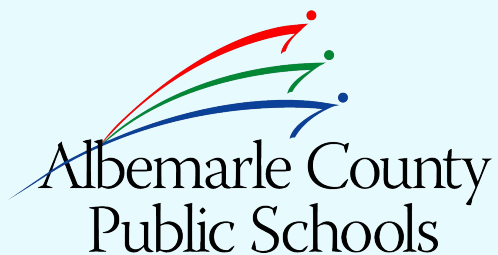




Human Resources Annual Report

School Year 2023-2024



Strategic Plan: Learning for All

VISION

Our learners are engaged in authentic, challenging, and relevant learning experiences, becoming lifelong contributors and leaders in our dynamic and diverse society.

MISSION

Working together as a team, we will end the predictive value of race, class, gender, and special capacities for our children's success through high-quality teaching and learning for all. We seek to build relationships with families and communities to ensure that every student succeeds.

We will know every student.

VALUES

Equity
Excellence
Family and Community
Wellness

GOALS



Thriving Students



Affirming and Empowering Communities



Equitable, Transformative Resources

Goal 3: Equitable, Transformative Resources

- **Recruit, develop and retain the highest quality staff**
- **Stand up a separate HR department, that focuses on ACPS**

Areas of emphasis for HR over the course of the 2022-2023 school year:

- **Fill vacancies and build pipelines to fill future vacancies**
- **Diverse and representative staff**
- **Stabilize newly implemented systems**

ACPS Human Resources

VISION

We are an employer of choice. We serve ACPS through strategic partnerships to provide an equitable and engaging environment for every employee. Utilizing quality, efficient resources, we provide excellent personal and professional support for the duration of every employee's experience from recruitment through retirement.

MISSION

Albemarle County Public Schools Human Resources recruits, supports, and develops employees to support *Learning for All*.

VALUES

Responsiveness
Empathy
Efficiency
Integrity
Relationships
Adaptive

Agenda

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History and Purpose of the Report

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What We're Proud of

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Moving Forward



HR Annual Report

Historically provided to each Board every year.

Heavy on statistics

New model - transformation and impact



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Looking Ahead

IMPACT AREA: EMPLOYEE SERVICE CENTER

Employee Service Center

The Employee Service Center (ESC) is a fresh perspective on HR customer service for the employees of ACPIS. What was once a team of Office Associates has developed into a team with a focus on answering and guiding most employees' questions, as well as coordinating more efficient New Hire Onboarding, processing New Hire employment, completing salary and experience verifications, creating and maintaining work/holiday calendars, managing teacher contracts, and a variety of other important projects and tasks.

Onboarding Efficiencies

Harnessing the strengths of ADR, the ESC has capitalized on the efficiencies of this system in part by turning a paper-onboarding process to a fully electronic one. What was once a large packet of paperwork that was filled out by hand and reviewed during a 30-minute, in-person appointment, is now online and immediately reviewable by the ESC team. In-office appointments now take **less than 5 minutes** to complete the in-person background checks and other in-person requirements. Once onboarding is complete for a newly hired ACPIS employee, processing timelines have accelerated exponentially.

At most, the processing timeline is **5 business days or less** between clearance and start date, as opposed to the previous **10-business day** timeline. This expedited process has greatly supported every school and department as we work to get qualified and valuable contributors into our classrooms and school settings in a timely and efficient manner.

