

## Competitive Compensation

<b>Priority 2</b>	Valuing All Staff	<b>Short Initiative:</b>	Recruit and retain staff in a system that is comparably competitive with area cities/towns.
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### Overarching Goal

What is the outcome that this initiative seeks to achieve in five years?	APS will retain our current highly-qualified educators and attract a larger and more diverse pool of applicants for all open positions by having competitive compensation and by enhancing and marketing the non-monetary benefits of working for APS. We will reduce the number of unfilled positions, including reducing the amount of time needed to fill open positions.
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<b>Responsible Person</b>	Director of Human Resources
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### Summary

A summary of what we are trying to accomplish and why

Arlington wants to better support our staff and students by retaining current employees who may seek to move to other districts for higher pay or benefits. Additionally, APS would like to attract a larger and more diverse pool of applicants for all open positions to diversify our staff. Diversification of our staff and competitive compensation will improve the retention of current staff from diverse backgrounds.

Currently, some educators opt to leave APS for neighboring districts with more competitive salaries. This is particularly hurting APS when it comes to the retention of staff of color. Feedback from staff consistently states that higher salaries are important to our efforts to retain excellent staff members. Arlington has shown dedication to this goal, but as neighboring towns also raise salaries, Arlington struggles to keep up. Applicant pools may also be more limited due to higher salaries elsewhere. Although Arlington is a

great community, schools miss out on quality candidates and retention of effective staff due to financial considerations. Some of the benefits APS does offer, such as dedicated prep time, common planning time, a supportive environment, strong professional development opportunities, and well-resourced classrooms, need to be emphasized as part of a comprehensive recruitment and retention strategy.

In order to achieve these goals, APS will need to increase the overall compensation to educators in the district, enhance the non-monetary benefits, and better market itself by highlighting the non-monetary benefits of working at APS. We also need to increase paraprofessional salaries, as many neighboring districts are doing.

The non-monetary benefits of working in APS include, but are not limited to

- Contractual daily planning periods (with compensatory time for missed planning periods)
- Contractual time for common planning with other educators
- District focus on educator wellness: counseling opportunities, PD options about self-care, and a supportive administration
- District focus on diversification: proven diversification in district leadership, affinity groups, and growing DEIBJ department
- Supportive student/teacher ratios that prioritize appropriate class sizes for general education (under 25 students/class) and small class sizes for substantially separate, small group, or other intensive instructional programs
- Substantial resources for teachers to acquire and/or purchase needed supplies and supplies for enrichment
- Recent expansion of professional development opportunities
- A staff daycare
- A staff credit union

Additional internal practices will be added to ensure that staff are well cared for within APS including affinity group spaces and regular check-ins with new staff.

## Major Milestones

These are the highest priority, most meaningful deliverables and actions that we must achieve to successfully arrive at the desired outcome, from our current state.

Financial Impact provides amounts for the community to use as estimates in understanding the cost of undertaking these crucial initiatives. Figures represent the estimated amount that this work would cost in a given year. Annual budgets will implement this plan, which will at times lead to other services being changed and eliminated as we develop aligned budgets that account for the initiatives in this plan.

Major Milestones	Year 1: <u>2023-24</u>	Year 2: <u>2024-25</u>	Year 3: <u>2025-26</u>	Year 4: <u>2026-27</u>	Year 5: <u>2027-28</u>
<b>Refine and Track Strategies for Recruitment and Retention of Excellent APS Staff</b>	<p>Develop a marketing and communications strategy for recruitment of diverse staff <b>that highlights parts of our contract that are attractive to prospective educators (such as planning time)</b></p> <p>Redesign staff onboarding process in collaboration with Mentor Coordinators</p>	<p>Develop and implement a standardized exit survey and track trends annually</p> <p>Continue revisions to staff onboarding process and begin pilot implementation</p> <p>Implement recruitment strategy, reflect and make adjustments</p>	<p>Implement recruitment and retention tracking system and marketing strategy and report results and trends annually</p> <p>Implement revised onboarding processes</p> <p>Partner with town governance and community partners to advocate for more affordable and equitable housing opportunities so more APS staff can live in Arlington.</p> <p>Retain those aspects of the APS bargaining agreements that make APS an attractive place to work.</p>		
<b>Financial Impact</b>	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000
<b>To Fund</b>	Materials for onboarding, development of exit survey, tools and time for tracking recruitment and retention, social media marketing of recruitment materials, materials for recruitment fairs.				
<b>Establish and sustain competitive compensation</b>	Conduct AEA Unit A Negotiations	Conduct AEA Unit D Negotiations			

Financial Impact	TBD
To Fund	COLA and salary structure changes, pending successful override, negotiations, and collaborations with Town of Arlington officials..

### Key Metrics

These are metrics that can serve as strong indicators of performance and are directly representative of successful execution of the initiative.

*Outcome metrics are the indicators that will be tracked whereas targets are the specific benchmarks to be achieved by specific deadlines.*

Major Milestones	<u>Year 1:</u> <u>2023-24</u>	<u>Year 2:</u> <u>2024-25</u>	<u>Year 3:</u> <u>2025-26</u>	<u>Year 4:</u> <u>2026-27</u>	<u>Year 5:</u> <u>2027-28</u>
Outcome Metric 1	<b>Reduce attrition rate by at least 20% when 'moving to a better paying district' is cited as the reason for staff departure</b>				
Annual Benchmark	Identify baseline in Year 1; track and reduce attrition rate due to salary 4% annually				
Outcome Metric 2	<b>Improve standing in Town Manager 12 (calculated list of 12 comparable communities) average salaries</b>				
Annual Benchmark	Evaluate adjustments to Town Manager 12 list using current data.	Improve standing for Unit A employees	Improve standing for Unit D employees	Re-evaluate adjustments to Town Manager 12 list using current data.	Improve standing for Unit A employees
Outcome Metric 3	<b>Increase staff diversity to more closely mirror the student body; current student body is approximately 30% BIPOC, whereas staff who identify as BIPOC are approximately 11%</b>				
Annual Benchmark	Increase % of staff who identify as BIPOC approximately 2 percentage points annually, to achieve 20% by 2028				