

Strategic Priority 2: Valuing All Staff

The Arlington Public Schools will recruit and retain an excellent and diverse workforce by creating a collaborative and supportive culture for all staff; providing high-quality and relevant professional development; expanding leadership opportunities and shared decision-making; and prioritizing representation, diverse perspectives, and expertise.

Needs Assessment to Support Initiatives

For the purposes of this plan, the strategic planning committee has identified several gaps in practice to address related to Valuing All Staff. One gap is in the diversity of our staff. Another gap is in meaningful professional development for all staff. Yet another gap is in compensation and how we communicate all of the contractual benefits staff enjoy in Arlington.

APS has spent years working on creating a more diverse staff of educators that better reflect our student population. While the disparity between student and staff demographic data is significant among Unit A Educators, there are some groups that have less disparity and therefore more opportunity for growth in the ranks of Unit A Educators who identify as BIPOC by tapping into human resources in the district who work as Unit D Paraprofessionals, or are current student teachers or students. In addition, our Administrative Team has become significantly more diverse over the past several years, which should have a positive impact on our ability to recruit and retain diverse educators. We believe that continuing to expand the numbers of Administrators who identify as BIPOC will lead to an increase in the number of Unit A Educators who identify as BIPOC. We further believe it is important for all our students to connect with adults of various backgrounds in positions of leadership and public service. See graphs at the end of this Needs Assessment for information on the current representation of various racial groups amongst APS staff; in addition to these data, APS will begin tracking when we welcome staff who identify as LGBTQIA+ and/or neurodiverse as part of this plan.

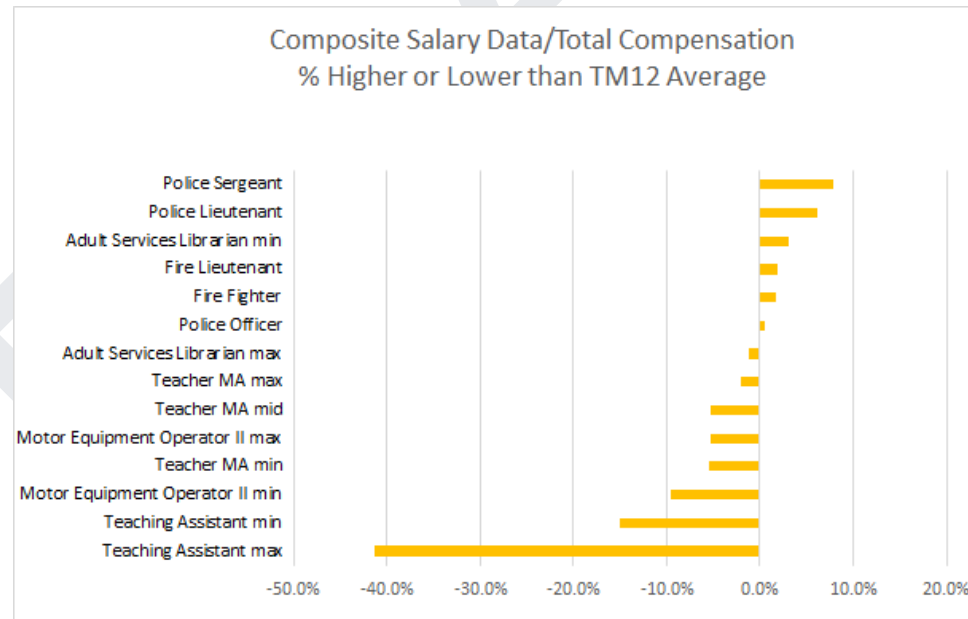
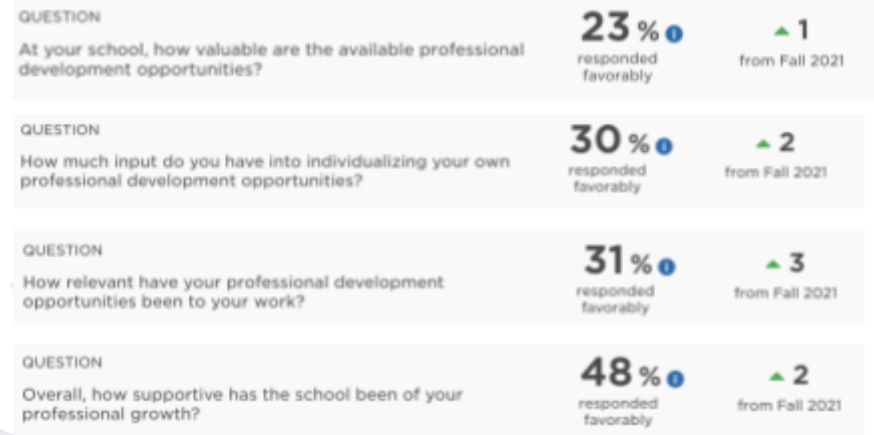
Our need to hire additional educators who identify as BIPOC is not a unique challenge. Arlington is a member of the Massachusetts Partnership for Diversity in Education (MPDE), a consortium of school districts in Massachusetts who share the same goal. [Statewide data show that the number of educators of color does not match the demographics of students.](#) Districts within MPDE and other Districts in Massachusetts are competing for the same limited number of BIPOC Educators. Hence the need to explore different ways to recruit and retain BIPOC educators, including opening up new pathways to become an educator in Arlington.

