ALBEMARLE COUNTY PUBLIC SCHOOLS

ANNUAL REPORT 2025



ALBEMARLE COUNTY

PUBLIC SCHOOLS

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A MESSAGE FROM THE DIRECTOR



DAN REDDING
Chief Human Resources Officer

Welcome to the Report

Each year, Human Resources (HR) reflects on the work that strengthens Albemarle County Public Schools (ACPS) and supports every employee's success. While much of HR's work happens quietly behind the scenes, this report highlights the major accomplishments and contributions our team made over the past year.

In 1962, President John F. Kennedy toured a NASA facility and asked a janitor what his job was. The janitor famously replied, "I'm helping put a man on the moon." This exchange reminds us that every employee plays an essential role in advancing an organization's mission.

Every HR employee — like every ACPS employee — contributes to our shared goal of ending the predictive value of race, class, gender, and special capacities on student success. This report demonstrates how the HR team advances that mission through building systems, people, and culture.

OUR MISSION, VISION & 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

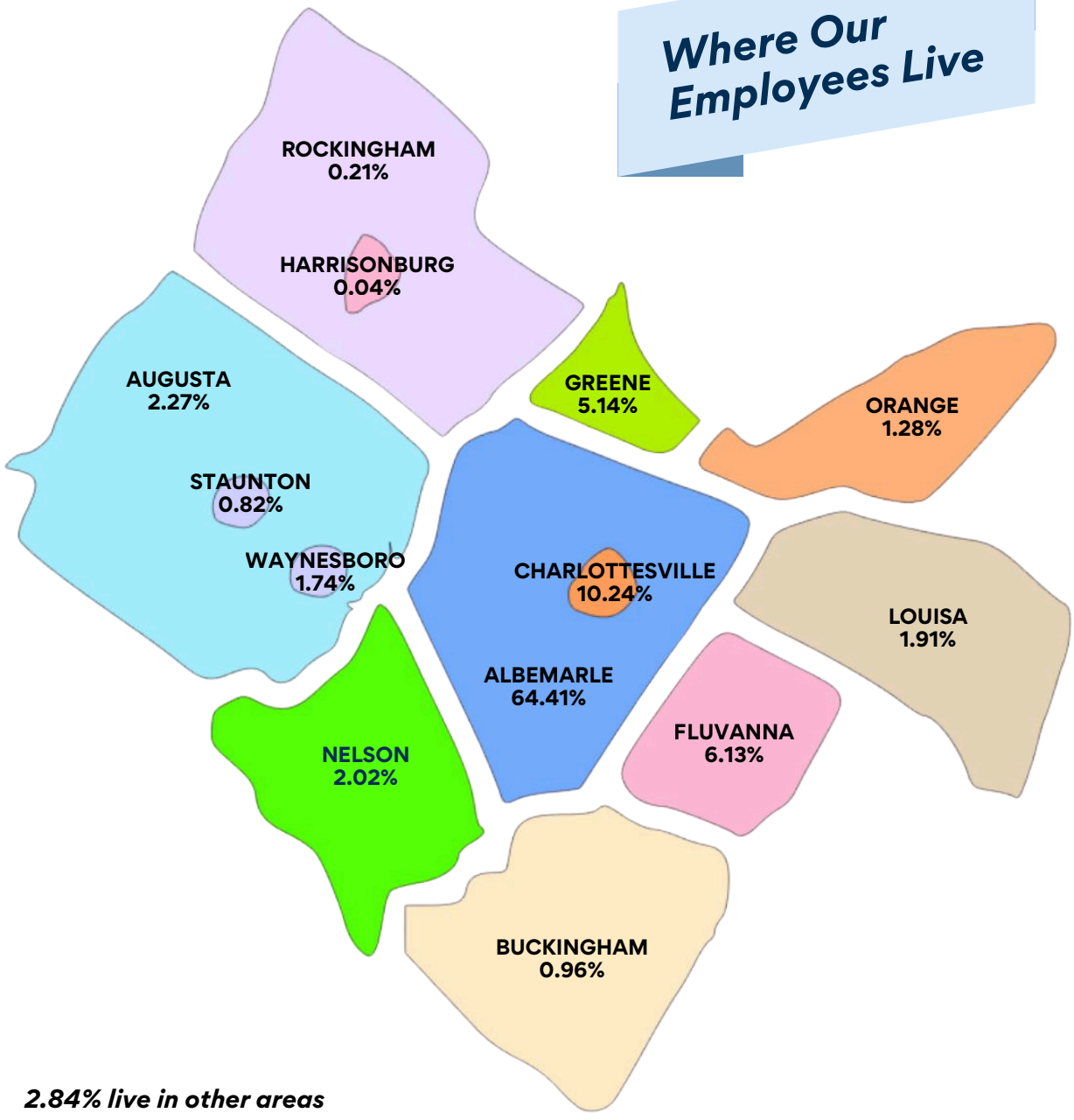
Albemarle County Public Schools Human Resources recruits, supports, and develops employees to ensure Learning for All.

