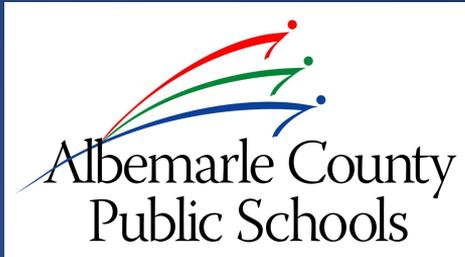


ACPS 2022  
Compensation Study  
Follow-Up

Presentation to the School Board  
October 27, 2022

# 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

We will provide every student with the level of support necessary to thrive.

## EXCELLENCE

We will mitigate barriers and provide opportunities for every student to be academically successful.

## FAMILY AND COMMUNITY

We will engage with and share the responsibility for student success with families and community partners.

## WELLNESS

We will support the physical and emotional health of our students and staff.

# STRATEGIC GOALS

## THRIVING STUDENTS

ACPS will facilitate learning experiences grounded in high expectations, networks of care, and student curiosity to ensure academic and social-emotional development for all students while eliminating opportunity, access, and achievement gaps.

## EMPOWERING COMMUNITIES

ACPS commits to developing a culturally responsive environment that will respect and champion the diversity of life experiences of all stakeholders and supports the physical and mental health of our students, staff, and families so they are actively empowered to engage in our school community.

## EQUITABLE, TRANSFORMATIVE RESOURCES

ACPS will attract, develop and retain the highest quality staff; develop sustainable and modern facilities, infrastructure and equipment; and distribute all resources in an equitable manner to transform learning experiences and opportunities.

**Goal 3:**  
**EQUITABLE,  
TRANSFORMATIVE  
RESOURCES**

**Objective 1:**

ACPS will attract, develop, and retain the highest quality staff; develop sustainable and modern facilities, infrastructure, and equipment; and distribute all resources in an equitable manner to transform learning experiences and opportunities

**Strategy 1: ACPS will implement a total compensation structure that makes us highly competitive compared to other employers**

Strategy 2: ACPS will revamp the Teacher, Support Staff, and Administrative Performance Appraisal so that they align annually with school and departmental improvement plans and encourage growth and support.

Strategy 3: ACPS will research, develop, and stand-up an Employee Services department that functions solely for the Albemarle County Public Schools Division.

Strategy 4: ACPS will create a Division marketing strategy that aligns with the new strategic plan that sets our system apart and makes us attractive to candidates.

Strategy 5: ACPS will convene employee forums to learn how work conditions can continue to improve.

Strategy 6: ACPS will develop a recognition program tied to our mission for educators and support staff.



## Framing Our Work

### **Last Board Meeting:**

Marianne Oyaas, Senior Consultant and Engagement Leader - Segal, presented findings from the ACPS FY22 Total Compensation Study.

Introduced a new Comparative Market

Reviewed Bright Spots and Opportunities related to market competitiveness across a number of positions

### **Board ask:**

Recommendations regarding the prioritization salary adjustments

# Decision Points

Recommendations to be shared around:

Comparative Market

Plan for salary alignment with Segal's findings and market

\$1000 Bonus for ALL school division employees

# Decision Point: Comparative Market

# Compensation Study - Defining the Comparative Market

The primary focus of a market study should be organizations with whom you compete for talent:

Employers from whom you tend to hire employees

Employers to which you lose employees

Employers you aspire to compete with – known as an “aspirational market”

For more entry jobs, the market is often more “local”, e.g. within commuting distance

For professional and more senior roles, the market generally is expanded to include the state or similar size area

- Alexandria City
- Arlington County
- Fauquier County
- Hanover County
- Prince William County
- Williamsburg-James City County
- York County
- Augusta County\*
- Chesterfield County
- Montgomery County
- Spotsylvania County
- Charlottesville City\*
- Henrico County
- Rockingham County
- Virginia Beach City
- Albemarle County Government\*
- Charlottesville City Government\*
- University of Virginia\*

# Discussion and Decision Point

Approval of the recommended Comparative Market.

