School Year 2008-2009
(October 1, 2007 – September 30, 2008)
The Albemarle County
Human Resources Department

School Year 2008-2009 Annual Report
(October 1, 2007 – September 30, 2008)

The Albemarle County Public Schools Department of Human Resources is pleased to present the School Board with the School Division Human Resources Annual Report. This report is intended to provide information for use in continuing to develop the Division’s overall strategic plan and to assist in setting initiatives for future years. The report contains statistical information on the School Division’s workforce as well as some highlights of the Human Resources Department’s initiatives and accomplishments for the school year 2007-2008.

Key Information Provided:

- Recruitment and selection, retention, minority staffing, highly qualified staff and retirement data are provided separately for teachers, administrators and classified staff.
- Exit Survey Data
- Compensation and Benefits

The Department of Human Resources is dedicated to providing the highest quality human resource support to all customers through the implementation of strategic initiatives. These initiatives are focused on delivering results for Goal 3 of the Division’s Strategic Plan: “Recruit, retain and develop a diverse cadre of the highest quality teaching personnel, staff and administrators.” In addition, the Department will continue to focus efforts on competitive salaries/benefits, professional development, aging workforce/retirements, as well as assessment and improvement of our internal systems and processes.

Kimberly L. Suyes, SPHR
Director, Human Resources
January 2009
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**Teacher Report**

**RECRUITMENT AND SELECTION**

The Human Resources Department continues to support the Albemarle County Public School Division in working to recruit, select and retain the best talent possible. From July 1, 2008 through September 30, 2008, the Albemarle County Public School Division hired 114 teachers. As the numbers below indicate, there has been a decrease by 32 in the number of teachers hired this year when compared to last year. This decrease in new hires is a direct result of the decrease in resignations and retirements for the time period of October 1, 2007 to September 30, 2008. This decrease may be due to the economic downturn that began during the 2007-08 school year.

<table>
<thead>
<tr>
<th>New Hires</th>
<th>2004</th>
<th>2005</th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Hires</td>
<td>132</td>
<td>147</td>
<td>150</td>
<td>146</td>
<td>114</td>
</tr>
</tbody>
</table>

Of the 114 teachers hired:
- 82 (71.9%) had previous teaching experience
  - 67 (81.7%) had previously taught in Virginia
- 64 (56%) have at least a master’s degree
- One (<1%) has a doctorate
- 90 (79%) are female
- 70 (61%) have three or more years of teaching experience
- 43 (38%) were hired for the elementary level
- 71 (62%) were hired for the middle and high school (secondary) level

From October 1, 2007 through September 30, 2008, the Human Resources Department received a total of 877 applications for teacher positions. The chart below provides information about the applicants.

<table>
<thead>
<tr>
<th>Teacher Applications</th>
<th>Number of Applications</th>
<th>Percentage of Total</th>
<th>Identified as Highly Qualified</th>
<th>Percentage of HQ</th>
</tr>
</thead>
<tbody>
<tr>
<td>All</td>
<td>877</td>
<td>100</td>
<td>517</td>
<td>59.0</td>
</tr>
<tr>
<td>White</td>
<td>680</td>
<td>77.5</td>
<td>416</td>
<td>61.2</td>
</tr>
<tr>
<td>No Response</td>
<td>135</td>
<td>15.4</td>
<td>69</td>
<td>51.1</td>
</tr>
<tr>
<td>Minority</td>
<td>62</td>
<td>7.1</td>
<td>32</td>
<td>51.6</td>
</tr>
</tbody>
</table>
For identification of ethnicity, the applicant self-identifies. To be identified as Highly Qualified the applicant either held a Virginia teaching license at the time of the application or had gained one by the end of September 2008.

**HIGHLY QUALIFIED TEACHERS**

The No Child Left Behind Act requires 100% of the teachers in “core” subject areas to meet specific criteria in order to be defined as “highly qualified”. The Albemarle County Public School Division had 99.93% of its teachers meet this requirement for the 2007-08 school year. The Virginia and U.S. Departments of Education accepted this as a result of the large number of localities that struggled to reach the 100% mark. Concerted efforts were made during the summer hiring process to make sure that all new teachers would be Highly Qualified and that all teachers only taught in areas in which they are fully endorsed.

**MINORITY STAFFING**

For the 2007-2008 school year, there were a total of 125 resignations or retirements. Of these, 9% were minority teachers. (Nine teachers left the system and two retired.) Currently there are 95 minority teachers, a decrease of two from the 2007-08 school year. This year the Division hired 12 minority teachers (11%).

