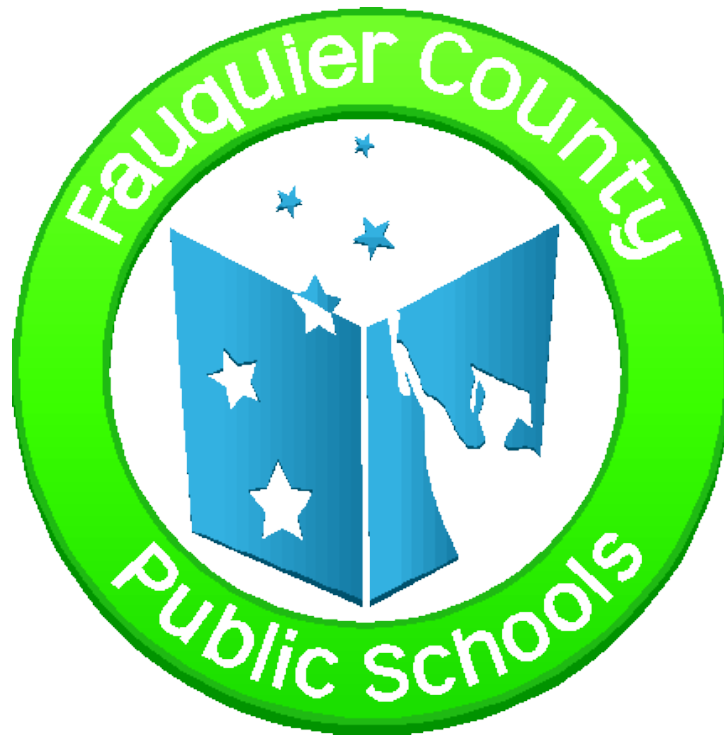


EXAMINING EMPLOYEE TURNOVER



December
2025

A closer look at why employees are
leaving

Fauquier County Public Schools School Year 2024-2025

TABLE OF CONTENTS

A closer look at why people are leaving.....	3
--	---

Certified Staff

What types of employees are leaving Fauquier County Public Schools?	5
Why are they leaving?	5
How long were they here?	7
Who are their next employers?	8
How do employees feel about working for Fauquier County Public Schools?.....	9
How do employees feel about administration?.....	9
How do employees feel about the school environment?	9
How are our benefits viewed?	10

Classified Staff

What types of employees are leaving Fauquier County Public Schools?	10
Why are they leaving?	11
Final Thoughts	12

A CLOSER LOOK AT WHY PEOPLE ARE LEAVING

During the 2024-2025 school year, Fauquier County Public Schools (FCPS) had 244 employment separations, including retirees; of this number, 143 are certified employees and 101 are classified employees. There were 55 retirees total for 2024-2025; 33 are certified and 22 are classified. Of the 189 non-retiring employees separating from the school division, 110 are certified and 79 are classified. When retirees are removed from the total; the turnover percentage rate for the division was **10.2%** for the 24-25 school year. The turnover percentage with retirees is 13.2%.

Fauquier County Public Schools has two main classifications of employees; certified and classified. To determine where the majority of turnover has occurred, the separations have been listed by classification for the last twelve years.