# Decision Point: Salary Adjustments

# Framing Compensation Practices

## Market Competitiveness

- Consistently Benchmarked
- Public and Private Sectors

## Internal Equity

- Equitable Pay grade Assignment
- Equitable Individual Placement

## Compensation Best Practice

Focus on the midpoint

Start of Scale - Recruitment

Top of Scale - Retention



# Recent Compensation History

Major School Board Investments in  
Compensation:

**July 1, 2021**

\$15 Minimum Wage

5% adjustment

**March 2022**

4% adjustment

**July 1, 2022**

6% adjustment

Positive Outcomes based on these  
Investments:

- Teachers
- Teacher Assistants
- Custodians
- Food Service Associates
- Licences Practical Nurses (LPNs)
- Most School Administrators
- Substitutes

# Going Forward

## Near Term Adjustments

\$3M set aside

Hard-to-Fill

- Volume of Qualified Applicants per posting (fewer than three)
- Time to fill position (20% longer than typical - or longer than 4 weeks)
- Higher than average rate of turnover (stated in HR Annual Report for licensed and classified positions - a rate above 11%).
- Industry/Regional/National trends (e.g. bus drivers, special education teachers)

Significantly below market midpoint (10%+)

Fitting within the parameters of available funding and forecasting models

## Compensation Strategy

Strategy to date:

- Teachers - Lower part of the upper quartile
- Classified Staff - 50% of market

Budget Development (Nov/Dec):

What will be our strategy moving forward?

# Recommendation

Phase I - by January 1	Phase 2 - April 1	Incorporate into FY24 Budget Development
<p>Drivers - Move starting salary to \$21.50/ hr and move to a step scale</p> <p>Registered Nurses - Move to market midpoint and update job description</p> <p>Move all positions identified as “Hard to Fill” to market midpoint</p> <p>Adjust all positions identified as greater than 10% off market midpoint to market midpoint</p> <p>Conduct Reclassification processes for Administrative Support, Food Services, , additional Transportation, and Custodial Services Management positions.</p>	<p>Adjust all positions identified as between 5% and 9% off market midpoint to market midpoint</p> <p>Make identified adjustments to those positions where reclassification process warrants:</p> <ul style="list-style-type: none"><li>● Administrative Support</li><li>● Food Services</li><li>● Custodial Services Management</li><li>● Additional Transportation Positions</li></ul>	<p>Adjust step increments of teacher scale to maintain competitiveness throughout career for licensed positions</p> <p>Review health care information with Health Care Steering Team for plan review considerations</p> <p>Schedule review of cost-neutral leave policy changes, and cost leave accrual rates to develop proposal - bring to EVAAC for discussion and feedback</p> <p>Review of Admin Compensation Structure</p>

# Recommendation - Positions Impacted

Phase 1 - by January 1	Phase 2 - April 1	Incorporate into FY24 Budget Development
<ul style="list-style-type: none"> <li>● Drivers</li> <li>● Registered Nurses</li> <li>● General Foreman (Carpenter)</li> <li>● Electrician</li> <li>● Executive Assistant</li> <li>● Area Transportation Supervisor</li> <li>● Fleet Operations Mgr</li> <li>● Web Programmer Analyst</li> <li>● AD - Enterprise Apps &amp; Web</li> <li>● Mgr, Tech Support</li> <li>● Mgr, Infrastructure &amp; Support</li> <li>● AD - Infrastructure &amp; Support</li> <li>● HVAC Mechanic</li> <li>● Auto Mechanic</li> <li>● OA/ MA Reclassification Review</li> <li>● Food Services Review</li> <li>● Maintenance Mechanic Review</li> <li>● Additional Transportation Classification Review</li> </ul>	<ul style="list-style-type: none"> <li>● Custodial Supervisor</li> <li>● Infrastructure Technician</li> <li>● ESOL Family Engagement Specialist</li> <li>● Parts and Service Supervisor</li> <li>● Grounds Foreman</li> <li>● Database Administrator</li> <li>● Senior Communications Analyst</li> <li>● Web and Social Media Specialist</li> <li>● Director of Special Ed</li> <li>● Senior Budget Analyst</li> <li>● Director of Budget and Planning</li> <li>● Enterprise Application Specialist</li> <li>● Service Desk &amp; Systems Engineer</li> <li>● Senior Infrastructure &amp; Systems Engr</li> <li>● Office Associate/ Management Analyst/ Food Services/ Maintenance Mechanic/ Transportation Adjustments</li> </ul>	<ul style="list-style-type: none"> <li>● School Psychologists</li> <li>● School Social Worker</li> <li>● Occupational Therapist</li> <li>● Physical Therapist</li> <li>● Speech Language Pathologist</li> <li>● Teacher Step Adjustment</li> <li>● Administrator Comp Structure</li> <li>● Health Care Recommendations</li> <li>● Leave Policy and Accrual Adjustments</li> <li>● EDEP Analysis</li> </ul>