**Newly Employed Teaching Staff Since Last Year’s Report**

![Diagram showing the percentage of newly employed teaching staff by ethnicity]

*Count: African American = 7, American Indian = 2, Asian = 1, Hispanic = 2, White = 120
Note: This number includes the 12 new minority teachers; no minority teachers were hired mid-term.*
The first-year minority teachers are graduates of the following schools:

- University of Virginia

Veteran minority teachers are graduates of:

- Claflin College
- Flagler College
- James Madison University
- Lock Haven University
- Manhattan College
- Old Dominion University
- Rutgers University
- University of KwaZulu-Natal
- University of Nebraska
- Virginia Commonwealth University

These data help to target recruitment efforts.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>UVA</td>
<td>184***</td>
<td>21</td>
<td>11.4%</td>
<td>157</td>
<td>27</td>
<td>17.1%</td>
</tr>
<tr>
<td>JMU</td>
<td>305</td>
<td>****</td>
<td>5.4%</td>
<td>239</td>
<td>13</td>
<td>5.4%</td>
</tr>
<tr>
<td>Virginia Tech</td>
<td>207</td>
<td>****</td>
<td>50.9%</td>
<td>153</td>
<td>78*</td>
<td>50.9%</td>
</tr>
<tr>
<td>Mary Baldwin</td>
<td>316</td>
<td>67</td>
<td>21.2%</td>
<td>142</td>
<td>22</td>
<td>15.4%</td>
</tr>
<tr>
<td>Radford Univ.</td>
<td>287</td>
<td>23</td>
<td>8%</td>
<td>211</td>
<td>8</td>
<td>3%</td>
</tr>
<tr>
<td>ODU</td>
<td>350</td>
<td>48**</td>
<td>13.7%</td>
<td>**</td>
<td>**</td>
<td>**</td>
</tr>
</tbody>
</table>

*Number of minorities includes graduates of the Administration Supervision Program
**This only includes classroom teacher numbers. School counselors and classroom specialists are not included.
***These teachers have self identified. 16 others are considered “unknown” or “other”
****Did not report
Eight percent of the teachers in the division are minorities as compared to 16% of the residents and 25% of the student population. The breakdowns can be seen in the following graphs.

Minority Distribution — Teachers/Students/Residents

**TEACHERS**
- African American: 6%
- Asian: 1%
- Hispanic: 1%
- American Indian: 0%
- Other: 0%
- White: 93%

**STUDENTS**
- African American: 13%
- Asian: 5%
- Hispanic: 5%
- American Indian: 0%
- Other: 2%
- White: 75%

**RESIDENTS**
- African American: 10%
- Asian: 3%
- Hispanic: 1%
- American Indian: 0%
- Other: 0%
- White: 84%

Retirements

From October 1, 2007 through September 30, 2008, 33 teachers retired as compared to 38 retirements the previous year. To be eligible for a full State Retirement (unreduced benefits), teachers must have 30 years of service in VRS and be at least 50 years old. This year, 67% of the retirees received unreduced benefits as compared to 79% the previous year. The following table shows the number of teacher retirements for the five year period, from 2004 to 2008.

<table>
<thead>
<tr>
<th>Year</th>
<th>2004</th>
<th>2005</th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>Retirees</td>
<td>14</td>
<td>32</td>
<td>38</td>
<td>38</td>
<td>33</td>
</tr>
</tbody>
</table>

The graph on page 6 provides information on the age distribution of Albemarle County Public Schools teachers. Over the last five years the average age of teacher retirees has been
approximately 58. For those retiring after the 2007-08 school year, the average age was 58.6. The ages of these retirees ranged from 50 to 66 years of age. The Voluntary Early Retirement Incentive Program (VERIP), which was initially designed to provide an incentive to retire, now appears to be encouraging employees to stay until the age of 60, at which point VERIP would provide the option of medical coverage until age 65, when Medicare is available. To be eligible for VERIP, an employee must have worked in the Albemarle County Public Schools at least 10 of the last 13 years and either be at least 50 with 10 continuous years of service in the Albemarle County Public Schools or 55 with at least 5 continuous years of service.

