

GENERAL INFORMATION

Mission:

To provide human resource leadership and support to recruit, develop, motivate, and retain a diverse, high-performing workforce.

Organization:

The human resources service area comprises five programs under the responsibility of two different units, as follows:

Human Resources Unit

- ◆ Equal employment opportunity/affirmative action
- ◆ Classification and compensation
- ◆ Employee benefits administration
- ◆ Employee recruitment and staffing services

Training and Organizational Development Unit

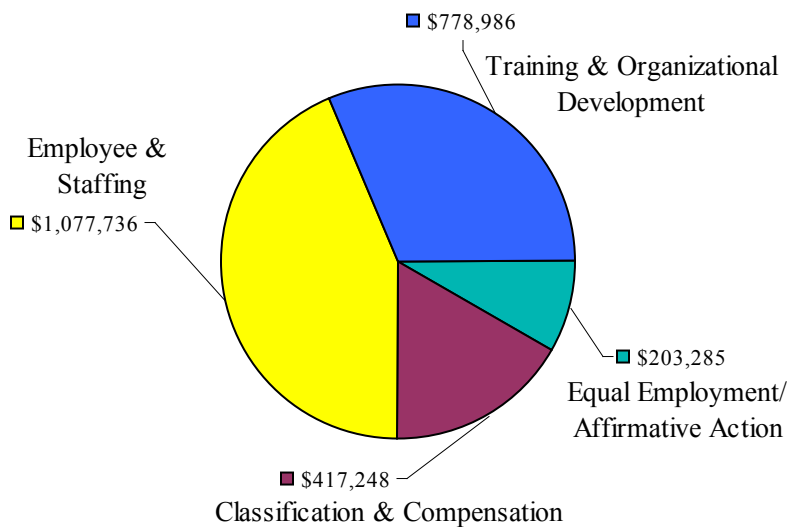
- ◆ Employee training and organizational development

The information in this chapter relates to the Human Resources (HR) and the Training and Organizational Development (T&OD) Units.

Resources:

FY 2007 Budget:	\$2,477,255
FY 2007 Authorized Staffing:	20.48

FY 2007 Adopted Budget by Program



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SUMMARY OF HUMAN RESOURCES SERVICE EFFORTS AND ACCOMPLISHMENTS FISCAL YEARS 2001 THROUGH 2006 (unless otherwise indicated)

The following table lists some of the notable program results for the human resources service area. A page reference to a more detailed discussion of each summarized item is also provided in the table.

Spending	Efficiency	Results
<ul style="list-style-type: none"> ◆ Spending per capita for human resources (HR) only, adjusted for inflation, increased 8.6 percent over the period FY 2001 through FY 2006. Spending on the training and organizational development function (T&OD) that began in FY 2002, increased 241 percent through FY 2006. During the period FY 2002 through FY 2006 when both HR and T&OD programs were operating, the combined cost per capita grew 29.4 percent from \$5.54 to \$7.17. (pages 104 and 105). ◆ Prince William spent less per capita than Arlington and Chesterfield during the period FY 2001 through FY 2006 and less than Henrico for FY 2003 and FY 2004. Data for Henrico were not available for FY 2005 and FY 2006 data were not available for Fairfax. (page 106). 	<ul style="list-style-type: none"> ◆ Increases in HR staff contributed to a reduction in the number of county employees per human resources staff member from 217.6 in FY 2001 to 174.0 in FY 2006. (page 109). However, in each year from FY 2003 through FY 2006, Prince William's HR staff served more employees per staff member than Chesterfield and Arlington and served more than Henrico for FY 2003 and FY 2004. FY 2005 and FY 2006 data for Henrico were not available and data for Fairfax were not available). (page 111). 	<ul style="list-style-type: none"> ◆ The number of training hours per FTE grew substantially during the period, from an average of 2.69 hours in FY 2001 to an average of 9.64 hours in FY 2006. Prior to FY 2002, human resources did not have a separate training function. (page 113). ◆ The percent of positions paid in accordance with the compensation policy grew substantially during the period FY 2001 through FY 2006. Thirty-seven percent were paid in accordance with the policy in FY 2001 while 94.9 percent were paid per the policy in FY 2005 and FY 2006. (page 126). ◆ The turnover rate declined each year from FY 2001 through FY 2004 before it increased in FY 2005 and recovered partially in FY 2006. (page 117). Prince William's turnover rate, excluding retirements, exceeded the rate for Chesterfield from FY 2003 through FY 2006 and exceeded Arlington's rate in FY 2005 and FY 2006. Arlington data were not available for FY 2003 and FY 2004. Prince William's turnover rate, including retirements, exceeded the rates for Chesterfield in FY 2005 and FY 2006 and for

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Spending	Efficiency	Results
		<p>Arlington in FY 2005. Arlington's rate exceeded Prince William's rate in FY 2006. Data for Fairfax and Henrico were not available for the period and data for Chesterfield and Arlington were not available for some of the periods. (pages 118 and 119).</p> <ul style="list-style-type: none"> ◆ Average hours of sick leave used per employee increased 2.5 percent from 71.8 hours in FY 2003 to 73.6 hours in FY 2006. (page 122). Prince William's sick leave utilization exceeded Chesterfield's rate in FY 2004 through FY 2006. Data for recent years were not available for Arlington and Henrico. Fairfax data were not available for the four-year period. (page 123) ◆ In FY 2006, 88 percent of employees were satisfied with the County as an employer and 94.2 percent stated that they were proud to work for the County. (page 127).

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Detailed SEA Information:

More detailed trend and comparative information is contained in the following pages along with contextual information. These following pages present specific human resources services spending and staffing indicators followed by outputs and then results.

Use of SEA Data:

Variances in SEA data between jurisdictions should be used as a basis for looking into and considering differences in the mix of services offered and operating methods between jurisdictions. The information may also be used to at least partially explain why certain services cost Prince William residents more or less than what citizens in other jurisdictions spend. Because additional factors beyond those identified in this report may impact spending and operating results, the data should not be used to make a final determination that one jurisdiction is operating more efficiently than another. Note further that some results measures could not be obtained from the comparison jurisdictions. We are continuing efforts to try and obtain a more complete picture of results.

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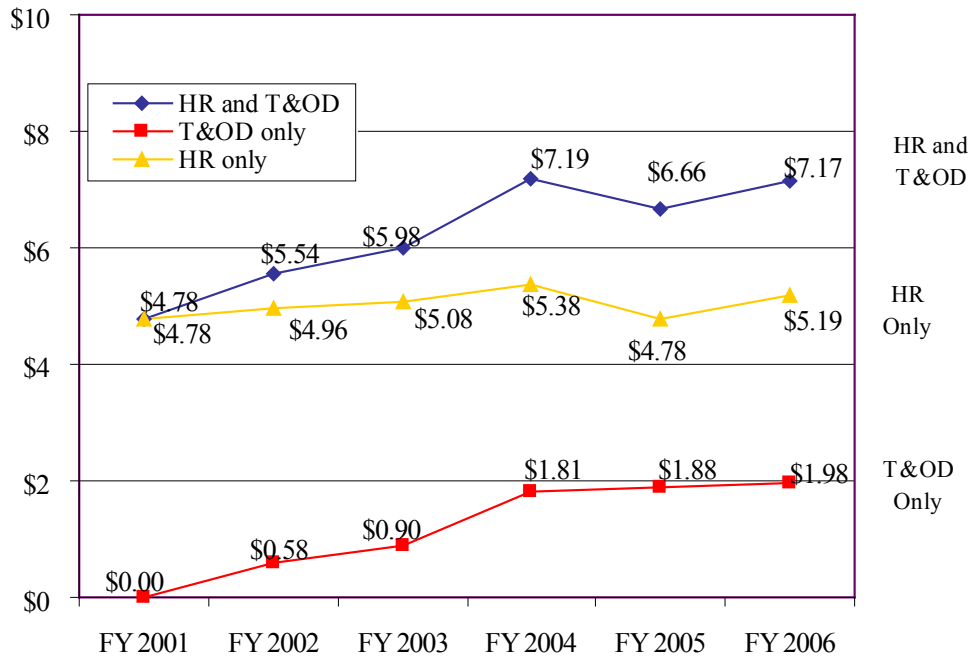
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Spending Per Capita Adjusted For Inflation

Purpose: To provide an indicator of the relative level of effort the County expends on human resources services (including training and development). This is not an efficiency measure since it does not consider the output generated for the level of spending. Total human resources operating expenditures are divided by the total service area population. The figures are adjusted for inflation to maintain comparability between years. The current budget year, Fiscal Year 2007, is used as the base year for inflation adjustments.

