

ALBEMARLE COUNTY



PUBLIC SCHOOLS

2023-2024 ANNUAL REPORT





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MESSAGE FROM THE DIRECTOR

Year in Review

Over the course of the past school year, the Human Resources team implemented many new processes and systems in order to leverage available opportunities to overcome the variety of challenges in the hiring landscape for public school divisions.

Major projects came to fruition as ACPS HR implemented the ADP system for employee data management and built new processes to accomplish tasks such as on-boarding and off-boarding, enable self-service opportunities for employees to make changes to their data and benefits elections, and shift our focus from managing transactions to transforming the workplace and work experience for employees.



Dan Redding
Executive Director of
Human Resources

The HR Mission of recruiting, supporting, and developing employees to support *Learning for All* was in the forefront as we engaged in a wide array of initiatives:

- Conducting ACPS' first comprehensive systematic Stay Interviews to gather data on the employee experience, to include successes and high points in their day-to-day work as well as barriers they may experience.
- Shifting roles to make our HR Generalists, who oversaw many transactions around employment status, to become HR Business Partners, working closely with school and department leaders around their HR needs and focusing on proactive planning and support around employee issues.
- Mapping out the HR Employee Service Center (ESC) and implementing an employee resources SharePoint site that provides employees with timely information to help them get answers to their questions.
- Building several alternative pathways to becoming a teacher to fill critical instructional roles while the applicant pool continues to be significantly depressed.

Our HR Vision continues to be that ACPS is an employer of choice. We collaborate across the division with leaders to support shifts that lift employee engagement and leverage strengths to support the Strategic Plan of the School Division. As you review the information and stories shared in this report, I hope you will see the positive impact that a separate, school division-focused HR team is having on ACPS.

OUR VISION, MISSION & VALUES



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 ensure Learning for All.



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.

MEET THE HR TEAM

HR Leadership

Dan Redding
Executive Director of Human Resources
Ext. 13910

Brodie Downs
Director of Employee Services
Ext. 13912

Jason Sears
Director of Talent
Ext. 13913

Kimberly Shigeoka
Program Manager - HRIS/Systems
Ext. 13915

Thomas Abell
HRIS Analyst
Ext. 13916

Brooke Conover
Administrative & Financial Analyst
Ext. 13914

Business Partners

Davra Bruce
Business Partner for
Departments & Central Office
Ext. 13950

Jennifer Weller Kim
Business Partner for
Secondary Schools
Ext. 13951

Eirini Vlavianos
Business Partner for
Elementary Schools
Ext. 13952

Benefits

Benefits
Claudine Cloutier
Program Manager, Benefits
Ext. 13930

Jenny Stearns
Benefits Advisor
Ext. 13931

Christie Ponton
Benefits Specialist
Ext. 13932

Shelli Campbell
Benefits Specialist
Ext. 13934

Employee Service Center (ESC)

Devynn Banks
Employee Service Center Supervisor
Ext. 13920

Loren Hawkins
Employee Service Center Specialist
Ext. 13921

Madeline Harding
Employee Service Center Specialist
Ext. 13922

Alice Onyango
Employee Service Center Specialist
(Temporary)
Ext. 13923

MEET THE HR TEAM

Compensation

Sunny Thies-Moon
Program Manager, Compensation
& Rewards
Ext. 13970

Medina Wilkerson
Payroll Quality Coordinator
Ext. 13922

Laura Day
Compensation Analyst
Ext. 13971

Talent

Jason Crutchfield
Program Manager, Talent Acquisition
Ext. 13941

Sarah Lynn
Program Manager, Organizational
Development & Learning
Ext. 13946

Shay Carter-Shifflett
Program Manager, Talent Retention & DEI
Ext. 13237

John McQuilkin
Talent Acquisition Analyst
Ext. 13945

Brandon Edwards
Talent Acquisition Analyst
Ext. 13947

Eva McGehee
Substitute Coordinator
Ext. 13943

Michael Thomas
Organizational Development & Learning
Specialist
Ext. 13944

Ricky Vrhovac
Apprentice Coordinator (Grant-funded)

