Increasing Educator Diversity Plan Template

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COVER PAGE	
District:	LEARN
Vision:	Students, educators, staff, and families have the best learning and work experience possible.
Theory of Action	If we are intentional in our efforts to support high quality educators from diverse backgrounds (culturally, linguistically, racially diverse) through the employee life cycle by: 1) Recruiting and Hiring (creating a culture of belonging), 2) Onboarding and Providing early career support (sustaining a place for them), and 3) Providing ongoing professional growth (improving the visibility and accessibility of training and growth opportunities, then we will: 1) Ensure a transparent process for recruitment and selection, 2) Support people through their employee life cycle, and 3) Help employees grow their unique skills and abliities. The result will be that: We maximize the number of high-quality candidates from diverse backgrounds who are referred for hire, accept positions, and experience an equitable working enrivonment that results in students, educators, staff and family is having the best learning and work experience possible.
Team Lead:	Elizabeth McCaffery
Team Members:	Katherine Ericson, Tara Amatrudo, Michael Belden, Brad Columbus, Linda Darcy, Ryan Donlon, Bridgette Gordon-Hickey, Christin Kondash, Elizabeth McCaffery, Gretchen Osodipe, Mariana Reyes, and Jessica Silvestro

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RECRUITMENT							
Goal	**Who Manages the Goal?**	**Strategies/Key Activities** (How are we going to do it?)			**Indicators of Progress**	**Resources Required**	**Risks and Mitigation**	**Communication/ Engagement Efforts**
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1. Increase our ablity to attract and recruit diverse candidates to work at LEARN. **SMAART Goal** Increase LEARN's diverse educator representation from 11.5% in SY 23-24 to at least 20% by SY 27-28.	Director of Human Resources	Attend and coordinate job, college, and career fairs and expand LEARN's reach beyond Connecticut.	HR Recruitment Staff	Ongoing and at designated times throughout the year, particularly in advance of December and May graduation dates.	Increase in the number of candidates of color with whom we connect at recruitment events. Inrease in the number of candidates of color who submit applications to LEARN. Increase in the number of candidates who apply to LEARN and advance from the screening process to the interview/ selection process. Increase the number of clicks (click rates) to show improved website traffic and a wider georgraphic area from which candidates are applying.	Two LEARN staff (at least) will attend every recruitment event. Funds will be needed to pay for the registration fees and materials needed to distribute to candidates. iPads and laptops that facilitate candidates' ablity to access the LEARN employment application portal while at the recruitment event. Offer door prizes NTE $40.00 in value to those who apply either during or immediate after a recruiting event.	Low turnout at recruitment events. Need to be proactive and communicate information about the dates and times of events via social media, on college notice boards, and on LEARN websites to generate interest.	Schools of Education at institutions of higher education, LEARN communication team, staff who will represent LEARN at recruitment events. At the least, information about each event, the date, time, and location and a list of positions for which LEARN is recruiting need to be communicated in advance of each event. Teachers in years 1-3 of their career, to assist in recruiting former classmates.

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2. Expand Community Outreach. **SMAART Goal** Increase the level and quality of community engagement to increase the number of active partners and communities served by 10% each year. (Baseline = 10)	Director of Human Resources School Administrators and Department Leaders	LEARN sponsored community events and partnerships, including but not limited to the Cultural Coalition (a regional coalition addressing the needs of Southeastern Connecticut).	HR Staff Marketing / Communications Department	Commence immediately and then becomes ongoing work of building/sustaining relationships. (At least two events, per year, August and April)	Increase the number of community partnerships.	A timeline is needed to identify who and when to engage or re-engage partners. This will be a joint HR and Marketing / Communications effort. HR and Marketing / Communications collaborate to define, use, and analyze website analytic reports.	Relationship building with community organizations goes slowly or is challenging. We will need to identify ways for partnerships to be mutually beneficial. Embed data reporting about website, LinkedIn, and social media traffic into monthly HR and Marketing / Communications meetings.	Community agencies, private industry, non-profits, workforce boards, post-secondary institutions, faith-based organizations, etc. Enter through inquiry, i.e., What if we…? How might we…? What value is there in…? Make LEARN's purpose explicit and connect to each partner's 'why' to ensure that the partnership is mutually beneficial.