Spending Per Capita Adjusted For Inflation
Fiscal Year 2001 Through Fiscal Year 2006



	FY 2001	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006
Actual HR and T&OD Expenditures	\$1,176,245	\$1,470,604	\$1,684,927	\$2,179,750	\$2,188,606	\$2,588,124
HR and T&OD Expenditures Adj. For Inflation	\$1,408,897	\$1,714,169	\$1,924,364	\$2,421,531	\$2,358,911	\$2,659,619
T&OD Expenditures Adj. For Inflation	\$0	\$179,283	\$290,395	\$609,975	\$666,713	\$733,307
HR-only Expenditures Adj. For Inflation	\$1,408,897	\$1,534,885	\$1,633,969	\$1,811,556	\$1,692,198	\$1,926,313
Equal Employment/Affirmative Action	\$192,007	\$127,732	\$130,494	\$148,886	\$144,649	\$142,345
Classification & Compensation	\$242,838	\$270,154	\$300,068	\$318,746	\$320,851	\$608,481
Employee & Staffing Services	\$974,052	\$1,136,999	\$1,203,408	\$1,343,925	\$1,226,697	\$1,175,486
Population	294,798	309,351	321,570	336,820	354,383	371,178

Trend:

- ◆ Human resources-only spending per capita adjusted for inflation, increased 8.6 percent from \$4.78 to \$5.19 between FY 2001 and FY 2006.
- ◆ Training and organizational development spending per capita, adjusted for inflation, increased 241 percent from zero in FY 2001 and \$0.58 in FY 2002 to \$1.98 in FY 2006. The training and organizational development function began as a new program in FY 2002.



Human Resources and Training & Organizational Development

- ◆ Overall human resources spending per capita, including training and organizational development, grew 29.4 percent from \$5.54 in FY 2002 to \$7.17 in FY 2006.

Fiscal Year 2007 Adopted:

- ◆ Budgeted spending per capita, adjusted for inflation, declined slightly in FY 2007 compared to the FY 2006 adopted budget as budgeted dollars did not keep pace with population growth.

Comments:

- ◆ During the period, training and development began as a new program, eventually growing to 3 staff members in FY 2004 through FY 2006, providing over 17,000 hours of training in FY 2006.

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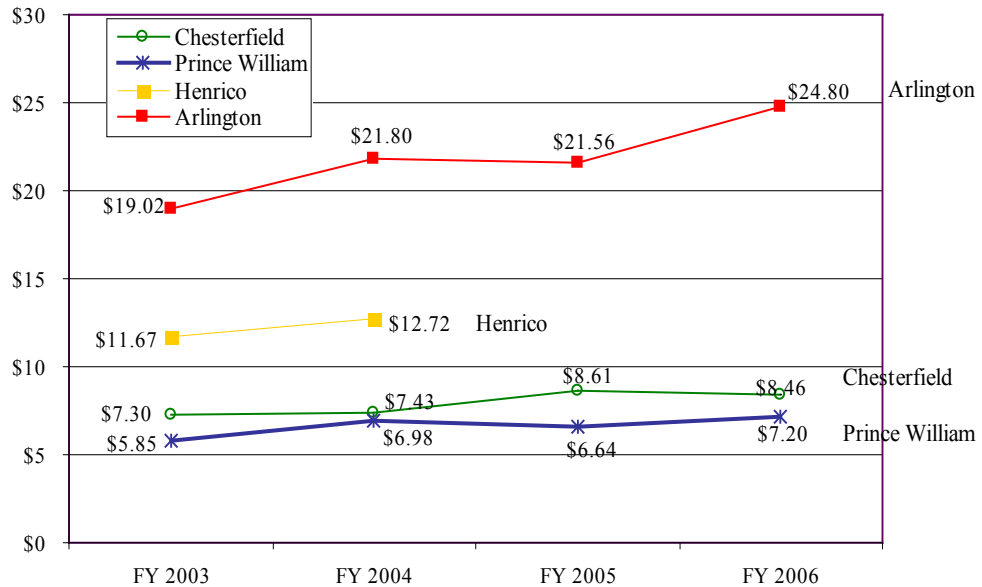
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Spending Per Capita Adjusted For Inflation--Comparisons

Purpose: To provide information on spending per capita by jurisdiction. Spending is adjusted for inflation to FY 2007 dollars (the current fiscal year). Human resources services spending, as presented, includes training and development.

Spending Per Capita Adjusted For Inflation by Jurisdiction
Fiscal Year 2003 through Fiscal Year 2006



Fiscal Year 2006

	Prince William	Chesterfield	Fairfax	Henrico	Arlington
Actual Expenditures	\$2,588,124	\$2,404,556	Not available	Not available	\$4,741,498
Expenditures Adj. For Inflation	\$2,659,619	\$2,470,980	Not available	Not available	\$4,872,479
Population	369,550	291,975	1,030,000	287,275	196,475

Note: Weldon Cooper Center population data are used for Prince William County and all jurisdictions used in comparisons, in order to use compatible data across those jurisdictions.

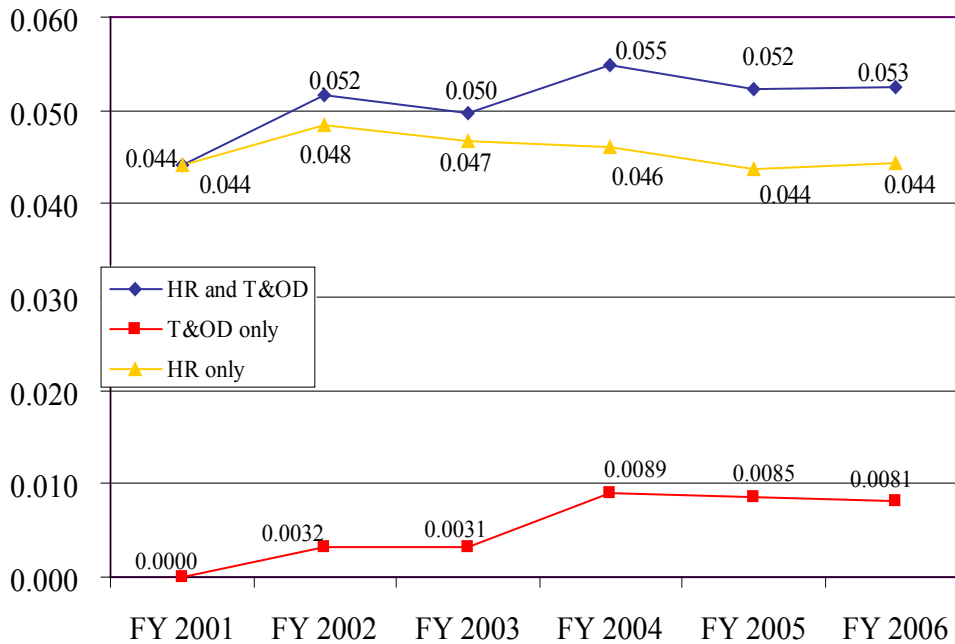
Compared to Other Jurisdictions:

- ◆ In FY 2004 Prince William had the lowest level of per capita spending on human resources services among the comparison jurisdictions. Arlington's FY 2006 per capita spending of \$24.80 is considerably higher than Prince William's \$7.20 per capita.
- ◆ All reporting jurisdictions showed an increase in per capita spending from FY 2003 to FY 2006.
- ◆ Although Prince William's training and organizational development program was new in FY 2002, all comparison jurisdictions have long-standing training units.

Authorized Positions per Thousand Residents

Purpose: This measure provides an indicator of the relative level of human resources staffing per thousand residents between years and between jurisdictions. The unit of measure is in full-time equivalents (FTEs).

**Authorized Positions per Thousand Residents
Fiscal Year 2001 Through Fiscal Year 2006**



	FY 2001	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006
Authorized HR and T&OD Positions	13.0	16.0	16.0	18.5	18.5	19.5
Authorized T&OD Positions Only	0.0	1.0	1.0	3.0	3.0	3.0
Authorized HR Positions Only	13.0	15.0	15.0	15.5	15.5	16.5
Population	294,798	309,351	321,570	336,820	354,383	371,178

Trend:

- ◆ The total number of authorized human resources positions per thousand residents increased during the period from .044 in FY 2001 to .055 in FY 2004 before dropping to .053 in FY 2006.
- ◆ Although there was a slight dip in total authorized positions per 1,000 residents in FY 2003, a greater increase in FY 2004 was driven by an increase in training and development positions.

Fiscal Year 2007 Adopted:

- ◆ The FY 2007 budget increased the total number of human resources authorized positions by about one position.

