

Increasing Educator Diversity

Plan Template



IMPORTANT NOTES:

1. Formal approval by your local or regional board of education, or equivalent governing body for schools must be obtained prior to submitting your Increasing Educator Diversity Plan. Be prepared to provide the day, month and year that the plan was approved by the board or equivalent governing body as part of the upload of your submission.

2. In the absence of an original motion or a preexisting board or board equivalent policy expressly conferring authority on the superintendent or equivalent schools administrator to make any necessary Plan revisions, the school board or equivalent governing body will be expected to formally approve any necessary revisions to its Plan prior to resubmitting the revised Plan by May 15, 2024

COVER PAGE								
District:	CAPITOL REGION EDUCATION COUNCIL (CREC)							
Vision:	To increase the racial, ethnic, and linguistic diversity of the CREC educator workforce.							
Theory of Action	IF...We implement targeted interventions for recruitment, hiring, selection, and retention, THEN...we can increase the racial, ethnic, and linguistic diversity of the CREC educator workforce AND...simultaneously establishing a sense of belonging through intentional spaces and experiences, affirming policies, and inclusive practices.							
Team Lead:	KIMBERLY DAVIS							
Team Members:	Kimberly Davis (Human Resources Manager), Jennifer Traks (Director, Human Resources), Ivette Rizza (Managing Director of Employee Relations), Elsie Gonzalez (Director of Diversity, Equity and Inclusion), Sasha Douglas (Assistant Superintendent), Julie Christianson (Supervisor of Science Instruction), Vanessa Sosa-Briales (Supervisor of Multilingual Learning)							

RECRUITMENT

	Goal (What are we trying to)	Who Manages the (name, position)	Strategies/Key Activities What?	Who Owns This?	By When?	Indicators of (How will we know if)	Resources (What people,	Risks and Mitigation (What could go wrong? How will	Communication/ Engagement (Who needs to be consulted/ engaged?
Recruitment	To enhance diversity and inclusivity within the teaching staff, with a specific focus on teachers of color retention with a goal of increasing the percentage of teachers of color in our district by 8%, from 20.3% to 28.3% in five years.	<ul style="list-style-type: none"> • IED Team Members • Human Resources Manager • Magnet Schools Assistant Superintendent • Director of Student Services 	Job Analysis and Description: <ul style="list-style-type: none"> • Review and update educator job descriptions based on evolving roles and responsibilities. • Collaborate with hiring managers to identify key skills and qualifications needed to create broad as well as specific job descriptions and postings 	Human Resources Manager	Spring 2024, Reviewed Annually	Internal portal (CORI) and external website updated; removal of biased language	<ul style="list-style-type: none"> • EEO Report • Frontline • EdSight Secure Database 	Use of updated job descriptions could be disrupted by "copying" past job postings, and ignoring improved language. To mitigate, we can improve communication for hiring coordinators about job descriptions. Monthly IED Team meetings to monitor progress and follow up with any needs.	Human Resources Manager DEI Director Magnet Schools Assistant Superintendent Director of Student Services Review language, and share updates to various locations (CORI, hiring coordinators, managers)
			Employer Branding Development: <ul style="list-style-type: none"> • Create or refine employer branding materials, including the organization's mission, values, culture, and employee testimonials • Update the crec.org/careers page, including highlighting educator opportunities to make clear opportunities in education careers • Develop compelling content for the careers page, social media, and recruitment materials 	Human Resources Manager Director of Communications	January 2025	Careers page and branding materials updated	<ul style="list-style-type: none"> • Frontline • Budget for branding materials and potential outsourcing of website 	Limited budget and current website platform capabilities To mitigate, utilize the IED Grant process to support these initiatives, continue to advocate for budget for recruitment and retention for branding.	Human Resources Manager DEI Director Magnet Schools - Assistant Superintendent Director of Student Services Director of Communications
			Candidate Sourcing Strategy Development: <ul style="list-style-type: none"> • Research and select diverse sourcing channels (job boards, social media, referrals, etc.) • Post job openings across selected platforms and networks 	Human Resources Manager	July 2025	<ul style="list-style-type: none"> • Attendance at HBCU and HSI fairs • Number of complete applications for diverse sourcing channels • Ongoing info sessions to applicants • Attendance at 	<ul style="list-style-type: none"> • Recruitment budget • Dedicated personnel for staffing fairs and events, including new Ambassadors Program • Exploration of 	<ul style="list-style-type: none"> • Limited budgets • Competing school districts • Competing priorities for personnel • Teacher shortage To mitigate, continue to highlight the excellent opportunities we have at CREC for teachers,	Human Resources Manager DEI Director Magnet Office Assistant Superintendent Director of Student Services Director of Communications Director of Technology
			Initial Screening <ul style="list-style-type: none"> • Take a critical look at the screening and interviewing process which will include diversity training and strategies to mitigate bias including diverse committees. • Communicate interview details and expectations to candidates to ensure the process is accessible 	Human Resources Director DEI Director	January 2025 (Annually)	<ul style="list-style-type: none"> • Training created and implemented - for all employees who participate on interview panels 	CT State Department of Education Diversity: <ul style="list-style-type: none"> • Hiring and Recruiting • Training Time for content to be created • Time for hiring teams to be trained, system for tracking • Budget for trainers 	<ul style="list-style-type: none"> • Competing priorities for those who create and implement the training • Challenges allocating time for training and professional development amongst staff To mitigate, provide multiple opportunities for training, and offering quarterly, differentiated options.	Human Resources Director DEI Director Magnet Office - Assistant Superintendent Director of Student Services Director of Communications Hiring Managers & Coordinators