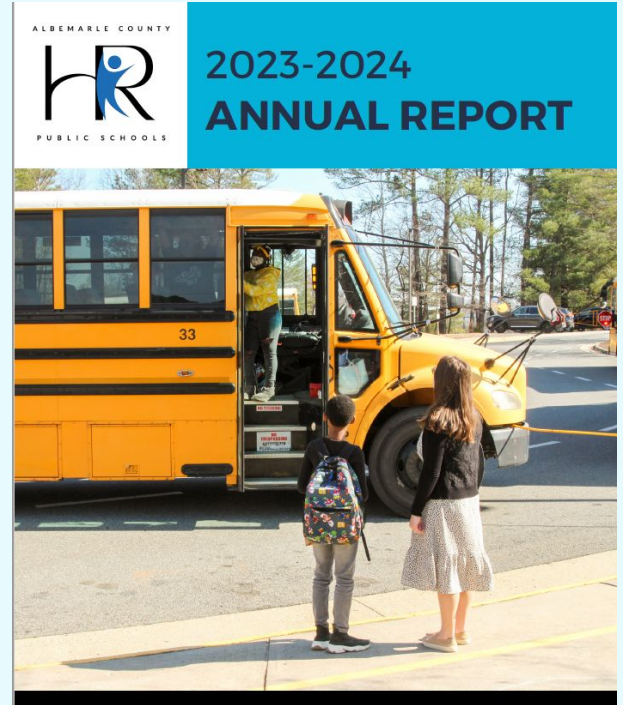
IMPACT SNAPSHOT

50%

less time in-office for onboarding appointments

50%

decrease in onboarding processing timeline



Impact Area: Recruiting

Growing in our use of Handshake tool:

- Virtual fairs
- Candidate Outreach/ Targeted Areas (beyond teachers)
- Live event hosting

Growing Our Own

- Apprenticeship Grant
- TOPS
- Moving forward: Provisionally Licensed Teacher supports, iTeach, PVCC partnerships

Handshake Efficacy

Enhanced outreach to applicants of color:
Targeting outreach to current
undergrad/graduate students

We are outpacing our peers in terms of
driving applicants of color from Handshake



