Albemarle County Public Schools
Department of Human Resources

Annual Report
2010-2011

October 1, 2009 – September 30, 2010
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 developing initiatives for the future. 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 2009-2010.

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.” While recognizing the economic downturn, the Human Resources Team will continue to focus on maintaining competitive salaries and benefits while reallocating resources to meet the needs of the Division and its students.

Lorna Gerome
Acting Director,
Human Resources
January, 2011
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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, 2010 through September 30, 2010, the Albemarle County Public School Division hired 72 teachers. As the numbers below indicate, there has been a 35% decrease in the number of teachers hired this year compared to last year. The number of teachers hired through September 30 is less than half the number hired in 2006 and 2007. This reduction in new hires is a direct reflection of funding cuts resulting from the economic downturn and a concerted effort to rehire teachers who were affected by the reduction in force policy.

### New Teacher Hires

<table>
<thead>
<tr>
<th>Year</th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>150</td>
<td>146</td>
<td>114</td>
<td>111</td>
<td>72</td>
</tr>
</tbody>
</table>

Of the 72 teachers hired:

- 52 (72%) are full-time; 20 (28%) are part-time
- 52 (72%) had previous teaching experience
- 35 (67%) had previously taught in Virginia
- 39 (54%) have at least a master’s degree
- Two (3%) have a doctorate
- 58 (81%) are female; 14 (19%) are male
- 42 (58%) have three or more years of teaching experience
- 32 (44%) were hired for the elementary level
- 40 (56%) were hired for the middle and high school (secondary) levels

From October 1, 2009 through September 30, 2010, the Human Resources Department had 683 individuals apply for teaching positions. This is about a 28% drop in applications from the 2008-2009 school year. The chart below provides information about the applicants.

### Teacher Applications

<table>
<thead>
<tr>
<th></th>
<th>Number of Applications</th>
<th>Percentage of Total</th>
<th>Identified as Highly Qualified</th>
<th>Percentage Identified as HQ</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>All</strong></td>
<td>683</td>
<td>100</td>
<td>542</td>
<td>79</td>
</tr>
<tr>
<td><strong>White</strong></td>
<td>549</td>
<td>80</td>
<td>444</td>
<td>81</td>
</tr>
<tr>
<td><strong>No Response</strong></td>
<td>80</td>
<td>12</td>
<td>64</td>
<td>80</td>
</tr>
<tr>
<td><strong>Minority</strong></td>
<td>54</td>
<td>8</td>
<td>34</td>
<td>63</td>
</tr>
</tbody>
</table>

Each applicant self-identified ethnicity. To be identified as “Highly Qualified” the applicant either held a Virginia teaching license at the time of their application or had obtained one by the end of September, 2010.
HighlyQualifiedTeachers

The No Child Left Behind Law 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 99.53% of its teachers meet this requirement for the 2009-10 school year. The Virginia and U.S. Departments of Education accepted this as a result of the number of localities that have struggled to reach even that percentage. Concerted efforts were made during the summer hiring process to make sure that all new teachers would be considered Highly Qualified and that all teachers only teach in areas in which they are fully endorsed.

Minority Staffing

Currently there are 93 minority teachers. This represents an increase of two from the 2008-2009 school year. Eight percent of the teacher workforce are minorities.

The first-year minority teachers are graduates of the following schools (undergraduate and graduate if applicable):

- University of Virginia & University of Virginia
- Virginia Tech & Virginia Commonwealth University

Veteran minority teachers are graduates of (again listed by undergraduate and graduate school):

- University of Virginia & Saint Xavier University
- University of California, Los Angeles
- University of Puerto Rico & University of Phoenix
- Virginia Commonwealth University

As seen in the following chart, college and university schools of education do not turn out a large number of minority graduates. Most counties and cities throughout the Commonwealth are striving to increase minority representation in their teaching staff, making competition for hiring minorities difficult.
<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>205</td>
<td>20</td>
<td>9%</td>
<td>235</td>
<td>21</td>
<td>8%</td>
</tr>
<tr>
<td>JMU</td>
<td>211</td>
<td>5</td>
<td>2%</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>VA Tech</td>
<td>151</td>
<td>-</td>
<td>-</td>
<td>111</td>
<td>4</td>
<td>3%</td>
</tr>
<tr>
<td>Mary Baldwin</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>126</td>
<td>4</td>
<td>3%</td>
</tr>
<tr>
<td>Radford</td>
<td>281</td>
<td>13</td>
<td>5%</td>
<td>329</td>
<td>12</td>
<td>3%</td>
</tr>
<tr>
<td>Longwood</td>
<td>200</td>
<td>14</td>
<td>7%</td>
<td>250</td>
<td>16</td>
<td>6%</td>
</tr>
</tbody>
</table>