Safety & Wellness

Michelle Bailey
Program Manager, Safety
& Wellness
Ext. 13941

Alex Patterson
Safety Specialist
Ext. 13961

Other Contact Information

General Questions: HR@k12albemarle.org

Benefits: benefits@k12albemarle.org

Employment Verifications: verifications@k12albemarle.org

Evaluations: evaluations@k12albemarle.org

Leave: leave@k12albemarle.org

Workers' Compensation: workerscomp@k12albemarle.org

HR Main Office Line: 434-296-5827, ext. 13900

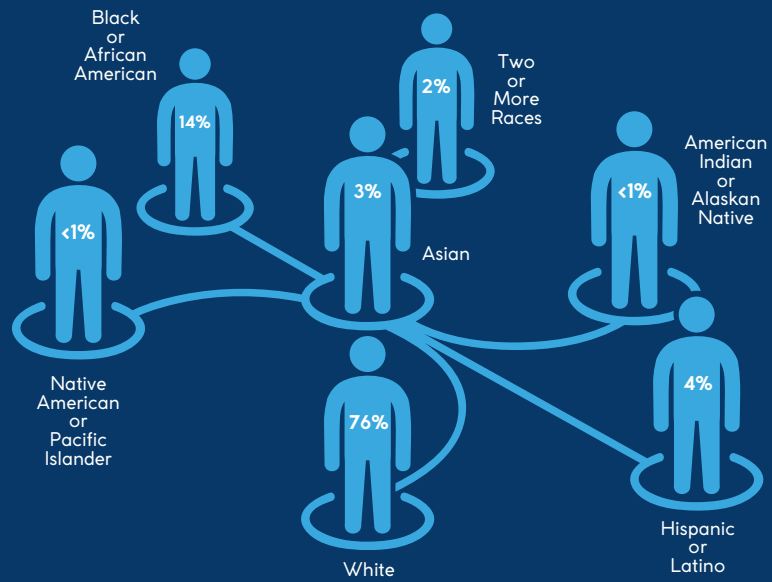
HR Benefits Office Line: 434-296-5827, ext. 13901

EMPLOYEES AT A GLANCE

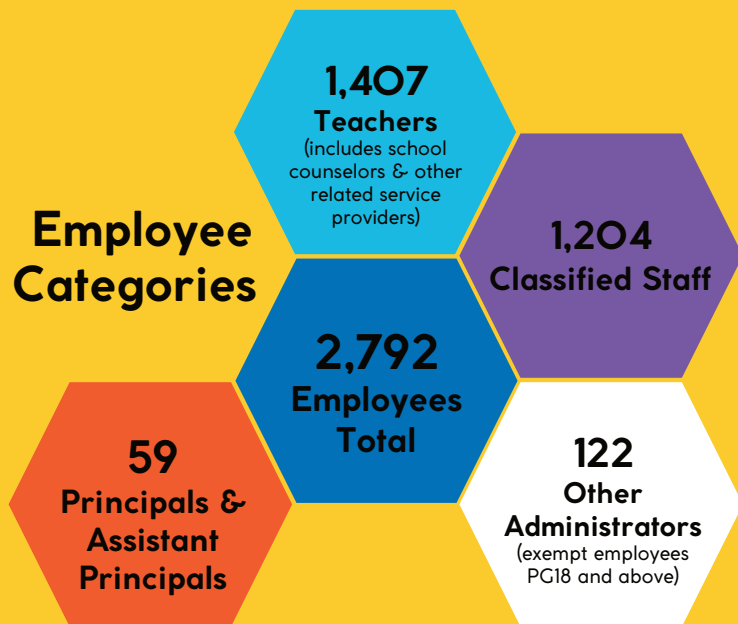
Where Our Employees Live



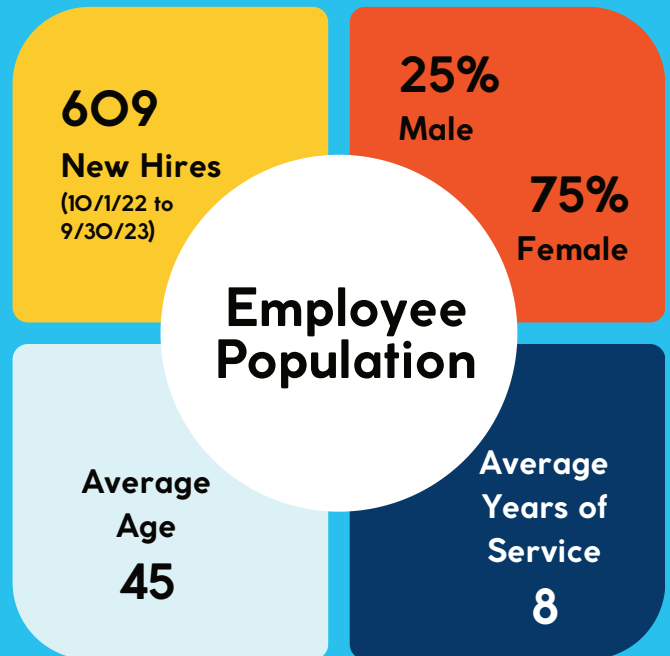
Employee Ethnicities



Employee Categories



Employee Population





IMPACT AREA

EMPLOYEE RECRUITMENT

Development of a Talent Team

The ACPS HR Talent Team is now fully staffed. The School Board's commitment to the work of recruitment and retention led to the approval of additional roles that allowed new and focused areas of growth on the Human Resources team:

- The **Program Manager for Talent Retention and Diversity, Equity and Inclusion** has spearheaded two important initiatives: the Gallup Survey and Stay Interviews. The Gallup survey is a powerful tool that has allowed ACPS to identify points of engagement and disengagement. Stay Interviews are giving us data to understand the powerful reasons ACPS staff remain committed to the district, while also identifying the challenges that our staff face in their roles so that we can help find solutions to those challenges.
- Our **Program Manager for Organizational Development and Learning** is developing new ways for our staff to grow and learn within ACPS. These efforts include designing programs for staff to flourish and evolve within their existing roles here in ACPS through continued education. In addition, the Program Manager for Organizational Development and Learning is creating new pathways for staff to be promoted and thrive in new roles within the organization. These retention efforts will be highlighted later in this report.
- With the addition of a **Program Manager for Talent Acquisition**, these new roles have allowed the ACPS HR team to be significantly more proactive in our desire to grow from transactional to transformational in our approach to serving our staff. These new roles have been integral in supporting the district through a significant employment shortage that is being felt not only in education, but in employment throughout the country. Despite these unprecedented hiring times, ACPS is continuing to be a positive destination for educators who foster student success.