	HIRING & SELECTION								
	Goal (What are we trying to)	Who Manages the (name, position)	Strategies/Key Activities What?	Who Owns This?	By When?	Indicators of (How will we know if)	Resources (What people, time,	Risks and Mitigation (What could go wrong?)	Communication/ Engagement (Who needs to be consulted/
Hiring & Selection	<ul style="list-style-type: none">• Develop interview processes that are culturally sensitive and inclusive to ensure the hiring and selection process is unbiased and focused on candidates' skills, experiences, and teaching philosophies• To enhance diversity and inclusivity within the teaching staff, with a specific focus on teachers of color recruitment with a goal of increasing the percentage of teachers of color in our district by 8%, from 20.3% to 28.3% in five years.	IED Team Members Human Resources Director Magnet Schools - Assistant Superintendent Schools & Programs Directors	Interviews and Candidate Evaluation <ul style="list-style-type: none">• Develop best practices for conducting structured interviews and performance tasks, such as demo lessons, to evaluate candidates• Clarify and use the process for eliciting feedback on candidates for consistency across the board, including questions, rubrics, and other tools to determine candidate suitability• Taking a critical look at the hiring process and developing strategies to mitigate bias and make the process more accessible to applicants, including providing information about Employee Network Groups	Magnet Office - Assistant Superintendent	March 2025	Revised interview exemplar Interview Process rolled out to hiring managers and managers annually	<ul style="list-style-type: none">• Review of current practices• Human Resources Director• Magnet Office - Assistant Superintendent• Director of Student Services• Principals• DEI support	<ul style="list-style-type: none">• Competing priorities for those who create and implement the training• Challenges allocating time for training and professional development amongst staff• Candidates of color are not told there are support networks and engagement opportunities <p>To mitigate, we will include network and engagement opportunity information in the hiring and selection process</p> <p>To mitigate, provide multiple opportunities for</p>	Magnet School Principals Human Resources Director DEI Director Magnet Office - Assistant Superintendent Director of Student Services Hiring Managers & Coordinators
			Offer <ul style="list-style-type: none">• Issue a letter of intent so candidates know the information about salary and contract prior, so people can accept sooner• Communicate clearly the opportunities per the bargaining unit contracts	Human Resources Director School and Program Directors	June 2024	<ul style="list-style-type: none">• The programs are using consistent messaging• Employees are joining Employee Network Groups	Need a system to generate and include offer letters	<ul style="list-style-type: none">• New employees could receive inaccurate information based on incomplete hiring packets• Lack of staff to generate letters during peak seasons	Bargaining Units Labor Relations Human Resources Director
			Orientation: <ul style="list-style-type: none">• Provide new hires with a welcome to CREC packet, including a “who to contact” list to connect candidates to the right resource.• Dedicated orientations for educators• Invite candidates to join an Employee Network Group	Human Resources Director	January 2025	Feedback on Orientation (Looking for higher percentage of positive feedback)	Additional Orientation sessions per month Increased staffing for orientation	<ul style="list-style-type: none">• Timely submission of hiring packet to Human Resources• Employees not being able to start until they attend Orientation could put a strain on	DEI Magnet Office Director of Student Services Hiring Coordinators Program Managers Candidates
			Onboarding: <ul style="list-style-type: none">• Coordinate with relevant departments to prepare onboarding materials and processes.• Communicate with the new hire to ensure a smooth transition and a positive onboarding experience.• Invite candidates to join an Employee Network Group to help in cultivating a positive work culture• Appoint a buddy/mentor teacher/administrator for regular check ins and feedback.• Building level orientation to discuss ordering supplies, building and system access, tutorial on PowerSchool/related technologies.• Provide CREC swag bag to welcome new staff.	Human Resources Director Magnet Schools - Assistant Superintendent Director of Student Services	January 2025	Feedback on the onboarding process from the employees. (Looking for higher percentage of positive feedback)	<ul style="list-style-type: none">• Program participation• Training for supervisors	Competing priorities prevent folks from onboarding new staff. Designate faculty/staff members to support new staff. Have multiple people to be able to onboard new hires in the building. Ensure they are welcomed, have what they need and are check in with.	Labor Unions Mentor/Teachers Current Employees Intranet Site- area for NEW Educators DEI Magnet Office - Assistant Superintendent Director of Student Services Hiring Coordinators Program Managers Candidates
			Teachers Academy: <ul style="list-style-type: none">• All new to CREC certified staff attend 2 additional days of professional learning prior to the start of the school year.• Specific orientation on the organization• Building Equity through the Lens of Culture & Climate• Establishing an Inclusive School Culture• Opportunities to dive into curriculum with subject area specialists	Magnet Schools - Assistant Superintendent	Annually in August	Feedback from TA Sessions	Continued support from CREC EA for these learning days, dedicated presenters	Teachers being hired after Teachers Academy are delayed in that part of onboarding; Limited time with competing priorities To mitigate, ensure people are invited to the Teachers Academy the following year. Magnet Schools help to work with new hires on	Magnet School Leadership DEI Director Teachers and Teachers Unions