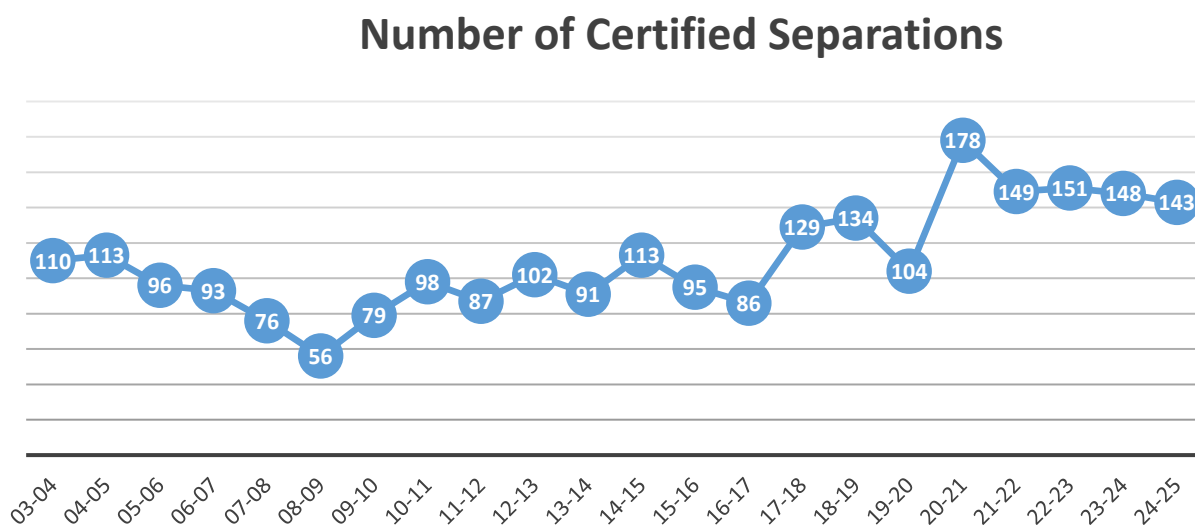
School Year	Certified	Classified	Total Employees	Turnover Percent (excluding retirees)	Turnover Percent (including retirees)
2024-2025	143	101	244	10.2%	13.2%
2023-2024	148	112	260	10.6%	13.7%
2022-2023	151	95	246	9.9%	12.8%
2021-2022	149	112	261	10.7%	13.5%
2020-2021	178	123	301	11.6%	15.8%
2019-2020	104	123	227	8.2%	11.8%
2018-2019	134	110	244	9.6%	12.8%
2017-2018	129	121	250	10.0%	13.1%
2016-2017	86	74	160	5.0%	7.4%
2015-2016	95	86	181	6.8%	9.9%
2014-2015	113	95	208	8.3%	10.9%
2013-2014	91	102	193	7.8%	10.0%

Certified Staff

Certified staff includes Teachers, School Counselors, School Psychologists, Speech Pathologists, Social Workers and School Administration

CERTIFIED TURNOVER THROUGH THE YEARS

The graph below illustrates the number of certified staff turnover by year beginning with SY 2003-2004. The graph includes all separations including retirements.



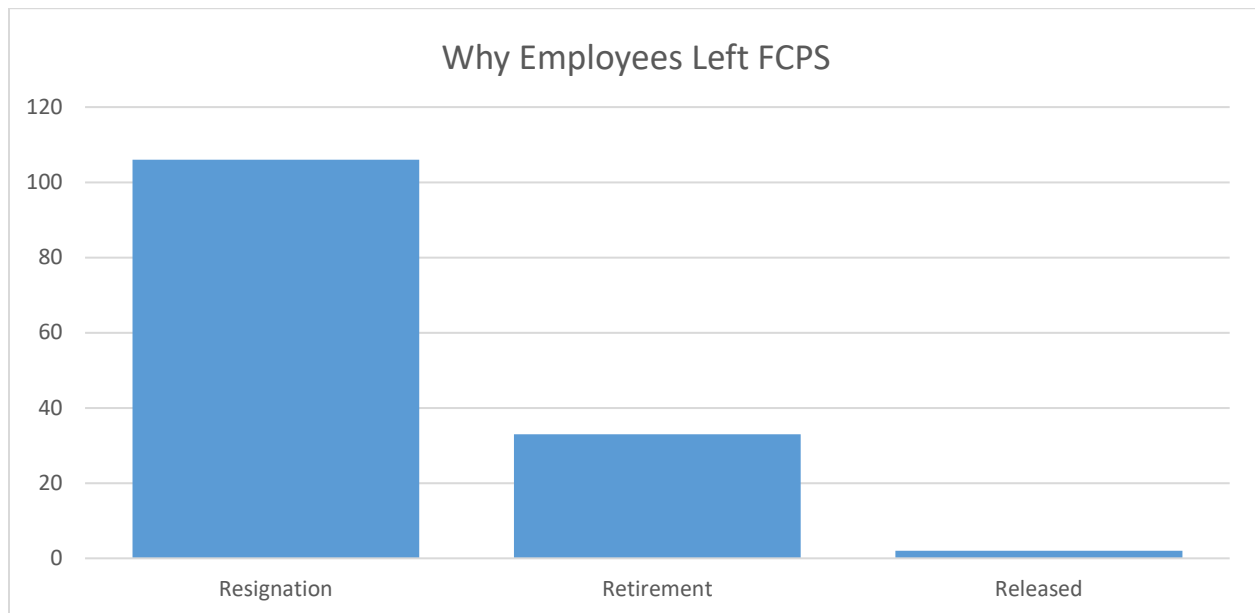
WHAT TYPES OF CERTIFIED STAFF ARE LEAVING?