With respect to professional development, Panorama Survey Data indicated that teachers and staff were not satisfied with the district's professional development offerings and implementation. This year we have instituted choice based professional development, which includes affinity groups for educators of color and white educators. These improvements have yielded 1-3% improvements in faculty feedback on the relevance and value of professional development opportunities district-wide; however, there is significant room for further improvement. Administrators are participating in affinity groups as well, and we seek to expand this practice in future years. In addition, all staff have not always been included in professional development offerings. Initiatives in this Priority Area seek to improve

retention by creating more valuable professional learning opportunities for educators that are linked to our goals in Priority Area 1.

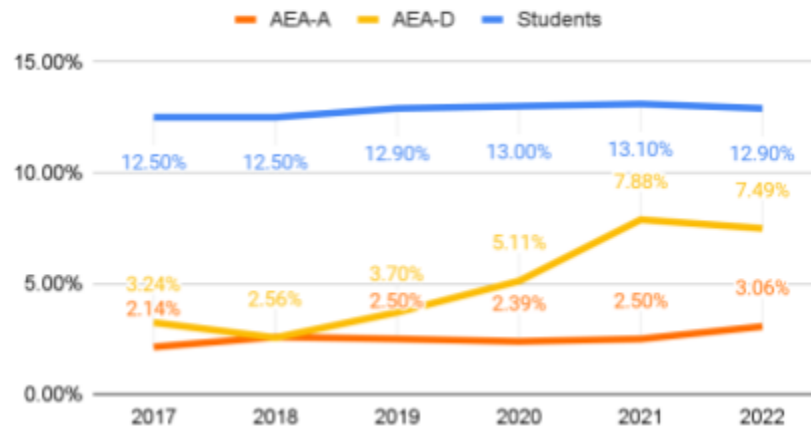
Finally, compensation is important to recruiting and retaining talented educators. Data demonstrate that there are gaps in pay for some employee groups, including Unit A Educators and Unit D Paraprofessionals. We also believe that highlighting and marketing the non-monetary benefits of working for APS and trying new strategies for recruitment will help us achieve our goals. Proven strategies for recruitment of a diverse workforce include refining hiring practices to mitigate for bias, refining job descriptions, and creating pathway programs to licensure.. Initiatives in this Priority Area prioritize revisions to all aspects of our recruitment and retention strategies in order to demonstrate Arlington's commitment to becoming an excellent and competitive employer that values the unique expertise of all staff.

