees may be eligible for both Full Retirement & VERIP)



## Exit Surveys

Exit surveys help confirm an organization's strengths and identify opportunities for improvement. Human Resources began gathering data from exit surveys beginning January 2001, believing that this data could be used to design training and other programs to increase retention of valuable employees. The data below reflects responses from Local Government Department employees who left voluntarily between July 1, 2001 and June 30, 2002.

Of the 28 employees who voluntarily terminated employment, we received exit surveys from 12, a statistically significant percentage (43%). As we continue to collect exit data over a longer period of time, the data will increase in value.

We learned the following from 12 employees, which includes 2 retirees:

For non-retirees:

- Of the 10 non-retirees, 4 were employed by the County for 0-3 years and 6 were employed 4-10 years.
- The top 2 reasons for leaving for non-retirees were better pay (6) and better benefits (5).

For all respondents:

- Most were satisfied with their overall experience with the County (11).
- Most were satisfied with the cooperation within their department (10), the quantity of training they received (11), and the quality of training (11).
- Supervisors were mostly seen as fair (11), providing recognition (11), encouraging teamwork (11) and giving constructive feedback (11).
- Four (4) were not satisfied with the performance evaluation system, and three (3) were not satisfied with the potential for career growth.

## COMPENSATION AND BENEFITS

### Strategic Plan for Total Compensation

A planning team of representatives from the County, School Division, and the community worked with Palmer & Cay Consulting Group to develop a Compensation and Benefits strategy by analyzing information gathered from employees and other organizations. In November 2000, the Joint Boards adopted the Total Compensation strategy and later adopted a process by which to establish the annual merit pool increase and salary scale adjustment. The new process was used this past year in making recommendations on compensation and benefits to the Joint Boards that resulted in the Board of Supervisors and the School Board implementing a 3.0% salary scale adjustment and a 3.8% merit pool for FY 2002-2003.

### Compensation and Benefits Strategy Adopted by Joint Boards

- ▶ **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 approximately market levels (i.e., @100<sup>th</sup> percentile).
- ▶ **Benefits:** Benefits will be targeted slightly above the County's competitive market (i.e., @105<sup>th</sup> 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.

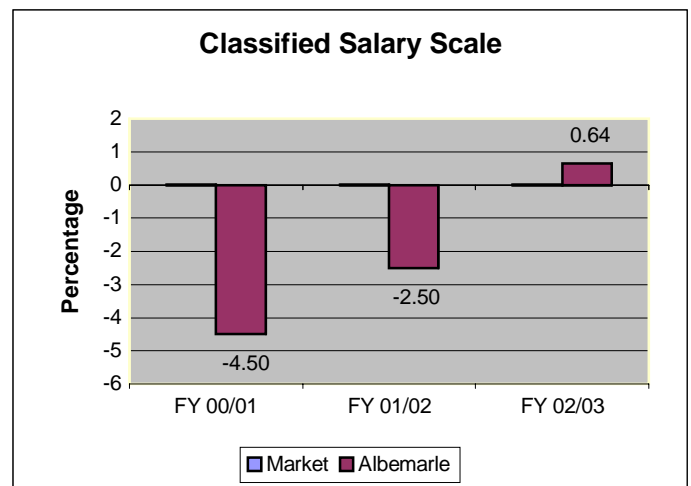
## Steps Taken to Achieve Strategy

### ▶ **Compensation:**

The data from our competitive market indicated that salaries lagged the market on average 2.5% as of July 2001. To reach the objective of paying employees at market, two actions were taken effective July, 2002 as indicated below.

Classified Scale and Employees' Increase:

1. Our classified salary structure was increased by 3.0% to increase our competitiveness in the recruiting market for new employees. This did not impact current employees unless they were paid below the minimum of their paygrade.
2. To reward current employees for their job performance and maintain internal equity with the market, the merit pool amount was funded at 3.8%. This resulted in a range of increase amounts depending on performance rating, salary/midpoint ratio and departmental pool amount.



The graph above indicates the progress we made in closing the gap between Albemarle County and our market.

