



ANNUAL REPORT

2022
2023

HUMAN RESOURCES DEPARTMENT

Annual Report 2022 - 2023



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Message from the Executive Director

This is our first annual report as a Human Resources team focused solely on the needs of the school division. We have spent the past year transitioning from being a shared service with the County government to becoming a team customized to meet the needs of the schools. During that time, the Human Resources team devoted significant resources to the implementation of the Payroll Clarity Project in the Albemarle County Department of Finance and Budget in order to ensure that our employees were being paid properly and help them resolve questions and concerns related to the payroll change. We also embarked on the implementation of the ADP Workforce Now solution to serve as our Human Resources Information System. This is also a joint project with the County government. This project was a heavy investment in data cleanup and process review in order to begin to streamline and modernize our practices. In next year's report, we will share the results of these changes as employees began to use the new system.

As part of our Re-Design process, the HR team developed a new Mission and Vision statement and set of core values, grounded in the ACPS Strategic Plan and focused on our clients in the school division:

Human Resources Mission Statement: Albemarle County Public Schools Human Resources recruits, supports, and develops employees to ensure Learning for All.

Human Resources Vision Statement: 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.



Human Resources' Values:

Responsiveness

We provide resources and services that are responsive to employees' needs.

Empathy

We listen to our employees to ensure their voices are heard.

Efficiency

We streamline processes and ensure they are supportive of employees.

Integrity

We ensure equity of access, transparency, and opportunity for all employees.

Relationships

We build relationships with all employees and connect them to resources that support engagement and career development.

Adaptive

We operate in dynamic ways to adapt to changing business and employee needs and reflect on our processes to improve them.

This annual report will provide updated data and information related to the School Division's workforce and highlight our areas of focus during the upcoming calendar year. With the completion of the first ACPS Employee Engagement survey, we have focused efforts on working with principals and department heads to understand and act on their data. Now that we have a Program Manager for Talent Retention

and Diversity, Equity and Inclusion on the team, focused work begins in schools and departments with staff in identified roles to ensure we are meeting their needs and setting conditions for engaged employees.

Recruiting in education continues to be a challenge. Despite the status of the regional and national labor market, we continue to see strong hiring and to focus efforts on continued vacancies. Creative solutions around provisional licensure, and a focus on a grow your own program will be key to fully staffing our schools as we go forward.

A major highlight of our work this year was a compensation study to review ACPS' place in the employment market. Human Resources coordinated with a leading consultant in this area to produce a report highlighting areas where the School Board's focus on compensation has kept ACPS in a highly competitive position, as well as a few areas where changes are going into effect before the end of the calendar year to ensure our wages attract and retain employees. Implementing the results of this work will continue into the upcoming year.

As we move forward, the Human Resources team is extremely excited by the prospects for the future, engaging in partnerships with leaders across the division to support a healthy and engaging work environment and realize our vision that ACPS is an employer of choice among school districts and workplaces across the state and nation.

Dan Redding, Executive Director of Human Resources

About Us

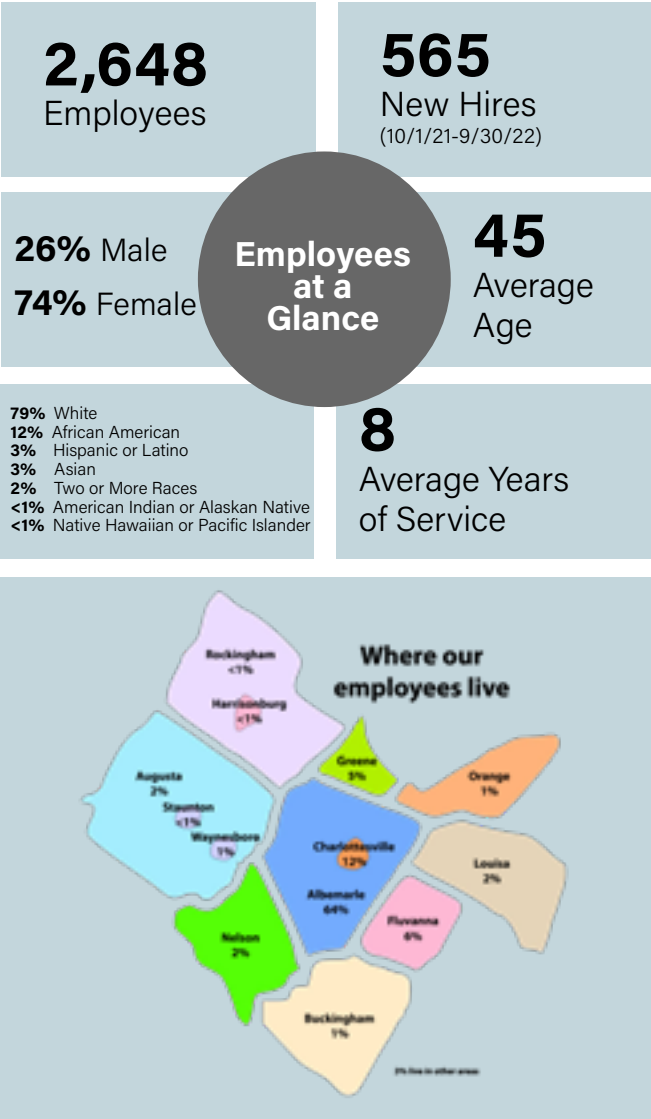
Albemarle County Public Schools (ACPS) serve nearly 14,000 students from preschool through grade 12.

Our school division includes:

- 15 elementary schools (PK-5)
- 5 middle schools (6-8)
- 3 high schools (9-12)
- 1 community charter school (6-12)
- 4 high school career academies (9-12)
- 1 high school center specializing in project-based learning (9-12)
- 1 education center specializing in short-term intervention (6- 12)
- 1 special education center designed to support the transition from school to adult life (serves students aged 18-22)
- 1 regional technical education center (9-12)
- 1 regional center serving special education students (K-12)
- 1 regional center serving students with emotional disabilities (K-12)

We employ:

- 1,339 Teachers (includes school counselors and other related service providers)
- 1,134 Classified Staff
- 59 Principals and Assistant/Associate Principals
- 117 Other Administrators (exempt employees PG18 and above)
- 2,648 Total Employees



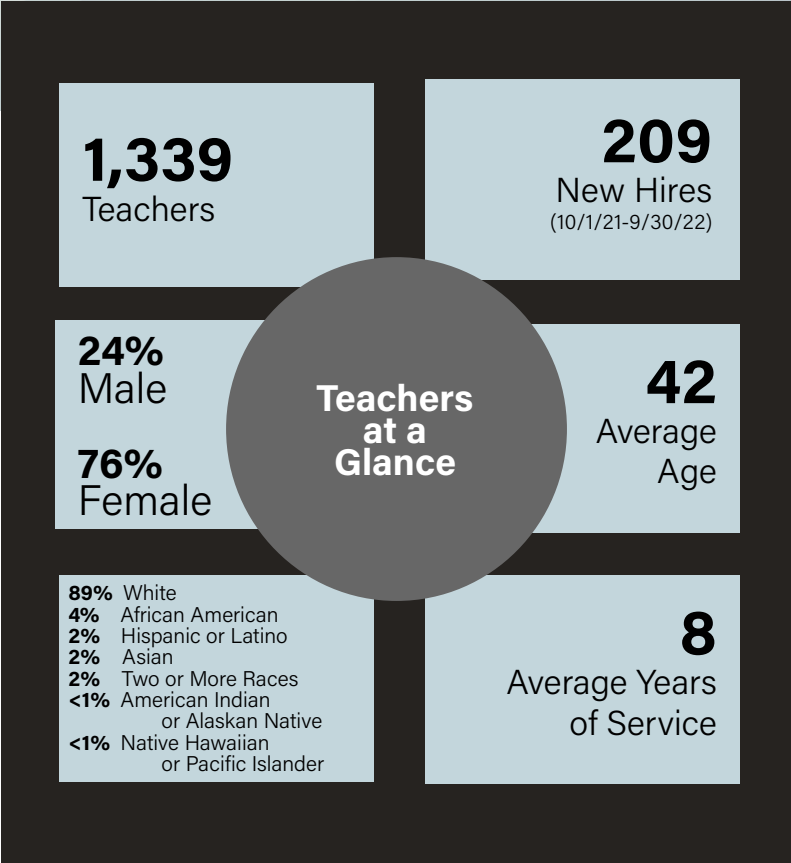
Teachers

Recruitment and Selection

In an increasingly difficult recruitment environment in public education, we continue to hire high-quality teachers who are committed to fulfilling the vision, mission, and values of ACPS. Despite smaller candidate pools for much of the year along with an increase in late summer resignations, we opened schools in August with less than 2% of teacher positions vacant, which was better than many other school divisions in Virginia.

Between October 1, 2021 and September 30, 2022, the Albemarle County Public School Division hired 209 teachers, a decrease of 5% from the same time period last year. For perspective, 16% percent of the entire teaching staff was hired over the past 12 months.

