Annual Report
October 1, 2013 – September 30, 2014

The Department of Human Resources is pleased to share the School Division Human Resources Annual Report. This report provides information on the School Division’s workforce, highlights of our ongoing initiatives and future objectives. The Horizon 2020 Strategic Plan for Albemarle County Public Schools focuses on one student centered goal: that students will graduate having actively mastered lifelong-learning skills they need to succeed as 21st century learners, workers and citizens. The Human Resources team is focused on ensuring that we are recruiting, engaging and developing talented staff to meet that goal.

Highlights of significant accomplishments achieved in this year:

- Used stakeholder input, data analysis, and a continuous improvement approach to revise our Strategic Plan. Our vision is: Working together as a team to provide excellent Human Resources services. Our mission is: to work as strategic partners supporting organizational goals and helping employees with all phases of their Albemarle County careers.
- Expanded culture of wellness using BeWellAlbemarle.org, email campaigns, and Wellness Champion network to promote and engage employees in a healthy lifestyle.
- Led and/or participated in recruitment efforts for leadership positions (Chief of Financial Management, Assistant Director of Strategic Planning, Police Major, Police Lieutenant, Chief of Volunteer Services for Fire/Rescue Battalion Chief, ACRJ Superintendent).
- Implemented a new flexible spending account vendor, LD&B, which provides improved customer service for employees at lower cost.
- Introduced the benefitsFOCUS, our new electronic newsletter that keeps employees informed of important upcoming benefits changes.
- Provided staff education outreach around the new VRS Hybrid Plan, which debuted January 1, 2014.
- Reviewed all positions in the Child Nutrition Department to ensure appropriate classification.

We are excited to continue our work to unleash each student's potential and equip them for success both now and in the future. As you review this annual report, please feel free to call us at (434) 296-5827 with questions and suggestions.

Lorna Gerome
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Who We Are

Albemarle County Public Schools (ACPS) serves 13,677 students in preschool through grade 12. Our school division includes 27 schools, all accredited by the Virginia Department of Education:

- 16 elementary schools (PK-5)
- 5 middle schools (6-8)
- 1 charter middle school (6-8)
- 3 comprehensive high schools (9-12)
- 1 charter high school (9-12)
- 1 Vocational-Technical Center

We employ:

- 1,233 Teachers
- 1,121 Classified Staff
- 48 Principals and Assistant/Associate Principals
- 56 Other Administrators

Where our employees reside:
Teacher Report

Recruitment and Selection

The Human Resources Department continues to work towards recruiting, selecting, and retaining the best talent possible. For the 2014-2015 school year, the Albemarle County Public School Division hired 123 teachers. Ten percent of the total teaching staff for 2014-2015 are new hires.

<table>
<thead>
<tr>
<th>New Teacher Hires</th>
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</thead>
<tbody>
<tr>
<td>2010</td>
</tr>
<tr>
<td>72</td>
</tr>
</tbody>
</table>

Of the 123 teachers hired:
- 21 (17%) are minorities
- 97 (79%) are full-time; 26 (21%) are part-time
- 98 (80%) have previous teaching experience
- 46 (37%) have 0-3 years of teaching experience
- 72 (59%) have five or more years of teaching experience
- 80 (65%) have previously taught in Virginia
- 25 (20%) are starting their teaching careers in ACPS
- 88 (72%) have at least a Master’s degree
- 94 (76%) are female; 29 (24%) are male
- 57 (46%) were hired for the elementary level
- 59 (48%) were hired for the middle and high school (secondary) levels
- 7 (6%) were hired at the Central Office level

This year’s class indicates twenty-five (20%) of the new hires are beginning their teaching careers in ACPS, while 11 (9%) have one or two years of teaching experience, 24 (20%) have three to five years of teaching experience, and 63 (51%) have more than five years of teaching experience. There is a slight decrease from last year in the number of teachers who have master’s degrees or above and the number of secondary teachers hired. The number of elementary hires increased compared to last year.

Albemarle County Public Schools implemented a new on-line application, Netchemia’s Talent Ed Recruit & Hire, for all hiring that took place after October 1, 2013. Some of the process improvements that were most evident through this new system included better transparency for both the applicant and hiring manager, web-based application management, improved communication mechanisms, and the ability to have access to multiple screening tools, to include automated reference checks and screening interviews.