			Annual Reporting: At the start of each school year, examine the hiring data for demographic data.	Human Resources Director	Annually in Fall	Increased percentage of educators of color year to year Present data at fall or winter leadership meetings, including all levels of magnet leadership	Time for review, data processing collection	Competing priorities for time regarding analysis of hiring practices. To mitigate create space to review and reflect on the data in school-based leadership meetings	Human Resources Director School Leadership IED Team
--	--	--	---	--------------------------	------------------	--	---	---	---

RETENTION									
Goal	Who Manages the	Strategies/Key Activities	Who Owns This?	By When?	Indicators of	Resources Required	Risks and Mitigation	Communication/	
(What are we trying to do?)	(name, position)	What?			(How will we know if	(What people, time,	(What could go wrong?)	(Who needs to be	
Retention	To enhance diversity and inclusivity within the teaching staff, with a specific focus on teachers of color recruitment with a goal of increasing the percentage of teachers of color in our district by 8%, from 20.3% to 28.3% in five years.	<ul style="list-style-type: none"> Human Resources Manager Director of Student Services Magnet Schools - Assistant Superintendent 	Track retention rates of educators of color <ul style="list-style-type: none"> Communicate clearly reasons for sharing demographic information Share our goals for increasing educator diversity Analyze collected data, develop strategies based on analysis, monitor rates for effectiveness, refine methods over time, and share findings 	Human Resources Director Magnet Schools - Assistant Superintendent Director of Student Services	September 2024	Reduce the disproportionality between teachers of color to students of color, working to eliminate the disproportionality. Annually share data with school based leadership	HRIS	People may not use the information to create change. To mitigate be public and purposeful in sharing the data internally and externally to promote educator diversity in our programs.	Human Resources Director with communication to all CREC staff Human Resources Coordinator
			CREC Ambassadors Program Maintain communication with interested candidates and future employees.	Human Resources Manager	July 2024	Participation at job fairs and community events	Budget for staffing, social media, swag. CREC staff	Participation in program by educators may wane. Funding secured for 2024-2025	Human Resources Manager Director of Communications
			Conduct Annual Engagement Survey Communicate information related to annual survey and share analysis of trends to leadership and employees.	Managing Director of Human Resources Schools and Program Directors	June 2024 (Annually)	Maintaining 50% completion rate and using data	Managing Director of Human Resources and survey vendor	Funding secured for 2024-2025 survey	Executive Leadership Magnet Schools Leadership Human Resources Leadership Student Services Leadership
			Conduct ongoing exit interviews to gather data on reasons for departure. Review data and provide analysis of trends to Leadership and employees	Managing Director of Human Resources	June 2024 (Ongoing, Produce annual report)	Completion rate and use data for improvement	Human Resources	Unable to meet completion rate due to time or employee refusing to complete exit form. Mitigate by conveying the importance of their	Managing Director of Human Resources Director/Technology Services Magnet Schools Leadership