Our focus on recruiting for diversity continues to result in incremental, steady gains in the percentage of



teachers of color in ACPS. National trend data shows fewer and fewer students earning degrees in education, and those who do are increasingly white. Diversifying our teaching force will require intention and focus for the foreseeable future.

Hiring teachers with advanced degrees has been a strength of ACPS, and this year was no different. Nearly 70% of our new teachers have at least a Master’s degree. Prospective candidates that we talk with during job fairs, recruiting events, and daily interactions continue to state that they are attracted to ACPS because of the emphasis placed on equity initiatives, innovation and technology, Culturally Responsive Teaching, and diverse programming to support the whole child. Our various partner colleges and universities report that ACPS is among the top school divisions in which students seek employment.

- Of the 209 teachers hired:*
- 33 (16%) are teachers of color
 - 155 (74%) are female; 54 (26%) are male
 - 195 (93%) are full-time
 - 14 (7%) are part-time
 - 154 (74%) have previous teaching experience
 - 87 (42%) have 0-3 years of teaching experience
 - 111 (53%) have 5 or more years of teaching experience
 - 113 (54%) have previously taught in Virginia
 - 55 (26%) are starting their teaching careers in ACPS
 - 142 (68%) have at least a Master’s degree
 - 91 (44%) were hired for the elementary level
 - 108 (52%) were hired for the middle and high school (secondary) levels
 - 10 (5%) were hired in the Special Services and Technology departments
 - Average EPI score was 63

Hiring for Diversity

Human Resources works diligently to support the Division's goal of having a teaching staff that aligns with the diversity of our student population. Our work and emphasis regarding new hires has been to increase the numbers of teachers of color across all levels, and male teachers (particularly at the elementary level). This year, we hired 33 teachers of color (16% of the total number of teachers hired).

Strategies that have contributed to our success in recruiting teachers of color in recent years include:



Ethnic Distribution of New Teachers

- 84% White
- 5% Black or African American
- 4% Two or More Races
- 3% Hispanic or Latino
- 3% Asian
- <1% Native Hawaiian or Pacific Islander

- Focused, intentional relationship-building with candidates early in the hiring season
- Extending early contracts to highly-qualified teachers of color
- Highlighting the Division's emphasis on culturally responsive teaching practices
- Including information about our anti-racism policy on job postings, our employer profile on Handshake, other job boards, and in our job fair invitations
- Developing and implementing new guidelines for administrators regarding the composition of racially-diverse panels for school-based teacher interviews
- Increased use of recruitment-based social media postings
- Continuing our long-standing support of the African-American Teaching Fellows (AATF) program. Five of the eight current Fellows, and seven AATF alumni currently work in ACPS.

Retirement and Retention

Retirement

From October 1, 2021 through September 30, 2022, 44 teachers retired, compared to 34 last year. Teachers must have at least 30 years of full-time service in Virginia Retirement System (VRS) and be at least 50 years old to be eligible for full (unreduced) VRS benefits. Based on the review of current age distribution data, the school division recognizes the need to prepare for retirement related attrition.



44 teachers retired
(3% of the teaching population)



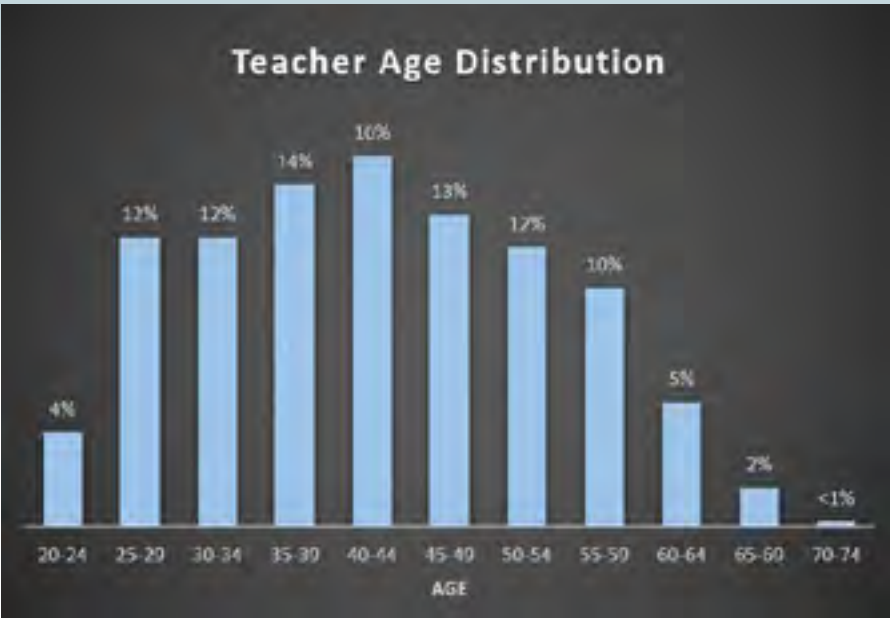
Average age of teachers who retired was 58



386 current teachers are age 50 or older
(29% of the teaching population)



93 current teachers are at paygrade T30 or above
(7% of the teaching population)



Retention

Overall, the Division's teacher retention rate dropped 4.5% from the previous year. There was an increase in the number and rate of resignations, retirements and applications for Leave of Absence during July and August, beyond what is typical during that time frame. This parallels what is observed in other school divisions.



Retention Rate



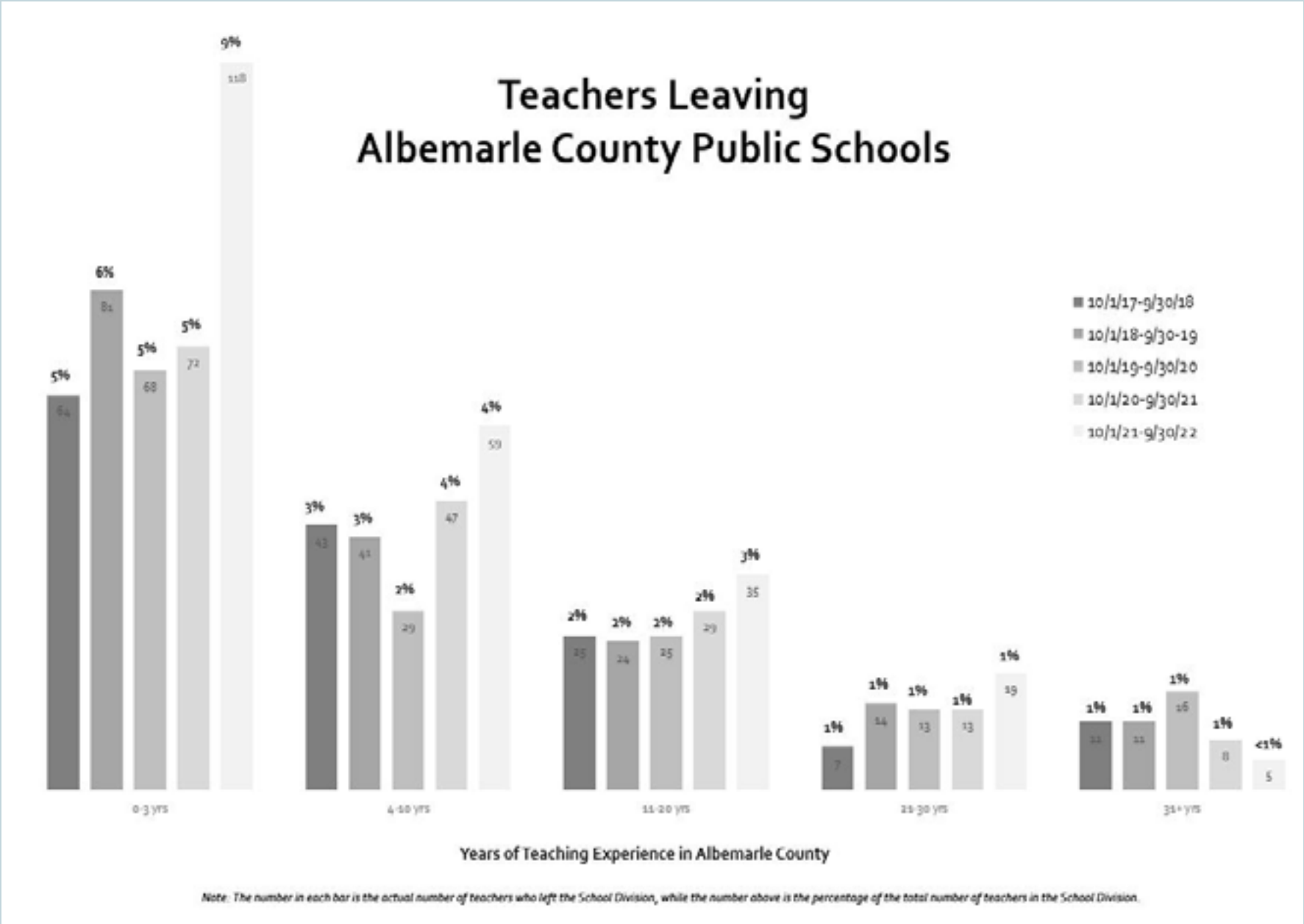
99 of the 236 teachers who left the School Division had less than four years teaching experience in ACPs