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.

EMPLOYEES
AT A GLANCE

Where Our Employees Live

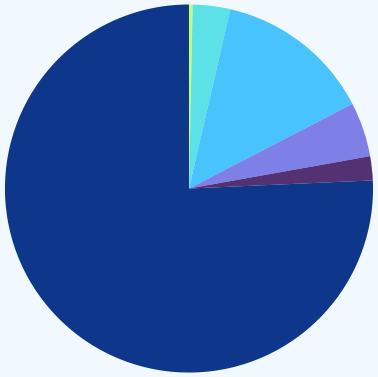


2.84% live in other areas

EMPLOYEES
AT A GLANCE

Employee Ethnicities

American Indian or Alaska Native	0.32%	Hispanic or Latino	4.75%
Asian	3.26%	Native Hawaiian or Pacific Islander	<1%
Black or African American	13.65%	Two or More Races	2.09%
White	75.93%		



Employee Categories

75	Principals & Assist. Principals
49	Other Administrators (Exempt PG 18 and up)*
1,302	Classified Staff
1,395	Teachers
2,821	Total Employees

Highest Degree Attained by Teachers



**See page 13 for more details on how administrator data is displayed in this year's report.*

EMPLOYEES
AT A GLANCE

Our Employee Population

Average Age
45

26%
Male



74%
Female

8
Average Years of Service

DIVISION DATA: EDUCATIONAL SUPPORT

Educational Support Professionals 2025			
Department	**Total Hires**	**Hires of Color**	**% of Hires of Color**
Transportation	42	14	33%
Child Nutrition	21	11	52%
EDEP	13	7	54%
Building Services	30	18	60%
Technology	0	0	0%

Data includes all new hires 9/1/2024 - 8/31/2025.

DIVISION DATA: TEACHERS

Licensed Employees (Primarily Teachers) 2025		
Demographic	**# of Employees**	**% of Employees**
White	1206	86.45%
Black or African American	79	5.66%
Hispanic or Latino	54	3.87%
Two or More Races (Not Hispanic or Latino)	27	1.94%
Asian	26	1.86%
American Indian or Alaska Native	3	0.22%
Total	1395	100.00%

Data includes active employees as of 8/31/25.

DIVISION DATA: TEACHERS

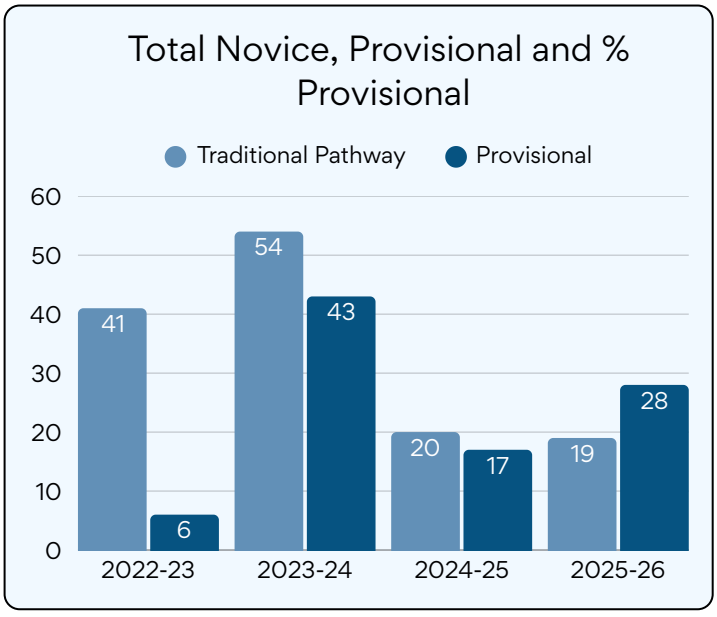
Demographic Data on the 186 New Teacher Hires for SY 25-26		
Demographic	**# of New Hires**	**% of New Hires**
Teachers of Color	39	21%
First Year Teachers	49	26%
First Year Teachers of Color	10	5%
Teachers in their First Three Years	69	37%
Teachers with Bachelor's Degrees	72	39%
Teachers with Master's Degrees	108	58%
Teachers with Doctorates	6	3%
Male Teachers	56	30%
Female Teachers	130	70%