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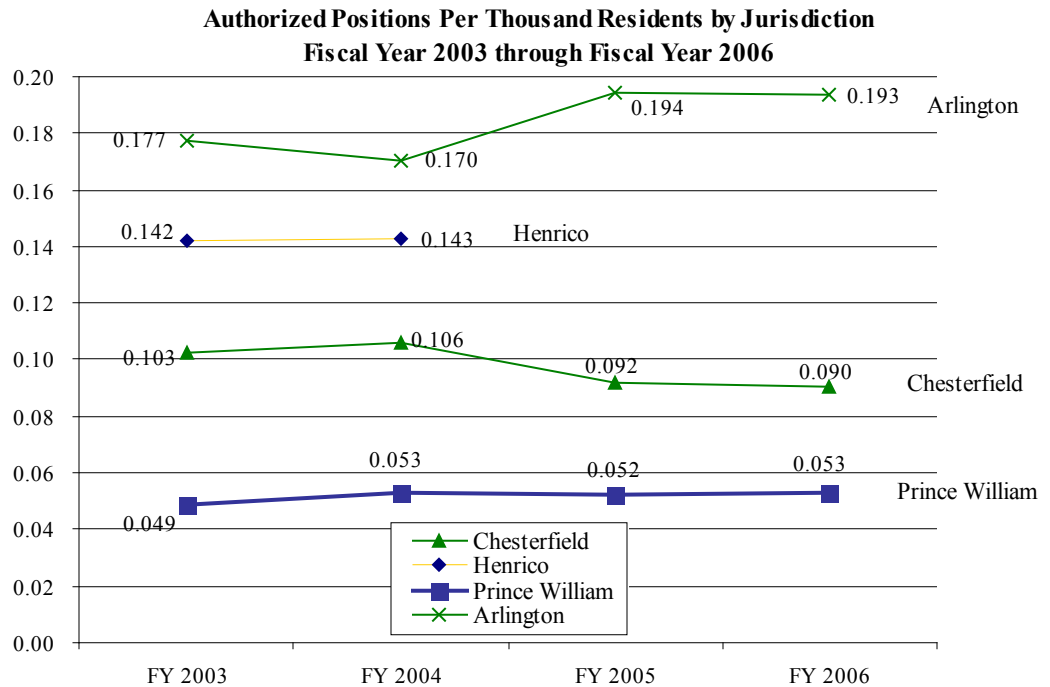
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Fiscal Year 2006

	Prince William	Chesterfield	Fairfax	Henrico	Arlington
Authorized HR Positions	19.5	26.4	Not available	Not available	38.0
Population	369,550	291,975	1,030,000	287,275	196,475

Note: Weldon Cooper Center population data are used for Prince William County and all jurisdictions used in comparisons, in order to use compatible data across those jurisdictions.

Compared to Other Jurisdictions:

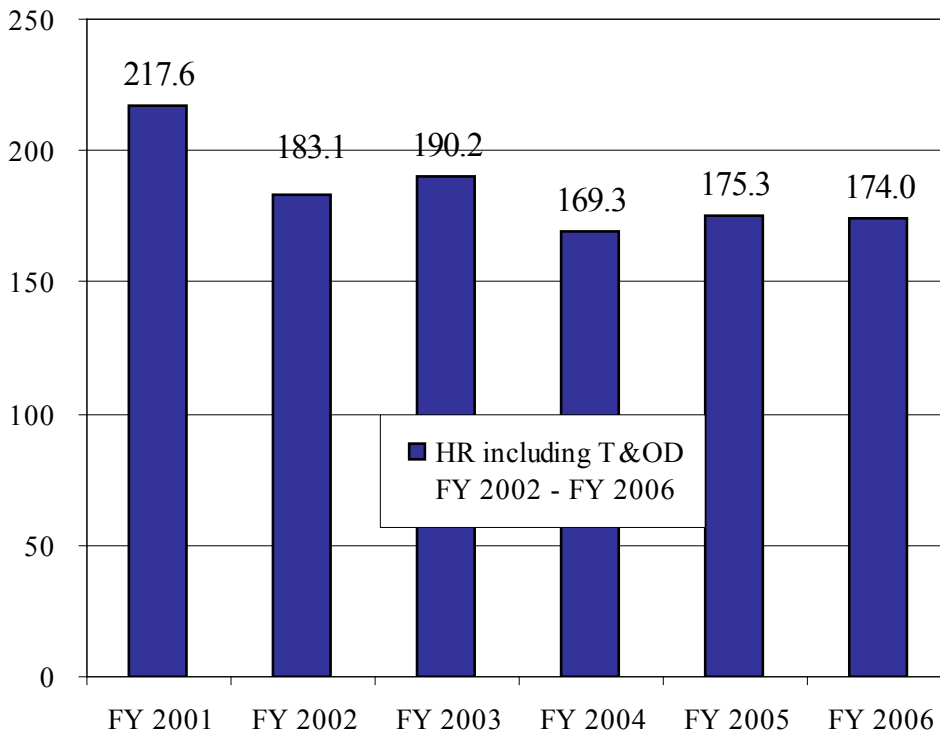
- ◆ Prince William generally experienced a lower staffing rate than Chesterfield and Arlington. Fairfax data were not available and Henrico data for FY 2005 and FY 2006 were not available.



County Employees per Human Resources Staff Member

Purpose: This measure provides an indicator of the relative level of human resources staffing, including training and development staff, to serve all county employees. The unit of measure is in full-time equivalents (FTEs).

**County Employees per HR Position
Fiscal Year 2001 Through Fiscal Year 2006**



Authorized Staffing (FTEs)	FY 2001	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006
Authorized County Employees	2,829.04	2,928.88	3,043.33	3,131.19	3,242.16	3,393.21
Authorized Total HR Staff	13.00	16.00	16.00	18.50	18.50	19.50
Authorized T&D Staff Only	0.00	1.00	1.00	3.00	3.00	3.00
Authorized HR Staff Only	13.00	15.00	15.00	15.50	15.50	16.50

Trend:

- ◆ The number of county employees per total human resources staff member, including training and organizational development beginning in FY 2002, declined 20 percent from 217.6 in FY 2001 to 174.0 in FY 2006.
- ◆ During the period FY 2001 through FY 2006 the number of county employees grew about 20 percent from 2,829.04 to 3,393.21. During the same period, total human resources staff grew 50 percent from 13 to 19.5. The total staff data include one training

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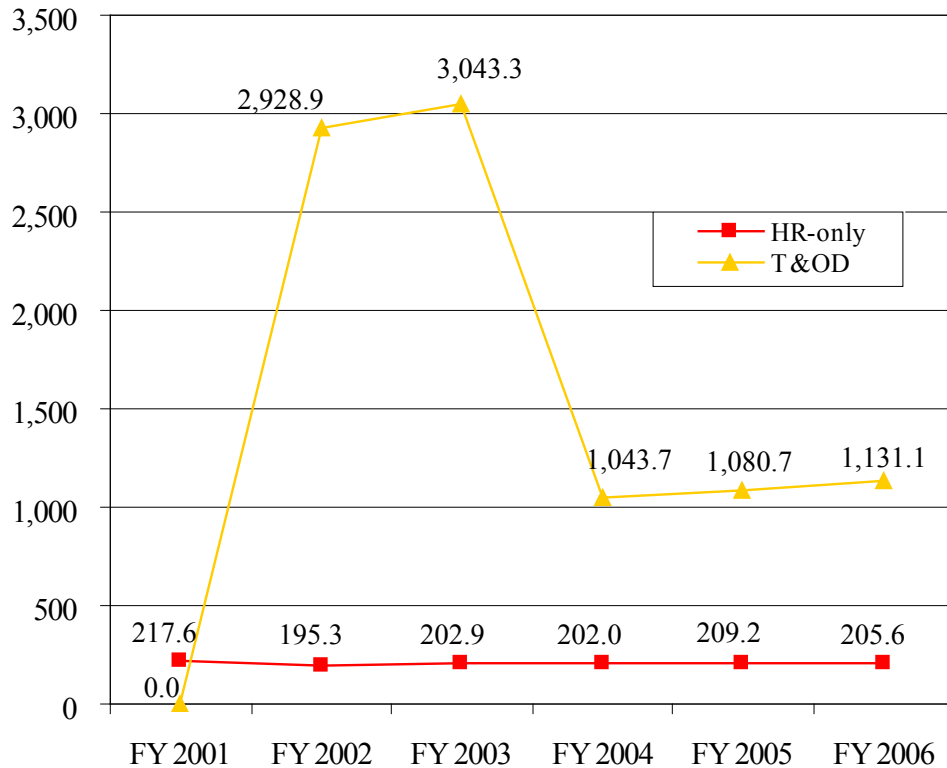
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and development staff member in FY 2002 and FY 2003 during their startup, and two additional staff members in FY 2004 through FY 2006.