*Includes administrative graduates
- No information available

Eight percent of the teachers in the Division are minorities, as compared to 17% of the residents and 26% of the student population. The breakdowns can be seen in the following graph. The Division continues to value the importance of diversity within teacher staffing. In an effort to increase diversity, Albemarle County Public Schools has partnered with Charlottesville City Schools and the African American Teaching Fellows. New initiatives include class presentations at Hampton, Norfolk State, and Virginia State Universities, and participating in events that attract a more diverse candidate pool.

![Teacher Ethnic Distribution](image)

**Retirements**

From October 1, 2009 through September 30, 2010, 30 teachers retired compared to 41 retirements the previous year. Employees were offered a more generous retirement incentive the previous year than in 2010. To be eligible for a full VRS retirement with unreduced benefits, teachers must have 30 years of service in VRS and be at least 50 years old. This year, 50% of the retirees received full benefits compared to 54% the previous year. The following table shows the number of teacher retirements for the five year period from 2006 to 2010.
Similar to the past several years, the average age of employees retiring after the 2009-2010 school year was 58.7. The age of this year’s retirees ranged from 45 (disability) to 67. The County’s Voluntary Early Retirement Incentive Program (VERIP) is designed for employees who have already met VRS retirement eligibility standards, but are not yet 65. This program provides eligible employees an “early” retirement option consisting of two types of benefits, both payable on a monthly basis for 5 years or until age 65, whichever comes first:

- A stipend equivalent to the Board medical contribution given to active full-time employees
- A benefit based on the difference between the estimated VRS benefit the employee would receive by retiring “early” and the benefit the employee would receive with 5 additional years of service

As was foreshadowed during the budget process for 2009-2010, a gradual phase-out of the VERIP stipend was adopted by the School Board and Board of Supervisors. The phase-out schedule keeps the benefit unchanged for two years, and then drops by 20% each subsequent year until eliminated in 2016-2017. The elimination of the VERIP stipend was the result of market data that indicated current benefits exceeded market levels. A cross-departmental workgroup established the phase-out schedule.

<table>
<thead>
<tr>
<th>Retirees</th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>38</td>
<td>38</td>
<td>33</td>
<td>41</td>
<td>30</td>
</tr>
</tbody>
</table>
The cumulative number of teachers (both full and part-time) eligible to take advantage of VERIP over the next three years is as follows:

- June 2011: 300
- June 2012: 320
- June 2013: 343

The table below shows the number of full-time teachers who are currently eligible to retire with full benefits and the additional teachers who will be eligible for full retirement at the end of each school year. At the end of the 2009-2010 school year, 69 teachers were eligible to retire with full benefits.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Eligible to Retire with Full Benefits</td>
<td>58</td>
<td>14</td>
<td>17</td>
<td>16</td>
<td>17</td>
<td>14</td>
</tr>
<tr>
<td>Running Total</td>
<td>58</td>
<td>72</td>
<td>89</td>
<td>105</td>
<td>122</td>
<td>136</td>
</tr>
</tbody>
</table>

It should also be noted that as August, 2010, there are currently 113 full-time teachers at T30 or above. This means that there are an additional 55 teachers who are nearing retirement in addition to those currently eligible for a full VRS retirement. The average age of these teachers is 58; the range of ages is 52-67. These teachers received credit for previous teaching experience and are nearing retirement age, even though they may not be eligible at this time for a full retirement from VRS.

**Retention**

Teacher retention rates over the past five years have been between 87.0% and 92.1%. For the 2009-2010 year, the retention rate was 92.1%.