# Proposed Driver Step Scale

Steps tie to years of experience/in position.

Increments reflect the recommended step in the study.

Steps are adjusted to match overall salary adjustment for staff based on approved budget.

Annual salary is based on 7 hours per day x 182 days for Bus Driver, 8 hours per day x 180 days for Lead Driver.

Years Experience*	For Employees in the Virginia Retirement System (VRS) Only				For VRS-Ineligible Employees Only	
	Hourly Rate		Annualized <sup>d</sup>		Hourly Rate	
	Bus Driver	Lead Bus Driver	Bus Driver	Lead Bus Driver	Bus Driver	Lead Bus Driver
0	\$21.500000		\$27,391		\$20.425000	
1	\$21.801000		\$27,774		\$20.710950	
2	\$22.108214		\$28,163		\$21.000903	
3	\$22.415701	\$25.780000	\$28,558	\$37,536	\$21.294916	\$24.491000
4	\$22.729521	\$26.140920	\$28,957	\$38,081	\$21.593045	\$24.833874
5	\$23.047734	\$26.506893	\$29,363	\$38,594	\$21.895347	\$25.181548
6	\$23.370402	\$26.877989	\$29,774	\$39,134	\$22.201882	\$25.534090
7	\$23.697588	\$27.254281	\$30,191	\$39,682	\$22.512709	\$25.891567
8	\$24.029354	\$27.635841	\$30,613	\$40,238	\$22.827887	\$26.254049
9	\$24.365785	\$28.022743	\$31,042	\$40,801	\$23.147477	\$26.621606
10	\$24.708898	\$28.415081	\$31,477	\$41,372	\$23.471542	\$26.994308
11	\$25.052782	\$28.812872	\$31,917	\$41,952	\$23.800143	\$27.372229
12	\$25.403621	\$29.216262	\$32,364	\$42,539	\$24.133345	\$27.755440
13	\$25.759171	\$29.625280	\$32,817	\$43,134	\$24.471212	\$28.144016
14	\$26.119799	\$30.040034	\$33,277	\$43,738	\$24.813809	\$28.538032
15	\$26.485476	\$30.460594	\$33,742	\$44,351	\$25.161202	\$28.937565
16	\$26.856273	\$30.887043	\$34,215	\$44,972	\$25.513459	\$29.342691
17	\$27.232281	\$31.319461	\$34,694	\$45,601	\$25.870848	\$29.753488
18	\$27.613612	\$31.757934	\$35,180	\$46,240	\$26.232837	\$30.170037
19	\$28.000101	\$32.202545	\$35,672	\$46,887	\$26.600096	\$30.592418
20	\$28.392103	\$32.653380	\$36,172	\$47,543	\$26.972498	\$31.020711
21	\$28.789592	\$33.110528	\$36,678	\$48,209	\$27.350113	\$31.455001
22	\$29.192647	\$33.574075	\$37,191	\$48,884	\$27.733014	\$31.895371
23	\$29.601344	\$34.044112	\$37,712	\$49,568	\$28.121276	\$32.341907
24	\$30.015762	\$34.520730	\$38,240	\$50,262	\$28.514974	\$32.794693
25	\$30.435983	\$35.004020	\$38,776	\$50,965	\$28.914184	\$33.253819
26	\$30.862087	\$35.494076	\$39,318	\$51,679	\$29.318963	\$33.719372
27	\$31.294156	\$35.990993	\$39,869	\$52,403	\$29.729448	\$34.191444
28	\$31.732274	\$36.494887	\$40,427	\$53,137	\$30.145661	\$34.670124
29	\$32.176526	\$37.005795	\$40,993	\$53,880	\$30.567700	\$35.155506
30	\$32.626998	\$37.523877	\$41,567	\$54,635	\$30.995648	\$35.647683
31	\$33.083775	\$38.049211	\$42,149	\$55,400	\$31.429597	\$36.146750