- ◆ When data for training and organizational development and HR staff were broken out separately, the number of county employees served per training and organizational development staff member was 2,929 in FY 2002 (entire workforce divided by the single T&OD staff member) and then plummeted in FY 2004 to 1,044 when the T&OD staff grew to three. During the same 3-year period, HR-only staff served 195 employees per staff member in FY 2002 and 202 employees per staff member in FY 2004. The FY 2006 level grew to 206 employees per HR-only staff member.
- ◆ A breakout of the overall HR results into its components (HR-only and T&OD) is shown below.

**County Employees per HR-only Position
and per T&OD Position
Fiscal Year 2001 Through Fiscal Year 2006**

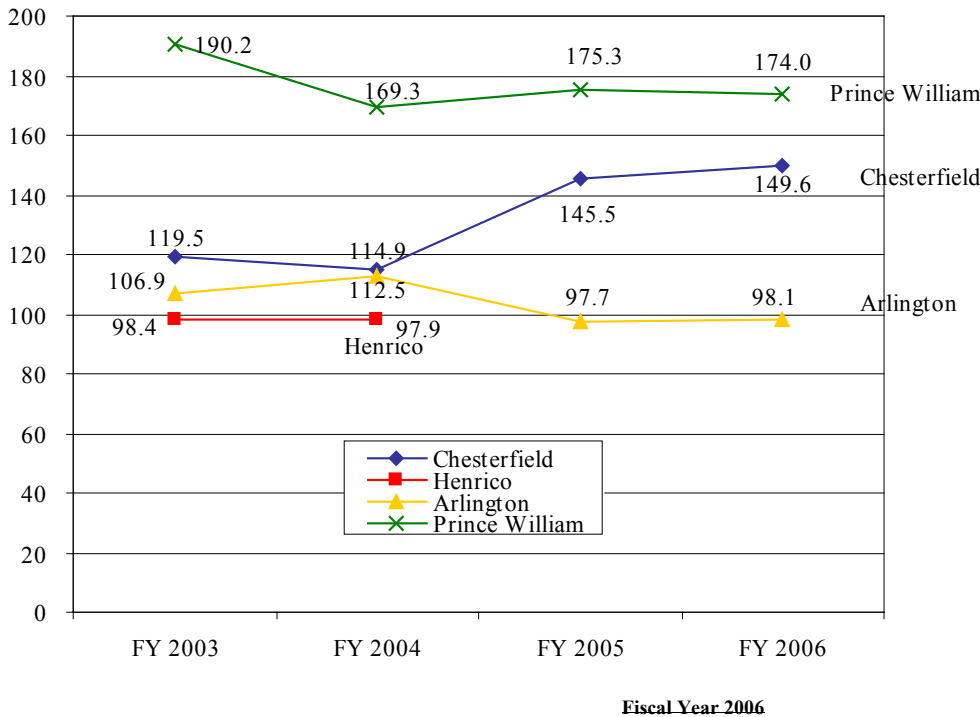


Comments:

- ◆ Beginning in FY 2002, training and development functions and staff were added. There was one staff member dedicated to T&OD in FY 2002 and FY 2003 and three in FY 2004 through FY 2006.

County Employees per Human Resources Staff Member-- Comparisons

**County Employees per HR Position by Jurisdiction
Fiscal Year 2003 through Fiscal Year 2006**



Authorized Staffing (FTEs)	Prince William	Chesterfield	Fairfax	Henrico	Arlington
Authorized County Employees	3,393.21	3,950.00	Not available	Not available	3,729.20
Authorized HR Total Staff	19.5	26.4	Not available	Not available	38.0

Compared to Other Jurisdictions:

- ◆ During the period FY 2003 through FY 2006, Prince William’s number of county employees per total human resources staff member exceeded that of Chesterfield and Arlington.
- ◆ Chesterfield experienced a noticeable increase in FY 2005 and FY 2006 while during the same period Arlington experienced a noticeable decrease. Prince William’s FY 2006 ratio of county employees per HR staff member was 8.5 percent lower (174.0) than its FY 2003 ratio (190.2). Fairfax data were not available and Henrico data for FY 2005 and FY 2006 were not available.

Comments:

- ◆ The number of employees served directly reflects a combination of changes in number of employees and changes in human resources staff members. It does not account for other variations in workload.

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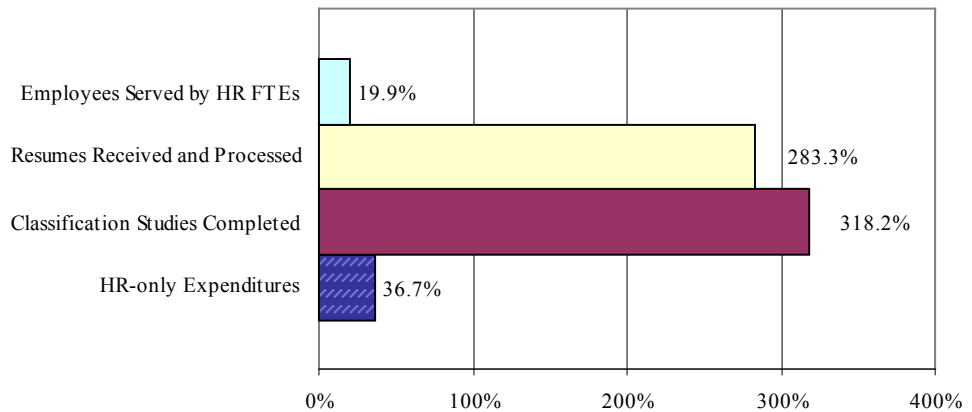
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Change in Spending Adjusted for Inflation Compared to the Change in Outputs

Purpose: To provide an indicator of the HR-only relative change of spending versus the change in selected outputs.

Percent Change in HR-only Expenditures and Outputs
From FY 2001 Through FY 2006



Percentage Change from FY 2001 Through FY 2006 for Inflation-adjusted Expenditures and Outputs

	FY 2001	FY 2006	Percent Change
HR expenditures	\$1,408,897	\$1,926,313	36.7%
Classification studies completed	88	368	318.2%
Resumes received and processed	9,100	34,882	283.3%
Employees served by HR staff	2,829	3,393	19.9%

Changes from FY 2001 to FY 2006:

- ◆ HR spending adjusted for inflation grew about 36.7 percent during the six-year period. Growth in outputs ranged from about 19.9 percent (employees served by HR staff) to 318.2 percent (classification studies completed) and included a 283.3 percent increase in resumes received and processed.

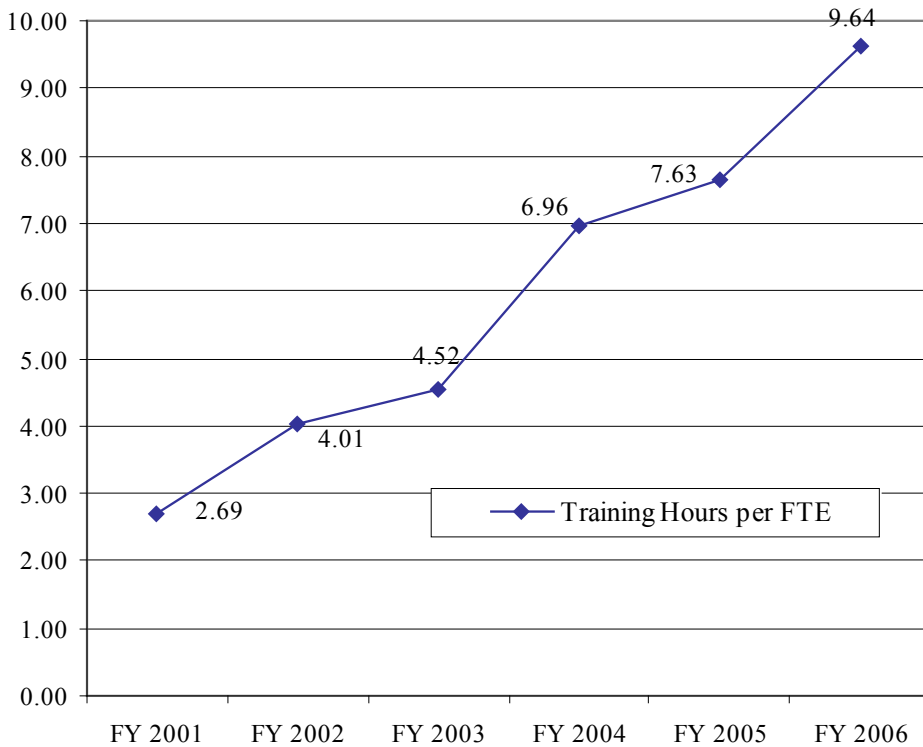
Comments:

- ◆ These data do not include training and development expenditures and outputs which began as a separate function in FY 2002.
- ◆ The substantial increase in classification studies largely resulted from special studies of a number of complete job series including planners, engineers, and others. In addition, during the period, the number of staff members devoted to classification studies grew from one person to three.