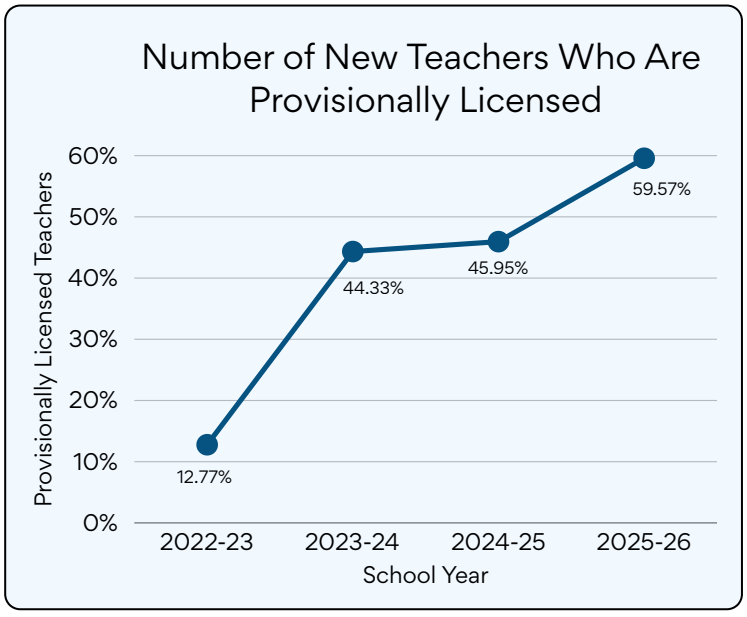
Data includes all new hires 9/1/2024 - 8/31/2025.

Provisionally Licensed Special Education Teachers: Paths to Licensure and License Expiration Dates					
Completion Pathway	**Number of Teachers**	**Expiration 2026**	**Expiration 2027**	**Expiration 2028**	**Completed ALL Requirements**
TOPS	13	5	3	2	3
Undergraduate	2	2			
Grad School	11	6		5	
Total	26				

DIVISION DATA: TEACHERS

School Year	Traditional Pathway	Provisional	% of Provisional	Total Novices	Teacher Hires	% of Novice New Hires
2022-23	41	6	12.77%	47	215	19.07%
2023-24	54	43	44.33%	97	250	21.60%
2024-25	20	17	45.95%	37	184	10.87%
2025-26	19	28	59.57%	47	163	11.66%





DIVISION DATA: ADMINISTRATORS

For this year's annual report, data related to "Administrators" is presented differently than in prior years. In past reports, this category reflected the total number of employees whose positions were classified at or above pay grade 18. Historically, that threshold served as a reliable indicator of supervisory roles within the Division.

Over time, however, the pay structure has evolved. Market adjustments across departments—including Technology, Building Services, Instruction, and Human Resources—have elevated the pay grades of several highly technical and specialized positions that are not supervisory in nature. These include roles such as network engineers, enterprise application specialists, curriculum coordinators, the safety and wellness manager, and senior project managers in design and construction.

To provide a clearer, more accurate picture of our workforce, this year's report categorizes these employees based on their actual roles within the organization:

School-Based Leaders (Principals, Assistant Principals, Directors of Counseling, etc)	**73**
Central Services Leaders (Supervisory)	**45**
Non-Supervisory Employees Over Paygrade 18	**74**

For context, if teachers were placed within the Division's pay grade system rather than a step scale, their hourly rates—ranging from $39.62 at bachelor's step 0 to $65.92 at doctorate step 32—would correspond approximately to Pay Grade 21. This revised approach ensures that our data more accurately reflects employees' roles and responsibilities, rather than relying solely on pay grade as a proxy for leadership or supervisory status.

IMPACT AREA:
PREPARING FOR THE NEW CALENDAR & EARLY OPENING

Earlier Start/End Dates for SY 2025-26

In November 2024, the Albemarle County School Board approved an earlier start and end to the 2025–2026 school year. HR carefully reviewed the impact of this change on pay and benefits administration and implemented necessary adjustments to align deduction schedules with the new calendar.