### ▶ **Benefits:**

In comparison with our competitive market, our current benefit programs were evaluated as above market. An assessment of our current benefit programs in terms of meeting our employees' needs and cost effectiveness will be conducted over the next year.

### ▶ **Benefits Administration:**

The Human Resources staff strives to provide quality benefits in a cost-effective manner and communicate those benefits to Albemarle County employees, family members, applicants and retirees. The County continues to offer a wide variety of employee benefits to meet the needs of our workforce. These include employee healthcare, retiree healthcare, deferred compensation, dental, flexible spending accounts, optional life insurance, direct deposit, FMLA, annual leave, sick leave, etc.

Pension and life insurance plans for full-time employees are offered through the Virginia Retirement System (VRS) and for part-time employees through a separate pension/life insurance plan. Of 457 employees, 150 contribute to deferred compensation.

Benefits are communicated through a variety of methods, some of which are listed below:

- ⇒ Benefits Orientation sessions
- ⇒ Benefits information on the County web site
- ⇒ Pre-retirement seminars
- ⇒ Monthly on-site availability of our deferred compensation vendor (Nationwide)

▶ **Training:**

Over the course of the year, the Human Resources Management Team has provided training to hundreds of employees in the following subject areas: New Supervisor Training, Veteran Supervisor Workshop, Interviewing (Legal Issues and Interview Skills), Retention Strategies for Managers and Supervisors, and Sexual Harassment Training. Additionally, through the Albemarle Resource Center (ARC), employees were offered a variety of training opportunities. Some of the more popular ones included classes on quality improvement, time management, team leadership, meeting facilitation, and customer service.

▶ **Rewards And Recognition:**

The County's employee recognition program was revamped and aligned to better meet the needs of the individual employees and provide more meaningful forums for providing recognition. Instead of a centralized annual event, the recognition is provided in two ways. First, recognition is conducted within the employee's department as studies have indicated this form of recognition is more valued by employees. Second, all recipients will be recognized at one of our semi-annual picnics. In addition, the forms of recognition have been expanded:

- for 10 and 15 years, employees now receive a gift
- for 20+ years, employees choose from a selection of gifts that best suit their needs

In October, 2002, 92 employees were recognized for their service milestones which occurred between January 1, 2001 and June 30, 2002.

## CONCLUSION

The Albemarle County Local Government's success in the coming years 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.

The Human Resources Department is committed to proactively providing the services and solutions to meet the County's needs.

***The following pages are excerpts from an Equal Employment Opportunity Plan that the Albemarle Department of Human Resources submitted to the Department of Justice.***

## **Equal Employment Opportunity Plan (EEOP) SHORT FORM**

### **STEP 1: INTRODUCTORY INFORMATION – (Agency)**

**Grant Title:** Multiple Grants                      **Grant Number:** Multiple Grants

**Grantee Name:** Albemarle County              **Award Amount:** Multiple awards

**Address:**                      401 McIntire Rd  
    Charlottesville, VA 22902

**Contact Person:** Dr. Jonathon Earl, Albemarle County Police Department  
**Telephone:** (434) 296-5807

**Date and effective duration of EEOP:** May 2003 – May 2005

#### **Policy Statement:**

Albemarle County shall adhere to a policy of equal employment opportunities for all employees. It is the policy of the Board to not discriminate against any employee because of race, color, religion, age, sex, disability, national origin, marital status, or physical disability except in situations where such disability will constitute an employment liability. Discrimination against any person shall be prohibited in recruitment, examination, appointment, training, promotion, retention, discipline, and any other aspect of personnel administration for any of the above-listed reasons, because of political or religious opinion or affiliation, or because of other non-merit factors.

The statement, "Albemarle County is an Equal Opportunity Employer," shall be placed on all employment application forms and shall be disseminated throughout Albemarle County. The County will abide by Section 504 of the Handicapped Rehabilitation Act and the American's with Disabilities Act.