Hiring for the 2023-24 school year was a success despite a challenging job market. ACPS began the year with a 1.37% vacancy rate, a rate lower than any neighboring and competing school districts that even eclipsed our own 2022 vacancy rate.** A real highlight for this hiring season was beginning the school year with a 0% vacancy rate for Special Education teachers!

ACPS hired 215 teachers for this school year. Major progress was made in meeting our commitment to ensuring the demographics of our teaching staff is representative of the demographics of our community: 27% (57) of our new hires were teachers of color. Those teachers of color included teachers that identified themselves as Black, Hispanic/Latinx, Two or More Races and Asian. Over the last six years, ACPS has increased the overall percentage of teachers of color to over 13% of our teaching force.

**[Additional Hiring Information](#) (ACPS HR Hiring report from September 2023)



IMPACT AREA

EMPLOYEE RECRUITMENT

Apprenticeship Program

The Apprenticeship Program is a grant funded program supported by the Virginia Department of Education (VDOE) and the Virginia Department of Labor and Industry (VDOLI). It is designed to meet workforce development needs and address the statewide teacher shortage. A new position and title now exists in ACPS: the Apprentice. The role is focused on learning how to teach through two years of increased instructional responsibilities paired with the completion of a bachelor's degree leading to teacher licensure. The program currently focuses on Special Education base teacher training with the plan to expand into elementary school licensure with the next round of grant funding. The apprenticeship makes the process of becoming a teacher possible by removing economic barriers and providing on the job training.

Impact of Handshake

- Handshake is a nationally recognized career platform that allows greater connection to teaching candidates nationwide.
- ACPS conducted 71 direct-to-candidate campaigns that reached over 75,000 candidates.
- The connections directly to candidates yielded over 6,000 opportunities to engage with them.
- The campaigns touched over 250 nontraditional institutions.
- We also conducted in person recruitment sessions that allowed interested candidates to learn about our Culturally Responsive Teaching model as well as other aspects of ACPS.
- Candidates included not only classroom teachers but also central office staff.

Am I a good fit for this position?

This is a thought that usually goes unasked or worse, unanswered from employers. Thanks to Handshake, we are able to guide candidates who are interested in joining our ACPS family. By directly messaging with a candidate to recruit for those tough-to-fill positions, we were able to answer this question for an interested candidate who is now an ACPS employee.



EMPLOYEE RECRUITMENT

Special Education Teachers

Special Education teachers were recruited using provisional licensure, and financially supported in coursework required for full licensure. Nineteen qualified, classified staff stepped into the role of classroom teacher and nine chose the prepay and commit option, committing to three years of service upon receipt of their professional teaching license. This program creates a career ladder in special education from TA to Teacher and through to Mentor.

Increased Diversity

In 2023, we significantly increased instructional staff diversity. Over the last six years, our division has continued to demonstrate a commitment to increasing the diversity of our instructional staff increasing from 10% in 2017 to 13.4% in 2023. That commitment to diversity encompasses all departments within the Division, including central office and classified staff.

Bus Driver Recruitment

Recruitment HR staff also tackled efforts to address the Bus Driver shortage. In the middle of a nationwide shortage of drivers, our Recruitment Team targeted potential driving candidates in our community as well as potential candidates outside of Albemarle County. We held a job fair to promote and attract drivers at the end of July, yielding several candidates to be trained for future driving routes.

In an effort to enhance the reach of our recruitment activities, the Recruitment Team also worked with the Transportation Department to adjust the compensation plan for candidates who did not already hold the required Commercial Driving License (CDL) needed to drive a bus. Instead of paying candidates as part-time trainees, we compensated drivers in training as full-time employees.

IMPACT SNAPSHOT

13%

of the new teachers hired are *First Year* teachers of color.

27%

of the new teachers hired are teachers of color, nearly doubling the percentage from last year.



IMPACT AREA

EMPLOYEE RECRUITMENT

Implementation of Early Contracts

Early contracts have begun to play an important role in recruiting new teachers to Albemarle County Public Schools. In today’s labor market it is important to connect with potential instructional staff as early as possible, as candidates have an opportunity to choose from many other districts. Early contracts allow ACPS to give secure top talent in a timely manner. ACPS was able to give more than ten early contracts to teachers across the district. Those contracts allowed schools to better manage their staffing with top performers.