Sample changes:

## Driver A:

22 years with ACPS, 22 years total driving experience.

Current rate: \$23.89/hr  
\$30,101.40/year

Placement: Step 22, rate:  
\$29.19/hr \$37,191.43177/year

## Driver B:

7 years with ACPS, 7 years total driving experience. Current rate: \$20.68/hr,

\$26,346.32/year

Placement: Step 7, rate:  
\$23.70/hr \$30,190.73/year

# Proposed Nurse Adjustments

## Nurse A:

X years with ACPS, Y years total nursing experience. Current rate: \$/hr

New rate: \$/hr

Annualized (7.25 hours per day x 184 days per year):

## Nurse B:

X years with ACPS, Y years total nurse experience. Current rate: \$/hr

New rate: \$/hr

Annualized (7.25 hours per day x 184 days per year):

	Current Scale (PG 14)	New Scale (PG 18)
Minimum	\$21.62/hr \$28,841.08	\$28.64/hr \$38,205.76
Midpoint	\$28.45/hr \$37,952.30	\$37.70/hr \$50,291.80
Maximum	\$35.28/hr \$47,063.52	\$46.76/hr \$62,164.40

# Recommendation - Associated Costs

Allocated Funding for Comp Study Adjustments: \$3,000,000  
FY 23 Budget - Targeted pay increases for hard-to-fill positions: \$880,000

	Phase I	Phase II	Total
Implementation	\$918,475	\$167,743	~1.1 M
Annual Costs	\$1,695,065	\$838,719	

# Discussion and Decision Point

Phase I Recommendations

Phase II Recommendations

# Decision Point: One-Time Bonus

# One-Time Bonus - State Funding

- The FY23 State Budget provides for the distribution of a \$1,000 bonus per position from the federal State and Local Recovery Fund (SLRF) pursuant to the American Rescue Plan Act of 2021 (ARPA).
- The funds provided cover the full cost of the bonus for the funded SOQ instructional and support positions.
- School divisions shall have discretion to determine the amount of bonuses per employee to maximize the use of these funds to promote retention among instructional and support positions.
- Localities are not required to provide a local match for these funds and are encouraged to use additional available funds to provide pandemic bonuses to eligible school instructional and support positions.
- State Funding for ACPS: \$1,388,060.63 (1,289.42 SOQ Positions)

# One-Time Bonus - SOQ Background

- The Standards of Quality (SOQ) for public school is established in the Va. Constitution as the minimum educational program school divisions must provide. The specific requirements of the SOQ are set out in the *Code of Va.* and the Appropriation Act, such as required programs and staffing.
- State funding must be matched by the locality. The mandatory minimum local funding required known as “required local effort.” Based on the Composite Index.
- Localities may spend more than their required amount and offer programs and employ staff beyond what is required in the SOQ.

# One-Time Bonus

- ACPS staffing level exceeds the SOQ.
  - Example:
- Since ACPS staffs more employees than the SOQ requires, anytime a state funds a salary increase or bonus , additional local funds are required to fully implement.
- To provide the \$1,000 to all full time employees an additional ~ \$1.5M of local funds is required. To approve these funds an appropriation request will be on the November 10 consent agenda for action

# Next Steps

Implementation