The chart below illustrates the position categories and their respective turnover percentages. The data illustrated below **does not** include retirements.

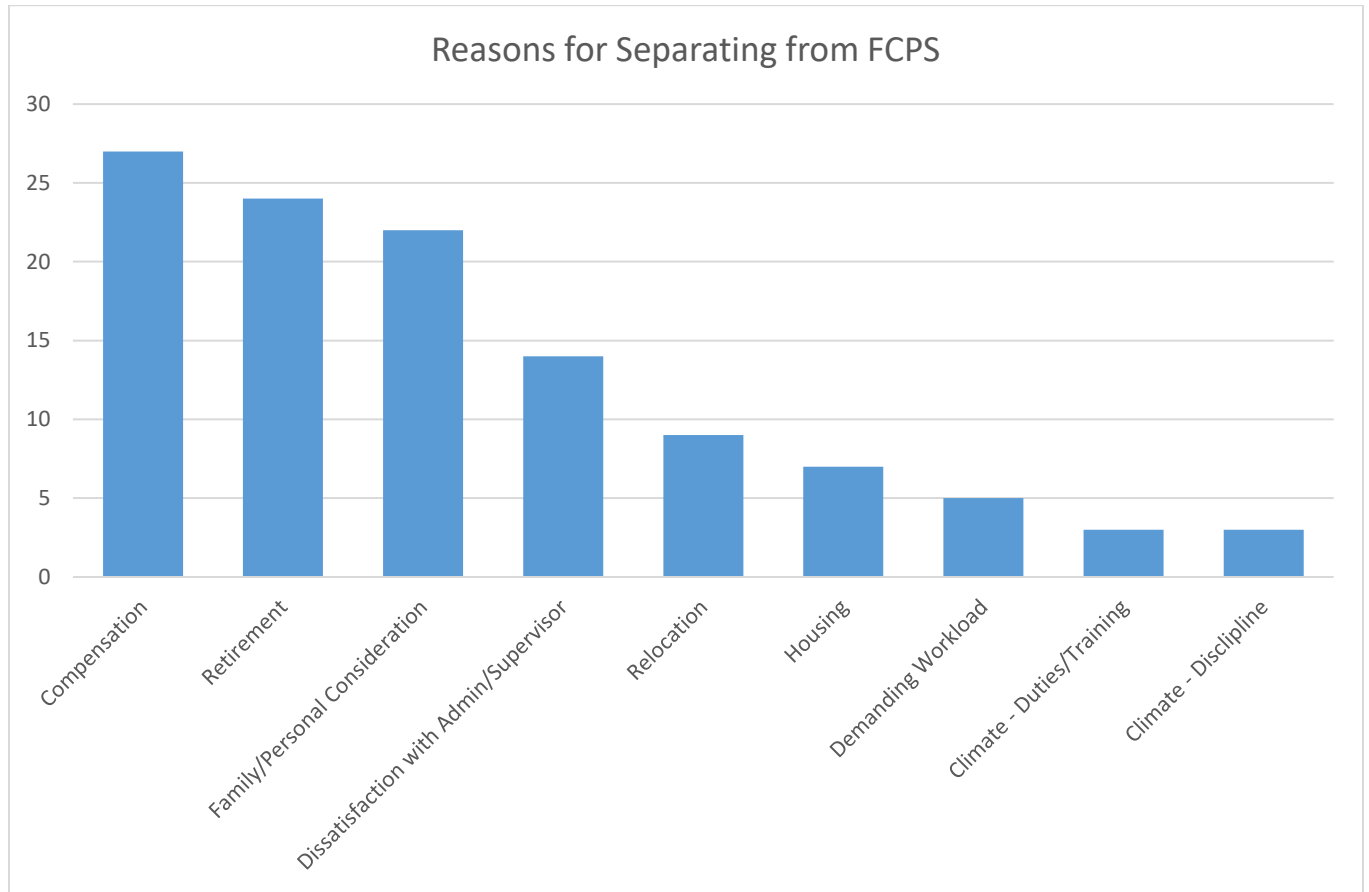
Position	Exiting Employees	SY 24-25 Turnover Percent	SY 23-24 Turnover Percent	Percent Change
Instructional Supervisors	2	14.3%	14.3%	0.0%
Librarians	0	0.0%	9.0%	-9.0%
OT/PT	0	0.0%	0.0%	0.0%
Principals/AP's /A D's	8	16.3%	6.2%	10.1%
School Counselor	3	8.3%	11.1%	-2.8%
School Psychologist	1	14.3%	57.1%	-42.8%
School Social Worker	2	18.2%	9.0%	9.2%
Speech Pathologist	0	0.0%	14.2%	-14.20%
Behavior Analyst	0	0.0%	66.7%	-66.7%
Teachers/Diagnosticians	91	9.6%	10.4%	-0.8%
Total Positions	107	8.1%	19.8%	-11.7%

