

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

| COVER PAGE | |
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| District: | Waterford Public Schools |
| Vision: | Advocate for and build a district that promotes diversity, equity and inclusion by creating and maintaining a positive and inclusive learning environment for all stakeholders. (Waterford Board of Education 2023/2024) |
| Theory of Action | IF Waterford Public Schools attracts a diverse applicant pool, hires and retains a diverse workforce; THEN Waterford's staff will be a better reflection of the World; allowing our staff and students to feel represented and included in our School Community; there will be a positive impact on our students' academic and personal growth; A better foundation for inclusion and a respect for diversity in all its forms will develop throughout Waterford's School Community. |
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| Team Lead: | Thomas W. Giard, III, Superintendent, Nancy R. Sudhoff, Director of Human Resources, Craig Powers, Assistant Superintendent, Gretchen Osodipe, L.E.A.R.N. Consultant |
| Team Members: | Human Resources, District Equity Team (list attached) |

| RECRUITMENT | | | | | | | | |
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| Goal (What are we trying to do?) | Who Manages the Goal? (name, position) | Strategies/Key Activities (How are we going to do it?) | | | Indicators of Progress (How will we know if we are on track for success?) | Resources Required (What people, time, money, and technology will be needed?) | Risks and Mitigation (What could go wrong? How will we make that less likely to happen?) | Communication/ Engagement Efforts (Who needs to be consulted/ engaged? What needs to be communicated? To whom?) |
| | | What? | Who Owns This? | By When? | | | | |
| Increase the number of diverse applicants in our applicant pool by a minimum of 3% over the next 3 years . | Single Goal Manager Nancy Sudhoff - Human Resources Director | Focus on broadening Waterford’s outreach by; 1. Advertising the District’s collaborative culture and Mission using “Why Waterford” recruitment materials. 2. Widely distribute postings. 3. Distributing to WPS website, CT REAP, New London NAACP, Norwich NAACP, Waterford RISE, Consortium for Excellence in Teacher Education Website, CEA.org, CT AFT; Indeed, CT DOL, Handshake 4. Partner with Mitchell College in student teachers/interns. 5. Attend Waterford Schools Job Fair, College/University Job Fairs; Diversity Job Fairs; HBCUs Outreach | Director of Human Resources | September 2025 (over the next 3 year) | Utilize the EdSight Educator Diversity Portal to measure progress. Number of diverse applicants has increased. Monitor applicant pool data by: •Survey applicants. •Monitor hiring progress. •Positive applicant feedback from post interview surveys. •Increased clicks (and other website data). | Communicating to our local diversity coalition (Waterford Residence In Support of Equity) to share postings and to network. Email all postings to our local NAACP New London chapter. Additionally, we partner with Step Up New London Technology Resources: -Paycom Applicant Tracking -People Resources: -HR Staff Principals and Directors Financial: Postings, Job Fairs | Some applicants elect not to self-identify during the application process. Mitigate by having administration report to HR data on those candidates interviewed. Communicate that success is dependent upon everyone and the value of diversity needs to be demonstrated throughout recruitment and hiring. | Engage staff spearheading interview processes so that our commitment is evident to applicants. Continue to provide Implicit Bias Training to all staff involved in hiring. Engage multiple times during the year with Educator Prep Programs and Departments Heads local College /Universities. Yrly in person meetings to strengthen connectivitiy share the District Mission and goals for diversity |

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| | | At each school and district wide, refine practices and procedures to ensure they are conducive to furthering inclusion and belonging. Analyze on a regular basis demographic information. Post positions in a variety of online sources to increase district exposure. Include culture/diversity statement on all position postings and job descriptions. | Central office guides and monitors process for building administrators to follow. | June 2025 | Utilize the EdSight Educator Diversity Portal to measure progress. Number of diverse applicants has increased. | Communicating to our local diversity coalition (Waterford Residence In Support of Equity) to share postings and to network. Email all postings to our local NAACP New London chapter. Additionally, we partner with Step Up New London. | Risk is that the organizations have multiple pulls on their time. Mitigate by keeping lines of communication open. Keep them apprised of how their efforts are making a difference. | Engage staff spearheading interview processes so that our commitment is evident to applicants. Continue to provide Implicit Bias Training to all staff involved in hiring. |
| | | Waterford will diversify our candidate pool by implementing new and strengthening our current grow your own initiative.Leverage our early childhood high school curriculum to support grow-your-own teacher pipeline. (Approximately 29% of our student population are ethnically and linguistically diverse.) Expand on our relationship with TEACH Connecticut to assist non-certified staff to pursue teaching. | Human Resources, High School Administrators | June 2025 | School Counseling department tracking student interest and enrollment in our high school courses. Human Resources monitors non-certified staff interest through TEACH Connecticut. | Promotional materials posted within the high school. (flyers, email blast, program of studies) Advertise through TEACH Connecticut. | Lack of interest, students and staff. School counseling department speaking to and encouraging students. Mitigate by fostering relationships. Publicize success stories & make the program widely known. Reach out to union leaders to help market staff opportunities. | High school students, faculty, staff and parents. Building administration, union leadership and staff. Informational sessions with TEACH Connecticut, post opportunities on Waterford website. |