			Beginning Teacher Cohort: Provide all brand new teachers with additional professional learning during the school year to foster connections with the CREC Community, and to bolster skills at the start of the teaching career.	Magnet Schools - Assistant Superintendent Instructional Team	2023-24 School year and beyond	Feedback from teachers who attend, and observation information	Substitute coverage for teachers during the day	Funding may not be available for subs, and continued to support for the program may wane To mitigate use feedback data from sessions to secure funding.	Magnet Schools - Assistant Superintendent
			New Teacher Mentor: All year one teachers (brand new to teaching) have a mentor, who works with teachers through observation, coaching, and monthly professional learning opportunities.	Magnet Schools - Assistant Superintendent CREC Executive Leadership Team (ELT)	Triannually at contract negotiations	Comparison of CREC salary and benefits to other districts	Budget support to meet expectations	Continued funding needed. To mitigate use feedback data from years of working with mentor to secure funding.	CREC EA Human Resources Director Magnet Schools CREC Executive Leadership Team (ELT)
			Competitive Salary and Benefits: <ul style="list-style-type: none"> Negotiating competitive salary and benefits for educators. Provide competitive salary and benefits for teachers Employee Referral Program 	CREC EA Chief Human Resources Officer Magnet Schools - Superintendent CREC Executive Leadership (ELT)	Triannually at contract negotiations	Comparison of CREC salary and benefits to other districts	Budget support to meet expectations	Changes in state funding, to keep up with inflation and more Continue to advocate at the state level for appropriate funding for magnet schools	CREC EA Chief Human Resources Officer Magnet Schools - Superintendent CREC Executive Leadership (ELT)

			CREC Connections Group: <ul style="list-style-type: none"> Affinity group for educators of color to meet after hours Open to all certified staff of color Learning component Social component 	Magnet Schools - Assistant Superintendent	Ongoing	Increased number of people participating Track membership data, and retention of members in early career	Fiscal support for food/time	Losing fiscal components Use data of retention of members of CREC Connections as rationale for continued funding of the program.	Magnet Schools - Assistant Superintendent
			Teachers Academy: <ul style="list-style-type: none"> Continued professional learning opportunities with teacher choice to join in Opportunity for paid support for leading sessions, bolstering connection to the CREC community 	Magnet Schools - Superintendent or Assistant	Annually in August	Increased engagement of teachers of color presenting sessions	Funding for presenter stipends,	Teachers being hired after the date, not getting the information right away; Limited time with competing priorities To mitigate, ensure people are invited to the Teachers Academy the following year. Magnet Schools help to work with new hires on	Magnet Schools - Assistant Superintendent New Teachers CREC EA
			Provide opportunities for leadership and further connections with the school and district community: <ul style="list-style-type: none"> Employee Recognition/Awards Encourage leadership opportunities such as CREC Ambassadors, Leading Professional Learning, becoming a mentor and/or cooperating teacher 	Magnet Schools - Assistant Superintendent Director of Communications Human Resources Manager	Ongoing	Analysis of equitable distribution of awards across CREC	Funding for staffing	Inequitable distribution of awards competing priorities To mitigate Communicate at school level about Shining Star and other recognitions to encourage peer nomination	Schools and Programs Human Resources Manager Director of Communications