STEP 2: AGENCY'S WORKFORCE \*

Job Category		Total	MALE				FEMALE					
			B	W	H	A/PI	A/AN	B	W	H	A/PI	A/AN
Officials/Administrators		46 100%	1 2.2%	36 78.3%	0 0.0%	0 0.0%	1 2.2%	0 0.0%	8 17.4%	0 0.0%	0 0.0%	0 0.0%
Professionals		121 100%	7 5.8%	43 35.5%	2 1.7%	0 0.0%	0 0.0%	8 6.6%	59 48.8%	1 0.8%	0 0.0%	1 0.8%
Technicians		79 100%	4 5.1%	54 68.4%	0 0.0%	0 0.0%	0 0.0%	4 5.1%	17 21.5%	0 0.0%	0 0.0%	0 0.0%
Protective Ser	Officials**	74 100%	13 17.6%	34 45.9%	0 0.0%	0 0.0%	0 0.0%	6 8.1%	21 28.4%	0 0.0%	0 0.0%	0 0.0%
	Patrol Officers***	187 100%	18 9.6%	126 67.4%	2 1.1%	0 0.0%	1 0.5%	12 6.4%	28 15.0%	0 0.0%	0 0.0%	0 0.0%
Para-Professional		63 100%	4 6.3%	16 25.4%	0 0.0%	0 0.0%	0 0.0%	11 17.5%	32 50.8%	0 0.0%	0 0.0%	0 0.0%
Office/Clerical		117 100%	2 1.7%	6 5.1%	0 0.0%	0 0.0%	0 0.0%	28 23.9%	79 67.5%	1 0.9%	0 0.0%	1 0.9%
Skilled Craft		9 100%	1 11.1%	3 33.3%	0 0.0%	0 0.0%	0 0.0%	1 11.1%	4 44.4%	0 0.0%	0 0.0%	0 0.0%
Service/Maintenance		21 100%	6 28.6%	12 57.1%	0 0.0%	0 0.0%	0 0.0%	1 4.8%	2 9.5%	0 0.0%	0 0.0%	0 0.0%

\*Numbers are reported in the categories as they are submitted to the Equal Employment Opportunity Commission (e.g., Chief of Police reported under

\*\*All other employees in Protective Services Category

\*\*\*Includes Police Officers, Firefighters, Deputy Sheriffs, Animal Control, Correctional Officers

STEP 3: COMMUNITY LABOR STATISTICS

Database: 1990 Census of the Population (Data provided by Office of Civil Rights)

Job Category	Total	MALE					FEMALE				
		B	W	H	A/PI	AI/AN	B	W	H	A/PI	AI/AN
Officials/Administrators	5910 100%	149 14900.0%	3577 357700.0%	9 900.0%	69 6900.0%	0 0.0%	95 9500.0%	1968 196800.0%	10 1000.0%	21 2100.0%	0 0.0%
Professionals	9325 100%	109 10900.0%	4335 433500.0%	57 5700.0%	129 12900.0%	0 0.0%	218 21800.0%	4349 434900.0%	46 4600.0%	64 6400.0%	8 800.0%
Technicians	2348 100%	59 5900.0%	1203 120300.0%	11 1100.0%	52 5200.0%	0 0.0%	102 10200.0%	865 86500.0%	11 1100.0%	33 3300.0%	0 0.0%
Protective Services	Officials	434 100%	22 2200.0%	311 31100.0%	0 0.0%	0 0.0%	0 0.0%	13 1300.0%	88 8800.0%	0 0.0%	0 0.0%
	Patrol Officers*	13838 100%	698 69800.0%	5773 577300.0%	92 9200.0%	179 17900.0%	5 500.0%	860 86000.0%	5930 593000.0%	95 9500.0%	177 17700.0%
Para-Professional	820 100%	58 5800.0%	73 7300.0%	0 0.0%	6 600.0%	0 0.0%	107 10700.0%	546 54600.0%	30 3000.0%	0 0.0%	0 0.0%
Office/Clerical	7347 100%	248 24800.0%	1657 165700.0%	21 2100.0%	17 1700.0%	0 0.0%	740 74000.0%	4482 448200.0%	63 6300.0%	112 11200.0%	0 0.0%
Skilled Craft	2997 100%	285 28500.0%	2396 239600.0%	0 0.0%	6 600.0%	5 500.0%	16 1600.0%	282 28200.0%	0 0.0%	7 700.0%	0 0.0%
Service/Maintenance	6050 100%	737 73700.0%	2866 286600.0%	130 13000.0%	52 5200.0%	0 0.0%	527 52700.0%	1596 159600.0%	34 3400.0%	95 9500.0%	7 700.0%