44 of the 236 departing teachers retired, while 192 (81%) left for other reasons



- 30 Teachers left due to reduction in force:
- 27% Male; 73% Female
 - 90% White; 7% Black or African American; 3% Two or More Races



TEACHERS

	18-19	19-20	20-21	21-22	22-23
Total Staff	1,315	1,344	1,342	1,378	1,339
Male	23%	23%	22%	23%	24%
Female	77%	77%	78%	77%	76%
White (Non-Hispanic)	90%	90%	90%	89%	89%
Black or African American	5%	5%	5%	5%	4%
Hispanic or Latino	2%	3%	3%	2%	2%
Asian	1%	1%	1%	1%	2%
American Indian or Alaskan Native	<1%	<1%	<1%	<1%	<1%
Native Hawaiian or Pacific Islander	<1%	<1%	<1%	<1%	<1%
Two or More Races	2%	2%	2%	2%	2%
Average Age	42	42	42	42	42
Average Years of Service	9	8	8	8	8
New Hires	183	190	135	220*	209*
Male	22%	22%	16%	22%	26%
Female	78%	78%	84%	78%	74%
Minority	14%	17%	breakdown below	breakdown below	breakdown below
White (Non-Hispanic)			85%	81%	84%
Black or African American			5%	6%	5%
Hispanic or Latino			4%	4%	3%
Asian			2%	3%	3%
American Indian or Alaskan Native			0%	0%	0%
Native Hawaiian or Pacific Islander			0%	<1%	<1%
Two or More Races			3%	5%	4%

*New hires October 1 - September 30

5-Year Trends

	18-19	19-20	20-21	21-22	22-23
Retirements	36	33	47	34	44
Male			23%	12%	11%
Female			77%	88%	89%
White (Non-Hispanic)			91%	91%	95%
Black or African American	<i>Data was not included in prior year reports.</i>		9%	6%	5%
Hispanic or Latino			0%	3%	0%
Asian			0%	0%	0%
American Indian or Alaskan Native			0%	0%	0%
Native Hawaiian or Pacific Islander			0%	0%	0%
Two or More Races			0%	0%	0%
Average Age at Retirement	62	61	62	62	58
All Terms	150	171	151	169	236
Male			17%	14%	22%
Female			83%	86%	78%
White (Non-Hispanic)			85%	85%	86%
Black or African American			6%	5%	7%
Hispanic or Latino	<i>Data was not included in prior year reports.</i>		3%	7%	2%
Asian			3%	1%	1%
American Indian or Alaskan Native			0%	1%	0%
Native Hawaiian or Pacific Islander			0%	0%	1%
Two or More Races			3%	2%	3%
Retention Rates	88.1%	87.0%	88.8%	87.4%	82.9%

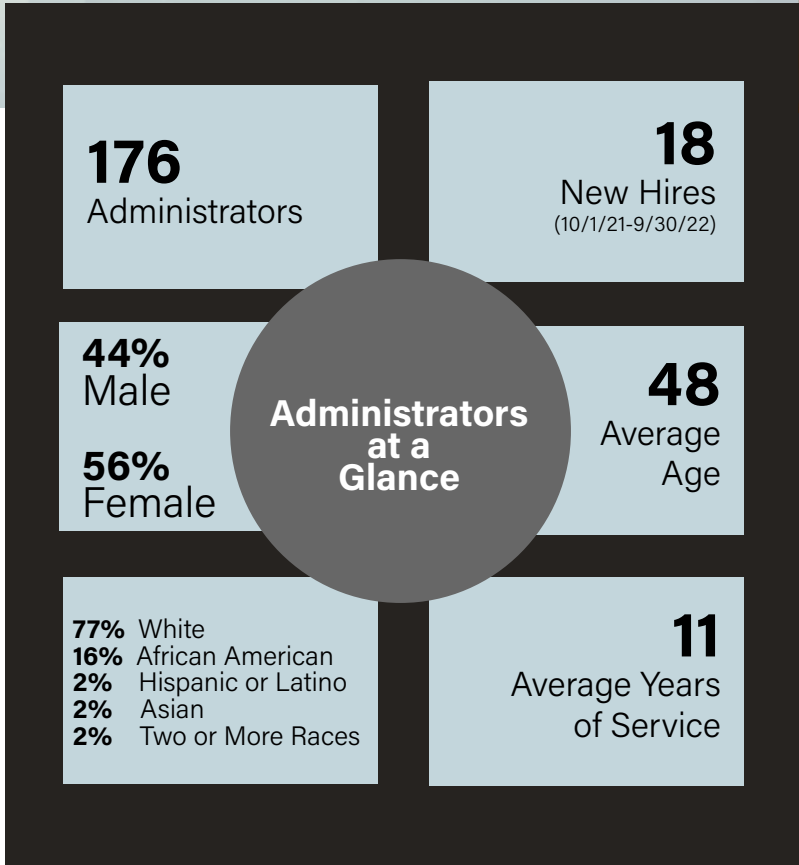
Administrators

Recruitment and Selection

Administrative staff includes employees who are at or above pay grade 18 and are identified as exempt employees. This includes principals, associate and assistant principals, central office and other leadership personnel throughout the School Division. As with teachers, there were more administrator vacancies this year, and thus more opportunities for new hires, promotions, and transfers.

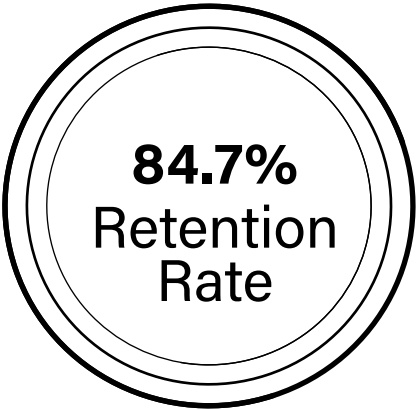
	External Hire	Promotion	Transfer
Principal	2	0	4
Asst. Principal	3	9	7
Central Office/Other	13	12	4

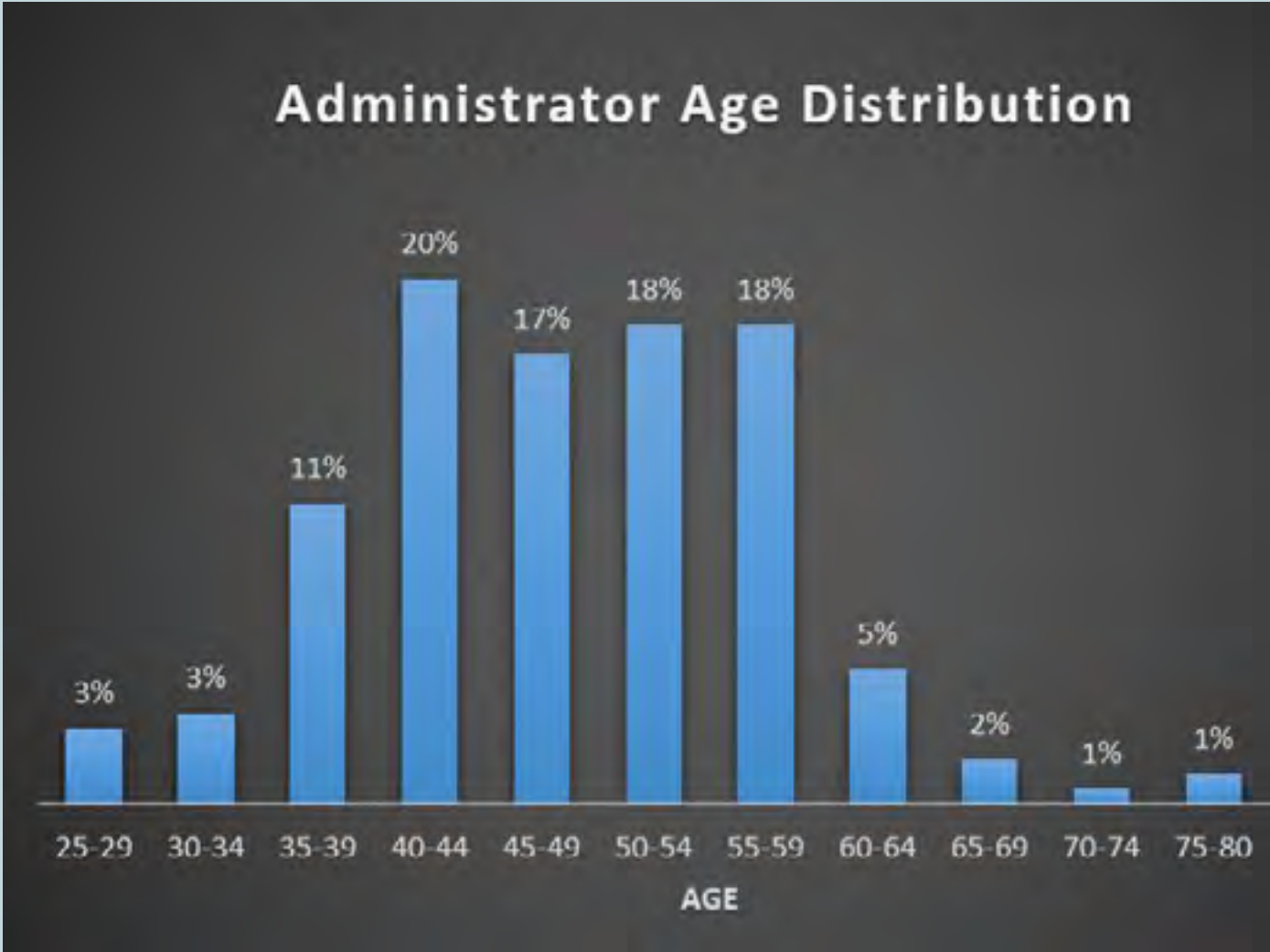
- 23% of administrative employees are people of color
- About 29% of the principals and assistant principals are people of color