Training Hours per Position

Purpose: This measure provides an indicator of the level of training provided to county employees through human resources services. The unit of measure is hours of training per full-time equivalent (FTE).

**Average Training Hours per FTE
Fiscal Year 2001 Through Fiscal Year 2006**



	FY 2001	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006
T&D Training Hours	0	5,959	13,080	14,969	17,747	17,854
EEO Training Hours	7,623	5,787	1,834	6,824	7,000	14,856
County-wide FTEs	2,829	2,929	3,043	3,131	3,242	3,393

Trend:

- ◆ The number of training hours per county employee grew from 2.69 hours per FTE in FY 2001 to 9.64 hours in FY 2006. Prior to FY 2002, human resources services did not have a separate training function.
- ◆ During the period, while the number of employees grew, the growth in training hours outpaced the growth in number of employees, thereby resulting in an increase in training per employee.

Comments:

- ◆ Beginning in FY 2002, a new training and development function was established and staffed.

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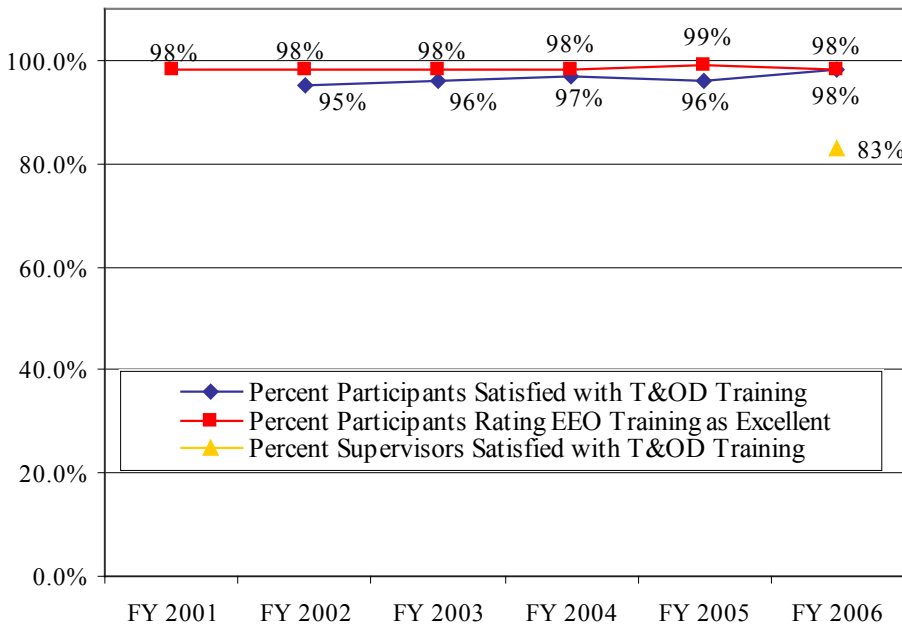
- ◆ The increase in EEO training hours from FY 2005 to FY 2006 resulted from conducting diversity training in FY 2006 for all County employees in addition to the regularly scheduled on demand training sessions.



Employee Satisfaction with Training

Purpose: This measure provides an indicator of the effectiveness of HR-managed soft skills training such as general employee training (both instructor-led and self-study) such as leadership, supervision, professional development, communication, and facilitation. It does not include specialized skills training such as police academy training, spreadsheet software training, or similar technical training). The measure for T&OD training is the percent of employee participants who completed a course evaluation and agreed or strongly agreed that the training was useful and valuable. The measure for EEO training is the percent of employee participants rating the training as excellent.

**Percent of Employees/Supervisors Providing Positive Feedback on Training
FY 2001 Through FY 2006**



	FY 2001	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006
Employee Participants Attending EEO Training Sessions	934	1,620	1,834	2,341	1,750	3,714
Employee Participants Attending T&OD Training Sessions	Started FY 02	630	2,214	2,586	3,211	3,107
Average Quality Score of T&OD Training Sessions (5-pt scale)	Started FY 02	4.6	4.7	4.7	4.6	4.8

Trend:

- ◆ Since the start of the T&OD program in FY 2002, the percent of employee participants in T&OD training sessions who were satisfied with the training grew from 95 percent to 98 percent, respectively.
- ◆ For EEO training, the percent of participants rating the training as excellent remained at 98 percent or better each year from FY 2001 through FY 2006.

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- ◆ In FY 2006, 83 percent of supervisors were satisfied with the training that their staff had received from T&OD.

Comments:

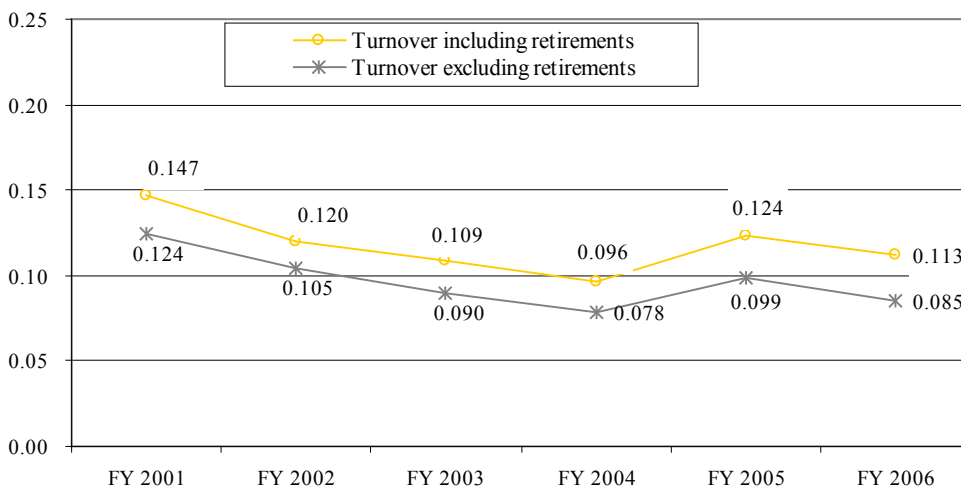
- ◆ During FY 2006, T&OD conducted a three-phase needs assessment to evaluate supervisors' overall satisfaction with the T&OD-sponsored training for their employees. The assessment included an on-line survey, a focus group meeting, and interviews. T&OD intends to continue to report the results of this new measure in the future.



Turnover Rate

Purpose: This measure provides an indicator of the level of turnover of employees. The unit of measure is computed in two different ways: (1) separations including retirements divided by full-time employees and (2) separations excluding retirements divided by full-time employees. The two measures may highlight two separate situations. A high turnover rate that includes retirements may suggest that vacancies may be influenced by natural progression of staff careers rather than intentional or forced departures that could indicate staff or employer dissatisfaction.

**Turnover Rate Including Retirements and Excluding Retirements
FY 2001 Through FY 2006**



	FY 2001	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006
Voluntary & Involuntary Separations	300	263	236	213	278	250
Retirements	56	38	50	49	70	82
Full-time employees	2,419	2,515	2,630	2,729	2,815	2,947

Trend:

- ◆ During the period FY 2001 through FY 2004, the turnover rate declined until rebounding somewhat in FY 2005 and falling off again in FY 2006.

Comments:

- ◆ The county's equity pay plan began in FY 2001 and may have contributed to the subsequent reduction in turnover through FY 2004.
- ◆ FY 2005 experienced an increase in turnover due, in part, to the loss of employees to Homeland Security jobs. To offset this trend, the County implemented in FY 2006 a new retention supplement program to retain seasoned professionals in the police and fire and rescue fields.