The graph below provides information on teacher turnover based on years of experience. In 2009-10, 38% of the teachers who left the School Division had 0-3 years of Albemarle County Public Schools teaching experience. This is the lowest number of new teachers to leave the School Division in the past five years. This could be a result of the revised RIF policy which no longer uses hire date as the deciding factor for reductions, so fewer new teachers were laid off compared to previous years. The weak economy and external job market may have contributed to the low rate of new teacher attrition as well.
Of the 93 teachers who left the School Division in the 2009-2010 school year, 30 (32%) left for retirement, while 63 (68%) left for other reasons. As the chart below shows, the overall number of teachers, as well as the number of new teachers, leaving the Division was the lowest in five years. Even though 30 fewer teachers left the Division than the previous year, the percentages of those retiring and those leaving for other reasons were very similar.
Summary

Overall, the number of teachers hired into the Albemarle County Public School Division for the 2010-2011 school year was the lowest in over five years. This is a trend that may continue for the 2011-2012 school year as a result of the current economic conditions. The number of teachers leaving the Division at the end of the 2009-2010 year was also the lowest in over five years. The declining economy in this area and across the country may have encouraged teachers to stay with Albemarle County Public Schools rather than try to venture out to find other jobs. A continuing area of concern is the number of teachers who could retire within the next several years. Ten percent of the current teaching staff have 30 or more years of teaching experience. By the end of the 2010-11 school year, 6.3% of the teaching staff could retire with full benefits under VRS.
Administrator Report

Recruitment and Selection

Administrative staff includes 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, home school coordinators, and transportation managers.

From July 1, 2010 through September 30, 2010, the Albemarle County Public School Division filled 11 administrative vacancies; however, only two of these were new positions. Two principals, three assistant principals, and three support administrators were hired from outside the School Division. Two principal positions and one assistant principal were filled internally. Since these individuals were not new to the School Division, they are not shown in the chart. However, this is a reflection of the School Division’s commitment to succession planning by developing current employees.

<table>
<thead>
<tr>
<th>Administrative New Hires</th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Principals</td>
<td>2</td>
<td>2</td>
<td>0</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Asst./Assoc. Principals*</td>
<td>1</td>
<td>3</td>
<td>3</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td>Other Administrators</td>
<td>4</td>
<td>2</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Total</td>
<td>7</td>
<td>7</td>
<td>4</td>
<td>5</td>
<td>8</td>
</tr>
</tbody>
</table>

*Includes Administrative Interns placed as Assistant/Associate Principals

Over the past five years, Albemarle County Public Schools has hired between 4 and 8 new administrators per year from outside the School Division.

Minority Staffing

The graph below provides a breakdown of the administrative staff by ethnicity compared 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 need to be made to recruit Asian and Hispanic administrators to better reflect the School Division’s changing demographics.
Retirements

The chart below shows the number of administrative retirements for the five-year period from 2006 to 2010. A targeted retirement incentive for eligible employees in pay grade 16 and above was offered in 2010 to create attrition by encouraging those employees to retire earlier than they might have otherwise. The nine administrators who retired in 2010 included five principals, two assistant principals and two central office administrators.

<table>
<thead>
<tr>
<th>Administrative Retirees</th>
</tr>
</thead>
<tbody>
<tr>
<td>2006</td>
</tr>
<tr>
<td>3</td>
</tr>
</tbody>
</table>

As the graph below illustrates, the School Division’s administrative staff is also impacted by an aging workforce. 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 2011: 24
- June 2012: 26
- June 2013: 26
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 below 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 who were eligible to retire with full benefits at the start of the 2010-2011 school year. This underscores the need to focus on succession management in the upcoming year.

<table>
<thead>
<tr>
<th>Current Building Level Administrators’ Eligibility for Full Benefits Retirement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Eligible to Retire with Full Benefits</td>
</tr>
<tr>
<td>Running Total</td>
</tr>
</tbody>
</table>

**Retention**

Retention rates for administrators over the past five years have been between 87.6% and 93.1%. This year’s rate, 87.6%, is the lowest in the last five years and lower than last year’s rate of 89.1%. Of the thirteen administrators who left the Division, nine were retirees (69.2%).

**Summary**
The number of administrators hired into the Albemarle County Public School Division for the 2010-2011 school year was the highest in five years. However, the number of retiring administrators was also the highest in five years. The fact that a number of vacant administrative positions were filled by internal candidates is a positive reflection on both the strong skill set of the internal candidates and the professional development provided to them. Hiring internal candidates allows the new hire to have a better base knowledge of Albemarle County Public Schools’ policies and procedures. A continuing area of concern is the number of building-level administrators who could retire within the next five years. Of the seven eligible to retire with full retirement benefits, three are principals, and four are assistant principals. Additionally, continued efforts will be made to attract minority candidates for administrative positions. Currently, about 27% of the Division’s assistant principals are minorities, while 16% of the principals are minorities.
Classified Staff Report

Recruitment and Selection

Classified employees include all the non-teacher and non-administrative positions in the School Division. Examples include all non-administrative employees in Transportation, Building Services, Child Nutrition, and Extended-Day Programs. Office associates and teaching assistants are also considered classified employees.