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3. Analyze and continously improve the candidate experience. **SMAART Goal** Use SY24-25 to establish a baseline net promoter score and increase the positive response rate by 20% each subsequent year through SY 27-28.	Director of Human Resources School Administrators and Department Leaders	Candidate surveys after applications and throughout the hiring process.	HR Staff	Surveys administered at each phase of the hiring process, i.e., recruitment, interview, hired/not hired. Analysis conducted on a quarterly basis to inform future actions.	Net promoter score above 0 for all candidates.	HR staff, survey all prospective candidates at predefind junctures (after requirement event), after filing application, after interview, after onboarding.	Low survey response rates - create short and simple surveys. Possibly embed surveys into the applicant tracking system. Low net promoter score - speak with staff.	All recent applicants / new hires. HR team. School and Department Leadership.

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1 Increase the number of diverse candidates in our pipeline **SMAART Goal** Increase the number of diverse candidates in the LEARN hiring pipeline to better reflect the racial and ethnic diversity of our students (establish baseline in SY 24-25) data and increase by at least 20% per year through SY 27-28.	Director of Human Resources	Use LEARN's career pathways app to promote educ. careers. HR provide career counseling services to respond to internal and external inquiries. Ongoing Train school admin to have career pathway conversations. Explore re-instituting a Future Teachers and/or Young Educators Society (YES) club at the high school level .	HR Staff Marketing/ Communications Dept. School and Department Leaders	Provided each year or when there is staff attrition or whenever there are newly created positions. This is ongoing work with training conducted at least 2x per year, August and January while also providing an on-demand option, student survey regarding interest in an education career exploration club by June. of each school year.	Increased number of candidates of color who are being interviewed. Increased number of candidates of color are offered employment and are accepting. School and Department Hiring Managers will be gain understanding of the "hiring funnel" to mitigate teachers of color from 'falling out' of the process.	Staff who provide this training will need to be trained using a turn-key method to ensure that all subsequent trainings are delivered with fidelity.	Staff who screen, interview, select, and offer positions to candidates of color may allow bias to hinder their fair evaluation of candidates of color during the process. HR facilitates process, and trains staff to ensure that candidates of color are evaluated fairly. There are legal restrictions to asking for a candidates race on a job application; therefore this goal is based on perception data.	LEARN Leadership, all School and Department Hiring Managers, anyone who has completed the CSDE Anti-Bias Interview Training and will serve on an interview committee.

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2. Increase the number of diverse candidates. **SMAART Goal** Increase the number of diverse candidates hired to reflect the diversity of our student population (establish baseline end of SY 24-25) by 10% per year through SY 27-28.	Director of Human Resources together with the Leadership Team	Set yearly and long-term goals based on employment metrics and data. Monitor applicant tracking system to ensure qualified diverse candidates are not excluded and enter the pipeline. Anti-Bias Training for all staff serving on an Interview Committees. Interview committees - add parents, current BIPOC staff, and BOD members. SY24-25 Quarterly evaluation of the hiring funnel. Are we maximizing each of the steps? Sept., Dec., Mar., June	HR Staff School and Department Leaders School Department Hiring Manager	This will be ongoing work with an effort to meet the 10% increase by the start of SY24-25. August and January At least weekly and throughout the year. Ongoing Anti-Bias Interview training for those who are new; training updates for returning staff. Refresher training as a precursor to the interview process. Ongoing	10% increase in the number of diverse candidates hired and onboarded by the start of SY24-25. Data from the applicant tracking system will show that candidates of color are advancing in the hiring process. 100% of interview committee are trained and/or receive refresher training to mitigate the impact of implicit bias in the hiring process.	All staff will prioritize and dedicate their efforts to successful hiring and onboarding of candidates of color. HR use of analytics available in the applicant tracking system. Collaborate with the Office of Teaching and Learning to provide 90-minute required training, per session. HR, Hiring Managers, and new hires will engage in continuous improvement efforts..	Low numbers of candidates of color hired; provide anti-bias training to all involved in the hiring/ selection process. Candidates do not disclose race or ethnicity is a challenge. HR will review/ report why candidates are not advancing. Staff who are not training will not be able to participate in interviews. Any inferences after an interview will be discussed.	Leaders and interview committee members - explain why IED is an agency priority and that identifying implicit bias is essential. Leaders - Encourage candidates to share demographic info. to help HR see if/how they advance through the pipeline. Explain legal requirement foranti-bias training and align it to LEARN Core Values. Leaders and new hires - Explain hiring funnel and examine practice / improve to IED hiring outcomes.