\* Individuals 18-34 years old, with high school education

STEP 4A: AGENCY'S UTILIZATION ANALYSIS\*

		MALE					FEMALE				
Job Group Category (CLS = Community Labor Statistics Based on 1990)		White	Black	Hispanic	Asian	American Indian	White	Black	Hispanic	Asian	America n Indian
<b>Officials/Administrators</b>											
Workforce		78.3%	2.2%	0.0%	0.0%	2.2%	17.4%	0.0%	0.0%	0.0%	0.0%
CLS		60.5%	2.5%	0.2%	1.2%	0.0%	33.3%	1.6%	0.2%	0.4%	0.0%
Utilization		17.8%	-0.3%	-0.2%	-1.2%	2.2%	-15.9%	-1.6%	-0.2%	-0.4%	0.0%
<b>Professionals</b>											
Workforce		35.5%	5.8%	1.7%	0.0%	0.0%	48.8%	6.6%	0.8%	0.0%	0.8%
CLS		46.5%	1.2%	0.6%	1.4%	0.0%	46.6%	2.3%	0.5%	0.7%	0.1%
Utilization		-11.0%	4.6%	1.1%	-1.4%	0.0%	2.2%	4.3%	0.3%	-0.7%	0.7%
<b>Technicians</b>											
Workforce		68.4%	5.1%	0.0%	0.0%	0.0%	21.5%	5.1%	0.0%	0.0%	0.0%
CLS		51.2%	2.5%	0.5%	2.2%	0.0%	36.8%	4.3%	0.5%	1.4%	0.0%
Utilization		17.2%	2.6%	-0.5%	-2.2%	0.0%	-15.3%	0.8%	-0.5%	-1.4%	0.0%
<b>Protective Services</b>	<b>Officials</b>										
	Workforce**	45.9%	17.6%	0.0%	0.0%	0.0%	28.4%	8.1%	0.0%	0.0%	0.0%
	CLS	71.7%	5.1%	0.0%	0.0%	0.0%	20.3%	3.0%	0.0%	0.0%	0.0%
	Utilization	-25.8%	12.5%	0.0%	0.0%	0.0%	8.1%	5.1%	0.0%	0.0%	0.0%
	<b>Patrol Officers</b>										
	Workforce***	67.4%	9.6%	1.1%	0.0%	0.5%	15.0%	6.4%	0.0%	0.0%	0.0%
CLS****	41.7%	5.0%	0.7%	1.3%	0.0%	42.9%	6.2%	0.7%	1.3%	0.1%	
Utilization	25.7%	4.6%	0.4%	-1.3%	0.5%	-27.9%	0.2%	-0.7%	-1.3%	-0.1%	
<b>Para-Professional</b>											
Workforce		25.4%	6.3%	0.0%	0.0%	0.0%	50.8%	17.5%	0.0%	0.0%	0.0%
CLS		8.9%	7.1%	0.0%	0.7%	0.0%	66.6%	13.0%	3.7%	0.0%	0.0%
Utilization		16.5%	-0.8%	0.0%	-0.7%	0.0%	-15.8%	4.5%	-3.7%	0.0%	0.0%
<b>Office/Clerical</b>											
Workforce		5.1%	1.7%	0.0%	0.0%	0.0%	67.5%	23.9%	0.9%	0.0%	0.9%
CLS		22.6%	3.4%	0.3%	0.2%	0.0%	61.0%	10.1%	0.9%	1.5%	0.0%
Utilization		-17.5%	-1.7%	-0.3%	-0.2%	0.0%	6.5%	13.8%	0.0%	-1.5%	0.9%
<b>Skilled Craft</b>											
Workforce		33.3%	11.1%	0.0%	0.0%	0.0%	44.4%	11.1%	0.0%	0.0%	0.0%
CLS		79.9%	9.5%	0.0%	0.2%	0.2%	9.4%	0.5%	0.0%	0.2%	0.0%
Utilization		-46.6%	1.6%	0.0%	-0.2%	-0.2%	35.0%	10.6%	0.0%	-0.2%	0.0%
<b>Service/Maintenance</b>											
Workforce		57.1%	28.6%	0.0%	0.0%	0.0%	9.5%	4.8%	0.0%	0.0%	0.0%
CLS		47.4%	12.2%	2.1%	0.9%	0.0%	26.4%	8.7%	0.6%	1.6%	0.1%
Utilization		9.7%	16.4%	-2.1%	-0.9%	0.0%	-16.9%	-3.9%	-0.6%	-1.6%	-0.1%