WHY CERTIFIED STAFF LEAVING?

Resignation: 106 employees
 Retirement: 33 employees
 Released: 2 employees
 Deceased: 2 employees

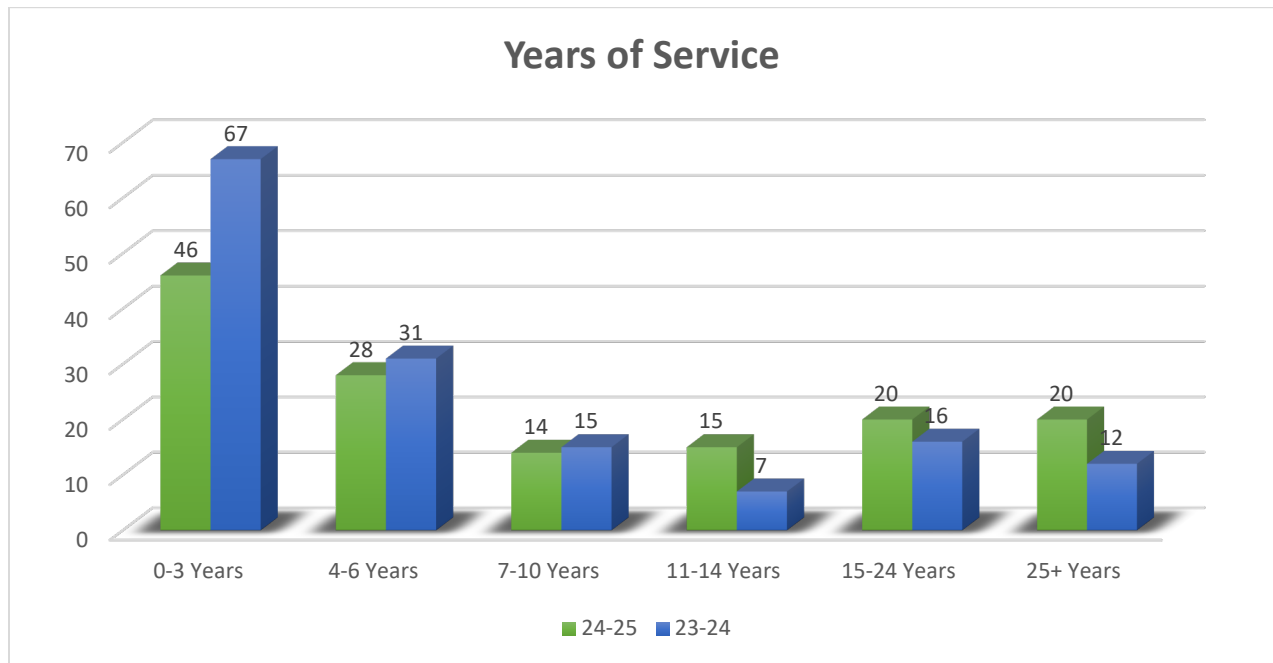


Employees had the opportunity to provide their reason for leaving. The responses are based on the VDOE reporting on separations. Employees were able to provide more than one reason. Compensation, retirement and family/personal consideration were the top 3 reasons for separating service.