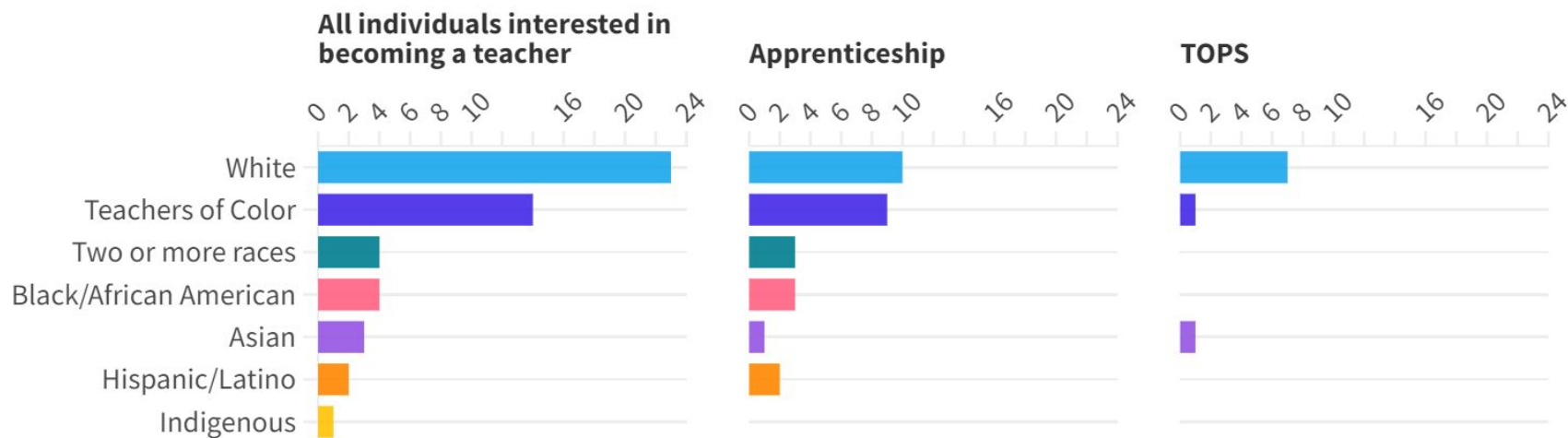
6%

287 **Teacher
Instructional New
Hires** analyzed

17 Candidates matched
on Handshake
Influence criteria

Multiple Pathways to Teaching

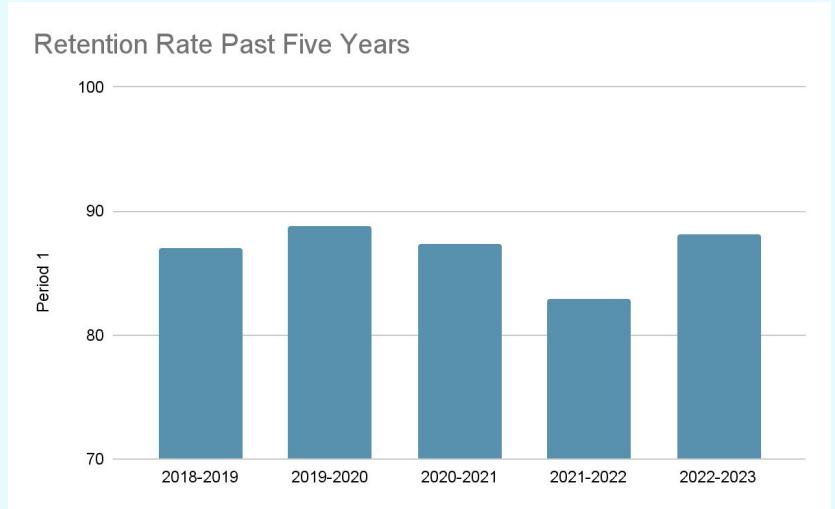
Employees Interested our Teacher Pipelines



Impact Area: Employee Retention

Five year teacher retention rates

2018-19:	87%
2019-20:	88.8%
2020-21:	87.4%
2021-22:	82.9%
2022-23:	88.1%



Impact Area: Employee Retention

Exit Data

26 Responses

Dissatisfaction with pay/benefits was not selected by any respondents

Largely echo Gallup Engagement Survey on other items

31% Dissatisfaction with policies/practices

19% Leaving education for new opportunities

15% Relocated

12% Found work more closely related to my education/background/training

8% Retirement

8% RIF

4% Challenges related to race, gender, or another social identity

4% Dissatisfaction with the quality of my supervisor/management

Stay Interview Data 2022-2023



Process

- 137 participants (about 5% of employees)
- Demographics closely mirror total employee population
- 19 different job roles
- Qualitative data, 1220 statements coded into frequency counts in 43 different categories

Most Frequently Mentioned

- ➔ 342 Positive Statements
- ➔ 160 mentions of “Not enough time”
- ➔ 139 mentions of “Communication challenges”
- ➔ 156 mentions of “Low morale”
- ➔ 115 mentions of “Feeling undervalued”

Through this process, employees are telling us both why they stay and what would make their working experience better.

Stay Interview - Quotes from our Employees

- ★ I would give up planning time to support more time in the community with students and families, but I will not give up planning time for more meetings.
- ★ I love my school and ACPS and am not tempted to leave. The benefits are GREAT!
- ★ The work is satisfying as everything we do is for the greater mission of supporting every student.
- ★ The job is extremely satisfying. Sure, there are bad days, but those are the exception.
- ★ Can we have more smaller pilot programs with open panel discussions of what worked and didn't before large implementation of new ideas/initiatives?
- ★ I have a supportive department chair. They are AWESOME. Honest. And will go to bat for me.
- ★ My co-teacher is an amazing partner.
- ★ I love sharing kid stories with my colleagues at the end of the day and laughing with them.
- ★ Love that my students are interested in science. I am too! So that's fun.
- ★ I am constantly challenged by this job and I love that!

Looking Ahead

Pipelines and Pathways

Maintaining Competitive Compensation and Benefits

Strategic Wellness

Responsive Benefits

Enhanced Employee Training

Questions/Discussion