The cumulative number of teachers (both full and part-time) eligible to take advantage of VERIP over the next three years is as follows:

<table>
<thead>
<tr>
<th>Year</th>
<th>Teachers</th>
</tr>
</thead>
<tbody>
<tr>
<td>June 2009</td>
<td>288</td>
</tr>
<tr>
<td>June 2010</td>
<td>320</td>
</tr>
<tr>
<td>June 2011</td>
<td>347</td>
</tr>
</tbody>
</table>

Teachers are eligible to retire with unreduced benefits once they have 30 years of service with VRS. The table on page 7 shows the actual number of full time teachers who have or will have 30 years by the end of each school year. The number in the current column is the number of teachers working for the Albemarle County Public School Division at the start of the 2008-09 school year who are currently eligible to retire with full benefits.
Teacher retention rates over the past five years have been between 87.0% and 89.3%. For the 2007-2008 year the retention rate was 89.3%.

The graph below provides information regarding teacher turnover based on experience level. Our data indicates that of those employees that left the school division during the past year, 44.8% had 0-3 years of teaching experience within the Albemarle County School Division. In fact, this information indicates that a total of 56 teachers with 0-3 years of teaching experience in the division left last year. This is the lowest number of employees within this experience range to leave the school division in the past five years. The number in each bar is the actual number of teachers who left, while the percent is the percent of the total number of teachers in the School Division.

### Teachers Eligible to Retire

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td># Elig. to Retire w/ Full Benefits</td>
<td>---</td>
<td>16</td>
<td>12</td>
<td>16</td>
<td>18</td>
<td>20</td>
</tr>
<tr>
<td>Running Total</td>
<td>61</td>
<td>77</td>
<td>89</td>
<td>105</td>
<td>123</td>
<td>143</td>
</tr>
</tbody>
</table>

### Teachers Leaving Employment

Of the 125 teachers who left the School Division in the 2007-08 school year, 33 (26%) left for retirement while 92 (74%) left for other reasons. This figure represents the second lowest percentage in six years. If the assumption is made that the teachers leaving with 0-3 years of
experience in the Albemarle County Public Schools are not retiring, then the percentage of 0-3 year teachers leaving each year when compared to the number of teachers who leave the system, excluding retirement, is the lowest in the last five years. In reviewing the total teaching experience of the teachers who left the School Division with 3 or fewer years of teaching in the Albemarle County Public Schools, it is encouraging to find that only 26 of the 92 teachers actually had 3 or fewer years of teaching experience. None of the 30 beginning teachers (zero years of teaching experience) for the 2007-08 school year left at the end of the year. Of the two teachers who left the School Division after their first year of teaching with the Division, one left to relocate with their spouse who transferred jobs and the other resigned to attend law school.

<table>
<thead>
<tr>
<th>Retirement andExiting Teachers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year</td>
</tr>
<tr>
<td>------</td>
</tr>
<tr>
<td>2003-2004</td>
</tr>
<tr>
<td>2004-2005</td>
</tr>
<tr>
<td>2005-2006</td>
</tr>
<tr>
<td>2006-2007</td>
</tr>
<tr>
<td>2007-2008</td>
</tr>
</tbody>
</table>

**SUMMARY**

Overall, the number of teachers hired into the Albemarle County Public School Division for the 2008-2009 school year was the fewest in five years. The number of total teachers leaving the Division at the end of the 2007-2008 year was also the lowest in five years, while the number of retirements was the lowest in three years. The declining economy in this area and across the country may have encouraged teachers to stay with Albemarle County Public Schools. The total number of applications increased from the previous year, however the percentage of applicants who appear to be highly qualified remained constant. Albemarle County Public Schools hired 32% of the highly qualified minority applicants. The support that the School Division has continued to provide to newly hired teachers appears to have been beneficial this year in that only 2 of the 147 new hires for the 2007-08 school year resigned at the end of the year. This support includes help provided by the Division-wide novice teacher specialists and mentoring programs that individual schools have developed.
Administrator Report

RECRUITMENT AND SELECTION

Administrative staff includes building-level principals, associate and assistant principals and various other leadership personnel throughout the Division. For the purpose of this report, this includes executive directors, directors, and assistant directors of instruction and support programs; all coordinators, athletic directors, data analysts, environmental compliance managers, human resources managers, high school guidance directors, homeschool coordinators, and transportation managers.