Retirement and Retention

Retirements	9	10/1/2017 - 9/30/2018 4 Principals, 1 Asst/Assoc Principal, 4 Other Administrators
	2	10/1/2018 - 9/30/2019 1 Principal, 1 Other Administrator
	2	10/1/2019 - 9/30/2020 1 Principal, 1 Other Administrator
	9	10/1/2020 - 9/30/2021 1 Principal, 1 Asst/Assoc Principal, 7 Other Administrators
	10	10/1/2021 - 9/30/2022 1 Principal, 2 Asst/Assoc Principals, 7 Other Administrators





ADMINISTRATORS

	18-19	19-20	20-21	21-22	22-23		18-19	19-20	20-21	21-22	22-23
Total Staff	116	135	131	131	176	Retirements	9	2	2	9	10
Male	47%	47%	47%	47%	44%	Male			50%	44%	40%
Female	53%	53%	53%	53%	56%	Female			50%	56%	60%
White (Non-Hispanic)	81%	79%	80%	82%	77%	White (Non-Hispanic)			100%	67%	80%
Black or African American	15%	16%	14%	15%	16%	Black or African American	Data was not included in prior year reports.		0%	22%	20%
Hispanic or Latino	3%	4%	4%	2%	2%	Hispanic or Latino			0%	11%	0%
Asian	1%	1%	1%	<1%	2%	Asian			0%	0%	0%
American Indian or Alaskan Native	0%	0%	0%	0%	0%	American Indian or Alaskan Native			0%	0%	0%
Native Hawaiian or Pacific Islander	0%	0%	0%	0%	0%	Native Hawaiian or Pacific Islander			0%	0%	0%
Two or More Races	1%	1%	1%	<1%	2%	Two or More Races			0%	0%	0%
Average Age	48	48	49	48	48	Average Age at Retirement	64	56	62	61	60
Average Years of Service	12	12	13	12	11	All Terms	15	8	8	14	20
New Hires	9	9	0	7*	18*	Male			50%	43%	40%
Male	44%	11%	0%	43%	61%	Female			50%	57%	60%
Female	56%	89%	0%	57%	39%	White (Non-Hispanic)			63%	64%	75%
Minority	22%	44%	breakdown below	breakdown below	breakdown below	Black or African American	Data was not included in prior year reports.		25%	29%	25%
White (Non-Hispanic)			0%	43%	56%	Hispanic or Latino			13%	7%	0%
Black or African American			0%	57%	33%	Asian			0%	0%	0%
Hispanic or Latino			0%	0%	0%	American Indian or Alaskan Native			0%	0%	0%
Asian	Data was not included in prior year reports.		0%	0%	6%	Native Hawaiian or Pacific Islander			0%	0%	0%
American Indian or Alaskan Native			0%	0%	0%	Two or More Races			0%	0%	0%
Native Hawaiian or Pacific Islander			0%	0%	0%						
Two or More Races			0%	0%	6%	Retention Rates	86.4%	93.1%	94.1%	89.3%	84.7%

*New hires October 1 - September 30

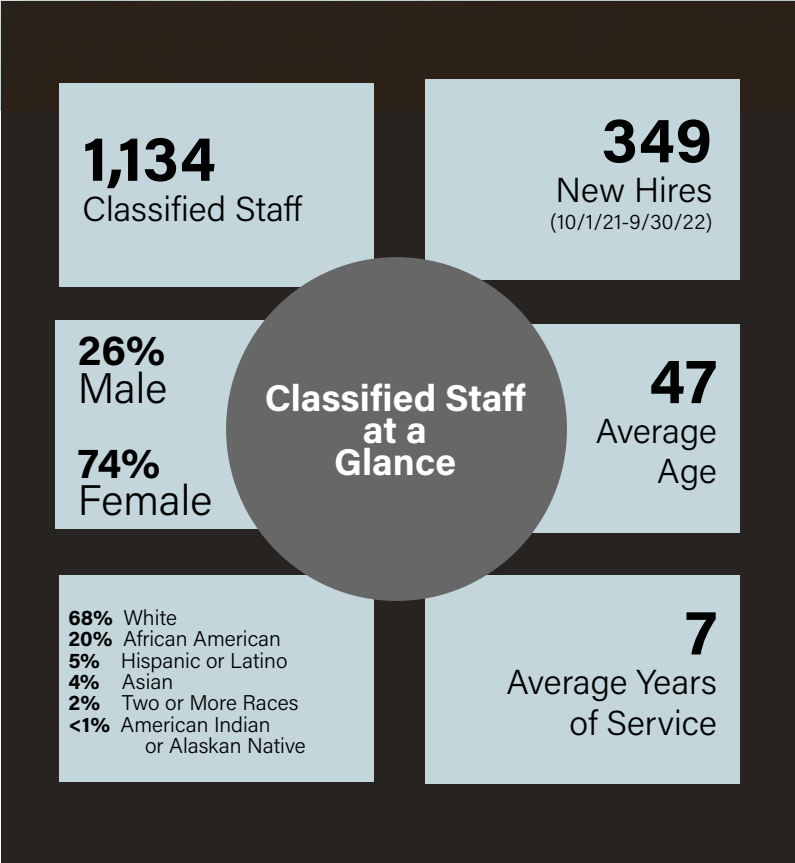


Classified Staff

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. We also employ over 800 substitutes and temporary employees throughout our division. This number fluctuates throughout the year. We help to recruit, train, and pay this group. These employees include substitute teachers, athletic coaches, and others who provide support for many different programs in the Division.

From October 1, 2021 to September 30, 2022, 349 new classified employees were hired.

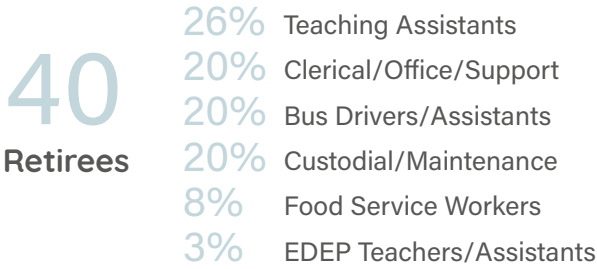


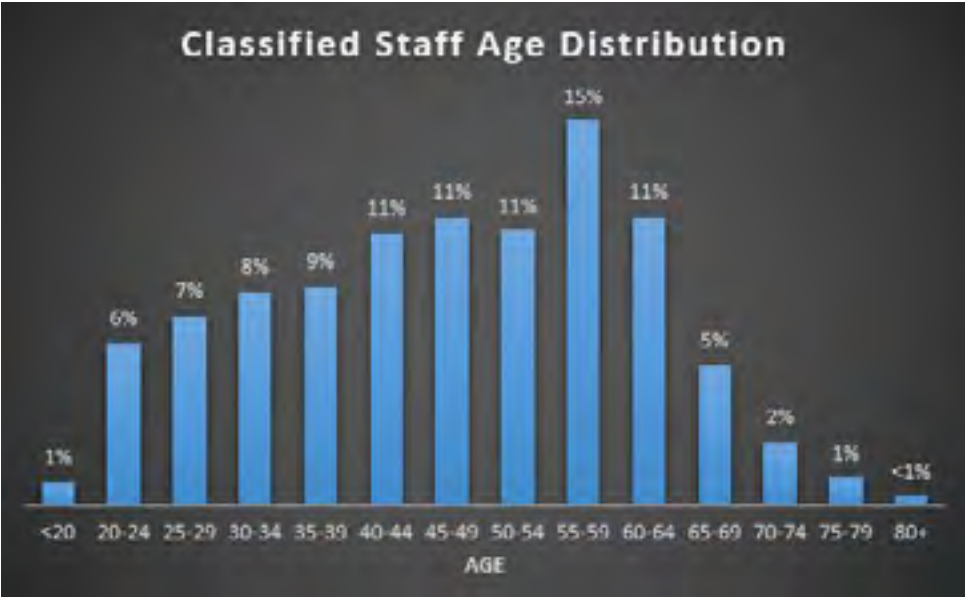
Bus driver continues to be a hard-to-fill position. At the end of the 2021-22 school year, there were 30 total bus driver vacancies. The Transportation department continued to explore incentives to aid with recruitment and retention initiatives. A standardized substitute bus driver pay scale was implemented, and pay was aligned with applicant's previous driving experience, which enabled us to offer higher pay rates to current and future substitutes, who were critical to Transportation operations during the driver shortage. Retired ACPS bus drivers who returned to work as substitutes were offered their rate of pay at retirement, or were placed on the substitute pay scale, whichever was higher. Transportation continues to provide part-time employees medical and dental benefits at full-time employee rates, and Virginia Retirement System benefits to employees who work a minimum of six hours per day.