| HIRING & SELECTION | | | | | | | | |
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| The ethnic and linguistic diversity between our teaching population and student population is currently 17%. Over the next 3 years, our goal is to lessen the student to educator gap by 2%. | Single Goal Manager Nancy Sudhoff - Human Resources Director | 1. Strengthen resources across the district for committees to accomplish hiring through an equity lense. The outcome to be an equitable and reliable hiring system that leads to unbiased (conscious and/or unconscious) hiring practice. 2. Provide an interview question bank and continue to provide a welcoming environment and interview opportunities for all candidates. 3. Plan and facilitate professional learning sessions for hiring committee related to the benefits of diversity in the teaching workforce and cultural competency. Add competencies to position descriptions. | Human Resources, supported by the Administrative Team (Central Office, Principals, Directors). | January 2025 | Utilize the EdSight Portal to monitor Data Monitor training that impacts selection using the Vector traihng portal. Annually survey applicants. Annually collect hiring data. | Administrators and HR work collaboratively on supporting applicants and data collection. Resources needed: •Interview Checklists •Uniform scorecards •Interview Questions Bank on District Intranet Site •Google Surveys •Vector System •Attractive and Informative HR page on the District Website that includes testimonials | Insufficient qualified applicants in the certification areas. Mitigate by expanding recruitment and advertising. Budget cuts and the budget approval process slows hiring and decreases opportunities to diversify staff . Mitigate with open lines of communication. Encourage employment in noncert roles such as sub teaching and make those roles attractive. | Hiring and selection begins with bringing together a diverse interview committee. Draw candidates by using a variety of recruitment efforts. HR to annually review recruitment materials. Twice per month share updates on District social media. Continue to demonstrate our culture and Mission and communicate with potential hires through Fairs and Community Outreach. |

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| | | 4. Support and train all staff involved in recruitment and selection, including state-mandated implicit bias training. It is essential for the candidate to be comfortable and given an opportunity to demonstrate their abilities. | Human Resources, supported by the Administrative Team (Central Office, Principals, Directors). | January 2025 | | | | |
| | | 5. Review and revise interview questions. Standardize Questions. Incorporate Cultural Awareness Provide and adopt consistent internal hiring guidance that promotes appropriate hiring processes aligned with Strategic goals. | Hiring Committees Chaired by Building Administrators | January 2025 | | | | |
| | | Clearly communicate Goals and Policies on the District website. Promote Waterford Public Schools as a welcoming place for all potential candidates. | Superintendent's Office and HR Director | August 2024 | | | | |

| RETENTION | | | | | | | | |
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| Retain 100% TOC & AOC over the next few years. | Single Goal Manager Nancy Sudhoff - Human Resources Director | Seek to better understand any reasons for exits from the District. Further, the Equity Team Mission: "is to promote an accountable, culturally responsive, caring environment for all stakeholders.." Provide yearly opportunities for staff to interact with the EquityTeam. Keep the commitment to diversity and equity visible. | HR works along with the Admin Team and Equity Team. | August 2024 | Retention data collection Staff Surveys (climate and exit surveys) | Human Resources staff monitors and communicates progress and indicators: Google Survey Paycom system | Risk - lack of engagement and lack of data. Surveys not returned or incomplete. There is a better chance of staff responding if the District has established open lines of communication and a supportive, team oriented culture. | Share recruitment efforts and staff achievements within the District and also with Community partners. |
| | Single Goal Manager Nancy Sudhoff - Human Resources Director | LEARN Affinity Group(s) supported by administration. Policies are shared and easily accessible. Policies and processes reflect support and demonstrate a responsive culture. | HR works along with the Admin Team and Equity Team. | Review Annually | Evidence of commitment and buy-in & retention | Support Equity Team Work; demonstrate the District's commitment by highlighting initiatives. | This requires staff commitment and time. Mitigate by communicating with unions, building administration. Clearly communicate time commitment. Work on shifting mindsets | |

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| | Single Goal Manager Nancy Sudhoff - Human Resources Director | Flyers, Newsletter, Professional development that is accessible and easy to balance with work/life commitments. Create well-publicized career growth opportunities if /when vacancies occur - connect diverse staff with Mentors within the District for support. | HR and Building Leadership | September 2025 | Data that demonstrates career growth and job satisfaction | Mentors, time, vacancies | Budget constraints Lack of vacancies. Mentors that are not committed. -Mitigate by communicating positive results Associating mentor opportunities with professional growth and leadership | Central Office and Building leaders and teachers |
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