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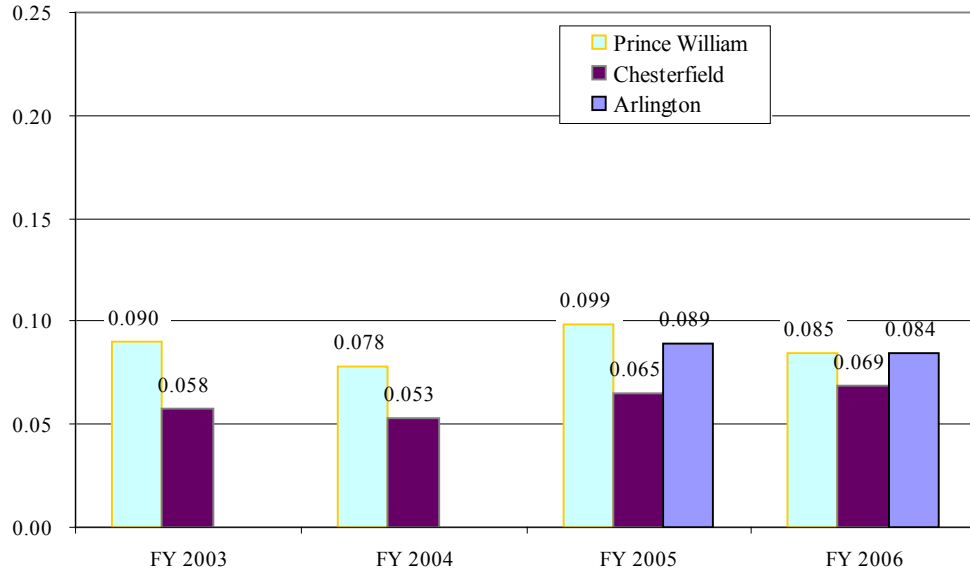
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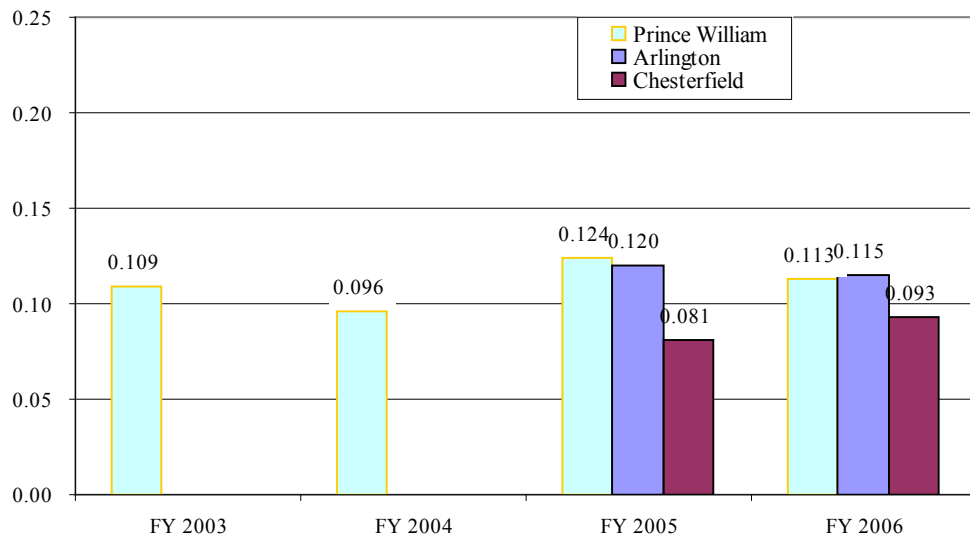


Turnover Rate Comparisons:

**Turnover Rate Excluding Retirements
by Jurisdiction for FY 2003 through FY 2006**



**Turnover Rate Including Retirements
by Jurisdiction for FY 2003 through FY 2006**



Fiscal Year 2006

	Prince William	Chesterfield	Fairfax	Henrico	Arlington
Voluntary and Involuntary Separations	250	223	Not available	Not available	290
Retirements	82	77	Not available	Not available	105
Full-time employees	2947	3238	Not available	Not available	3444

Compared to Other Jurisdictions:

- ◆ Among comparison jurisdictions that reported, Prince William had higher turnover rates (excluding retirements) during the period FY 2003 through FY 2006. Prince William's turnover rates (including retirements) exceeded the rates for Chesterfield in FY 2005 and FY 2006 and for Arlington in FY 2005. However, Arlington's rate exceeded Prince William's rate in FY 2006. Data for Fairfax and Henrico were not available for the period and data for Chesterfield and Arlington were not available for some of the periods.

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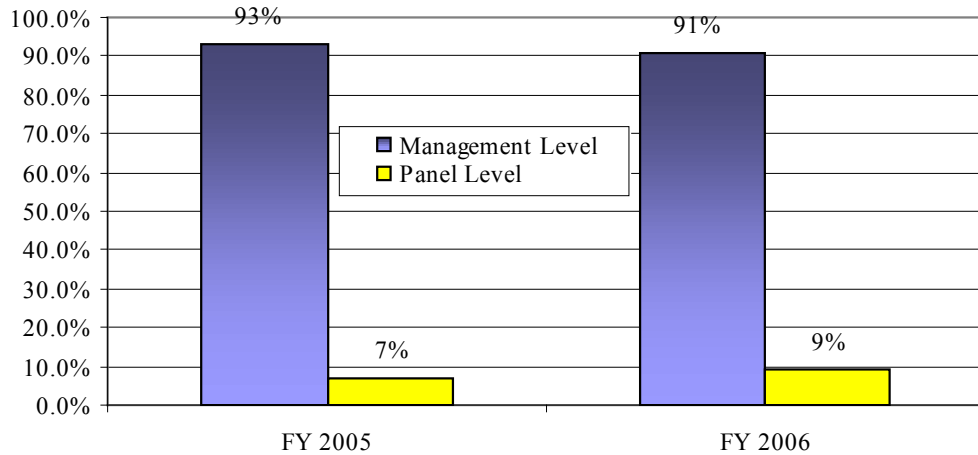
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Grievances Resolved at Management Level and Panel Level

Purpose: This measure provides an indicator of the level (management or panel) where employee grievances are resolved. The unit of measure is the percent of grievances resolved at each level.

**Percent of Grievances Resolved
at the Management Level and at the Panel Level
Fiscal Year 2005 and Fiscal Year 2006**



	FY 2005	FY 2006
Number of Grievances Filed	14	11
Full-time employees	2815	2947
Part-time employees	297	340
Percent of employees filing a grievance	0.45%	0.33%

Trend:

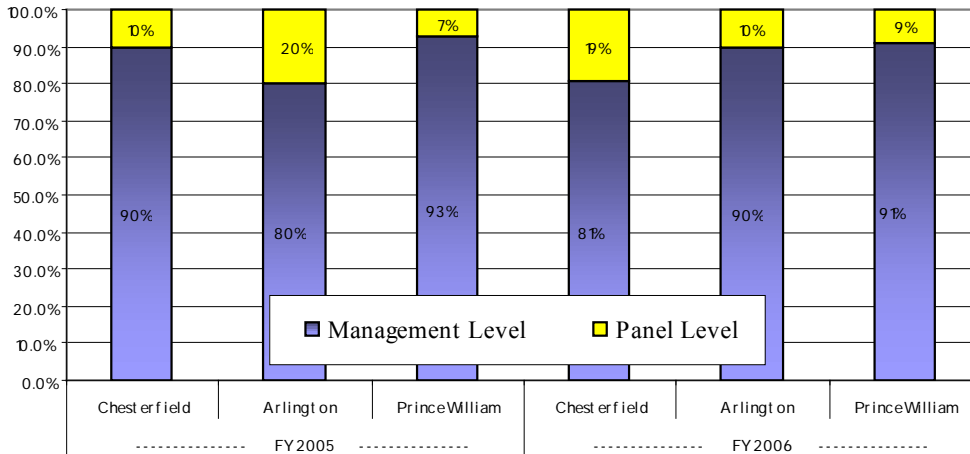
- ◆ The vast majority of grievances are resolved at the management level. There was a slight drop in the percent of grievances resolved at the management level from 93 percent in FY 2005 to 91 percent in FY 2006.

Comments:

- ◆ During the period, minor variations in the grievance rate are largely attributed to slight changes in levels of employment in the county. Generally, the number of grievances is fairly low.
- ◆ The percent of grievances resolved in support of the County has been 100 percent over the past five years. The County has been successful and effective in resolving grievance matters prior to management and panel levels.

Grievances Resolved at Management Level and Panel Level—Comparisons

Percent of Grievances Resolved at the Management Level and at the Panel Level Fiscal Year 2005 and Fiscal Year 2006



Fiscal Year 2006

	Prince William	Chesterfield	Fairfax	Henrico	Arlington
Number of Grievances Filed	11	26	not available	not available	10
Full-time employees and part-time empl.	3,287	4,283	not available	not available	3,444
Percent of employees filing a grievance	0.33%	0.61%			0.29%

Trend:

- ◆ In FY 2005 and FY 2006, Prince William resolved a higher percentage of grievances at the management level than Chesterfield and Arlington. Fairfax and Henrico data were not available.

Comments:

- ◆ During the period, all of the reporting comparison jurisdictions experienced a grievance rate of less than 1 percent.