Special Education Bonus

One of the more challenging endeavors our Talent Team had this year was the acquisition of Special Education Teachers. One of the strategies we employed to meet this challenge was the offer of bonuses to first time hires. We awarded a total of nineteen bonuses to these new hires: seven to middle school teachers and twelve to elementary school teachers.

EMPLOYEE SPOTLIGHT



Our Recruitment Team’s efforts are ongoing and continuously engaged in finding quality candidates and supporting new teachers in their goals to be professional educators.

By utilizing our partnerships with local and online College/University Teacher Training Programs, ACPS has consistently been able to identify and support exceptional teacher candidates.

Kohde Cason: First year Kindergarten Teacher at Brownsville. Mother and military veteran with a passion for teaching and an interest in being an ACPS educator, Kohde successfully completed student teaching within an ACPS elementary school. Kohde was identified as a proficient candidate in the Spring of 2023 and hired with an early contract for 2023-24.



IMPACT AREA

RETENTION

Stay Interviews

Stay Interviews are a concept largely used in business and private industry which has recently emerged into school districts. They are designed to talk with new employees and specific employee groups about their successes and barriers to doing their best work in the workplace. 137 employees (nearly 5% of the workforce) volunteered to share their experience working in ACPS. Themes emerged from interviews about challenges and solutions at both the building/department and division level. Employees shared their thoughts about how best to meet the needs of students through additional staffing, work on classroom behavior, and greater collaboration.

SPED Teacher Retention

Special Education teachers shared experiences of burnout related to large caseloads. Many times, this was due to a persistent vacancy in Special Education, causing a teacher to take on twice the students. Our focus on recruitment of special education teachers which resulted in a 100% fill rate of special education at the start of the 2023 school year was intended to help with burnout prevention and improved retention of special education teachers.

Substitutes

Substitute teachers played a vital role in the last year and filled over 11,000 absences. We launched a bonus program that incentivized substitutes to work more frequently. 140 substitutes were rewarded for working at least 35 days throughout the school year. Substitute teaching also gave many the opportunity to explore education as a career field and ACPS as an employer. 74 of the substitute teachers who worked during the 22-23 school year are now in regular positions in ACPS. A further 15 former substitutes are currently leading classrooms as Long-Term Substitutes.

IMPACT SNAPSHOT

137

Employees shared their experiences working in ACPS.

100%

Fill rate of Special Education teachers at the start of the 2023-24 school year.

74

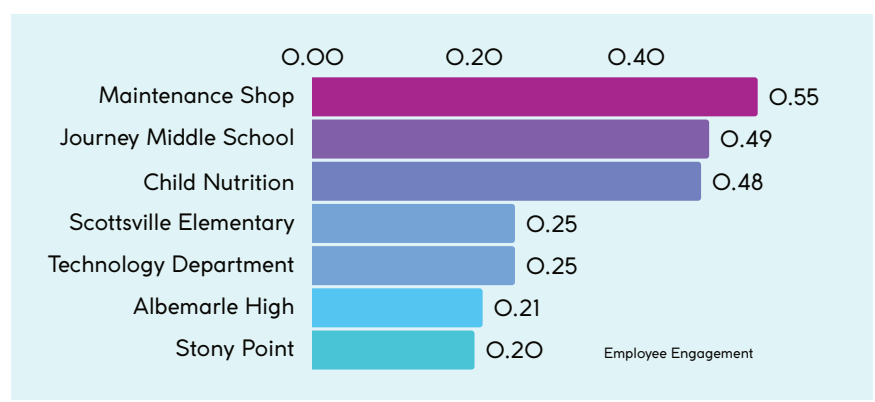
Substitutes who worked during the 2022-23 school year who are now in regular ACPS positions.



IMPACT AREA RETENTION

Gallup Engagement Survey

The Gallup Engagement Survey is a nationally normed measure of employee engagement, defined as the involvement and enthusiasm of employees in their work and workplace. While the division’s overall score remained relatively flat, individual schools and departments showed significant increases (greater than 0.2). There was also an overall increase in employee participation, from 75% in 2022 to 81% in 2023. The following chart displays notable school or department improvements:



Retention Rate Data Summary

Albemarle County is celebrating high rates of employee retention. Having high retention rates is positive for a school district because it ensures continuity among staff, reduces cost and time of orienting new staff and assists in the cohesion of the instructional program. This is a strong focus for the Talent Team.

Like most public school districts, Albemarle County Public Schools, experienced a greater than average teacher turnover following the global COVID-19 pandemic. Despite that trend, over the past three years, ACPS has seen increases in employee retention. We are proud to share that we see an improvement to an 88.1% teacher retention rate for the 2023-24 school year. This is a five-percentage point increase from the previous year and more than one percent increase from pre-pandemic teacher retention.

Our classified staff retention rate also showed increases over the previous two years. The retention rate for our classified staff has reached 80%, a three-year high and a seven-percentage point increase from the 2022-23 school year. Finally, this year ACPS boasts a 94% retention rate among our school administrators, a five-year high dating back to the 2019-20 school year. Additional data on employee retention can be found in our Data Appendix.