Recognizing the importance of clear communication about the changes, HR launched an extensive outreach campaign in spring 2025. This included on-site presentations, walk-in Q&A sessions, regular Compass and School Board updates, and a dedicated informational webpage. Follow-up reminders in August ensured that employees fully understood and were prepared for the new pay schedule.



IMPACT AREA:
STAFFING FOR SY 2025-26

Talent Acquisition Highlights

The Talent Acquisition (TAQ) team continues to promote Albemarle County Public Schools as an employer of choice. During the 2025–2026 hiring season, HR participated in multiple recruitment events and deployed innovative strategies to attract and hire a diverse, talented workforce.

Digital Marketing

Building on last year's innovation, HR continued a partnership with Ross Media for targeted digital advertising. Their data-driven campaigns successfully promoted job fairs and bus driver recruitment through custom ads reaching candidates based on browsing activity.



Social Media Outreach

Handshake, Indeed, and Facebook remained central platforms for promoting job openings, particularly in competitive fields. Working closely with the ACPS Communications team, Talent Acquisition developed engaging content and hosted eight information sessions on Handshake to showcase ACPS as a great place to teach and grow.

Job Fairs

Recruitment through job fairs continues to be one of our most effective strategies. The team attended 10 regional university fairs and hosted five ACPS events, including the July 2025 *Work for Schools Fair*, which drew nearly 90 applicants for roles across the Division.

IMPACT AREA:
STAFFING FOR SY 2025-26

Homegrown Talent

We proudly welcomed student graduates of ACPS as new educators — including Julia Rabius, a former Albemarle High School student and now a first-year art teacher at Stone-Robinson Elementary. This year, 15 ACPS graduates returned as educators in our schools — a testament to the lasting impact of our learning community.



> *I knew when searching for districts to work in that the benchmark for me was ACPS, so when I had the opportunity to work in this division, I pounced on it.*
> *– Julia Rabius*

IMPACT AREA:
STAFFING FOR SY 2025-26



Bus Driver Recruitment

Bus driver recruitment remains a division priority. HR focused on hiring both drivers and transportation assistants to support operations.

This season, we welcomed **37 new drivers** and **14 driver assistants**, strengthening the team that ensures students arrive safely each day.

Early Offers

Continuing an innovative approach, HR expanded the Early Offer program, enabling principals to make early hiring commitments based on projected vacancies and historical trends. 50 early offers were extended, including 16 that resulted in immediate principal commitments — many in hard-to-fill areas such as Special Education and Spanish Immersion. This initiative helped ACPS meet hiring goals and will continue in the 2026–2027 cycle.



IMPACT AREA:
GROW YOUR OWN TEACHERS

ACPS currently supports **111 provisionally licensed teachers**, representing 8.4% of our teaching staff, as they work toward full, renewable licenses. Last year, **23 teachers** completed all requirements to become fully licensed professionals.

To support this pathway, HR maintains strong partnerships with organizations such as iteach, UVA Wise, and the University of Virginia, ensuring teachers have accessible coursework options and real-time progress tracking. Financial assistance, managed through the Department of Professional Development, is available regardless of the provider selected.

In 2025, HR also supported **five international teachers on H-1B visas**, including four native Spanish speakers hired under the VDOE's new local license. This approach broadens the Division's linguistic and cultural representation while filling critical vacancies with highly qualified educators.

Additionally, 67 educators used the 240 Tutoring online platform to prepare for Praxis exams and earn new endorsements. ACPS welcomed **47 novice teachers** this year, with nearly half entering through non-traditional pathways. This reflects a growing reliance on provisional licensure — and the continued importance of HR's partnership with the Department of Professional Learning to provide robust mentoring and induction support.



IMPACT AREA:
SUBSTITUTE SUCCESS

Orientation for Substitute Nurses

To better prepare substitute nurses, HR collaborated with the School Health Services Coordinator to launch a structured orientation process in March 2025. The program includes an online handbook, virtual modules, and a half-day shadowing experience in an ACPS clinic. Six substitute nurses have completed the orientation, enhancing both confidence and consistency in our health services.



Substitutes at Making Connections

Substitute teachers who are highly engaged were invited to participate in an annual professional learning opportunity, Making Connections. At this training, they completed ALICE safety training alongside regular employees. This ensures that substitutes are aligned with safety skills and training and are ready to respond in an emergency.

IMPACT AREA:
ENGAGEMENT SUCCESS

Employee engagement continues to rise across the Division. ACPS's overall Gallup engagement index improved steadily from 3.73 (four years ago) to **3.92** this year. All 12 engagement indicators showed improvements, reflecting broad-based improvement in employee experience.