The Extended Day Enrichment Program (EDEP) expanded recruitment for the Teacher Assistant/EDEP Assistant

position. The combination position which piloted at two schools during the 2021-22 school year, increased to 12 schools for the 2022-23 school year. The position was developed to assist with recruitment and retention efforts by being able to offer full-time employment and a single rate of pay in one position, entitling the employee to full-time benefits.

Retirement and Retention





72.6%
Retention
Rate



2% of the classified staff leaving was due to reduction in force:

- 71% Female
- 29% Male
- 100% White



CLASSIFIED STAFF

	18-19	19-20	20-21	21-22	22-23			18-19	19-20	20-21	21-22	22-23
Total Staff	1,104	1,144	1,056	1,131	1,134	Retirements		31	34	47	49	40
Male	29%	28%	28%	27%	26%	Male				19%	24%	40%
Female	71%	72%	72%	73%	74%	Female				81%	76%	60%
White (Non-Hispanic)	73%	72%	72%	69%	68%	White (Non-Hispanic)				74%	86%	80%
Black or African American	20%	20%	20%	21%	20%	Black or African American	<i>Data was not included in prior year reports.</i>			23%	10%	18%
Hispanic or Latino	3%	4%	4%	4%	5%	Hispanic or Latino				2%	2%	3%
Asian	3%	3%	3%	4%	4%	Asian				0%	2%	0%
American Indian or Alaskan Native	<1%	<1%	<1%	<1%	<1%	American Indian or Alaskan Native				0%	0%	0%
Native Hawaiian or Pacific Islander	0%	<1%	<1%	0%	0%	Native Hawaiian or Pacific Islander				0%	0%	0%
Two or More Races	1%	2%	2%	2%	2%	Two or More Races				0%	0%	0%
Average Age	48	48	49	47	47	Average Age at Retirement		65	62	64	62	64
Average Years of Service	8	7	8	7	7							
New Hires	145	159	51	323*	349*	All Terms						
Male			22%	23%	24%	Male				26%	23%	29%
Female			78%	77%	76%	Female				74%	77%	71%
Minority	34%	29%	<i>breakdown below</i>	<i>breakdown below</i>	<i>breakdown below</i>	White (Non-Hispanic)				72%	72%	69%
White (Non-Hispanic)			75%	65%	66%	Black or African American	<i>Data was not included in prior year reports.</i>			21%	18%	19%
Black or African American			14%	20%	17%	Hispanic or Latino				3%	4%	5%
Hispanic or Latino			2%	4%	8%	Asian				2%	3%	5%
Asian	<i>Data was not included in prior year reports.</i>		8%	5%	5%	American Indian or Alaskan Native				0%	0%	<1%
American Indian or Alaskan Native			0%	<1%	1%	Native Hawaiian or Pacific Islander				<1%	0%	0%
Native Hawaiian or Pacific Islander			0%	0%	0%	Two or More Races				2%	3%	3%
Two or More Races			2%	6%	3%	Retention Rates		77.0%	79.4%	80.4%	76.5%	72.6%

*New hires October 1 - September 30

5-Year Trends

Exit Surveys

Survey data was collected for employees leaving from the School Division between October 1, 2021 and September 30, 2022. There were 236 teachers and 329 classified/administrators exiting, resulting in 565 employees leaving in total. One hundred-ninety-five (195) employees responded to the survey for a rate of 35%, which is an increase from past years.

The top three reasons for leaving were:

- Retirement (20%)
- Job Related Issue: dissatisfaction with policies/practices (10%)
- Personal: moved from area (9%)

Exit survey data will become more robust as we institute additional layers of data collection. The Virginia Department of Education exit survey results will be further supported from Gallup Exit Survey and Individual Exit Interview data. Exit survey and individual interview data will support the predictive value of engagement identified in the Gallup Engagement Survey.



Compensation

The School Board's and Board of Supervisors' Total Compensation Strategy is to target employee salaries at 100% of our competitive market median, teacher salaries at the top quartile, and benefits slightly above the market.

- A \$1,000 bonus was provided to all regular employees effective December 30, 2021.
- Effective February 28, 2022, all employees received an increase of 4%.
- Effective July 1, 2022, all employees received an additional increase of 6% thus totaling an increase of 10% from FY22 into the beginning of FY23.
- Classification Reviews: The School Technology Support Specialist position was reviewed and reclassified from a pay grade 15 to a 16. A new Technology Support Specialist Sr position was created and placed at a pay grade 17. These changes were made in the Spring of 2022.
- The payment schedule for stipends was reviewed and resulted in a decision to pay the majority of stipends out twice a year. (Acting Pay, NBCT and Extra Class stipends will remain biweekly.) The first payment will take place in January 2023.
- A compensation study was conducted throughout the spring and summer of 2022, with results and recommended actions provided in the Fall. These will be described in depth in next year's report.



Gender and Ethnicity by Pay Level

Teachers

Paygrade	Male	Female	White	Black or African American	Hispanic or Latino	Asian	American Indian or Alaskan Native	Native Hawaiian or Pacific Islander	Two or More Races
T00 - T03	4%	13%	14%	1%	0%	1%	0%	0%	1%
T04 - T10	6%	19%	21%	1%	1%	0%	0%	0%	1%
T11 - T20	8%	26%	31%	1%	1%	0%	0%	0%	0%
T21 - T30	5%	13%	17%	1%	0%	0%	0%	0%	0%
T31 and Above	1%	5%	5%	0%	0%	0%	0%	0%	0%
Broadband/Not on Scale	0%	0%	0%	0%	0%	0%	0%	0%	0%

Administrators

Paygrade	Male	Female	White	Black or African American	Hispanic or Latino	Asian	American Indian or Alaskan Native	Native Hawaiian or Pacific Islander	Two or More Races
PG 18-19	9%	9%	15%	2%	0%	0%	0%	0%	1%
Broadband/Not on Scale	36%	47%	62%	15%	2%	2%	0%	0%	2%

Classified Staff

Paygrade	Male	Female	White	Black or African American	Hispanic or Latino	Asian	American Indian or Alaskan Native	Native Hawaiian or Pacific Islander	Two or More Races
PG 4-9	55%	14%	45%	14%	4%	4%	0%	0%	2%
PG 10-15	3%	3%	4%	1%	0%	0%	0%	0%	0%
PG 16-19	16%	9%	19%	5%	0%	0%	0%	0%	1%

Benefits

ACPS offers a wide range of benefit options that promote a healthy lifestyle and contribute to financial stability. Highlights of our efforts for the year include:

- Made minimal change to medical/dental plan design and held employee rates steady for the 5th year in a row
- Met 1094/1095 tax reporting requirements (required under the Affordable Care Act) for 2021 calendar year
- Continued response to voluntary COVID-related leave program extensions (FFCRA/ARPA)
- Implementation of new COBRA/Retiree benefits administrator
- Procurement of new 403b/457 voluntary retirement savings options for ACPS staff (to be implemented in SY22-23)
- Weathered significant challenges with employee benefits administration in association with rollout of new ADP payroll module
- Began initial planning stages for new Human Resources HRIS system implementation
- Began significant data cleanup and process review in anticipation of HRIS implementation

Employee Recognition and Engagement

Each year the School Division recognizes employees for continuous years of service with the School Division. All employees receive a framed certificate at the five-year milestone. During the 2021-2022 school year, 392 employees were recognized for service milestones that occurred between July 1, 2021 and June 30, 2022.



Safety and Wellness

Safety

The HR team works collaboratively with all schools and departments on employee safety efforts including workers' compensation claims, Occupational Safety and Health Administration (OSHA) investigations and reporting, safety policies, and the ongoing prevention and infection control work associated with the COVID-19 pandemic.

Some highlights of this year were:

- Infection Control – the HR team continued to assess and maintain infection control efforts throughout the pandemic including contact tracing, providing guidance on quarantine, isolation, and return to work practices, locating test options, and helping employees access reliable information on COVID-19 health and safety topics. This cross-departmental team worked with the Blue Ridge Health District and consists of 3 members from Human Resources along with the COVID Coordinator and school nurses and concluded in early fall 2022.
- COVID-19 Testing – we maintained an in-house testing center for employees and family members (in partnership with the City of Charlottesville) to ensure they had timely access to testing. This was especially important during surges when testing was difficult to obtain, while providing additional PTO to school staff to provide protected time to care for themselves or their loved ones during the COVID-19 pandemic.
- Automated External Defibrillator (AED) Program – HR spearheaded a program overhaul to include a comprehensive review comparing current state with potential new vendors, including but not limited to, new models and equipment upgrades, as services have been severely disrupted due to supply chain shortages.