EMPLOYEE SPOTLIGHT



ACPS Teacher of the Year **Jessica Eisenhauer**

“She asks the tough questions and pushes us to step outside our comfort zones when utilizing best practices and strategies, Jessica always is looking at data, designing interventions, and working with the team to improve student learning,” said Dr. Beth Costa, principal of Monticello High School. Of the more than 1,300 ACPS teachers, 25 were recognized as Teacher of the Year for their respective schools.

ACPS Classified Employee of the Year **Pecolia Conner**

Described as a “warm demander” by her principal, Dr. Michael Irani, “With their trust in hand, Pecolia holds her students to high standards, both in terms of academics and behavior. If she needs support with a child, she partners effectively with families and teachers,” Kelvin Reid, Director of EDEP, said “She readily connects with her audience through her humor, warmth and care because they recognize she is absolutely authentic.”





IMPACT AREA

BENEFITS

The theme of transformation certainly extended to Benefits this year. In February 2023, ACPS transitioned from a multiple (19+) vendor 403b scenario to a single plan administrator. After a competitive process, we selected **Lincoln Financial** as the Division's sole 403b plan administrator.

Moving to a single vendor gave us the opportunity to offer a lower and more transparent fee structure than most participants had under their previous administrators along with a streamlined, best in class investment lineup, no surrender fees, and the removal of commissioned sales representatives from the advisory process.


Most notably, the switch to ADP in the fall of 2022 as our HRIS (Human Resources Information System) initiated true **self-service and employee ownership** of their personal information in the system: employees can now use ADP to do things like update their contact information, request a change to their direct deposit information and change/enroll in benefits. Employees can also login to ADP to view their **pay statements and enrollment information** without having to contact Human Resources.

In November 2022, we held our first **Open Enrollment** in ADP. To ensure the new HRIS held accurate plan and demographic information, we required all benefits-eligible employees to login to ADP and newly elect benefits like medical/dental insurance, along with adding information about their covered dependents. This effort required significant outreach over several weeks and resulted in nearly **100% compliance**.

Employees were not the only group who gained an enhanced experience with the move to ADP. Our internal teams (consisting of Human Resources, Finance, and Technology staff) can more easily access/update employee information. The move to ADP allowed us the ability to set up file feeds with benefits vendors, removing most of the manual processes previously associated with the transmission of enrollment data, improving accuracy and greatly streamlining benefits administration processes throughout the year.

What Can I Do In ADP? 🔍

- **Update contact information**
- **Request changes to direct deposit information**
- **Change benefits**
- **Enroll in benefits**
- **View pay statements and tax forms**
- **View benefits enrollment information**



IMPACT AREA COMPENSATION

Compensation Program and Policy Realignment

Following the third-party consultant's review of ACPS compensation programs and policies, the Human Resources Department focused on significant efforts to realign the School Division's compensation programs and policies subsequent to the shift from commonality with local government. These efforts included changes to the following:

- Updating the ACPS Competitive Market
- Updating the ACPS Strategic Target
- Bus Driver Compensation
- Multiple positions observed to be compensated below the market
- Decompression efforts amongst school administrators

Updating the Strategic Target


With a focus on the market's midpoint, a sound compensation program requires a consistent target for comparison. Being "at market" means the school division is compensating at rates in line with that of its competitive market. The school division historically set a strategic target at the 75th percentile for teachers, and market midpoint (50th percentile) for classified staff. Subsequent to the implementation of the new adopted market being set, ACPS now focuses on the 60th percentile for both teachers and classified staff.

Updating the ACPS Competitive Market

Historically, ACPS shared an adopted market with the local government which consisted of 28 jurisdictions. While the former adopted market was relatively diverse, it did not allow ACPS to benchmark against school divisions strategically. With the consultant's support, ACPS has a new adopted market made up of fifteen school divisions with strategic significance to ACPS.

Bus Driver Step Scale Implementation

Competitive Bus Driver compensation has been increasingly important since the COVID-19 pandemic. Recruitment for these positions has decreased, putting more emphasis on pay. While ACPS was competitive when compared to the overall adopted market, we were less competitive when compared to our contiguous market. In response, ACPS implemented a step scale strategy to allow us to lead the market in Bus Driver compensation. The Bus Driver step scale functions much like the Teacher step scale, increasing compensation based on years of experience.



IMPACT AREA

COMPENSATION

Phased Approach to Compensation Increases for Identified Roles

The consultant's report found that ACPS's compensation for several roles was below market. Positions observed to be below market by 10% or greater were addressed first in the first phase of adjustments. Positions observed to be below market but by less than 10% were addressed in the second phase of adjustments.

Administrator Decompression

Pay compression occurs when one or more employees are compensated artificially lower than they ought to be when considering their experience and/or qualifications. The comprehensive review process illuminated that ACPS's school-based administrators had significant compression. Compression occurs for a number of reasons, one of which is certainly the many years that the school division provided no general wage increase, or general wage increases of an insignificant amount.