From July 1, 2008 through September 30, 2008, the Albemarle County Public School Division hired three assistant principals and one support administrator from outside the school division. As the numbers in the chart below indicate, the number of administrators hired this year decreased by three. In addition to the three building-level administrators new to Albemarle County Public Schools, one principal and one assistant principal vacancy, one interim principal, three administrative interns and two guidance director positions were filled by employees who were already employed by the School Division. Since these individuals were not new to the School Division, they are not shown in the chart, however this is a reflection of our continuing efforts to develop existing employees to assist with succession management.

<table>
<thead>
<tr>
<th></th>
<th>2004</th>
<th>2005</th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>Principals</td>
<td>2</td>
<td>2</td>
<td>1</td>
<td>2</td>
<td>0</td>
</tr>
<tr>
<td>Asst./Assoc. Principals*</td>
<td>4</td>
<td>2</td>
<td>1</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>Other Administrators</td>
<td>1</td>
<td>3</td>
<td>4</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>7</strong></td>
<td><strong>7</strong></td>
<td><strong>6</strong></td>
<td><strong>7</strong></td>
<td><strong>4</strong></td>
</tr>
</tbody>
</table>

*Includes Administrative Interns placed as Assistant/Associate Principals

Albemarle County Schools has hired 4-7 new administrators per year over the past five years.

MINORITY STAFFING

The graph on page 10 provides a breakdown of the administrative staff by ethnicity and compares it to the County’s overall population and the schools’ student population. Though the number of African-American administrative staff compares favorably, a concerted effort will be
made to recruit Asian and Hispanic administrators to better reflect the School Division’s changing demographics.

**Minority Distribution — Building Level Administrative Staff**

![Minority Distribution Chart for Administrative Staff](chart1)

*Principals, Asst. Principals, Guidance & Athletic Directors, Home School Coordinators*

Count: African American - 10, American Indian - 0, Asian - 0, Hispanic - 0, White - 47

**Minority Distribution — Administrators/Students/Residents**

![Minority Distribution Charts for Administrators, Students, and Residents](chart2)

**RETIREMENTS**

Since September 30, 2007, four administrators retired as compared to seven administrators who retired the previous year. The chart on page 11 shows the number of administrative retirements for the five-year period from 2004 to 2008.
The School Division’s administrative staff is also impacted by an aging workforce. The graph below provides information on the age distribution of Albemarle County Public School Division administrators. Based on these data, a sustained increase in retirements for the future years can be anticipated.

The cumulative number of administrators (both full and part-time) eligible to take advantage of the Voluntary Early Retirement Program (VERIP) over the next three years is as follows:

June 2009 – 35
June 2010 – 40
June 2011 - 45

Building level administrators (principals, assistant and associate principals, guidance directors and athletic directors) are also eligible to retire with unreduced benefits once they have 30 years of service with VRS. The table on page 12 shows the actual number of full time building level
administrators who have or will have 30 years by the end of each school year. The number in the current column is the number of building level administrators working for the Albemarle County Public School Division at the start of the 2008-09 school year who were currently eligible to retire with full benefits without any additional service.

| Current Building Level Administrators’ Eligibility for Unreduced Benefits Retirement |
|---------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|
|                                | Current         | End of 08-09    | End of 09-10    | End of 10-11    | End of 11-12    | End of 12-13    |
| # Elig. to Retire w/ Full Benefits | ---             | 0               | 3               | 1               | 1               | 0               |
| Running Total                   | 7               | 7               | 10              | 11              | 12              | 12              |

**RETENTION**

Retention rates for administrators over the past five years have been between 89.3% and 95.5%. This year’s rate, 90.9%, is higher than last year’s rate of 89.3%. Of the eleven administrators who left the division, four were retirees (36%).

**SUMMARY**

Overall the number of administrators hired into the Albemarle County Public School Division for the 2008-09 school year was the fewest in five years. The declining economy in this area and across the country may have encouraged administrators to stay with the Division. The fact that a number of positions were filled by internal candidates is a positive reflection on both the strong skill set of the internal candidates and on the professional development provided, supporting our continuing efforts to develop existing employees to assist with succession management. Hiring internal candidates allows the new hire to have a better base knowledge of Albemarle County Public Schools policies and procedures. One area of concern is the large number of building level administrators who could retire within the next four years. Of the 12 eligible to retire with full retirement benefits, eight are principals, three are assistant principals and one is a guidance director. Additionally, continued efforts will be made to attract minority candidates for administrative positions. Currently only two principals and five assistant principals are minorities.
Classified Staff Report

RECRUITMENT AND SELECTION

Classified employees include all the non-teacher and non-administrative positions in the school system. Examples include all non-administrative employees in transportation, building services, child nutrition, and extended day programs. Office associates and teaching assistants are also included as classified employees.