Wellness

We continued to maintain our wellness programs and promotions throughout the school division, while continuously assessing and adapting our infection control procedures to maintain safety through the endemic. Some highlights from this year were:

- Flu + Vaccination Clinics – this year, we partnered with Giant Pharmacy to hold clinics at 50 geographically-diverse locations and implemented a voucher system to ensure additional off-site vaccination options, if needed. We also promoted other ways for employees to get vaccinated for influenza, tetanus, diphtheria, pertussis (Tdap), shingles, measles, mumps, and rubella (MMR), and newly approved COVID-19 bivalent boosters.

- Employee Assistance Program – we continued to promote our expanded EAP services with ComPsych/Guidance Resources to employees via emails, professional development days, and on our websites.
- Fitbit Purchase Program – we offered a reduced price and subsidized Fitbits for employees, and reduced pricing for friends and family, as well as specials and discounts to local gyms throughout the community.
- Lunch-Hike Program – Parks & Recreation and BeWell partnered to lead employees on a hike during their lunch break at an Albemarle County Park with colleagues for some fresh air and exercise. Additionally, the hikes were posted so employees could participate independently and/or at another time.
- Fresh Farmacy Program – this program continued to offer home delivery and community pick-up sites throughout the year.
- Ergonomics – includes both in-person evaluations (pre-pandemic) and self-evaluation tools for work or home offices (during-pandemic).
- Occupational Health Services – we are working on an RFP and contract for a new occupational health facility to provide an additional health service location within our community.



Human Resources Information Systems (HRIS)

This past year, we established a focus on Human Resources Information Systems (HRIS). Our team focuses on data and technology to design systems that are accessible and easy to understand. Highlights of this focus:

- Completed transition from manual timesheets to an electronic time and attendance for all employees including all substitute and temporary employees. This project included:
 - A summer school pilot of logging extra work directly into Kronos and valuable feedback from our timekeepers who participated in the pilot.
 - The review and inclusion of all supplemental pay types in the supplemental pay scale.
 - The addition of over 800 substitutes and temporary employees to Kronos in fall 2022.
- Planned launch of self-service capability in ADP for over 3,700 employees including the ability for employees to update their address and emergency contacts directly in ADP and access for over 2,600 benefits eligible employees to complete Open Enrollment online (to be implemented Oct/Nov 2022).
- Facilitated the modernization and establishment of an HRIS system by moving employee data from our Great Plans (GP) system that was originally launched in 2012 to our new ADP system.
- Supported the Albemarle County Department of Finance and Budget in the Payroll Clarity Project

including the switch from monthly pay checks to bi-weekly pay checks and the change from a pay by exception model to a positive pay model of pay.

- Condensed workday calendars for employees from 17 unique calendars to 15 unique calendars; this will be under continuous review for additional ways to streamline processes.

Focus on Employee Voice

Over the course of the school year, the Human Resources team led the implementation of ACPs' first employee engagement survey by contracting with Gallup to administer their nationally normed engagement survey during April of 2022. With a response rate of over 2,100 employees, important data was brought forward about the state of the ACPs workforce. Our Gallup consultant presented the data to the School Board in May 2022.

Throughout the summer of 2022 training sessions were held with principals and department heads to provide an overview of the Gallup resources for engagement and assist them with developing goals to put in School and Department Improvement Plans for the upcoming school year.

During the summer of 2022, at the direction of the School Board, Human Resources convened a group of employees (including licensed and classified staff) to consider and develop a committee to elevate employee voice in decision making. Over the course of five meetings, the team developed a proposal that was shared with the School Board in October, 2022.

HR Departmental Efforts and Challenges

The past school year brought significant change to the Human Resources Department. As former Director Lorna Gerome retired after 21 years with the organization, two directors were hired, one for Government and one for Schools. This began the splitting of HR to have separate departments for each. The Department also worked through the Re-Design with the support of a consultant to assist with envisioning and developing a new structure. Eight longtime HR staff members either moved to the Government side or pursued other opportunities. The HR Department was not immune to the hiring challenges faced across the division and all employers, and it took significant time to ramp up staffing and fill vacant positions.

The Payroll Clarity Project was conducted by the Department of Finance and Budget in order to address payroll inefficiencies and compliance issues under Great Plains. This project impacted pay schedules for non-exempt 10/11 month employees, who were moved to a positive pay structure (exempt 10/11 month employees remained on a 12-month pay schedule basis). HR came into planning processes close to implementation, reviewing and recommending adjustments and suggesting practices to ensure proper pay for school division employees. As the new payroll processes were put in place in January, HR staff devoted massive amounts of time to review employee pay, troubleshoot processing and recommend fixes to address issues in the processing of pay and benefits. As part of these changes, many tasks that had been accomplished by the Government's payroll department began to move to the Human Resources team, especially the Benefits office.

As the team reviewed data and calculated corrections for employees, keeping up with customer service requests became harder.

As Payroll Clarity began to stabilize, work began on the implementation of the ADP Workforce Now Human Resources Information System solution to replace the dated Great Plains system. This required a huge amount of process review, planning, and data cleanup as HR headed into the busiest hiring season. Simultaneously, our HRIS team developed a solution to put our substitutes and temporary employees into the Kronos system - our last group of employees needing to transition. This group was the most challenging to build processes in the system, due to a wide range of rates, varying work schedules, locations and supervisors and inconsistent application of practices. Through collaboration with employees, timekeepers and bookkeepers, supervisors, and the fiscal services team, we were able to successfully pilot these employees in Kronos during the summer and fully transition them in the fall.

Employee Relations cases became more complex and challenging as we began to close out the school year, with an increase in ADA requests and requests for leave due to a variety of issues. The number of investigations HR initiated or supported rose rapidly. These pressures strained the launch of the Business Partner role as our three Generalists were pulled into more transactional work with employees or supported investigations that could lead to discipline. Moving forward, relieving the Business Partners of transactions to focus on support for leaders in building workplace culture will be an area of focus.

Finally, ACPS faced a very significant reduction in the number of applicants, especially the number of applicants eligible for licensure by the Virginia Department of Education. This paired with a sudden increase in the number of resignations and retirements at the middle and end of the summer, resulting in opening schools without full staffing. Very significant numbers of vacancies among

bus drivers and teachers (especially Special Education teachers) heavily impacted school operations and student learning. There were other areas sorely in need of staffing, including Child Nutrition and the Extended Day Enrichment Program. Building pipelines for staffing is an area of emphasis for the Talent team.

Going Forward

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

- Compensation:
 - Reviewing classifications for bus drivers, school nurses, maintenance staff, office associates, child nutrition staff and school technology managers.
 - Granting all regular full-time and part-time .70 or greater employees a one-time payment of \$1,000. Those below .70 will receive \$750. This is scheduled to be paid out in December 2022. Teacher longevity payments will again be paid in December 2022 for those with 33 or more years of experience. Classified employees that are at the top of their payscale will also receive a lump sum payment in December 2022.
 - Putting bus drivers on a step scale
 - Redefining our competitive market
- Recruitment and Retention
 - Stay interviews and exit interviews will be conducted to gain insight into the reasons staff make specific employment decisions.
 - Recruiting efforts expand to employee development opportunities for current staff including VDOE approved teaching apprenticeships, ACPS Grow-Your-Own programs and T/A to Teacher pathways.
 - Developing new university recruitment tools such as Handshake
 - Hosting ACPS on-site job fairs for teachers and classified staff that offer opportunities for immediate employment in some cases.

- Gallup survey and focus on employee engagement, focus on recruiting pipeline
- Employee Voice and Action Committee
- Creation of ACPS's first official 403b plan (to be implemented early 2023)
- Continuation of full ADP implementation will allow HR more efficient, transparent processes and will provide employees ease of access and enabling staff to manage personal needs on-demand. Future implementation will include:
 - Open Enrollment
 - New Employee On-Boarding, E-Verify
 - Employee Self-Service
 - Employee Status Changes
 - Reporting Capabilities
- Safety and Wellness:
 - A focused needs assessment survey is underway to identify the current state of all ACPS employees' wellbeing so that we can overcome roadblocks or obstacles limiting utilization of resources. We can then focus our efforts on bringing forth a variety of desired programs to all employees with all types of workloads and schedules.
 - We are developing a new auditing tool, specific to individual team needs, to routinely assess safety concerns and enhance OSHA practices in everyday settings. We are expanding our local occupational health partnership, increasing availability for pre-employment and workers' compensation needs.