Notwithstanding the matter of inequity that compression causes, compression also impacts ACPS's ability to competitively compensate newly hired administrators. We made significant efforts to align multiple administrator roles, improve market competitiveness for most administrator roles, and allowed the school division to address internal inequities.

Payroll Quality Control

Following the local government's implementation of new payroll policies, practices, and systems (ADP), the Human Resources department quickly saw the need to have an increased focus on payroll resources and support. In 2022 ACPS created a new HR position, Payroll Quality Coordinator (PQC).

The PQC position serves as the primary liaison with employees, payroll, business partners, schools, and vendors, including VRS. The primary focus of the position is to coordinate payroll efforts. Through auditing, the role identifies, investigates and troubleshoots pay-related matters, as well as calculating and preparing any necessary payroll-related adjustments and other assigned projects. The PQC serves as the liaison with VRS and uploads the biweekly payroll files, performs reconciliations, as well as audits.



IMPACT AREA

HUMAN RESOURCES INFORMATION SYSTEMS

The Human Resources Information Systems (HRIS) Team focuses on data and technology to design systems that are accessible and easy to understand. In its first full year, this team focused on creating clear processes and data collection for accurate reporting and planning.

Employee Information Access and Transparency

As part of the transition from Great Plans (GP) to ADP, employee information needed to be migrated and verified for accuracy. An example of this process was the active Open Enrollment using ADP's self-service tool.

We worked with our **Benefits Team** in asking benefits-eligible employees to log-in to ADP to enroll in their benefits and verify their dependents information directly within that system.

Centralized Employee Information


Taking advantage of the new system, our **HRIS Team** helped to identify processes where information collected and stored in multiple separate systems and worksheets could be collected centrally within ADP.

Working with our **Employee Service Center (ESC) Team**, much of our employee onboarding process is now housed within ADP.

Working with our **Talent Team**, employee licensure information from various certifying agencies can now be viewed within each employee's talent profile.

Working with our **Safety and Wellness Team**, required OSHA log information is now entered directly into ADP for annual reporting.

As information is migrated to ADP, we work with stakeholders to create effective-dated custom and standardized reports to better understand our current employee population and forecast future needs.



IMPACT AREA

HUMAN RESOURCES INFORMATION SYSTEMS

Employee Changes and Payment Processing

We've centralized and replaced the paper Employee Action Request (EAR) process and Government IT-supported e-EAR system with the new Employee Changes Wizard within ADP. Launching the Employee Changes Wizard required creating new workflow procedures, testing within ADP, and training for those in ACPS who use the new process.

We fully launched a new summer school payment process that integrated lessons learned from the prior year's pilot program. This program leverages the Kronos Time and Attendance System to track and pay employees who work in different positions and at different rates of pay for summer school. HRIS Team's close coordination with Central Office during planning and training with summer school host schools/departments helped make summer payments a seamless process this year.

This continued the work of creating a unified Supplemental Pay Scale for all temporary, substitute, and extra work outside of regular assignments that includes information needed to accurately code and pay employees. We also worked with our Compensation Team to migrate the maintenance of the supplemental pay scale to them.

The HRIS Team also worked closely with the Department of Technology and Fiscal Services this year to plan and launch the new Staff Planning App (SPA). The SPA is a budgeted position planning tool that replaced the spreadsheet-based Reduction in Force (RIF) and staffing processes, and the Government IT-supported Position Planning App (PPA).

Using budgeted position information in SPA, combined with the employee position information in ADP, we were able to better understand position movements and needs within the division. We are working to improve on this new platform through to further enhance transparency and reporting tools.

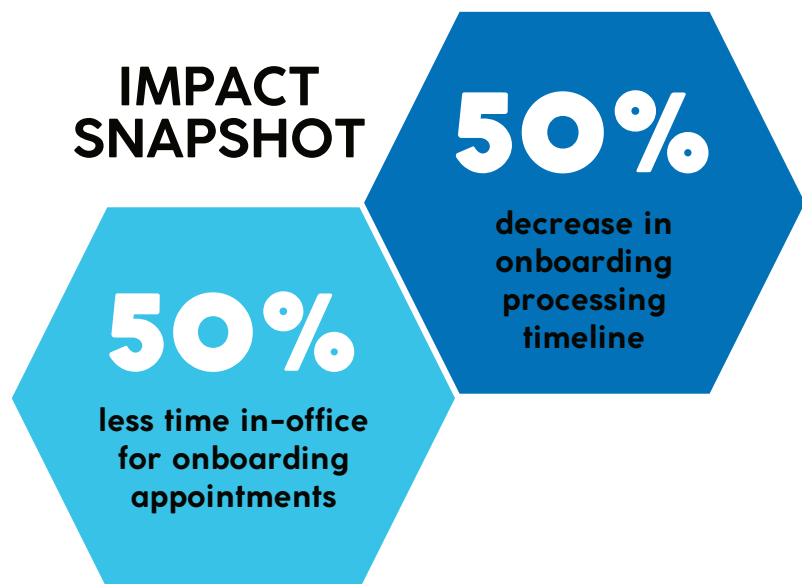
IMPACT AREA

EMPLOYEE SERVICE CENTER

Employee Service Center

The Employee Service Center (ESC) is a fresh perspective on HR customer service for the employees of ACPS. 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.