The Division's **engagement ratio now stands at 3.82:1**, meaning we have 3.82 engaged employees for every one disengaged employee—approaching Gallup's benchmark of 4:1 for high-performing organizations.

These positive results stem from HR's intentional work with schools and departments to customize engagement strategies and foster positive workplace cultures. Six schools and departments partnered with HR this year to enhance engagement through tailored support and follow-up.

Year	Grand Mean	Engagement Ratio
2022	**3.73**	**1.94 : 1** Engaged - 31% Not Engaged - 53% Actively Disengaged - 16%
2023	**3.76**	**2.36 : 1** Engaged - 33% Not Engaged - 53% Actively Disengaged - 14%
2024	**3.83**	**2.92 : 1** Engaged - 38% Not Engaged - 49% Actively Disengaged - 13%
2025	**3.92**	**3.82 : 1** Engaged - 42% Not Engaged - 47% Actively Disengaged - 11%

IMPACT AREA:
PAYGRADE REALIGNMENT

The Compensation team led a comprehensive review of ACPS pay structures—focusing on **equity, transparency, and alignment with organizational goals**.

Collaborating with leaders across departments, HR re-evaluated roles in pay grades 13 and below, updated job descriptions, and streamlined the salary structure by eliminating pay grades 5 and 6. This project resulted in more consistent and equitable pay progression for employees taking on new responsibilities or promotions.

This realignment especially benefitted Special Education Teacher Assistants and Transportation Assistants, aligning compensation with increased demands and skills required. Overall, this was more than a pay adjustment—it was a structural shift toward **fairness, clarity, and opportunity**.



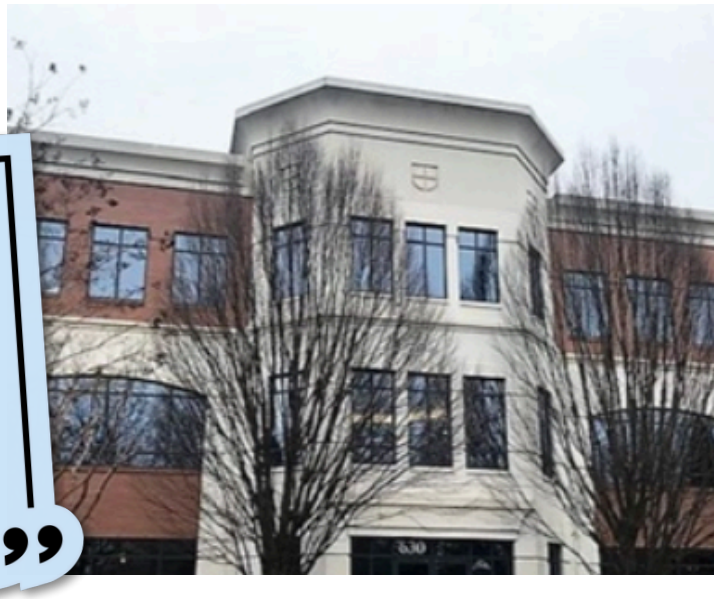
IMPACT AREA:
CLINIC OPENING

After two years of planning and collaboration with Albemarle County Government, HR celebrated the opening of the **Albemarle Employee Care Clinics** in early 2025. Located on Route 29 North and Pantops, these clinics provide employees, retirees, and their dependents with convenient, low- or no-cost access to:

- Acute and primary care
- Health assessments and coaching
- Vaccinations
- Dietitian and behavioral health counseling
- Physical therapy
- Occupational health services

By August 2025, the clinics had served **nearly 900 unique patients** across **more than 2,600 visits**—a strong start for this landmark initiative to improve employee wellness and control healthcare costs.





> *My experience there was wonderful! The facility is very nice and clean. Everyone there is so kind and helpful. You can tell the people there genuinely care about you and your wellbeing! It's a great place!!*
>
> *- Greer Elementary School Teacher*

IMPACT AREA:
WALKING CHALLENGES

The HR Wellness Team hosted two Division-wide walking challenges in 2024–2025—the Fall National Parks Challenge and Spring Appalachian Trail Challenge. Together, hundreds of employees logged over 360,000 miles, fostering teamwork, friendly competition, and a shared commitment to wellness. Top-performing teams earned recognitions and rewards, and feedback from participants continue to inform the expansion of this initiative for the 2025-26 school year



IMPACT AREA:
PREPARING FOR NEW SYSTEMS

The Human Resources Information System (HRIS) Team plays a critical role in making HR systems more intuitive while maintaining the data accuracy needed for reliable reporting and strategic planning. Our core platforms include ADP for employee information and payroll, Kronos for time and attendance, and TalentEd for job applications and performance appraisals.