School Division Statistics

	Employee Count 9/30/22*	Males								Females								Avg. yrs. Service w/ County	New hires to the County (10/1/2021 - 9/30/2022**	Separation of Service (Oct. 1 - Sept. 30)**				Turnover (all employees)**	Turnover (excluding Retirees) ***
		White	African American	Hispanic	Asian	American Indian or Alaskan Native	Native Hawaiian or Pacific Islander	Two or More Races	White	African American	Hispanic	Asian	American Indian or Alaskan Native	Native Hawaiian or Pacific Islander	Two or More Races	Probationary	Non- Probationary			Retirement or Death in Service	Total				
Elementary Schools																									
Agnor-Hurt	71	8	1	0	0	0	0	0	51	8	1	1	0	0	1	10	18	5	7	7	19	26.76%	16.90%		
Baker-Butler	101	3	0	1	0	0	0	0	82	5	4	3	0	0	3	7	18	1	14	2	17	17.53%	15.46%		
Broadus Wood	49	3	0	0	0	0	0	0	40	3	0	0	0	1	0	2	16	3	7	0	10	22.22%	22.22%		
Brownsville	78	7	1	0	0	0	0	2	63	0	3	1	0	0	1	8	16	3	10	2	15	15.79%	13.68%		
Crozet	66	7	0	1	0	0	0	0	55	2	0	1	0	0	0	6	20	0	6	3	9	20.00%	13.33%		
Greer	90	10	2	0	0	0	0	0	64	6	3	2	0	0	3	7	16	3	6	3	12	14.12%	10.59%		
Hollymead	54	4	0	0	0	0	0	0	39	2	2	5	0	0	2	9	13	2	4	2	8	14.55%	10.91%		
Meriwether Lewis	43	3	0	0	0	0	1	0	35	0	1	0	1	0	2	7	7	4	2	2	8	18.60%	13.95%		
Mountain View	119	10	2	1	0	0	0	0	74	10	18	2	0	0	2	7	35	14	13	2	29	25.00%	23.28%		
Murray Elem	45	6	0	0	0	0	0	0	33	2	2	2	0	0	0	8	7	2	5	2	9	20.93%	16.28%		
Red Hill	34	4	0	0	0	0	0	0	28	1	0	1	0	0	0	6	4	0	2	0	2	6.67%	6.67%		
Scottsville	37	5	1	1	0	0	0	0	30	0	0	0	0	0	0	7	6	3	6	0	9	25.71%	25.71%		
Stone-Robinson	76	5	0	0	0	0	0	0	66	1	1	1	0	0	2	7	16	7	11	1	19	24.68%	23.38%		
Stony Point	32	0	1	0	0	0	0	0	29	1	1	0	0	0	0	9	6	4	3	0	7	21.88%	21.88%		
Woodbrook	92	7	1	0	0	0	0	0	69	7	2	4	0	0	2	6	20	6	10	2	18	19.57%	17.39%		
Secondary Schools																									
Albemarle	208	53	11	1	0	0	0	2	109	15	8	4	0	0	5	7	50	7	23	12	42	21.32%	15.23%		
Burley	74	21	3	0	1	0	0	0	34	7	2	1	0	0	5	7	15	5	7	5	17	22.37%	15.79%		
Center for Learning & Growth	4	0	0	0	0	0	0	0	4	0	0	0	0	0	0	7	0	0	1	0	1	20.00%	20.00%		
Center I	12	7	0	0	0	0	0	0	4	0	0	1	0	0	0	2	4	0	0	0	0	0.00%	0.00%		
Community Lab School	28	8	2	0	0	0	0	1	13	1	1	1	0	0	1	5	10	5	8	1	14	45.16%	41.94%		
Henley	81	23	2	1	0	0	0	1	49	1	2	0	0	0	2	8	11	7	12	2	21	23.60%	21.35%		
Journey	82	16	3	0	1	0	0	1	42	12	2	1	1	0	3	6	27	13	14	2	29	33.33%	31.03%		
Lakeside	61	14	1	0	0	0	0	0	39	3	2	1	0	0	1	10	12	5	8	3	16	25.40%	20.63%		
Monticello	142	44	9	5	0	0	0	0	72	9	0	2	0	0	1	6	34	7	14	4	25	19.23%	16.15%		
Post High Program	7	0	0	0	0	0	0	0	6	1	0	0	0	0	0	5	2	0	0	2	2	33.33%	0.00%		
Virtual School	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	11	7	1	19	****	****		
Walton	59	12	2	0	0	0	0	0	36	8	1	0	0	0	0	8	9	1	5	2	8	14.04%	10.53%		
Western Albemarle	129	38	3	2	0	0	0	0	79	5	0	0	0	0	2	8	30	9	14	3	26	21.14%	18.70%		
Departments																									
Albemarle Resource Center	1	0	0	0	0	0	0	0	1	0	0	0	0	0	0	34	0	0	0	0	0	0.00%	0.00%		
Building Services	167	52	39	7	22	2	0	0	14	17	4	10	0	0	0	9	37	8	17	7	32	20.25%	15.82%		
Child Nutrition	92	6	3	0	0	0	0	0	66	13	1	1	2	0	0	9	23	3	14	3	20	21.74%	18.48%		
Community Engagement	10	1	1	0	0	0	0	1	1	6	0	0	0	0	0	11	1	1	0	1	2	20.00%	10.00%		
Extended Day Enrichment Prgrm	50	2	1	0	0	0	0	0	35	9	2	0	1	0	0	7	17	3	10	1	14	26.92%	25.00%		
Federal Programs	3	0	0	0	0	0	0	0	3	0	0	0	0	0	0	10	1	0	0	0	0	0.00%	0.00%		
Fiscal Services	13	3	0	0	0	0	0	0	6	3	0	1	0	0	0	14	1	0	0	0	0	0.00%	0.00%		
Human Resources	26	8	1	0	0	0	0	0	11	2	0	2	0	0	2	7	9	0	5	2	7	30.43%	21.74%		
Instruction	54	9	9	0	0	0	0	0	29	4	1	0	0	0	2	9	7	0	8	0	8	16.33%	16.33%		
International and ESOL Program	6	0	0	1	1	0	0	0	3	0	1	0	0	0	0	4	1	1	1	0	2	28.57%	28.57%		
Maintenance Shop	22	18	2	1	0	0	0	0	1	0	0	0	0	0	0	11	0	0	1	2	3	8.33%	2.78%		
School Board	7	2	1	0	0	0	0	0	2	0	0	1	0	0	1	5	0	0	0	0	0	0.00%	0.00%		
Special Services	89	12	0	0	0	0	0	0	66	6	1	1	0	0	3	7	17	2	6	3	11	13.58%	9.88%		
Strategic Planning & Communication	9	4	0	0	0	0	0	0	5	0	0	0	0	0	0	8	1	0	0	0	0	0.00%	0.00%		
Superintendent's Office	4	2	0	0	0	0	0	0	2	0	0	0	0	0	0	14	0	0	0	0	0	0.00%	0.00%		
Support and Planning Services	2	0	0	0	0	0	0	0	2	0	0	0	0	0	0	15	0	0	0	0	0	0.00%	0.00%		
Technology	56	32	4	0	0	0	0	1	16	0	0	0	0	0	3	8	11	1	10	1	12	22.64%	20.75%		
Transportation	179	48	13	0	0	0	0	0	86	27	1	0	0	0	4	9	16	4	28	11	43	20.57%	15.31%		
Totals	2664	517	119	22	25	2	1	9	1594	197	67	50	6	0	55	8	565	150	319	96	565	21.22%	17.62%		

*Dual job employees working in more than one location are counted at each location. Dual job employees working at a single location are only counted once.
**New hires are brand new hires to the division and terms are employees who have left the division. Internal movement is not included.
***Turnover equals number of terminated employees divided by actual number of employees that were on staff as of 9/30/201
****Department was created for SY21-22 only. Does not exist in SY22-23.

Ethnicity by Location -- All Employees

	Male								Female								Grand Total
	White	Black or African American	Hispanic or Latino	Asian	American Indian or Alaskan Native	Native Hawaiian or Pacific Islander	Two or more races	Male Total	White	Black or African American	Hispanic or Latino	Asian	American Indian or Alaskan Native	Native Hawaiian or Pacific Islander	Two or more races	Female Total	
Agnor-Hurt Elementary School	8	1						9	51	8	1	1			1	62	71
Albemarle High School	53	11	1				2	67	109	15	8	4			5	141	208
Albemarle Resource Center	0								1							1	1
Baker-Butler Elementary School	3		1					4	82	5	4	3			3	97	101
Broadus Wood Elementary School	3							3	40	3			1		2	46	49
Brownsville Elementary School	7	1					2	10	63		3	1			1	68	78
Building Services	52	39	7	22	2			122	14	17	4	10				45	167
Burley Middle School	21	3		1				25	34	7	2	1			5	49	74
Center for Learning & Growth	0								4							4	4
Center I	7							7	4			1				5	12
Child Nutrition Program	6	3						9	66	13	1	1	2			83	92
Community Engagement	1	1					1	3	1	6						7	10
Community Lab School	8	2					1	11	13	1	1	1			1	17	28
Crozet Elementary School	7		1					8	55	2		1				58	66
Extended Day Enrichment Prgm	2	1						3	35	9	2		1			47	50
Federal Programs	0								3							3	3
Fiscal Services	3							3	6	3		1				10	13
Greer Elementary School	10	2						12	64	6	3	2			3	78	90
Henley Middle School	23	2	1				1	27	49	1	2				2	54	81
Hollymead Elementary School	4							4	39	2	2	5			2	50	54
Human Resources	8	1						9	11	2		2			2	17	26
Instruction	9	9						18	29	4	1				2	36	54
International and ESOL Program	0		1	1				2	3		1					4	6
Lakeside Middle School	14	1						15	39	3	2	1			1	46	61
Maintenance Shop	18	2	1					21	1							1	22
Meriwether Lewis Elem. School	3					1		4	35		1		1		2	39	43
Monticello High School	44	9	5					58	72	9		2			1	84	142
Mountain View Elem School	10	2	1					13	74	10	18	2			2	106	119
Murray Elementary School	6							6	33	2	2	2				39	45
Post High Program									6	1						7	7
Red Hill Elementary School	4							4	28	1		1				30	34
School Board	2	1						3	2			1			1	4	7
Scottsville Elementary School	5	1	1					7	30							30	37
Special Services	12							12	66	6	1	1			3	77	89
Stone-Robinson Elem. School	5							5	66	1	1	1			2	71	76
Stony Point Elementary School		1						1	29	1	1					31	32
Strategic Planning & Comms	4							4	5							5	9
Superintendent's Office	2							2	2							2	4
Support and Planning Services									2							2	2
Technology	32	4					1	37	16						3	19	56
Transportation	48	13						61	86	27	1				4	118	179
Walton Middle School	12	2						14	36	8	1					45	59
Western Albemarle High School	38	3	2					43	79	5					2	86	129
Woodbrook Elementary School	7	1						8	69	7	2	4			2	84	92
Journey Middle School	16	3		1			1	21	42	12	2	1	1		3	61	82
Grand Total	517	119	22	25	2	1	9	695	1594	197	67	50	6		55	1969	2664