IMPACT SNAPSHOT



Onboarding Efficiencies

Harnessing the strengths of ADP, 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 ACPS 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 positively 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 AREA

EMPLOYEE SERVICE CENTER

Licensed Contract Distribution

Another significant improvement was the utilization of ADP for administering and receiving signatures of licensed personnel contracts. Prior to the COVID-19 pandemic, contracts were printed and distributed to employees through interoffice mail. Contracts were returned to HR with wet-ink signatures and manually tracked. The COVID-19 pandemic brought opportunities for leveraging technology, where contracts were sent via individual emails to applicable employees.

This process still required manual tracking and the use of supplemental programs for digital signatures, or a wet-ink signature in some cases if technology limitations existed. In 2023, the ESC capitalized on the efficiencies of the **Document Cloud** module within ADP. By utilizing Document Cloud, contracted employees are able to login to ADP and digitally sign their contract without any supplemental programs.

Additionally, completion of contracts is automatically reported through the ADP reporting function. This new process improved the overall efficiency of the contract procedure, decreasing the amount of time HR staff spent distributing contracts by at least half. Additional time was saved through the automatic reporting/tracking functionality of ADP, as well as the speed in which employees sign the contract themselves. ADP also allows the employee to review and access their signed contract at any point through their employment with ACPS.

IMPACT SNAPSHOT

1,200

Contracts administered through ADP.

1,100

Onboarding appointments facilitated by the Employee Service Center.

200

Substitute teacher onboarding appointments completed.

155

Student Teacher onboarding appointments completed.



IMPACT AREA

SAFETY & WELLNESS

Preventive Care Services

In our commitment to fostering a holistic approach to employee well-being, we proudly initiated our first annual Preventive Health and Wellness Fair for our valued employees. This strategic endeavor was designed not only to raise awareness about the importance of preventive health measures, but also to cultivate a culture of wellness that extends far beyond the workplace.

Focus on Cancer Prevention

A significant emphasis of our first health fair focused on cancer prevention. By placing a strong emphasis on preventing cancer, the fair is designed to raise awareness, provide education, and facilitate early detection measures. The overarching goal of efforts like our health fair is to empower our workforce with the knowledge and resources necessary to lead healthier lives, ultimately reducing the incidence of serious health issues.

Driving Wellness Programming Incentives

Our new annual health fair serves as a cornerstone in our broader wellness programming goals. By promoting healthier lifestyles, encouraging (and in 2024, incentivizing) regular check-ups, and offering resources for stress and mental health management, we aim to create a workplace environment that prioritizes the holistic wellbeing of our employees. This commitment will extend to providing incentives for participation in wellness programs in 2024, reinforcing the notion that a healthy workforce is a productive workforce. As we embark on this journey towards a healthier future, we remain steadfast in our commitment to building a resilient, engaged, and thriving workforce.

Measurable Impact

As part of our commitment to transparency and accountability, we recognize the interconnectedness between employee health and its impact on insurance claims. The preventive measures advocated through the health fair are anticipated to contribute to reduced healthcare costs over time. Key performance indicators will include participation rates, employee satisfaction surveys, and any notable reductions in health-related insurance claims. By doing so, we aim to demonstrate the tangible benefits of our investment in employee health and well-being.



IMPACT AREA

SAFETY & WELLNESS

Velocity Urgent Care Occupational Health Partner Acquisition

In a strategic move aimed at fortifying our commitment to employee well-being, we are excited to announce the successful procurement of an additional occupational health provider: Velocity Urgent Care. This milestone was achieved through a meticulous Request for Proposal (RFP) process, underscoring our dedication to enhancing the range and accessibility of healthcare options for our workforce. One of the key advantages of this acquisition is the improved balance it brings to the geographical distribution of healthcare providers. Recognizing the vast and varied demographics of our workforce, the addition of this occupational health provider strategically addresses the challenge of distance. We believe that this enhancement will not only streamline workers' compensation processes, but also contribute to the overall satisfaction and well-being of our valued workforce.

TB Screenings

Before the acquisition of our new occupational health provider, the Program Manager took on the responsibility of conducting new hire TB screenings to overcome challenges with local providers and ensure timely screenings for incoming staff. The acquisition of the new provider has proven instrumental in alleviating these constraints, allowing us to reallocate resources strategically. This shift not only enhances the efficiency of our occupational health processes, but also ensures that our staff can undergo necessary screenings promptly, contributing to a smoother onboarding experience for new hires.