Streamlining Processes Behind the Scenes

Each year, the HRIS Team selects a key internal process to refine and improve. Much of this work happens quietly, but the ripple effects are significant—reducing administrative workload, improving data integrity, and setting the stage for future innovations.

This year, the team focused on modernizing how we process more than 1,500 individualized employment contracts for licensed educators and administrators. Traditionally, contract creation and validation have required extensive manual checks across multiple data points—such as employee status, hours, tenure, licensure, and work location—to ensure every detail is correct. These details frequently change due to retirements, transfers, promotions, and staffing adjustments, making accuracy both critical and complex.

Over the past two years, HRIS has laid the groundwork to automate and standardize this process. Following the development of advanced reporting tools highlighted in last year's report, this year we fully operationalized the contract tracking system. The new standardized, documented procedures ensure the process is repeatable, reviewable, and ready for continuous improvement. In short, we've moved from relying on extraordinary effort to building a system where excellence is consistent and sustainable.

IMPACT AREA:
PREPARING FOR NEW SYSTEMS

Laying the Groundwork for Future Systems

Looking ahead, the HRIS Team is leading several major initiatives to **replace and upgrade core HR systems**. These improvements will affect every employee and enhance efficiency across the division.

Our current **Time and Attendance System** (UKG Kronos Workforce Central) is reaching the end of its lifecycle. In collaboration with Albemarle County Government, which maintains and also uses the Kronos platform, ACPS evaluated multiple replacement options. Because our operational needs differ, each organization selected a separate solution. **ACPS chose UKG Ready – Time for Schools**, a robust, K–12–specific system that offers greater flexibility and functionality.

To support this transition, ACPS is also obtaining its own **Employer Identification Number (EIN)**. This crucial step allows us to manage payroll and tax reporting independently, especially important for employees who work for both ACPS and Albemarle County Government.

As part of this effort, all ACPS employees are being moved into a new company code within ADP, ensuring accurate wage reporting and tax remittance. This substantial project began at the end of the summer.



IMPACT AREA:
PREPARING FOR NEW SYSTEMS

Building Smarter Connections

The system transition presents a unique opportunity to **integrate our Substitute Management System (Frontline)** with the new UKG Ready platform. This integration will eliminate duplicate data entry between systems and create a more seamless experience for employees requesting leave and securing substitutes. Once implemented, these interconnected projects will deliver clear benefits:

- **For managers and school leaders:** real-time visibility into who is working each day, improving substitute planning, building safety, and payroll accuracy.
- **For employees:** a single, easy-to-use sign-on through ACPS credentials and fewer manual steps.
- **For timekeepers and bookkeepers**: reduced redundant data entry and journal corrections, freeing up time for higher-value work.

Looking Ahead

Behind the scenes, Human Resources and Technology teams are working in close partnership to program, document, and connect these critical systems. The result will be **simpler, smarter, and more reliable tools** for every employee.

We look forward to reporting on the **successful launch of these new systems** in next year's annual report—and delivering the kind of modern, efficient infrastructure that supports both our people and our mission.



IMPACT AREA:
COLLECTIVE BARGAINING

Following the School Board's 2024 resolution enabling Collective Bargaining, HR partnered closely with the **Albemarle Education Association (AEA)** and legal counsel to conduct employee elections. With high participation - 82% of licensed staff and 55% of education support professional staff, a very significant majority of employees voting certified the Albemarle Education Association as the Exclusive Bargaining Agent for both groups.

Bargaining teams began meeting in spring 2025, establishing ground rules and negotiating proposals on compensation, benefits, and working conditions. By summer's end, the teams had reached multiple tentative agreements.
The 2025–2026 school year will mark the completion of ACPS's first negotiated contracts—a historic milestone for the Division.



LOOKING AHEAD

The year ahead holds both challenges and exciting opportunities. HR's focus areas for 2025–2026 include:

- Streamlining HR systems for efficiency and ease of use
- Expanding recruitment strategies for hard-to-fill positions
- Deepening our partnership with leaders to sustain high employee engagement
- Implementing the Division's first collective bargaining agreements
- Continuing to connect every employee's work to ACPS's mission of equity and excellence

While system updates and new processes require intense focus and significant resources, we look forward to improved employee experience.





Contact Us!

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