From July 1, 2010 through September 30, 2010, the Albemarle County Public School Division hired 149 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. It should be noted that the large number of hires in 2009 was due in part to the large number of vacancies resulting from the retirement incentive offered at the end of the 2008 school year and the fact that there were two dozen frozen positions from the previous year that were filled.

<table>
<thead>
<tr>
<th>Classified Staff New Hires</th>
</tr>
</thead>
<tbody>
<tr>
<td>2006</td>
</tr>
<tr>
<td>123</td>
</tr>
</tbody>
</table>

Minority Staffing

The Division continues to recruit and hire qualified candidates from all ethnic groups. The following graph provides a breakdown of the School Division’s classified staff population compared to the County’s overall population and the schools’ student population. Though the number of minority classified staff members compares favorably, efforts should be made to continue to recruit additional Asian and Hispanic classified employees.
Retirements

Since September 30, 2009, 13 classified employees retired compared to 66 retirements the previous year. As the chart below indicates, retirements in 2009 were considerably higher than in other years. This can be attributed to the retirement incentive offered that year to all eligible employees.

<table>
<thead>
<tr>
<th>Classified Staff Retirements</th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>13</td>
<td>21</td>
<td>23</td>
<td>66</td>
<td>13</td>
<td></td>
</tr>
</tbody>
</table>

As the graph below indicates, a large number of classified employees are in the 50-54 age group. Based on this data, increases in retirements are likely in the coming years.

![Classified Staff Age Distribution](image)

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:

- June 2011: 214
- June 2012: 239
- June 2013: 258

Retention

Retention rates for classified staff over the past five years have been between 79.7% and 83.5%. This year’s retention was 83.5% compared to 80.9% last year. The number of retirees decreased by 80% over last year’s total and the retention rate increased; this
could be an indication that our employee retention efforts are having a positive influence on employees. It is important to continue our successful focus on retention by:

- Improving communications within work groups and among employees;
- Providing training and development opportunities through courses offered;
- Increasing participation in the exit process to identify possible areas to target retention initiatives; and
- Providing training to supervisors/managers to increase skill-sets in core competency areas.

Of the 177 classified employees who left the School Division from October 1, 2009 through September 30, 2010, 45% had less than one year of experience with the Division. This was approximately a 10% increase from the previous year. More than half of those employees with less than one year of experience were teaching assistants (TAs). Of the departing TA’s, about 75% were from the elementary level, most of whom were part-time employees. It is not unusual for newly-hired employees to have a higher turnover rate, particularly when the majority of those employees (85%) are at pay grade 6 or lower.

**Summary**

Overall, the number of classified employees hired into the Albemarle County Public School Division for the 2010-2011 school year is down from the previous year. Consistent with national trends, an area of concern for the Division is the large number of classified employees who could retire within the next five to ten years, as illustrated by the graph of employee ages. Another area of concern is the number of classified employees who resigned with less than one year of employment with the Division and were at the lower pay grades.
Exit Surveys

Exit survey data was collected for terminations and retirements occurring October 1, 2009 through September 30, 2010. Due to budget constraints, Human Resources collected and analyzed the survey data, rather than contracting with an outside vendor. Staff made multiple attempts to contact each exiting employee by phone. Seventy-eight employees responded to the telephone survey. Twenty-eight percent of the teachers and 26.6% of the classified employees completed the survey.

The findings of the exit surveys indicate that 81% of the respondents were favorable in regard to their overall work experience in the Albemarle County Public Schools. Only 9% of the employees responded that their overall experience was unfavorable, while 9% were neutral. This is a decrease in the overall positive responses from last year, but the difference in responses is reflected in an increase in the neutral responses rather than an increase in the negative responses.

Each departing employee was asked his/her primary reason for leaving from among the following and was allowed to select only one response: salary/benefits package; relocation; retirement; lack of training or career opportunities; leaving profession; supervision/management issues; or reasons external to the system (i.e. personal). Survey results are shown below.