From July 1, 2008 through September 30, 2008, the Albemarle County Public School Division hired 92 classified employees. As the numbers in the table below indicate, there has been a decrease in the number of classified employees hired this year compared to last year.

<table>
<thead>
<tr>
<th>Year</th>
<th>2004</th>
<th>2005</th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Hires</td>
<td>107</td>
<td>87</td>
<td>123</td>
<td>110</td>
<td>92</td>
</tr>
</tbody>
</table>

MINORITY STAFFING

The Division continues to recruit and hire qualified candidates from all ethnic groups. The graph on page 14 provides a breakdown of the School Division’s classified staff’s population compared to the County’s overall population and the schools’ student population. Though the number of minority classified staff members compare favorably, a concerted effort will be made to recruit additional Asian and Hispanic classified employees.
RETIREMENTS

Since September 30, 2007, 23 classified employees retired as compared to 21 retirements the previous year. The chart below shows the number of classified retirements for the five-year period, 2004 to 2008.

<table>
<thead>
<tr>
<th>Retirees</th>
<th>Year</th>
<th>2004</th>
<th>2005</th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>Retirees</td>
<td></td>
<td>14</td>
<td>17</td>
<td>13</td>
<td>21</td>
<td>23</td>
</tr>
</tbody>
</table>

The graph on page 15 provides information on the age distribution of Albemarle County Public Schools classified employees. As the graph indicates, there is a large number of classified employees in the 45-49 age group. Based on these data, sustained increases in retirements for the coming years can be anticipated.
The cumulative number of classified employees (both full and part-time) eligible to take advantage of the Voluntary Early Retirement Program (VERIP) over the next three years is as follows:


RETENTION

Retention rates for classified staff over the past five years have been between 77.1% and 81.7%. This year’s retention was 81.0% as compared to 79.9% last year. The number of retirees almost doubled over last year’s total, and the retention rate remained relatively flat; this is a strong indication that our employee retention efforts are gaining ground. There are a number of factors that impact retention and are in our ability to influence.
Therefore, it is important to continue our successful focus on retention by:

- Continuing the long-term classification plan to ensure employees are at appropriate pay grades;
- Providing training and development opportunities through the courses offered;
- Increasing participation in the exit process to identify possible areas to target retention initiatives;
- Continuing with the rewards and recognition programs;
- Evaluating alternative compensation and employee recognition programs;
- Providing training to supervisors/managers to increase skill-sets in core competency areas.

### SUMMARY

Overall the number of classified employees hired into the Albemarle County Public School Division for the 2008-09 school year was the lowest in three years even though we experienced the highest number of retirements in five years. The declining economy and a significantly lower number of jobs available in this locality may have encouraged current employees to remain on staff with the School Division. An area of concern is the large number of classified employees who could retire within the next five to ten years. These numbers of classified employees approaching retirement age are clearly demonstrated in the graph of employee ages and are consistent with national retirement trends.
Exit Surveys

The Exit Survey data collected for this report includes terminations and retirements occurring between October 1, 2007 and September 30, 2008. The Human Resources Department contracted with HR Solutions for the purpose of organizing and analyzing the exit survey data. An effort was made to contact each exiting employee by phone. This year 72 former employees responded to the telephone survey (This is approximately 25% of the exiting employees.) Contact was attempted with every person, however in many cases there was not a working phone number. As a result, half of the responses were from departing classified employees. In the past when email surveys were used, very few responses were obtained from classified staff.

HIGHLIGHTS OF DATA FROM EXIT SURVEYS

The findings of the exit survey indicate that 81% of the respondents were favorable in regard to their overall work experience in the Albemarle County Public Schools. Only 6% of the employees responded that their overall experience was unfavorable, while 9% were neutral.

Departing employees were asked their primary reason for leaving from among the following and were allowed to select only one response: pay/benefits package; relocation; retirement; lack of training or career opportunities; leaving profession; supervision/management issues; or reasons external to the system (i.e. personal). Results are shown below.