Staff Culture and Climate Surveys: Professional Development

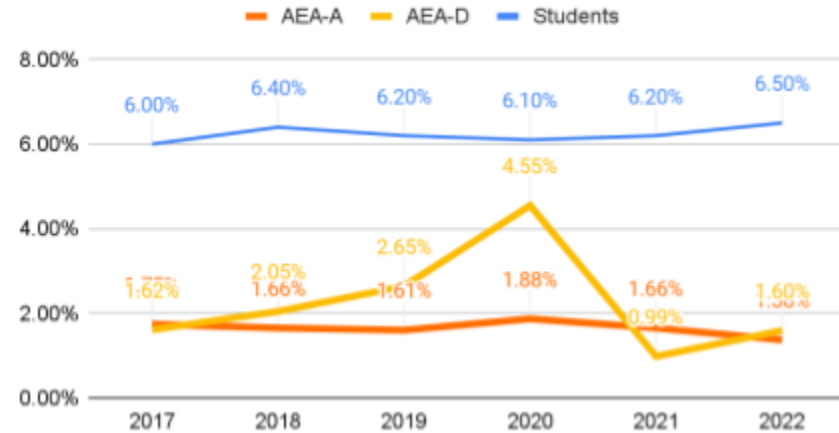


AEA Units A&D Staffing by Racial Identity, 2017-2022

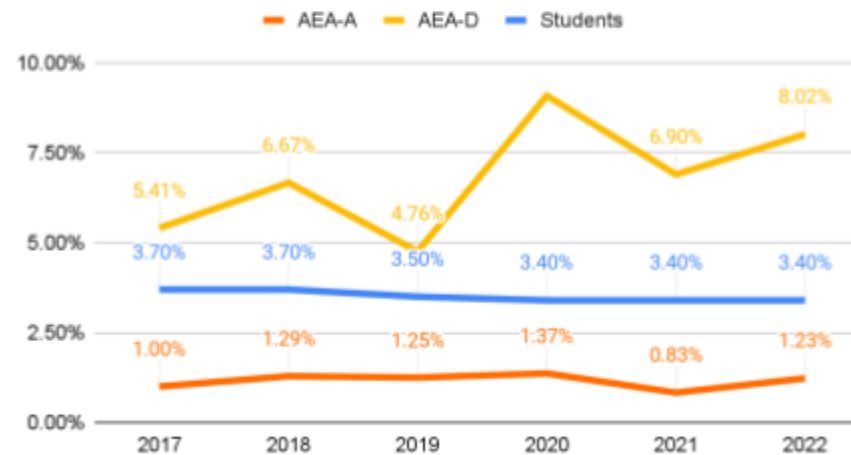
Asian: AEA-A, AEA-D, and Students



Hispanic/Latino: AEA-A, AEA-D, and Students

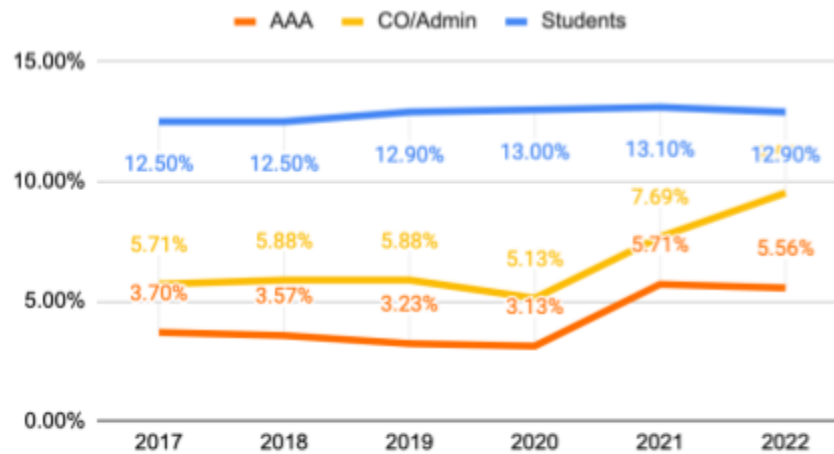


Black/African American: AEA-A, AEA-D, and Students

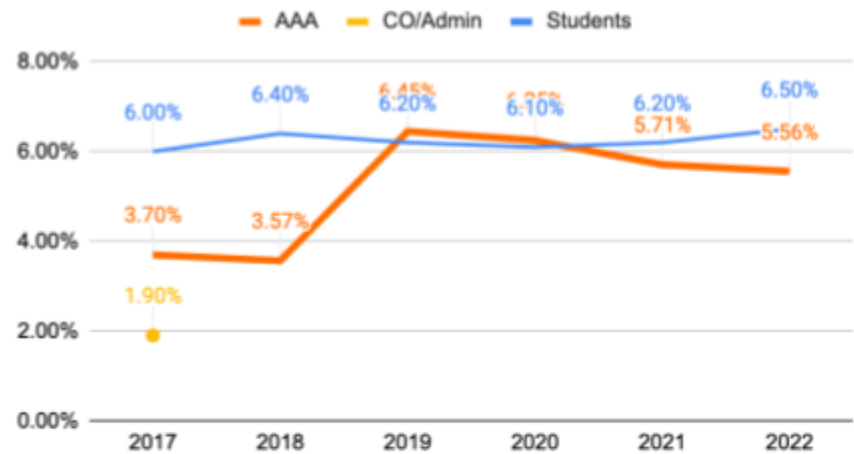


Administration Staffing by Racial Identity, 2017-2022

Asian: AAA, CO/Admin, and Students



Hispanic/Latino: AAA, CO/Admin, and Students



Black/African American: AAA, CO/Admin, and Students