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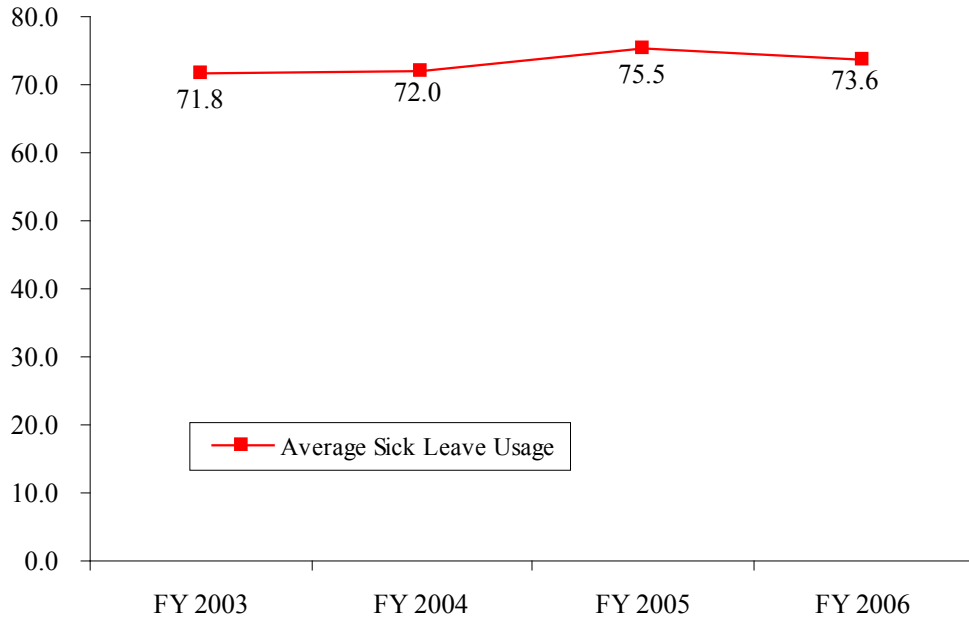
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Sick Leave Utilization Rate

Purpose: This measure provides an indicator of the level of employee use of sick leave, which is one of the ICMA indicators for human resources support services. The unit of measure is average number of hours of sick leave used per employee, per year.

**Average Hours of Sick Leave
Used Per Employee Per Year
Fiscal Year 2003 Through Fiscal Year 2006**



	FY 2001	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006
Hours of Sick Leave Used	Not available	Not available	208,423	216,919	234,937	241,964
Full-time Employees	2,419	2,515	2,630	2,729	2,815	2,947
Part-time Employees	292	344	274	282	297	340

Trend:

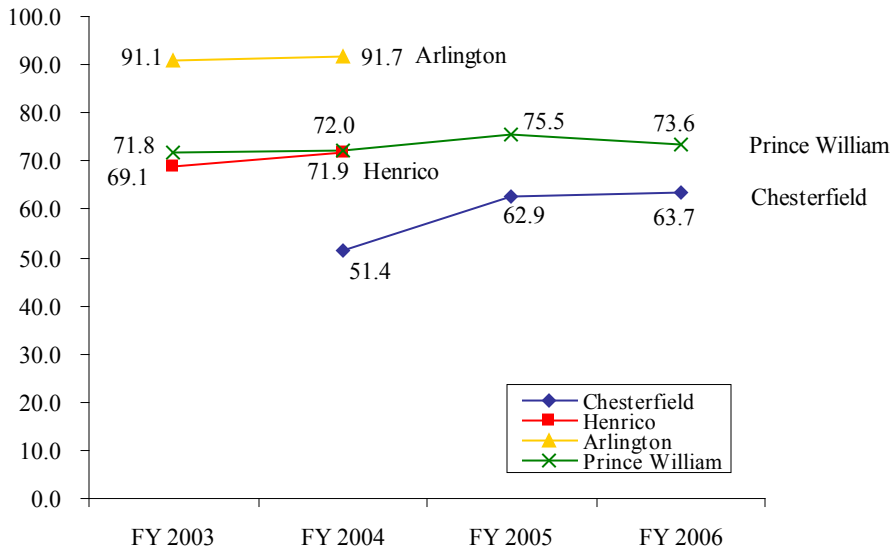
- ◆ Average sick leave usage increased 2.5 percent from an average of 71.8 hours per employee in FY 2003 to an average of 73.6 hours in FY 2006.
- ◆ Sick leave data are not available for years prior to FY 2003.

Comments:

- ◆ Prince William has a program that rewards low sick leave usage by awarding up to 2 days of additional annual leave for employees using only a few days of sick leave during the year.

Sick Leave Utilization Rate--Comparisons

**Average Hours of Sick Leave
Used Per Employee Per Year by Jurisdiction
Fiscal Year 2003 Through Fiscal Year 2006**



Fiscal Year 2006

	Prince William	Chesterfield	Fairfax	Henrico	Arlington
Hours of Sick Leave Used	241,964	272,778	Not available	Not available	Not available
Full-time and part-time employees	3,287	4,283	Not available	Not available	3,444

Compared to other jurisdictions:

- ◆ In FY 2004, Arlington used sick leave at a greater rate than Prince William, Henrico, and Chesterfield. Prince William’s sick leave utilization exceeded Chesterfield’s rate in FY 2004 through FY 2006. Data for recent years were not available for Arlington and Henrico. Fairfax data were not available for the four-year period.

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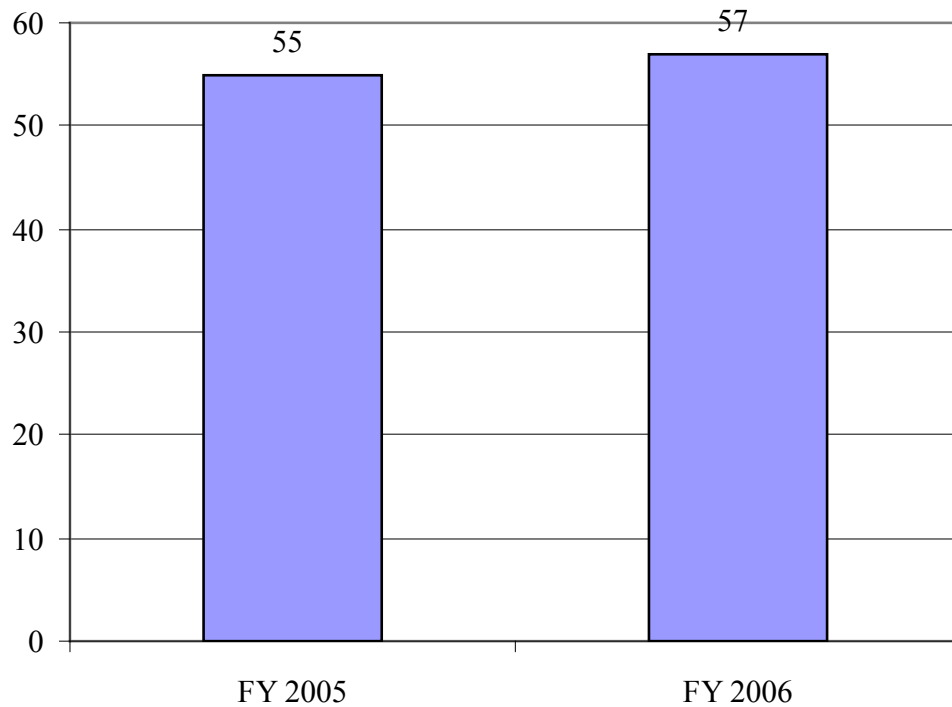
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Days to Fill Vacancies

Purpose: This measure provides an indicator of the timeliness of filling vacant positions. It captures the average number of days from the vacancy date to hire date. The measure includes the time period that encompasses processes that are the responsibility of the departments and agencies as well as processes that are the responsibility of Human Resources.

**Average Days from Vacancy Date
to Hire Date
Fiscal Year 2005 and Fiscal Year 2006**



Trend:

- ◆ The average number of days from vacancy date to hire date grew from 55 days to 57 days between FY 2005 and FY 2006.