With this capability, a process was introduced for a screening interview to be included in the hiring process. While not a prerequisite for consideration, feedback from hiring managers indicated that the screening interview provided additional information that added value to their decision making process. In all, just under 700 screening interviews were completed for applicants for teaching positions. Approximately 63% of the teachers hired for the 2014-2015 school year had a screening interview. Of that 63%, 83% earned a screening interview score of 4 or 5 (out of 5). A New Teacher Quality Study will take place during the 2014-2015 school year to determine the correlation between a teacher’s screening interview and their classroom performance.

The following charts indicate the average number of applicants for each teaching position. It is evident that at the elementary and middle school levels, there are fewer applicants for part-
time positions than full-time. The largest applicant pool for a single position was 231. There was one position that was not filled due to not having qualified applicants applying for the position. Data collected on applicants for each position will help determine where future recruitment efforts need to be focused.

### Average Number of Applicants per Full-Time Teacher Job Posting

<table>
<thead>
<tr>
<th></th>
<th>March-May</th>
<th>June-July</th>
<th>August-September</th>
</tr>
</thead>
<tbody>
<tr>
<td>Elementary School</td>
<td>37.3</td>
<td>57.1</td>
<td>34.7</td>
</tr>
<tr>
<td>Middle School</td>
<td>35.3</td>
<td>37.8</td>
<td>32</td>
</tr>
<tr>
<td>High School</td>
<td>23.8</td>
<td>22.3</td>
<td>22</td>
</tr>
</tbody>
</table>

### Average Number of Applicants per Part-Time Teacher Job Posting

<table>
<thead>
<tr>
<th></th>
<th>March-May</th>
<th>June-July</th>
<th>August-September</th>
</tr>
</thead>
<tbody>
<tr>
<td>Elementary School</td>
<td>N/A</td>
<td>17.6</td>
<td>18.1</td>
</tr>
<tr>
<td>Middle School</td>
<td>24</td>
<td>23.25</td>
<td>15</td>
</tr>
<tr>
<td>High School</td>
<td>27</td>
<td>10</td>
<td>38</td>
</tr>
</tbody>
</table>

### Highly Qualified Teachers

The No Child Left Behind law requires 100% of those teaching in core subject areas to meet specific criteria in order to be defined as “Highly Qualified”. The Albemarle County Public School Division had 98% of its teachers meet this requirement for the 2013-2014 school year. Concerted efforts are made during the hiring process to make sure that all new teachers are considered Highly Qualified and that all teachers in the Division only teach subjects in which they are endorsed.

### Diversity in Recruiting and Staffing

We continue to value the importance of a diverse classroom and providing instructional role models for all children. The chart below indicates the racial distribution of our new teachers.
Our new teachers have come from all over the world and are graduates of diverse colleges and universities. The first-year minority teachers are graduates of the following schools (undergraduate and graduate respectively if applicable):

- University of Virginia
- University of Georgia
- Virginia Commonwealth University
- Liberty University
- University of Houston
- Pennsylvania State University
- University of Mary Washington

Our veteran teachers have both public and private school experiences. They come from the following schools/Divisions

- International School of Charlottesville, Virginia
- Davidson Schools, North Carolina
- Prince George County Schools, Maryland
- Lexington City Schools, Virginia
- New York City Schools, New York
- Charlottesville City Schools, Virginia

Highlights from this recruitment season include the support for our World Languages Program and the Spanish Immersion program at Cale Elementary. Our new hire data shows that over 90% bring world language proficiency or fluency skills. Another highlight includes Albemarle County Public Schools partnership with the African American Teaching Fellows, which has been a consistent hiring resource outside the traditional means of recruiting.

Currently, there are 113 minority teachers in our schools. Of the 123 teachers hired this year, 21 (17%) are minorities, compared to 16 minorities hired last year. At present, we still have two elementary schools with no minority representation among its teaching staff. We will continue to partner with these schools to create strategies to help build a more diverse staff.

Retirements

From October 1, 2013 through September 30, 2014, 34 teachers retired compared to 28 the previous year. To be eligible for full Virginia Retirement Service (VRS) retirement with unreduced benefits, teachers must have at least 30 years of full-time service in VRS and be at least 50 years old. This year, 56% of the retirees received full benefits compared to 54% the previous year. The following table shows the number of teacher retirements for the past five years. The average age of teachers retiring after the 2013-2014 school year was 60. Over the last five years, the average retirement age has ranged between 58 and 61. The age of this year's retirees ranged from 50 to 67.