<table>
<thead>
<tr>
<th>Reason</th>
<th>Classified/Administration (47)*</th>
<th>Teachers (26)*</th>
<th>All Employees (73)*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salary/Benefits Package</td>
<td>23%</td>
<td>4%</td>
<td>12%</td>
</tr>
<tr>
<td>Relocation</td>
<td>11%</td>
<td>15%</td>
<td>12%</td>
</tr>
<tr>
<td>Retirement</td>
<td>15%</td>
<td>41%</td>
<td>26%</td>
</tr>
<tr>
<td>Lack of Training/Opportunities</td>
<td>4%</td>
<td>0%</td>
<td>3%</td>
</tr>
<tr>
<td>Leaving Profession</td>
<td>9%</td>
<td>4%</td>
<td>3%</td>
</tr>
<tr>
<td>Supervision/Management Issues</td>
<td>9%</td>
<td>15%</td>
<td>11%</td>
</tr>
<tr>
<td>Reasons external to system</td>
<td>32%</td>
<td>15%</td>
<td>26%</td>
</tr>
<tr>
<td>RIF</td>
<td>4%</td>
<td>0%</td>
<td>3%</td>
</tr>
</tbody>
</table>

*Number of respondents for this particular survey question

As in the previous two years, work satisfaction scores among exiting employees remain high. Teacher response to overall work experience was 86% positive. Two of the survey questions collect information on employees’ opinions on salary and benefits. The question, “I was satisfied that my pay reflected the effort I put into doing my work” had a 43% favorable rating for all employees. This is down 10% from 2008-2009 which is indicative of the fact that there were no salary increases for the second year in a row. Teachers only had a 32% positive rating on this question; however, the information in the previous table shows that only one teacher who left the Division listed the primary reason for leaving as the salary/benefits package. The other question, “The benefits I received (health, vacation, etc.) were adequate.” had a 70% favorable response for all exiting employees. Classified and administrative employees were more positive in 6 out of 8 of the job satisfaction dimensions when compared to the teacher responses.
### Aspect of Employment

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Work Satisfaction</td>
<td></td>
<td>78%</td>
<td>83%</td>
<td>77%</td>
</tr>
<tr>
<td>2. Work Distribution/Schedule</td>
<td></td>
<td>73%</td>
<td>70%</td>
<td>69%</td>
</tr>
<tr>
<td>Flexibility</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Pay/Benefits</td>
<td></td>
<td>57%</td>
<td>73%</td>
<td>71%</td>
</tr>
<tr>
<td>4. Training and Development</td>
<td></td>
<td>60%</td>
<td>71%</td>
<td>71%</td>
</tr>
<tr>
<td>5. Career Advancement Opportunities</td>
<td></td>
<td>48%</td>
<td>56%</td>
<td>51%</td>
</tr>
<tr>
<td>6. Supervisory Consideration</td>
<td></td>
<td>61%</td>
<td>66%</td>
<td>64%</td>
</tr>
<tr>
<td>7. Work Group Communication</td>
<td></td>
<td>62%</td>
<td>70%</td>
<td>72%</td>
</tr>
<tr>
<td>8. Organizational Culture*</td>
<td></td>
<td>44%</td>
<td>71%</td>
<td>65%</td>
</tr>
</tbody>
</table>

* Organizational Culture measures how the respondents feel about the organization’s direction and its employees.

### Compensation and 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 the competitive market median, teacher salaries at the top quartile, and benefits slightly above the market. The Joint Boards follow a process to establish the annual merit increase, teachers’ step and scale increases, and classified salary scale adjustment. Projections based on this process were presented to the Joint Boards; however, due to revenue shortfalls, no salary increases or scale adjustments were funded for the 2010-2011 school year.

#### Long Term Classification Plan

To ensure that positions are appropriately classified, HR began comprehensive reviews of all departments on an ongoing basis in July, 2004. Priorities are based on identified internal equity issues, substantial changes in position descriptions, and market data. Currently, the Child Nutrition and Community Education departments are the focus of this effort.

#### Benefits Administration

The School Division offers a wide range of benefit options that promote a healthy lifestyle and contribute to financial stability. 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, HR continues to refine the online Open Enrollment website and communicate to employees through various methods, including:
• Offering benefits orientation and refresher sessions
• Information on the website/intranet
• Financial education and pre-retirement seminars
• Monthly on-site availability of our deferred compensation vendor representative and informational workshops

Health, Safety, and Wellness

HR’s health, safety and wellness efforts saw continued success in 2009-2010 as staff work to develop new programs and build upon existing ones.