<table>
<thead>
<tr>
<th>Reasons for Leaving</th>
<th>Classified/ Administration (39)*</th>
<th>Teachers (28)*</th>
<th>All Employees (67)*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salary/Benefits Package</td>
<td>14%</td>
<td>10%</td>
<td>12%</td>
</tr>
<tr>
<td>Relocation</td>
<td>14%</td>
<td>7%</td>
<td>11%</td>
</tr>
<tr>
<td>Retirement</td>
<td>22%</td>
<td>36%</td>
<td>28%</td>
</tr>
<tr>
<td>Lack of Training or Career Opportunities</td>
<td>8%</td>
<td>11%</td>
<td>9%</td>
</tr>
<tr>
<td>Leaving Profession</td>
<td>3%</td>
<td>7%</td>
<td>5%</td>
</tr>
<tr>
<td>Supervision/Management Issues</td>
<td>17%</td>
<td>18%</td>
<td>17%</td>
</tr>
<tr>
<td>Reasons external to system (i.e. Personal)</td>
<td>22%</td>
<td>18%</td>
<td>20%</td>
</tr>
</tbody>
</table>

*Number of respondents for this particular survey question
In reviewing these data it is apparent that 61% the teacher respondents left the school division for reasons over which the School Division had no influence (i.e., relocation, retirement, and personal reasons).

**EXIT SURVEY SUMMARY ANALYSIS**

As the chart on page 19 summarizes, it is important to note that Albemarle County Public Schools scored higher in all eight of the dimensions when compared to last year and higher in 6 of the 8 dimensions from the year before. The positive responses in each of the dimensions were higher than the normative data. Work Satisfaction had the most positive responses of all of the dimensions. When the results are compared to the exit normative data it is important to note that all of the School Divisions scores were between 11% and 27% more favorable than the exit normative data. When compared with the government and public sector exit normative data, a similar more favorable percentage spread is observed, 12-23%. The most interesting comparison is the favorable exit rating of 71% for pay/benefits when compared to the same dimension in the government and public sector which was 48%.
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Work Satisfaction</td>
<td>78%</td>
<td>75%</td>
<td>77%</td>
<td>62%</td>
<td>62%</td>
</tr>
<tr>
<td>2. Work Distribution/ Schedule Flexibility</td>
<td>63%</td>
<td>48%</td>
<td>69%</td>
<td>49%</td>
<td>48%</td>
</tr>
<tr>
<td>3. Pay/Benefits</td>
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<td>51%</td>
<td>71%</td>
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<tr>
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<td>71%</td>
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<tr>
<td>8. Organizational Culture</td>
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<td>45%</td>
<td>65%</td>
<td>52%</td>
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*Normative data are defined as the average of all responses across HR Solutions’ broad data bases.
**Based on 72 responses from 283 surveyed.
Compensation & Benefits

JOINT BOARDS ADOPTED TOTAL COMPENSATION STRATEGY

The School Board and Board of Supervisors Total Compensation Strategies are to target employee salaries at 100% of market median, teacher salaries at the top quartile and benefits slightly above the market. The Joint Boards follow a process to establish the annual merit increase, teachers’ step and scale increases and classified salary scale adjustment. Based on the Boards’ adopted process and compensation strategies and based on a review of retention and exit data, this process and strategy appears to be effective in attracting and retaining talented staff.

LONG TERM CLASSIFICATION PLAN

To ensure that positions are appropriately classified, a schedule for comprehensive review of all departments on an ongoing basis was started in July 2004. Priorities are based on identified internal equity issues, substantial changes in position descriptions and market data. Currently, the following areas are being reviewed: Child Nutrition and Community Education.

BENEFITS ADMINISTRATION

We strive to offer a cost-effective benefits package to Albemarle County Public School employees, their dependents, and retirees. The County continues to offer a range of employee benefits to meet the individual needs of our workforce, and strives to support healthy lifestyles, peace of mind, and financial security.

Benefits offered include: medical, dental, deferred compensation, flexible spending accounts (Beneplus), optional life insurance, direct deposit, family medical leave, employee discounts, and paid leave (annual, sick, Sick Leave Bank, etc.). Pension and life insurance plans for full-time employees are offered through the Virginia Retirement System (VRS) and for part-time employees through other vendors.

To increase employee understanding and appreciation of their benefit package and total compensation, we continue to refine the online Open Enrollment website and offer multi-channel communications. Benefits are communicated through a variety of methods, including:

- Weekly benefits orientation sessions
- Benefits information on the website/intranet
• Financial education and pre-retirement seminars
• Monthly on-site availability of our deferred compensation vendor

HEALTH, SAFETY AND WELLNESS

This has been a very successful year redefining safety and wellness as part of the culture in the Albemarle County Public School Division. These efforts have resulted in numerous positive outcomes benefiting our employee population.