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3.Articulate Four Career Pathways at LEARN: **SMAART Goal** By end of SY 24-25 Complete instructional Associate to Early Childhood / Elementary Teacher End SY 25-26 Complete Long-Term Substitute to Certified Staff End SY 26-27 SY24-25 Complete RBT to BCBA End SY27-28 Complete SLPA to SLP	Director of Human Resources School Administrators and Department Leaders	Co-create career learning experiences and Micro-Credentials that align to each pathway through collaboration with school / department leaders and school / department-based staff.	HR Staff School Administrators and LEARN Department Leaders Certified school staff as assigned to this goal.	By end of SY 24-25 Complete instructional Associate to Early Childhood / Elementary Teacher By end of SY 25-26 Complete Long-Term Substitute to Certified Staff By end of SY 26-27 SY24-25 Complete RBT to BCBA By end of SY27-28 Complete SLPA to SLP	Full articulation of each career pathway will be completed by their respective due date.	HR Staff, School Administrators, staff in the respective professions will need to collaborate to ensure that the pathways provide clarity of requirements and success criteria for prospective staff interested in pursuing these opportunities.	Career Pathways may initially seem too complicated for some. Host information sessions and offer career counseling through HR to support candidate success.	HR Staff, School Administrators, and all staff in non-certified or non-licensed roles. Provide school administrators and all staff in non-certified, non-licensed roles with the fully articulated documents for their reference/ use. For all non-certified or non-licensed staff, guide them through the documents and list opportunities for support.

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1. Decrease the attrition rate of teachers of color. **SMAART Goal** Decrease the attrition rate of teachers from diverse backgrounds (establish baseline end of SY 24-25) by 10% each year through SY 27-28.	Director of Human Resources School and Department Leaders	Create 45-90-135-day check-ins. Administer new hire surveys. (By end of Nov.) Conduct Stay interviews. Use online exit surveys/data to identify retention gaps.	Director of Human Resources and HR staff School and Department Leaders	New hires at 45-90-135-days. 15th and 30th of each month. At ½, full, and 2-year anniversary dates. (Will depend on date of hire) Throughout the year, at least quarterly. (Sept., Dec., Mar. June)	80% or more new hires participate in check-ins. Response rate is 80% or higher. 100% of identified staff engage in stay interviews. Survey data illuminate the corrective actions needed.	HR Staff, School Administrators and Department Leaders will need access to the applicant tracking system. HR will need to generate reports that list staff at 30-30-90-days of hire as well as those at their ½, full, and 2-year anniversary date.	Staff are not available for check-in or stay interviews. Schedule them well in advance with the staff member and HR staff goes to them.	HR Staff and identified new hires based on the goal and in the strategies listed, and school and department leaders. Share the importance of gathering this feedback and enlist the support of leaders to ensure staff are able to participate. HRand the

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2. Formalize recogni-tion aligned with the employee life cycle. **SMAART Goal** Increase the number and quality of the of ways teachers from diverse backgrounds are recognized (establish baseline end of SY 24-25) by 10% each year through SY 27-28.	Director of Human Resources School and Department Leaders	Bi-annual review of disaggregated data among certified / non-certified staff.	Director of Human Resources and HR staff School and Department Leaders	Begin immediately and then ongoing throughout each employee's life cycle. (July/January - at least)	Staff are being recognized for a variety of contributions to the agency, including and not limited to length of service, committee membership/ contribution, volunteerism, community engagement, performance, retirement, etc.	HR Staff, HR Staff, School and Department Leaders - communicate names of staff members with recognition. HR will formalize the recognition process together with LEARN's Executive Director.	Names are not submitted to HR. Create a process through which leaders provide the who (name), what (recognized for), and why (is this recognition-worthy) to HR on a monthly basis.	Executive Director - states purpose in providing the recognition; HR Staff – explains desired outcomes, creates process to support recognition of staff. Train building and Department Leaders so names are submitted in a timely manner.

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3.Create an affinity group to provide more opportunities for belonging and community. SMAART Goal Increase participation in employee resource groups (affinity groups) of teachers from diverse backgrounds by 10% each year through through SY 27-2 (baseline equals 20%).	Director of Human Resources Office of Teaching and Learning Education Consultants	Educators of Color Affinity Group	Human Resources Staff School Administrators and LEARN Department Leaders Office of Teaching and Learning	Begin immediately and then ongoing throughout each employee's life cycle. Quarterly - October, January, March, June	Educators of Color Affinity Group events - 90% of newly hired and veteran educators of color will participate. Increase in the number of educators of color in the affinity group.	HR Staff, admin and leaders, together with the OTL Staff identify and engage with educators of color in a variety of ways including virtual meetings.	Educators of color – especially new hires – feel overwhelmed in their new roles in a new context. Create space and design means to make the affinity group accessible and not feel like another "to do".	HR Staff, OTL, School and Department Leaders, and newly hired and veteran staff who are teachers of color. Make clear to all the intention is creating the affinity group and its purpose to support all LEARN staff.