<table>
<thead>
<tr>
<th>Teacher Retirements 2010-2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
</tr>
<tr>
<td>------</td>
</tr>
<tr>
<td>30</td>
</tr>
</tbody>
</table>

The chart below shows the age distribution of the teaching staff. Thirty-two percent of the teachers in the School Division are age 50 or older.
Note: The number in each bar is the actual number of teachers in the School Division.

There are 87 full-time teachers who will be eligible to for full retirement at the end of the 2014-2015 school year. It should also be noted that as of September, 2014, there were 112 full-time teachers at the pay step of T30 or above. The average age of the 112 teachers is 59; the range of ages is 53-69.

Retention

Teacher retention rates for teachers over the past five years have been between 89.1% and 92.1%. For the 2013-2014 year, the retention rate was 89.3%. From October 1, 2013 through September 30, 2014, 132 teachers did not return to the School Division.

The graph on the following page provides information on teacher turnover based on years of teaching experience in Albemarle County. During 2013-2014, 50 of the 132 teachers who left the School Division had less than four years teaching experience in the Albemarle County Public Schools.
Of the 132 teachers who left the School Division in the 2013-2014 school year, 34 (25.8%) left for retirement, while 98 (74.2%) left for other reasons. As the chart below shows, statistics regarding the numbers of teachers leaving and the percentage of teachers leaving with less than four years in ACPS have remained fairly consistent over the past three years.

### Exiting Teachers 2010-2014

<table>
<thead>
<tr>
<th>Year</th>
<th>Teachers Leaving</th>
<th>Teachers Retiring</th>
<th>Percent of Teachers Retiring</th>
<th>Teachers Leaving for Other Reasons</th>
<th>Percent of Teachers Leaving for Other Reasons</th>
<th>Teachers Leaving With 0-3 Yrs in ACPS</th>
<th>Percent Leaving with 0-3 Years in ACPS</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009-10</td>
<td>93</td>
<td>30</td>
<td>32%</td>
<td>63</td>
<td>68%</td>
<td>35</td>
<td>38%</td>
</tr>
<tr>
<td>2010-11</td>
<td>126</td>
<td>36</td>
<td>29%</td>
<td>90</td>
<td>71%</td>
<td>47</td>
<td>37%</td>
</tr>
<tr>
<td>2011-12</td>
<td>108</td>
<td>31</td>
<td>29%</td>
<td>77</td>
<td>71%</td>
<td>40</td>
<td>37%</td>
</tr>
<tr>
<td>2012-13</td>
<td>113</td>
<td>28</td>
<td>25%</td>
<td>85</td>
<td>75%</td>
<td>42</td>
<td>37%</td>
</tr>
<tr>
<td>2013-14</td>
<td>132</td>
<td>34</td>
<td>26%</td>
<td>98</td>
<td>74%</td>
<td>50</td>
<td>38%</td>
</tr>
</tbody>
</table>

**Summary**

The 123 teachers hired for the 2014-2015 school year was comparable with the hiring trends of recent years. One quarter of the new teachers hired were first-year teachers. Likewise, 25% of the teachers who left the School Division did so due to retirement. A new application system, Netchemia’s TalentEd Recruit & Hire, allowed for efficiencies in recruitment and hiring practices, to include the implementation of screening interviews for teacher candidates and automated reference forms. These efficiencies allowed for better information to be gained about applicants as they progressed through the hiring process. Concerted efforts continue to be made to attract and hire diverse candidates for teaching positions.
Administrator Report

Recruitment and Selection

Administrative staff includes principals, associate and assistant principals, and other leadership personnel throughout the School Division who are at or above pay grade 18 and are identified as exempt employees.