HOW LONG ARE THEY HERE?

This chart illustrates the majority of people leave during the first three years of service.

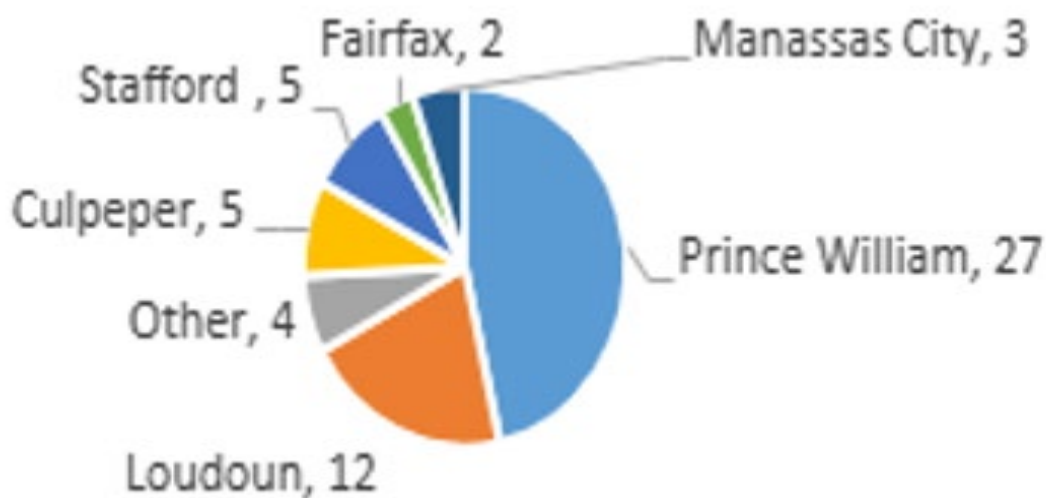
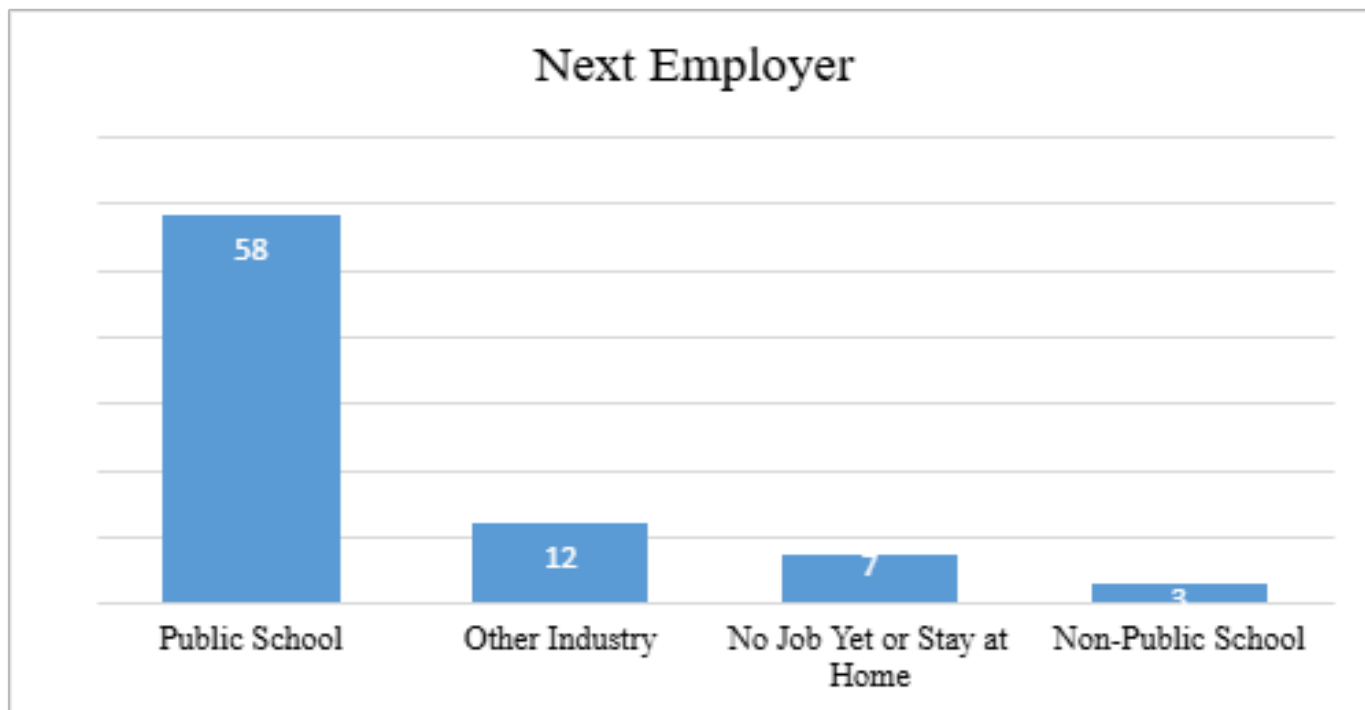