Safety: Management presentations were conducted in both group and individual settings resulting in a better understanding of the roles and responsibilities in improving employee safety. In an effort to address safety issues and reduce employee injuries, departments are implementing effective safety programs. Workplace injuries result in immediate and thorough investigations by management to determine the root cause and needed corrective action.

The Workers’ Compensation program for the school division is administered by Sedgwick CMS. We continue to provide a comprehensive approach to case management with a focus on providing employees with timely transitional work. Once an employee has been released to modified duty, we make every effort to identify productive work for the injured employee. This results in decreasing lost work days and provides a structured plan for the employee to return to full duty. These efforts have resulted in improving our incurred expenses for FY 2007-08.

Health/Wellness: A comprehensive wellness program was offered to all benefit-eligible employees starting in February 2007. The program included biometric screenings, health risk assessments and telephonic coaching. Additionally, an Albemarle County and School Division wellness team was developed to improve communication and to drive program participation. Wellness initiatives included on-site flu immunizations and mobile mammograms.

Unemployment Claims: As a result of improved claims management, we experienced a 40% decrease in the FY 2007-08 unemployment costs. We will continue to manage costs and drive initiatives in this area.

TRAINING

System-wide professional development activities are offered for teachers and administrators through the Albemarle Resource Center. Because there were very few professional development opportunities offered for classified employees, beginning with the 2006-07 school year, the School Division provided funding for classified employees’ professional development through Human
Resources. Areas of development that were offered included:

- Effective communication
- Customer service
- Project management
- Computer skills
- Conflict resolution
- Other competency-based training

In addition, the Human Resources Team regularly offers and provides training to hundreds of employees in the following subject areas: New employee orientation, retirement planning, interviewing (legal issues and interviewing skills), safety awareness/OSHA training and sexual harassment training.

**ANNUAL AWARDS**

The School Division continued to recognize employees for years of service. Again this year, employee recognition was conducted at the employee’s school or department and at the County Office Building (COB) for all School Division employees based at the COB. Feedback has indicated that this more personalized form of recognition is greatly valued by employees. All recognized employees received a framed certificate. In addition, recognition gifts were presented for 10, 15, 20, and 25+ years of service as follows:

- 10, 15, and 20 years of service: employees received an attractive gift
- 25+ years: employees chose from a selection of gifts that best suit their needs
- Employees with the longest length of service, who reached a milestone this year, were recognized with a special presentation and gift at the Employee Recognition Ceremony

This year 334 employees were recognized for their service milestones that occurred between October 1, 2007 and September 30, 2008. Of these 334 employees, 119 were recognized for 5 years of service, 94 for 10 years, 54 for 15 years, 32 for 20 years, 20 for 25 years, 10 for 30 years and 5 employees were recognized for 35 years of employment with the Albemarle County Public Schools.
Going Forward

The Albemarle County Human Resource Team will be focusing on the following high-yield strategies to support the Division’s overall strategic plan.

WORKFORCE PLANNING

Recruitment:

- Identify high performing, innovative, and creative teachers by implementing an effective assessment tool during the application process.
- Continue to focus on attracting a diverse candidate pool as follows:
  - Minority – Strive to achieve the Division-wide goal, to increase minority representation with leadership and licensed staff;
  - Gender – As 90% of new hires last year were female, we will focus on initiatives to attract male teachers (specifically elementary level), to better reflect student population;
  - Experience Level – New recruitment efforts have been successful in attracting teachers with 3 or more years teaching experience (61% last year). Those efforts will be continued to drive high level education and increase retention.

Retention:

- Continue to support the following initiatives to increase retention:
  - Mentoring
  - National Board Certification
  - Professional development

Succession Management/Knowledge Management:

- Ensure transfer of knowledge and develop skill set of current employees to prepare for possible retirements, specifically with the offer of early retirement incentive.
- Identify performance gaps and establish improvement opportunities to meet gaps.
- Provide effective training and development for all staff to meet current and future needs.

COMPENSATION AND BENEFITS

In these difficult financial times, it is critical to continue ensuring the market competitiveness of employees’ total compensation to attract and maintain a high-performing workforce.
Compensation - Continue to benchmark competitive market to ensure meeting Joint Board adopted strategy.

Benefits - Assess current VERIP program to ensure meeting the needs of the organization and align with Joint Board adopted strategy.