For the 2014-2015 school year, Albemarle County Public Schools filled twenty-one administrative vacancies, including four principals, ten assistant principals, two assistant principal interns, and five central office positions. All four principal appointments were filled by internal candidates through promotion. Three assistant principal vacancies were filled by hiring individuals from outside the School Division (see chart below). The two assistant principal intern positions were vacated due to promotion to full-time assistant principals and subsequently filled by internal candidates. Four assistant principal positions were filled through lateral moves while the remaining hires were filled through the standard hiring process. While the number of school-based administrative moves was greater than in prior years, the moves were done with intention to provide additional experiences for assistant principals to better prepare them for potential future promotion. With the exception of the four lateral moves, all school-based administrator candidates followed a standard hiring process, to include the submission of an electronic portfolio based on the Virginia Standards for School Leaders and a multi-tiered interview process. Additionally, all five central office administrators were hired through internal transfer or promotion. The chart below shows the hiring of external hires only, covering the period from July 1, 2014 through September 30, 2014.

<table>
<thead>
<tr>
<th>External Administrative Hires 2010-2014</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
<tr>
<td>2010</td>
</tr>
<tr>
<td>---:</td>
</tr>
<tr>
<td>Principals</td>
</tr>
<tr>
<td>Asst./Assoc. Principals*</td>
</tr>
<tr>
<td>Other Administrators</td>
</tr>
<tr>
<td><strong>Total</strong></td>
</tr>
</tbody>
</table>

*Includes Administrative Interns placed as Assistant/Associate Principals

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

Diversity in Recruiting and Staffing

Sixteen percent of the administrative employees are minorities. About 19% of the principals and assistant principals are minorities. A continued effort in recruiting and hiring a diverse administrative team will allow us to hire administrators to better reflect the School Division’s changing demographics.

Retirements

The chart on the next page shows the number of administrative retirements for the five-year period from 2010 to 2014. A targeted retirement incentive for eligible employees in pay grade 16 and above was offered in 2010. The seven administrators who retired in 2014 included two principals, one assistant principal, and four other administrators.
Administrative Retirees 2010-2014

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>9</td>
<td>3</td>
<td>4</td>
<td>3</td>
<td>7</td>
</tr>
</tbody>
</table>

As the graph below illustrates, the School Division’s administrative staff is also impacted by an aging workforce. Thirty-eight percent of the administrators are age 50 or older. Based on this data, an increase in retirements for the future years can be anticipated.

Note: The number in each bar is the actual number of administrators in the School Division.

Building-level administrators (principals, assistant and associate principals, directors of school counseling, and athletic directors) are also eligible to retire with unreduced benefits once they have at least 30 years of service with VRS and are at least 50 years old. There are two building-level and four central office administrators working for the Albemarle County Public School Division who will be eligible to retire with full benefits at the end of the 2014-2015 school year.

Retention

The retention rate for administrators over the past five years has been between 87.6% and 96.2%. This year’s rate, 88.2%, is lower than last year’s rate of 96.2%. Of the 13 administrators who left the School Division, seven were retirees (54%).
Summary

The total number of administrative changes during this time period is higher than the prior year. Of the 16 administrative vacancies that were filled at the building level, three were external hires, four were lateral moves, and the remainder was due to promotion. All five central office administrator hires were current ACPS employees. A continuing area of concern is the number of school-based and central office administrators who are eligible to retire within the next five years due to an aging workforce. Of the six eligible to retire with full retirement benefits at the end of the 2014-2015 school year, two are principals and four are central office administrators. A continued focus will be to attract minority candidates for leadership positions. About 19% of the School Division’s principals and assistant principals are minorities.
Classified Staff Report

Recruitment and Selection

Classified employees include all 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, school nurses, and teaching assistants (TAs) are also considered classified employees.

For the 2014-2015 school year, the Albemarle County Public School Division hired 115 classified employees. While most teacher and administrative hiring occurs July 1 through September 30, classified employees are hired throughout the school year. As the numbers in the table below indicate, there has been a decrease in the number of classified employees hired this year when compared to the last three years.

<table>
<thead>
<tr>
<th>Classified Staff New Hires 2010-2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
</tr>
<tr>
<td>149</td>
</tr>
</tbody>
</table>

Diversity in Recruiting and Staffing

The following table provides a breakdown of the School Division’s classified staff population. The School Division continues to recruit and hire qualified candidates from all ethnic groups. It is significant to note that 18% of the classified employee population is Black or African American along with numerous other minorities that are represented in this table. Continued emphasis on training and promoting minorities that exist within our classified population is critical to our diversity efforts.
Retirements

Since September 30, 2013, 23 classified employees retired compared to 21 retirements the previous year.