The chart below shows the number of employees leaving the division in SY24-25 versus the number in SY23-24 with same years of service. The charts shows a similar pattern to what we have seen in years past with a majority of employees leaving within 0-10 years.

	Certified											
	24-25 0-3 years	23-24 0-3 years	24-25 4-6 years	23-24 4-6 years	24-25 7-10 years	23-24 7-10 years	24-25 11-14 years	23-24 11-14 years	24-25 15-24 years	23-24 15-24 years	24-25 25+ years	23-24 25+ years
Resignation	44	61	27	30	14	12	11	4	9	7	1	0
Retirement	1	1	1	0	0	3	3	3	9	9	19	11
Released/Nonrenewal	1	5	0	1	0	0	1	0	0	0	0	0
Deceased	0	0	0	0	0	0	0	0	2	0	0	1

WHO ARE THEIR NEXT EMPLOYERS?

Eighty (80) individuals (not including retirees) provided an answer to the question asking about their next employers. The remaining employees stated that they were still looking, staying home or simply left the answer blank. The chart below shows the various categories of responses.



Other in-state divisions include Frederick, Warren, Winchester, Washington and Spotsylvania County.

HOW DO EMPLOYEES FEEL ABOUT WORKING FOR FAUQUIER COUNTY PUBLIC SCHOOLS?

Separating employees were asked if they would recommend FCPS to others as a good place to work. Of the seventy-nine (79) certified employees that answered the question, **thirty (30)** employees said that they would most definitely recommend Fauquier County Public Schools. **Forty-one (41)** responded that they would recommend with reservations, and **eight (8)** said they would not recommend FCPS

	Number	Percentage
Most definitely recommend	30	38%
Recommend with reservations	41	52%
Would not recommend	8	10%
Total	79	

HOW DO EMPLOYEES FEEL ABOUT ADMINISTRATION?

The exit survey contained seven questions that allowed employees to provide feedback on their direct supervisor or administrator.

	Almost Always	Usually	Sometimes	Never	No Response
Consistently Fair	45	14	17	3	13
Provided Recognition	43	8	23	5	13
Resolved Complaints	37	15	18	8	14
Sensitive to Needs	45	13	17	4	13
Provided Feedback	42	14	13	10	13
Open Communication	49	11	15	4	13
Followed Policy	57	13	7	1	14

HOW DO EMPLOYEES FEEL ABOUT THE SCHOOL ENVIRONMENT?

Exiting employees were asked to respond to questions that addressed the overall school environment.

	Excellent	Good	Fair	Poor	No Response
Cooperation within School	41	57	27	9	30
Cooperation with other Schools/Departments	15	29	19	9	20
Respect from Co-Workers	43	22	10	2	15
Equipment	18	50	46	21	28
New Hire Orientation	19	57	25	17	45
Rate of Pay	8	13	43	70	29
Career Development/Advancement Opportunities	14	55	47	34	34
Physical Work Conditions	32	70	19	11	31

HOW ARE BENEFITS VIEWED?

Responses to the exit interview regarding benefits were analyzed. Overall, employees continue to be extremely satisfied with the benefits provided and rated as an “excellent” or “good”.