TeleCompCare

We initiated TeleCompCare, a special Workers' Compensation program that works to ensure timely access to the help our employees need whenever they face challenges related to workplace injuries. Imagine the comfort in knowing you have a team of trained professionals, always ready to lend a helping hand by taking a detailed report of the injury, providing medical recommendations and initiating the first report of injury forms required after any workplace injury has occurred. This program has now become a crucial part of our commitment to the health and safety of our workforce. It not only offers assistance in times of need but also contributes to a positive and supportive workplace environment, reinforcing our dedication to the health and safety of our employees. Their round-the-clock availability ensures that no matter when a situation arises, there's a reliable support system in place to address it promptly and effectively.



IMPACT AREA

SAFETY & WELLNESS

Safety Audits

Our Safety Team has embarked on a collaborative initiative with our workers' compensation insurance and risk management leaders. Together, we have begun the development of comprehensive safety checklists tailored to specific job roles and duties throughout our diverse workforce. To proactively address areas with heightened safety concerns, we have initiated safety walkthroughs in targeted high-injury/high-claimant workers' compensation locations and can then utilize those checklists to recommend meaningful changes with departmental leadership to address any areas of concern, or areas that are trending in unfavorable ways. From there, we are able to work together with departmental leadership to focus additional training or pilot focused safety measures, further reinforcing our commitment to fostering a secure and hazard-free work environment.

AED Overhaul

In a significant stride toward enhancing workplace safety, this year witnessed the successful implementation of a wellness initiative focused on acquiring brand new, top model Automated External Defibrillator (AED) units for all ACPS locations. The timely replacement became imperative as the previous units were either expired or nearing expiration, a situation exacerbated by challenges posed by the ongoing COVID-19 pandemic and severe supply chain disruptions experienced globally. Despite these obstacles, we ensured the seamless distribution of the new AED units to all locations, complemented by comprehensive training provided to nursing staff responsible for ongoing monthly routine maintenance. This initiative not only reinforces our commitment to employee well-being but also underscores our proactive approach to maintaining a safe and prepared environment across all organizational sites.

Site Walk-Throughs

Additionally, in collaboration with AED Brands Management and Zoll Safety Leadership, we initiated walk-throughs of ACPS buildings to ensure each location has an adequate number of machines in relation to size of school and number of employees and students based on the latest safety recommendations and regulations.

LOOKING AHEAD

We believe the preceding report has demonstrated tremendous contributions to ACPS and the achievement of the Strategic Plan. We proudly look back on our accomplishments as the Human Resources team for ACPS as we focus on our next steps.

Implementation of the ADP Document Cloud

We are planning to store all employee documents in the ADP system in order to allow employees to have access to view their personnel file. Our HRIS Program Manager is currently developing the structures and workflows to enable this.

Focus on Employee Benefits

We are working to gather input from our employees about our benefits program and assess how it compares to the overall competitive market. That input will guide budget initiatives and policy recommendations as we enhance recruiting and retention efforts.



Revising ALCP Stipend Values & Guidelines

We've gathered market data and will be working through the spring of 2024 to assemble enhanced stipends and provide clear and consistent guidelines and expectations around the work expected for each type of stipend. The work will involve focus groups with employees who do this work in various schools to better understand the nature of the tasks and build consensus and consistency. Should the project be fully funded in the budget process, we will move forward with focus groups over the course of two years to fully update and ensure appropriate and equitable compensation for the duties and responsibilities performed.

ACPS Employment Branding

We are working to get quotes from a marketing firm to put together a cohesive recruitment branding program to support hiring for all positions. The campaign will be developed through focus group work with recent hires around their reasons for choosing Albemarle and remaining employed with us. Branded materials will be used across all advertising and promotion as well as promotional materials provided to hiring officials.

LOOKING AHEAD

Focus on Employee Wellness

We will enhance our wellness programming to target delivery models preferred by employees in areas of need demonstrated by employee survey results and anonymized claims data provided by our health insurance carrier. We will propose incentives for preventive and routine care to promote early detection and treatment of serious conditions, enhancing outcomes for employees and participants on our health plans and reducing long-term claims costs.

Focus on Employee Pay Stubs

We are working with the payroll team and within the ADP system to find ways to rename paystub items. To the extent systems allow, clearly naming each source of income and every deduction will help employees understand when they have been paid for specific work and what has been deducted from their paychecks.

Enhanced Employee Training

We've been working with department heads across the division around re-imagining the Online Annual Training System (OATS) program to focus it around two areas - understanding each individual's role in achieving the strategic plan and understanding individual rights and responsibilities in terms of compliance training. We are rolling out modules piecemeal over the course of the 2023-24 school year and provide a pacing timeline for completion that is manageable for employees. For future years, mandated training will be updated and available beginning July 1 every year.

Alternative Pathways to Teaching

Continue to develop the apprenticeship and alternative pathways to provisional and full licensure to support our current classified employees who want to become teachers and attract candidates who seek pathways to enter into teaching. We will begin working with services that provide pathways to full licensure in order to assist new hires with their certification.





Albemarle County Public Schools
Department of Human Resources
401 McIntire Road, Rm 125
Charlottesville, VA 22902
434-296-5827
www.k12albemarle.org

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