Safety/Wellness - Continue to implement programs that support the Division’s culture of a safe and healthy workplace/workforce.

**PERFORMANCE EXCELLENCE**

Once feedback is received from the review of the Application for the Senate Productivity Quality Award (SPQA), efforts will be made to implement initiatives to address any gaps that are identified by committee/assessor. This will ensure continuous quality improvement.
Appendix 1—Student Ethnic Distribution
<table>
<thead>
<tr>
<th>SCHOOLS</th>
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<th>ASIAN</th>
<th>AFRICAN AMERICAN</th>
<th>HISPANIC</th>
<th>NATIVE HAWAIIAN</th>
<th>OTHER</th>
<th>WHITE</th>
<th>TOTAL</th>
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Appendix 2—Employee Ethnic Distribution
## ALBEMARLE COUNTY PUBLIC SCHOOLS - EMPLOYEE ETHNIC DISTRIBUTION
### 2008-2009 SCHOOL YEAR (As of September 30, 2008)

### Appendix 2—Employee Ethnic Distribution

#### Schools

<table>
<thead>
<tr>
<th>Schools</th>
<th>Total No. of Employees</th>
<th>Female</th>
<th>%</th>
<th>Male</th>
<th>%</th>
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**Subtotal**

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<th>%</th>
<th>Male</th>
<th>%</th>
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**Grand Total**

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*Farms above do not include custodial, maintenance, child nutrition, COPE, or transportation staff.
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## ALBEMARLE COUNTY PUBLIC SCHOOLS - EMPLOYEE ETHNIC DISTRIBUTION

### 2008-2009 SCHOOL YEAR (As of September 30, 2008)

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#### SUBTOTAL

|                  | 155   | 125   | 30   | 20.7 | 122             | 100.0    | 30   | 20.7           |

#### TOTAL

|                  | 185   | 157   | 28   | 15.3 | 128             | 100.0    | 28   | 15.3           |

---

### Appendix 2 — Employee Ethnic Distribution

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</table>

#### SUBTOTAL

|                  | 19    | 18     | 1    | 5.3   | 17               | 100.0    | 1     | 5.3            |

#### TOTAL

|                  | 185   | 157   | 28   | 15.3  | 128             | 100.0    | 28   | 15.3           |

---

### CATE

|                  | 15    | 5      | 10   | 66.7  | 5                | 33.3     | 0     | 0              |

---

### Notes

- The table above represents the employee ethnic distribution for the ALBEMARLE COUNTY PUBLIC SCHOOLS for the 2008-2009 school year.
- The data is divided into categories such as Teachers, Administration, and Support Services.
- The distribution is shown as percentages for each category.
- The total number of employees is 185, with a distribution of 157 in the Teacher category and 28 in the CATE category.
- The ethnic distribution includes African-American, Hispanic, Asian, and American Indian categories.
- The report provides a detailed breakdown of the ethnic distribution across different roles and positions within the school district.
## Albermarle County Public Schools - Employee Ethnic Distribution

**2008-2009 School Year (As of September 30, 2008)**

<table>
<thead>
<tr>
<th>Schools</th>
<th>Total</th>
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<th>Male</th>
<th>White</th>
<th>African-American</th>
<th>Hispanic</th>
<th>Asian</th>
<th>American Indian</th>
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<td>%</td>
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**Subtotal**

|       | 48    | 58.3  | 41.7 | 41   | 85.4  | 7   | 16.6 | 0    | 0               |

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**Grand Total**

|       | 49    | 56.3  | 43.7 | 41   | 85.4  | 7   | 16.6 | 0    | 0               |
## ALBEMARLE COUNTY PUBLIC SCHOOLS - EMPLOYEE ETHNIC DISTRIBUTION

### 2008-2009 SCHOOL YEAR (As of September 30, 2006)

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*Shelley, Principals, and Assistant Principals

- Athletic Directors, Program and Program Coordinators, College Coordination, Special Programs, School Counselors, Administrative Assistants, Administrative Coordinators,
- HR Directors, HR Assistants,
<table>
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<th>FEMALE</th>
<th>MALE</th>
<th>WHITE</th>
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**SUBTOTAL** 1,100 44.5 55.5 56.5 43.5 3.0 0.1 0.0

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**GRAND TOTAL** 1,100 44.5 55.5 56.5 43.5 3.0 0.1 0.0

**CLASSIFIED STAFF**

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