<table>
<thead>
<tr>
<th>Classified Staff Retirements 2010-2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
</tr>
<tr>
<td>13</td>
</tr>
</tbody>
</table>

As the graph below indicates, the largest number of classified employees is in the 50-54 age group. It should also be noted that 51% of the current classified employees are age 50 or older.

Retention

The retention rate for classified staff over the past five years has been between 79.4% and 84.3%. This year’s retention was 79.7% compared to 84.3% last year. The number of retirees increased from 21 to 23. To help reduce the cost of turnover and improve morale, we have focused on:

- Providing continuous training to employees through expanded professional development opportunities
- Surveying employees on aspects of work satisfaction and areas of improvement
- Improving communications within work groups and among employees through partnership with department leaders
Of the 224 classified employees who left the School Division from October 1, 2013 through September 30, 2014, 35% had less than one year of experience with the School Division. This is a 3% increase from the previous year. Of the classified employees who left the School Division, 44% were teaching assistants. Overall, teaching assistants represent 32% of the classified workforce. Of those, nearly 54% are part-time employees. Sixty-seven percent of the departing classified employees were at pay grade 6 or less. Throughout the School Division, about 58% of the classified jobs are at a pay grade of 6 or less.

Summary

Overall, the number of classified employees hired into the Albemarle County Public School Division for the 2014-2015 school year is down slightly from the three previous years. Consistent with national trends, an area of concern for the School Division is the number of classified employees who are eligible to retire within the next five to ten years, as illustrated by the graph of employee ages. Thirty-four percent of the classified employees are at least 55 years of age.
Exit Surveys

Survey data was collected for employees who left the School Division between October 1, 2013 and September 30, 2014. Human Resources staff made multiple attempts to contact exiting employees to collect data. Ninety-nine employees (33% of all those voluntarily leaving) responded to the survey. Fifty-seven percent of teachers and 19% of classified employees completed the survey.

The findings of the exit surveys indicate that 90% of the respondents were favorable in regard to their overall work experience in the Albemarle County Public Schools. Only 5% of the employees responded that their overall experience was unfavorable and 4% were neutral; 1% did not respond to this question. This is a 2% increase in the overall positive responses when compared to the responses from 2012-2013 surveys and a 1% increase in the negative responses; there were 4% fewer neutral responses. Each responding 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/dissatisfaction with job duties; supervision/management issues; or reasons external to the system (i.e. personal). Survey results are shown below.

<table>
<thead>
<tr>
<th>Exit Surveys: Employees’ Primary Reasons for Leaving</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reason</td>
</tr>
<tr>
<td>Reasons external to system</td>
</tr>
<tr>
<td>Retirement</td>
</tr>
<tr>
<td>Relocation</td>
</tr>
<tr>
<td>Salary/Benefits Package</td>
</tr>
<tr>
<td>Supervision/Management Issues</td>
</tr>
<tr>
<td>Lack of Training/Opportunities</td>
</tr>
<tr>
<td>Leaving Profession/Dissatisfied with Job Duties</td>
</tr>
</tbody>
</table>

*Number of respondents for this particular survey question

Work satisfaction scores among exiting employees have shown an upward trend over the past several years and remained high at 86%, up from 82% last year. This year pay satisfaction is at 54%, with a 34% dissatisfaction rate regarding the pay for the job requirements. Communication and cooperation among the school/department is another area to monitor, showing a 26% dissatisfaction rate. According to survey results, the largest percentage of classified staff left the School Division due to external factors which is positive. This has remained the same from last year. Survey results also showed that the highest percentage of teachers left due to retirements. Overall, favorable responses have remained relatively stable with variation of only a few percent the last several years and have not shown any significant changes. With likely changes in insurance rates next year, a larger decline in pay/benefits satisfaction rates is anticipated.

<table>
<thead>
<tr>
<th>Aspect of Employment</th>
<th>Exiting Employees Favorable Response</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2011-2012</td>
</tr>
<tr>
<td>1. Work Satisfaction</td>
<td>80%</td>
</tr>
<tr>
<td>2. Work Distribution/Schedule Flexibility</td>
<td>67%</td>
</tr>
<tr>
<td>3. Pay/Benefits</td>
<td>61%</td>
</tr>
<tr>
<td>----------------------</td>
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</tr>
<tr>
<td>4. Training and Development</td>
<td>63%</td>
</tr>
<tr>
<td>5. Career Advancement Opportunities</td>
<td>42%</td>
</tr>
<tr>
<td>6. Supervisory Consideration</td>
<td>65%</td>
</tr>
<tr>
<td>7. Work Group Communication</td>
<td>60%</td>
</tr>
<tr>
<td>8. Organizational Culture</td>
<td>58%</td>
</tr>
</tbody>
</table>
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.