\*Numbers are reported in the categories as they are submitted to the Equal Employment Opportunity Commission (e.g., Chief of Police reported under

\*\*All other employees in Protective Services Category

\*\*\*Includes Police Officers, Firefighters, Deputy Sheriffs, Animal Control, Correctional Officers

\*\*\*\*Based on "18-34 w/ High School" category from census data

Note: all figures greater than 3% underutilization are highlighted as per Dept. of Justice specifications

## **STEP 4b: UTILIZATION NARRATIVE**

A comparison of the Albemarle County workforce to the community labor statistics for Albemarle County indicates underutilization of women and minorities in several areas.

Community labor statistics show that Hispanic, Asian and American Indian populations are very small in Albemarle County. The Hispanic population is growing, however, and we notice some underutilization of Hispanic females. The largest areas of underutilization identified were White females.

Officials and Administrators – White females are underutilized by 15.9%.

Professionals – White males are underutilized by 11.0%.

Technicians – White females are underutilized by 15.3%.

Protective Services (Officials) – White males appear to be underutilized by 25.8%, but this number is skewed by the fact that according to how we report data to the EEOC, these White males are counted in the Categories 1 and 2, “Officials, Administrators” and “Professionals.”

Protective Services (Patrol Officers) - White females are underutilized by 27.9%.

Para-professionals – White females are underutilized by 15.8% and Hispanic females are underutilized by 3.7%.

Office/Clerical – White males are underutilized by 17.5%.

Skilled Craft – White males are underutilized by 46.6%.

Service Maintenance – White females are underutilized by 16.9%. Black females are underutilized by 3.9%.

## **STEP 5: OBJECTIVES**

Albemarle County is committed to making its workforce profile more closely reflect the labor force in the community. Based on the results of the underutilization analysis, the County has established the following objectives for the County:

Because females are underutilized in most categories for the County, it is our goal to increase representation by ensuring that our advertising, recruitment, staffing, and promotional processes afford equal opportunity to females.

We will specifically focus on attracting and retaining qualified female candidates for the County in the categories of Officials/Administrators, Technicians, Para-Professionals and Service/Maintenance.

We will also focus on attracting and retaining males in the Professional category, which includes our Department of Social Services employees.

We will continue to ensure that our Black candidates and employees are afforded every opportunity for employment and advancement. In addition, knowing that our community's Hispanic and Asian populations are growing, we will focus on attracting both male and female Hispanic and Asian candidates, and ensure that they receive equal opportunity to secure employment.



## **STEP 6: STEPS TO ACHIEVE OBJECTIVES**

- Review the recruiting, selection and promotion processes to identify and remove any obstacles that have an adverse impact on the hiring and promoting of women and minorities.
- Create an employee mentor program to support women and minorities to move into positions of leadership.
- Continue to identify web sites and publications with high female or minority readership for advertising and recruiting.
- Continue to train all employees on EEO and sexual harassment.
- Continue to use radio and television to advertise our EEO goals.
- Continue to recruit at minority career fairs and colleges
- Communication of EEO goals from County Executive

## **STEP 7: DISSEMINATION**

### **External**

- Continue to include the statement “Albemarle County is an Equal Opportunity Employer” on all job applications and postings.
- Post the EEOP on the County’s web site.
- Inform citizens, through various methods of communication, on how they can obtain a copy of the EEOP.

### **Internal**

- Include a statement in the employee newsletter and Intranet site advising of the availability of the EEOP.
- Meet with all supervisory staff to ensure they are familiar with the Agency’s EEOP and objectives.