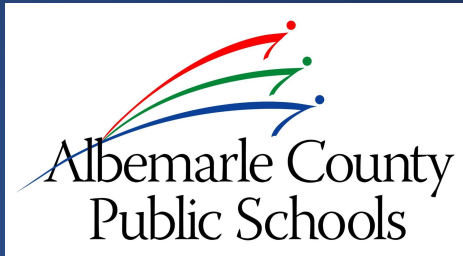


# Determining the ACPS Compensation Strategy

Presentation to the School Board  
December 8, 2022

# VISION

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



# MISSION

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

We will know every student.

# VALUES

## EQUITY

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

## EXCELLENCE

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

## FAMILY AND COMMUNITY

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

## WELLNESS

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

# STRATEGIC GOALS

## THRIVING STUDENTS

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

## EMPOWERING COMMUNITIES

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

## EQUITABLE , TRANSFORMATIVE RESOURCES

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

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

**Objective 1:**

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

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

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

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

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

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

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

## Strategy 1:

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

### SUCCESS MEASURES

#### Increase in the year-over-year number of highly qualified candidates applying for positions

Identify current retention rate and improve the rate each year

Develop an equity dashboard for retention rates so that no groups are leaving at disproportionate rates

New Employee Services department is operational

#### Decrease in number of unfilled positions year over year

#### Salary not identified as a reason for departure from division

Employee satisfaction levels stay ahead of national trends on nationally normed satisfaction survey

Number of participants in employee forums each year increases

## Framing Our Work

### **Previous Board Meetings:**

- Approval of the new Comparative Market
- Approval of the phased plan for salary adjustments based on Compensation Study recommendations.
- Approval of a one time bonus for all employees

### **Next Step:**

- Determination of Compensation Strategy moving forward.

# Compensation Program Importance

Having a robust, thoughtful, purposeful Compensation Program is vital:

- Maintains effectiveness though peaks and valleys of industry workforce trends
- Having a Compensation Program helps job seekers and employees gain and sustain trust in how the organization values its workforce
- Allows the organization to differentiate itself from its peers and competitors
- Achieves greater workforce engagement
- Supports the organization's risk and liability management practices

# Compensation Program Overview

## Market Competitiveness

- Consistently Benchmarked
- Competitive Market Strategic Targets
- Public and Private Sectors Considered

## Internal Equity

- Equitable Pay grade Assignment
- Equitable Employee Placement/Compensation



# Competitive Market Overview

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

- Employers from whom you tend to hire employees

- Employers to which you lose employees

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

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

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

# Competitive Market Strategy to Date

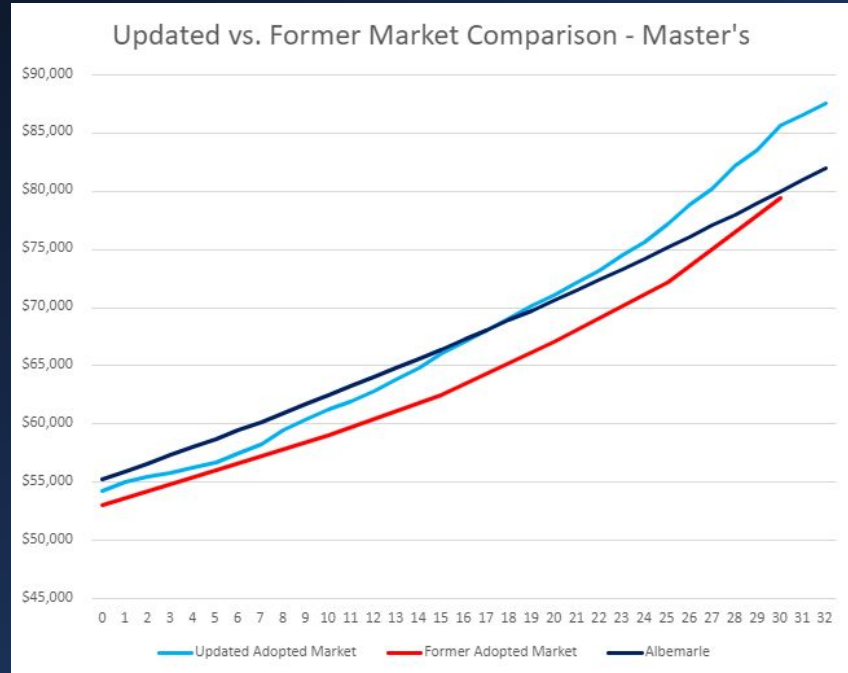
## Competitive Market Benchmark Targets

- Teachers -
  - **Beat the Market** - Lower part of the upper quartile (75th%) of the Competitive Market
- Classified Staff -
  - **Be at Market** - Midpoint of the Competitive Market (50th percentile)
  - Alignment with Albemarle County Government

# Updated Market vs Former Market

How does the updated Adopted Market compare to the former Adopted Market?

- Apples to apples comparison maintains analyzing both at the Board's adopted target of the 75th percentile
- The updated Adopted Market is more aggressive compared to the former Adopted Market



# Our Recommendation & Rationale

Teacher Scale - “Beat the Market” by 10%

Classified Scale - “Beat the Market” by 10%

	MA 0 yrs	MA 5 yrs	MA 10 yrs	MA 15 yrs	MA 20 yrs	MA 25 yrs	MA 30 yrs
Top 40th Percentile of NEW Adopted Market	\$52,712	\$55,906	\$58,718	\$62,820	\$68,504	\$74,960	\$81,117
Top 25th Percentile of OLD Market	\$53,014	\$56,049	\$59,075	\$62,505	\$67,098	\$72,133	\$79,439
Diff 25th(OLD) to 40th(NEW)	-0.6%	-0.3%	-0.6%	0.5%	2.2%	3.9%	2.1%
Albemarle County	\$55,265	\$58,746	\$62,461	\$66,419	\$70,641	\$75,143	\$79,945
ACPS compared to Top 40th Percentile	4.8%	5.1%	6.4%	5.7%	3.1%	0.2%	-1.4%
Difference from Top 40th Percentile	\$2,553	\$2,840	\$3,743	\$3,599	\$2,137	\$183	-\$1,172

# Next Steps

## Compensation Work Timeline

- Dec, 2022 - Phase I Implementation
- April, 2023 - Phase II Implementation
- July, 2023 - FY24 Annual Adjustment
- Fall, 2023 - Annual Competitive Market Survey

# Questions and Discussion