Safety: The creation of the County Safety Team has increased awareness regarding safety in the work environment. As a result, safety concerns and hazards are being reported earlier. This allows corrections to be made and helps to prevent possible injuries. The team continues to perform departmental safety audits in an effort to continue the “find it, fix it” approach.

Wellness: In October, 2006, the Board of Supervisors and the School Board unanimously approved a comprehensive wellness program for employees, consisting of periodic complete health assessments, health screenings (skin cancer, breast cancer), educational programs and health coaching, an onsite medical clinic, and other offerings. Since then, HR has worked to expand employee wellness programs to support a healthier staff and reduce health-related costs.

In 2009, HR received the American Heart Association Fit Friendly Award. This award recognizes companies who have an outstanding employee wellness program. Only eight companies in the Charlottesville area have achieved this status. Other accomplishments include offering wellness screenings for employees, mobile mammography, and participation in the American Heart Association’s Heart Walk. HR continues to work closely with Southern Health to monitor the impact of wellness activities on healthcare premiums.

Medically Supervised Weight Loss Program: In an effort to address the primary drivers of increased healthcare costs, HR launched a medically supervised weight loss program in January, 2010. Participating organizations included Southern Health, ACAC, Family Medicine of Albemarle, and Anne Wolfe and Associates. Sixty-five employees participated in the program which included a physical exam, lab work, consultation with a registered dietician, education sessions, and a three-month membership to ACAC. As a result of the medical component of this program, 80% of the costs were reimbursable through health insurance. The cost to each participant was only $240.

HR and the County’s Wellness Team continue to work on efforts to reduce health-related costs and build a healthier workforce.

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 2006-2007 school year, the School Division provided funding for classified employees’ professional development through Human Resources. During the fall of 2009 and the spring of 2010, School classified employees participated in nearly 400 classes, totaling more than 1140 hours of class time. Areas of employee development included:

- Strategic thinking
- Fundamentals of performance management
- Computer skills
- Cultural diversity training (Latino residents, the disabled)
- Principle-centered leadership
- Teamwork and communication
- Graphic design
- Situational leadership

In addition, Human Resources 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 Service Awards**

The School Division annually recognizes employees for their years of service to the Division. As in years past, employee recognition was conducted at the employee’s school or department. Feedback has indicated that this 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 suited their needs
- Employees with the greatest length of service and reached a milestone this year were recognized with a special presentation and gift at the Employee Recognition Ceremony

This year, 406 employees were recognized for their service milestones that occurred between October 1, 2009 and September 30, 2010. Of these 406 employees, 157 were recognized for 5 years of service, 117 for 10 years, 46 for 15 years, 46 for 20 years, 23 for 25 years, 9 for 30 years, 7 for 35 years, and 1 employee was recognized for 40 years of employment with Albemarle County Public Schools.
Going Forward

In these challenging financial times, it is especially critical that the Division maintain a high-quality and high-performing workforce. To retain and motivate employees, HR strives to create a positive working environment by continuing to focus on compensation/benefits, performance management, organizational development opportunities, work environment, and health/wellness issues.

Human Resources is committed to helping the Division accomplish its mission and support the overall strategic plan and will continue our work to meet identified strategies for Goal 3: Recruit, retain and develop a diverse cadre of the highest quality teaching personnel, staff, and administrators. These efforts include:

- Continue to focus on attracting a diverse candidate pool;
- Ensuring transfer of knowledge and developing the skill-set of current employees to prepare for possible retirements and resignations;
- Identifying performance gaps and establishing improvement opportunities to meet gaps;
- Providing effective training and development for all staff to meet current and future needs;
- Initiating a focus on strategic management of teaching and instructional leadership talent;
- Continuing to meet market targets for the County’s total compensation strategy;
- Assessing current employee-paid benefits options and communications methods by surveying employees and holding focus groups. The information will be used to improve benefit programs and communications.
- Conducting reviews of pay practices to ensure compliance and create organizational efficiencies;
- Implementing an internal audit of HR practices and procedures; and
- Providing support and training as HR prepares for the scheduled implementation of Access Albemarle in 2011.