Classified Staff Turnover

Classified staff includes Administrative staff, Instructional Assistants, Bus Drivers and Bus Aides, School Nutrition, Custodians and School Nurses.

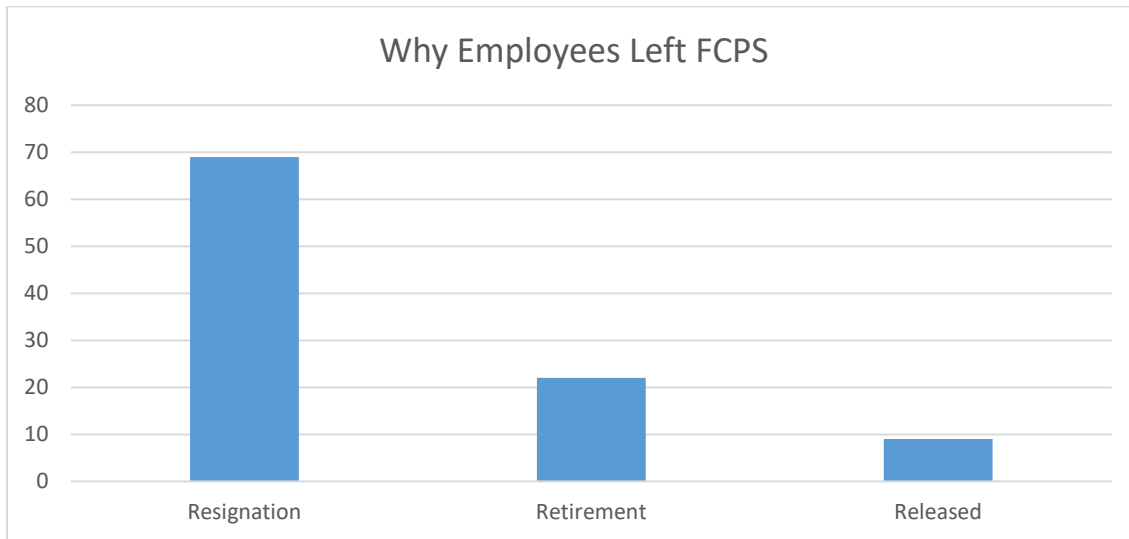
WHAT TYPES OF CLASSIFIED EMPLOYEES ARE LEAVING FAUQUIER COUNTY PUBLIC SCHOOLS?

The chart below illustrates the different position categories and their respective turnover percentages. The data does not include retirements.

Position	Exiting Employees	SY 24-25 Turnover Percent	SY 23-24 Turnover Percent	Percent Change
Administrative Staff	13	9.2%	7.1%	2.1%
Administrators/Directors	1	6.7%	6.7%	0%
Bus Drivers/Attendant	16	8.2%	6.7%	1.5%
Custodians	7	6.5%	6.5%	0%
Food Service	15	12.4%	15.7%	-3.3%
Instructional Assistant	24	11.2%	13%	-1.8%
Safety and Security Officer	2	15.4%	0%	15.4%
School Health Nurse	1	5.3%	10.5%	-5.2%
Technology Services	0	0%	0%	0%
Total Positions	79	8.3%	7.3%	1%