Ethnicity by Location -- Teachers

	Male							Female								Female Total	Grand Total
	White	Black or African American	Hispanic or Latino	Asian	American Indian or Alaskan Native	Native Hawaiian or Pacific Islander	Two or more races	Male Total	White	Black or African American	Hispanic or Latino	Asian	American Indian or Alaskan Native	Native Hawaiian or Pacific Islander	Two or more races		
Agnor-Hurt Elementary School	6	1						7	36	2		1			1	40	47
Albemarle High School	47	6	1				1	55	82	4	5	2			2	95	150
Baker-Butler Elementary School	2		1					3	49	1	1	2			3	56	59
Broadus Wood Elementary School	2							2	22	1						23	25
Brownsville Elementary School	6							6	38						1	39	45
Burley Middle School	19			1				20	26	3	1	1			4	35	55
Center for Learning & Growth									4							4	4
Center I	6							6	3							3	9
Community Lab School	6	1					1	8	9		1	1			1	12	20
Crozet Elementary School	6		1					7	35	2						37	44
Greer Elementary School	5							5	42	1	1	2			3	49	54
Henley Middle School	19	1	1				1	22	41						1	42	64
Hollymead Elementary School	3							3	23	1	1	2				27	30
Instruction	6	1						7	14	1	1				1	17	24
Lakeside Middle School	11	1						12	29	1	1	1			1	33	45
Meriwether Lewis Elem. School	3					1		4	23				1		1	25	29
Monticello High School	40	2	5					47	51	1		2			1	55	102
Mountain View Elem School	8	1						9	48	5	6	2			2	63	72
Murray Elementary School	4							4	18	1						19	23
Post High Program									3							3	3
Red Hill Elementary School	3							3	17	1		1				19	22
Scottsville Elementary School	3	1						4	17							17	21
Special Services	9							9	49	1	1	1			3	55	64
Stone-Robinson Elem. School	4							4	38						1	39	43
Stony Point Elementary School		1						1	17							17	18
Technology	3	1					1	5	7						1	8	13
Walton Middle School	10							10	27	3	1					31	41
Western Albemarle High School	32		1					33	57	1					1	59	92
Woodbrook Elementary School	5	1						6	47	3	1	3				54	60
Journey Middle School	13	2		1				16	36	4	2	1	1		1	45	61
Grand Total	281	20	10	2		1	4	318	908	37	23	22	2		29	1021	1339

Ethnicity by Location -- Administrators

	Male								Female								Grand Total
	White	Black or African American	Hispanic or Latino	Asian	American Indian or Alaskan Native	Native Hawaiian or Pacific Islander	Two or more races	Male Total	White	Black or African American	Hispanic or Latino	Asian	American Indian or Alaskan Native	Native Hawaiian or Pacific Islander	Two or more races	Female Total	
Agnor-Hurt Elementary School	1							1		1						1	2
Albemarle High School	2						1	3	3	1	1					5	8
Baker-Butler Elementary School	1							1	2							2	3
Broadus Wood Elementary School									2							2	2
Brownsville Elementary School		1						1	1							1	2
Building Services	3							3	4							4	7
Burley Middle School	1							1		1						1	2
Center I	1							1									1
Child Nutrition Program									1							1	1
Community Engagement	1	1					1	3	1	5						6	9
Community Lab School	1							1		1						1	2
Crozet Elementary School									2							2	2
Federal Programs									1							1	1
Fiscal Services	3							3	1			1				2	5
Greer Elementary School	1							1	1							1	2
Henley Middle School	1	1						2		1						1	3
Hollymead Elementary School	1							1	1							1	2
Human Resources	4	1						5	6	1		2			1	10	15
Instruction	2	2						4	13							13	17
International and ESOL Program									1							1	1
Lakeside Middle School	2							2									2
Maintenance Shop	2							2									2
Meriwether Lewis Elem. School									2							2	2
Monticello High School	1	2						3	2	1						3	6
Mountain View Elem School	1							1			2					2	3
Murray Elementary School	1							1		1						1	2
Red Hill Elementary School	1							1	1							1	2
School Board	2	1						3	2			1			1	4	7
Scottsville Elementary School	1							1	1							1	2
Special Services	3							3	7	1						8	11
Stone-Robinson Elem. School	1							1	1							1	2
Stony Point Elementary School									2							2	2
Strategic Planning & Comms	3							3	3							3	6
Superintendent's Office	2							2									2
Support and Planning Services									2							2	2
Technology	15	1						16	5							5	21
Transportation	1							1		1						1	2
Walton Middle School	1	1						2									2
Western Albemarle High School	2	1						3	3							3	6
Woodbrook Elementary School	1							1	1	1						2	3
Journey Middle School		1						1	1							1	2
Grand Total	63	13					2	78	73	16	3	4			2	98	176

Ethnicity by Location -- Classified

	Male								Female								Grand Total
	White	Black or African American	Hispanic or Latino	Asian	American Indian or Alaskan Native	Native Hawaiian or Pacific Islander	Two or more races	Male Total	White	Black or African American	Hispanic or Latino	Asian	American Indian or Alaskan Native	Native Hawaiian or Pacific Islander	Two or more races	Female Total	
Agnor-Hurt Elementary School	1							1	15	5	1					21	22
Albemarle High School	4	5						9	24	10	2	2			3	41	50
Albemarle Resource Center									1							1	1
Baker-Butler Elementary School									31	4	3	1				39	39
Broadus Wood Elementary School	1							1	16	2			1		2	21	22
Brownsville Elementary School	1						2	3	24		3	1				28	31
Building Services	49	39	7	22	2			119	10	17	4	10				41	160
Burley Middle School	1	3						4	8	3	1				1	13	17
Center I									1			1				2	2
Child Nutrition Program	6	3						9	65	13	1	1	2			82	91
Community Engagement										1						1	1
Community Lab School	1	1						2	4							4	6
Crozet Elementary School	1							1	18			1				19	20
Extended Day Enrichment Prgm	2	1						3	35	9	2		1			47	50
Federal Programs									2							2	2
Fiscal Services									5	3						8	8
Greer Elementary School	4	2						6	21	5	2					28	34
Henley Middle School	3							3	8		2				1	11	14
Hollymead Elementary School									15	1	1	3			2	22	22
Human Resources	4							4	5	1					1	7	11
Instruction	1	6						7	2	3					1	6	13
International and ESOL Program			1	1				2	2		1					3	5
Lakeside Middle School	1							1	10	2	1					13	14
Maintenance Shop	16	2	1					19	1							1	20
Meriwether Lewis Elem. School									10		1				1	12	12
Monticello High School	3	5						8	19	7						26	34
Mountain View Elem School	1	1	1					3	26	5	10					41	44
Murray Elementary School	1							1	15		2	2				19	20
Post High Program									3	1						4	4
Red Hill Elementary School									10							10	10
Scottsville Elementary School	1		1					2	12							12	14
Special Services									10	4						14	14
Stone-Robinson Elem. School									27	1	1	1			1	31	31
Stony Point Elementary School									10	1	1					12	12
Strategic Planning & Comms	1							1	2							2	3
Superintendent's Office									2							2	2
Technology	14	2						16	4						2	6	22
Transportation	47	13						60	86	26	1				4	117	177
Walton Middle School	1	1						2	9	5						14	16
Western Albemarle High School	4	2	1					7	19	4					1	24	31
Woodbrook Elementary School	1							1	21	3	1	1			2	28	29
Journey Middle School	3						1	4	5	8					2	15	19
Grand Total	173	86	12	23	2		3	299	613	144	41	24	4		24	850	1149



Human Resources Department

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