This year, the Joint Board approved a 1% pay increase for employees. This action also resulted in an average increase of 1% to the teacher’s scale.

As our adopted market median increase was 2%, our classified salaries are now below market levels. However, our teacher’s scale steps remain within the top quartile of the adopted market teacher scales.

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. A review of Teaching Assistant and associated positions began this year, and will be completed in FY 2014/2015. Last year, classification reviews were completed for all positions in the Child Nutrition Program.

Benefits Administration

A wide range of benefit options are offered to promote a healthy lifestyle and contribute to financial stability. Benefits offered include: medical, dental, deferred compensation, flexible spending accounts including use of a debit card for medical expenses, optional life insurance, direct deposit, family medical leave, employee discounts, paid leave (annual, sick, sick leave bank, etc.), employee assistance program (EAP) and optional long-term disability insurance. Pension and life insurance plans for full-time employees are offered through the Virginia Retirement System (VRS). Annuity and life insurance plans for eligible part-time employees are offered through other vendors. To increase employee understanding and appreciation of their benefit package, HR communicates to employees through various methods (online, open enrollment mailer, pay stubs, etc.). This year saw the inaugural edition of the benefitsFOCUS, our new electronic newsletter that keeps employees informed of important upcoming benefits changes.

A major focus for the benefits team this year involved staff education outreach around the new VRS Hybrid Plan, which debuted January 1, 2014. VRS allowed current staff a 4-month opt-in window to join the Hybrid plan. As the decision to opt-in to the Hybrid Plan (or to remain in their current plan) was an irrevocable one, benefits staff presented information sessions in both county office buildings, at all schools, and at local government departments throughout the opt-in window period. Other highlights of the benefits year included the selection/implementation of a new FSA/COBRA administrator (LD&B), and vendor selection for the short-term/long-term disability provider (Standard) required as part of the mandates surrounding implementation of the Hybrid Plan.
Safety

We are continuing to train employees in the management and safety of chemicals using the United Nations adopted Globally Harmonized System of Classification and Labeling of Chemicals (GHS). This system is being phased in internationally over several years and will eventually have all labels unified through pictograms designating various hazards.

Recently, we purchased eight new Automated External Defibrillators (AEDs) to replace existing units at four high schools which were being retired by the manufacturers and therefore no longer supported with replacement parts. All of our AEDs have been registered with the Emergency Communications Center so the locations can be referenced in the event of an emergency and all are in publically accessible locations. We contribute to the ongoing training of licensed school staff in CPR, AED, and First Aid through participation in the advisory group and through the licensure renewal process.

HR continues to work with all schools and departments to facilitate Workers Compensation claims, ensure return-to-work programs and monitor trends. We are piloting a new program to include department directors and managers in the review process for claims within their department. In addition, HR staff participates in departmental safety teams regularly. Also, we track OSHA recordable incidents and produce annual reports for each department.

Finally, we expanded safety offerings at the Making Connections event this year with a session on Trip and Slip-Proofing Your Home and an information station by the Albemarle County Fire Rescue Department.

Wellness

Our wellness website, BeWellAlbemarle.org, continues to expand with more information and features including employee log in capability for certain pages. This has enabled us to streamline the process for employees registering for programs.

The Wellness Champion network has been growing in numbers. They help promote BeWell programs and also initiate departmental level programs at their locations.

HR coordinated the Wellness, Benefits and Safety strand at the Making Connections event with 15 information tables, flu vaccinations and chair massages in addition to 12 presentations on topics ranging from “De-stress Strategies for Teachers” to “Maintain (Don’t Gain) for the Holidays.”