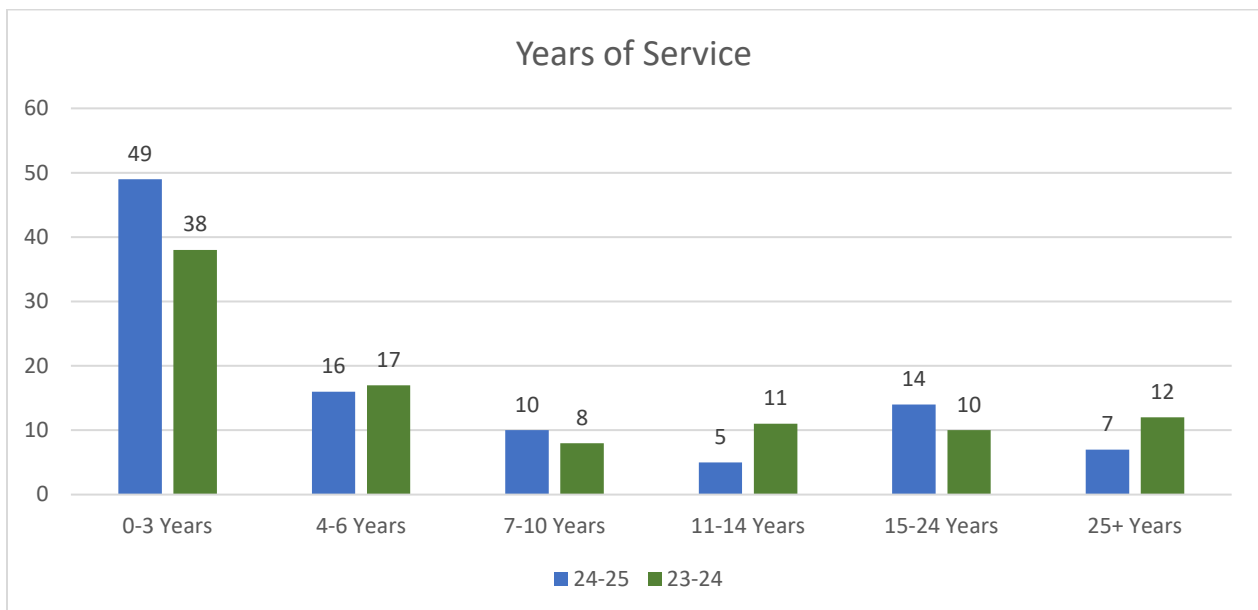
WHY ARE CLASSIFIED STAFF LEAVING?

Resignation: 69
Retirement: 22
Released: 9
Deceased: 1



How long were they here?

The breakdown below clearly indicates that the large majority of people leaving do so in the first three years of service.



The chart below shows the number of employees leaving the division in SY24-25 versus the number in SY23-24 with same years of service.

	Classified											
	24-25 0-3 years	23-24 0-3 years	24-25 4-6 years	23-24 4-6 years	24-25 7-10 years	23-24 7-10 years	24-25 11-14 years	23-24 11-14 years	24-25 15-24 years	23-24 15-24 years	24-25 25+ years	23-24 25+ years
Resignation	44	35	14	13	6	7	2	3	3	2	0	0
Retirement	0	1	1	1	1	0	3	7	10	8	7	12
Released/Nonrenewal	5	2	1	2	2	1	0	0	1	0	0	0
Deceased	0	0	0	1	1	0	0	1	0	0	0	0

FINAL THOUGHTS

- The top suggestion exiting employees gave for improving FCPS was to continue to be competitive with compensation.
- All exiting employees, certified and classified, had the opportunity to share their thoughts on how working in Fauquier County Public Schools could be improved. The top suggestion was to increase pay. In addition, responses included feedback to provide support for staff due to increased workloads; discipline issues; and additional state requirements.
- The turnover rate has been consistent over the last four school years between 10.2% and 10.7% (slight dip to 9.9% in 2022-2023) which is like our pre-pandemic numbers in 2017-2018 and 2018-2019. Unlike previous years, we saw a decline in the number of certified staff leaving in years 0-6 (71 in SY24-25 vs. 91 in SY23-24) but we did see an increase in certified staff leaving in years 7-14 (25 in SY24-25 vs. 16 in SY23-24). When reviewing responses for this group, a majority left for higher salaries in surrounding divisions.
- Areas with the highest certified turnover rate were at the administrative level (Principal, AP, Instructional Supervisors) and licensed professionals (Social Workers).
- The market for teachers and other certified staff continues to be extremely competitive due to limited recruitment pools for most of our positions. Due to this, we increased our recruitment footprint and exposure both online and in-person.
- The HR staff is working hard to bolster our FCPS Teacher Job Fair in March through strategic goal setting, communication, and organization to attract local talent.
- HR is also working on a Informational Night for internal and external potential applicants with BA degrees+ to share alternative licensure pathways.
- It is crucial that we continue to address compensation to ensure we can attract and retain top talent. In addition to compensation, we must also continue supporting our staff, at all levels, to ensure they are best able to support our students, families and the division. Providing a supportive, collaborative and respectful environment was indicated as a key factor in what employees are seeking from the division.