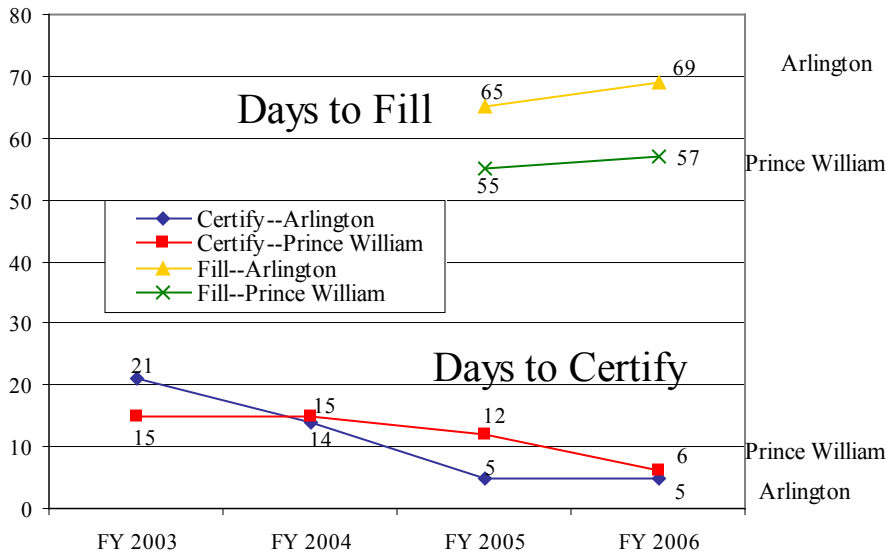
Comments:

- ◆ This is a new measure for FY 2006; data prior to FY 2005 are not available.



Days to Fill Vacancies—Comparisons

**Average Days from Vacancy Date to Hire Date and
from Closing to Certification for Interview
by Jurisdiction FY 2003 Through FY 2006**



Compared to other jurisdictions:

- ◆ For FY 2005 and FY 2006, Prince William experienced an average of 10 to 12 fewer days to fill vacancies than Arlington. For the period FY 2004 through FY 2006, Prince William took from 1 to 7 days longer, on average, to certify candidates for interview than Arlington. In FY 2003, Arlington took an average of 6 days longer. Data for Chesterfield, Henrico, and Fairfax were not available.

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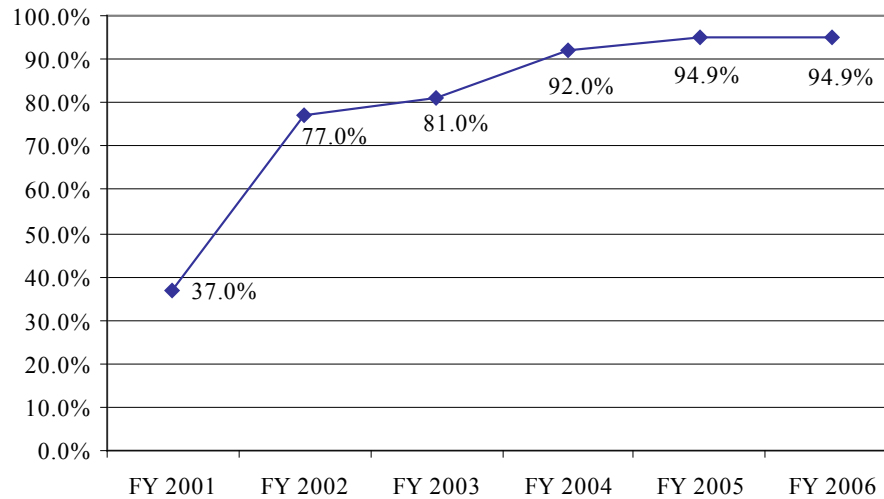
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Positions Paid Per Compensation Policy

Purpose: This measure provides an indicator of success in achieving the county's compensation policy. The measure is the percentage of all positions that are paid within the acceptable range in accordance with compensation policy, as determined by salary studies conducted by HR.

**Percent of Position Classifications Within Acceptable Salary Range
In Accordance With Compensation Policy
Fiscal Year 2001 Through Fiscal Year 2006**



	FY 2001	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006
Total Number of Position Classifications	530	500	600	550	570	587
Number of Position Classifications Within Acceptable Salary Range	196	385	486	506	541	557

Trend:

- ◆ The percentage of positions paid within the acceptable range grew substantially from 37 percent in FY 2001 to 94.9 percent in FY 2006.

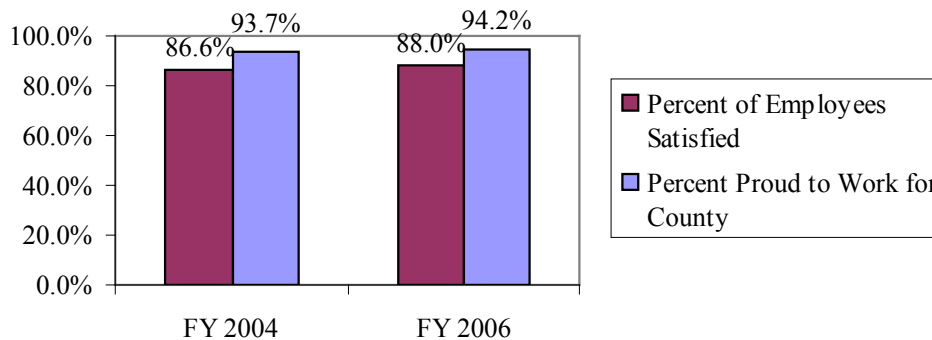
Comments:

- ◆ The county implemented a 5-year compensation plan to make salaries more competitive in the labor market. The graph indicates the results of implementing the compensation plan.

Employee Views of PWC as a Place to Work

Purpose: This measure provides an indicator of how satisfied Prince William County employees are with their employer. The measure is the percent of employees surveyed who indicated they were satisfied. This question was included in a 2004 report on the results of the first organization survey that was administered again in 2006 and will be administered regularly every few years. The survey also asked whether employees were proud to work for the County.

Percent of Employees Satisfied With Prince William County As A Place to Work and Percent Proud to Work for the County Fiscal Year 2004 and Fiscal Year 2006



	FY 2001	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006
Satisfaction with county as a place to work		Not measured until FY 2004		86.6%	Not surveyed	88.0%
Proud to work for the county		Not measured until FY 2004		93.7%	Not surveyed	94.2%

Trend:

- ◆ In FY 2006, 88 percent of employees were satisfied with the County as an employer and 94.2 percent stated that they were proud to work for the County.

Comments:

- ◆ Prince William results compare favorably with published results of surveys of employees in other organizations. For example, while about 94 percent of Prince William employees are proud to work for the county, about 71 percent of employees from over 800 organizations representing a cross-section of industries responded in a survey that they were proud to work for their employers.¹

¹ 2005 What's Working Survey, Mercer Human Resource Consulting.

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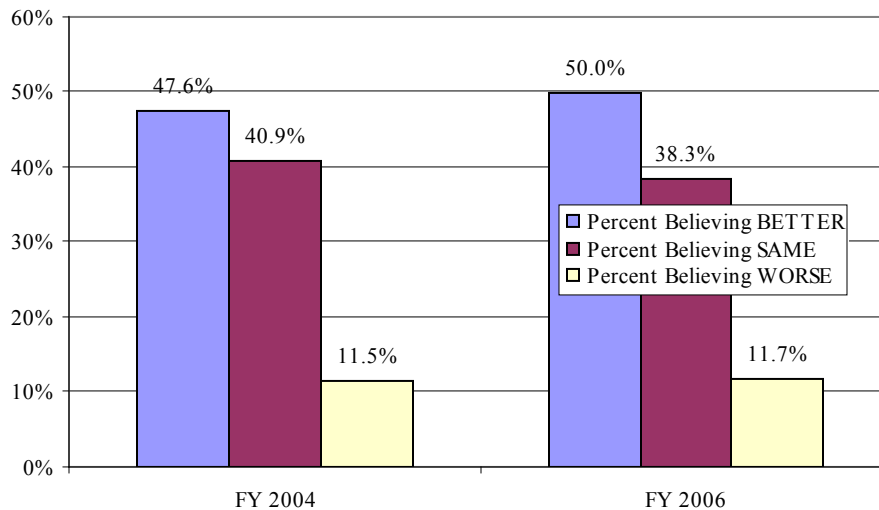
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Employee Views of PWC Compared to Two Years Ago

Purpose: This measure provides an indicator of how Prince William County employees view the changes in employment with the County government over two years ago. The measure is the percent of employees surveyed who responded in accordance with the indicated view of any changes. This question was included in a 2004 report on the results of the first organization survey that was administered again in 2006 and will be administered regularly every few years.

Percent of Employees Considering Prince William County As Better, Same, or Worse Place to Work Than Two Years Ago Fiscal Year 2004 and Fiscal Year 2006



	FY 2001	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006
Change in county as an employer from 2 years ago						
a BETTER place to work				47.6%		50.0%
about the SAME			Not measured until FY 2004	40.9%	Not surveyed	38.3%
WORSE				11.5%		11.7%

Trend:

- ◆ In FY 2006, the vast majority of employees (88.3 percent) believe that the county, as their employer, is the same or better than two years ago.

Comments:

- ◆ The survey started in FY 2004 and is conducted approximately every two years.