A variety of wellness programs have been offered and promoted throughout School Division locations including:

- Flu vaccination clinics at over 50 sites including schools, government offices and fire and rescue stations
- Lose Well program (formerly Medically Supervised Weight Loss)
- Move 2 Health challenges (sponsored by Thomas Jefferson Health District) including 30 Minutes a Day movement challenge and 5 a Day fruits and vegetables challenge
- Charlottesville Women’s and Men’s 4-Miler training programs and events
Quit Now Virginia (web and telephonic based) tobacco cessation program sponsored by the Virginia Department of Health and Quit Smoking Charlottesville (in person) smoking cessation program

Health promotion campaigns including Spot Skin Cancer, Walk with a Doc, Moving Meetings and more

Note: UVA Mobile Mammography is currently building a new coach so our next onsite screenings will be in the Spring of 2015.

Training

System-wide, professional development activities are offered for teachers and administrators through the Albemarle Resource Center (ARC). Because there were very few professional development opportunities offered for classified employees, in 2006 the School Division began providing funding for classified employees’ professional development through courses offered by Human Resources' Organizational Development team. For fall 2013 and spring 2014, School Division classified employees attended 97 different classes, totaling more than 917 hours of class time. Classes included:

- How to Have Crucial Conversations
- Coaching Your Employees
- Best Practices in Succession Management
- Cardio Pulmonary Resuscitation
- Fundamentals of Change Management
- Cultural Diversity Training: Serving the County’s Aging Population
- Critical Thinking Skills

In addition, Human Resources regularly offered and provided training to hundreds of employees in the following subject areas: new employee orientation, on-line annual training, retirement planning, interviewing (legal issues and interviewing skills), safety awareness/OSHA training, and sexual harassment training.

Annual Service Awards

Each year the School Division recognizes employees for continuous years of service with the School 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 employees received a framed certificate at the five-year milestone.

This year, 344 employees were or will be recognized for their service milestones that occurred or will occur between January 1, 2014 and December 31, 2014.

<table>
<thead>
<tr>
<th>Milestone</th>
<th># of Employees</th>
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<tbody>
<tr>
<td>5</td>
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<td>10</td>
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Employee Recognition and Engagement

Employee recognition and engagement remain a focus of the School Division. We understand that recognition is crucial for employee engagement, quality performance as well as individual and organizational success.

This year, we sought to create an even greater focus on recognition by combining the Annual Service Awards Program with the We Notice Recognition Reception. Thus, in addition to the 344 employees who received service awards, 488 employees received We Notice awards at our newly-combined ceremony. It should be noted that 702 We Notice award nominations were actually made on behalf of these 488 employees and that all schools were represented.

Human Resources also continued to train managers and supervisors so that they understand the importance of employee recognition and engagement, to challenge them to consider a set of performance criteria to identify exemplary, deserving behaviors, and to give them options for recognizing and rewarding employees, both on an individual and team basis. We believe that this training encourages a culture of recognition, reinforces the connection between recognition and employee engagement, facilitates the development of our employees, and ultimately enhances our services to students.
Going Forward

Human Resources is committed to the School Division mission and work is aligned to support the new strategic plan. During the upcoming year, we will work to achieve this by:

- Implementing an improved systematic screening plan for licensed candidates and enhancing our online application system
- Piloting a paperless evaluation tool
- Continuing on-going training for users to utilize and improve the system’s efficiencies
- Continuing to engage with principals regarding staff diversity as related to hiring needs and practices
- Supporting School Division initiatives through recruitment efforts (i.e., World Languages, Academies, etc.)
- Using a systematic, multi-faceted approach to recruit and hire both internal and external administrator candidates
- Implementing a restructured and improved on-boarding process to better assimilate new employees into our culture
- Developing and implementing an induction and development plan for new building-level administrators
- Continuing to promote health and wellness through existing BeWell Albemarle programs, by recruiting more Wellness Champions and launching the small grant program to encourage departments to bring wellness activities into their cultures
- Evaluating wellness program options from Coventry / Aetna versus embarking on an RFP for a wellness vendor which could provide programs such as Health Risk Assessments, Biometric Screenings, a portal for tracking activities, etc.
- Implementing a cloud based software system that will automate and enhance our Family Medical Leave (FML) administration for all eligible employees
- Continuing to meet market targets for the County’s total compensation strategy, to include evaluating market competitiveness of salary and benefit programs
- Reviews of pay practices to ensure compliance and create organizational efficiencies, to include Employee Self-service
- Communicating and implementing Virginia Retirement System (VRS) changes
- Continuing to build a culture of recognition and engagement by seeking out best practices to share throughout the Division, offering meaningful development opportunities, and providing formal and informal venues for recognition