

**Human Resources - Action Plan - SY 2023-24 - SY 2025-26**  
**Chief of Operations: Dr. John Mayo - Asst. Superintendent HR: Michael Hodge**

<b>Goal #1</b>	<b>Professional Learning</b>		
<b>Strategic Plan Goal Area</b>	Engaged Workforce		
<b>Strategic Plan Performance Objectives</b>	PO-EW-1-By 2024, at least 70% of APS staff will respond favorably that opportunities for professional learning meet their needs, as indicated on the Your Voice Matters survey.		
<b>Baseline Data</b>	In Spring of 2022 The Engaged Workforce: Professional Learning Goal was at 30% approval; down 7% from 2020.	<b>Identify if goal is required based on state or federal requirements, or other guidelines</b>	
<b>3 Year Performance Goal</b>			
PO-EW-1-By 2024, at least 70% of APS staff will respond favorably that opportunities for professional learning meet their needs, as indicated on the Your Voice Matters survey.			
<b>Annual Performance Goals</b>			
<b>Annual Performance Goal Year 1 (2023-24)</b>	By 2024, at least 45% of APS staff will respond favorably that opportunities for professional learning meet their needs, as indicated on the 2024 Your Voice Matters survey.		
<b>Annual Performance Goal Year 2 (2024-25)</b>	By 2025, at least 60% of APS staff will respond favorably that opportunities for professional learning meet their needs, as indicated by a survey administered by the Professional Learning Office		
<b>Annual Performance Goal Year 3 (2025-26)</b>	By 2026, at least 70% of APS staff will respond favorably that opportunities for professional learning meet their needs, as indicated on the 2026 Your Voice Matters survey.		
<b>Strategic Plan Strategies</b>			
<b>Strategic Plan Strategies- PRIMARY</b>	S-EW-2-Provide growth opportunities by implementing a competency-based professional learning and evaluation framework inclusive of all staff members.		
<b>Strategic Plan Strategies- ADDITIONAL (OPTIONAL) -</b>			
<b>Action Steps</b>			
<b>Action Steps</b>	<b>Timeline</b>	<b>Responsible &amp; Accountable</b>	<b>Monitoring for Implementation</b>
Continue high-quality facilitation support for new teachers through the APS Mentor Program and BASE Camp	SY 2023-2024	PL Team	Director of Professional Learning will receive updates from direct reports during 1:1 and office meetings.
Continue facilitating high-quality division level support for NBCT candidates and local APS CAP	SY 2023-2024	PL Specialists (Licensed)	
Expand high-quality Professional Learning opportunities to all scales	SY 2023-2026	PL Specialist (Classified)	The Director of Professional Learning will update the Asst. Supt of Human
Establish a Professional Learning Advisory Council to engage stakeholders in conversations about professional learning programs.	SY 2023-24	PL Team	

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Implement the Standards for Professional Learning and professional learning definition district-wide	SY2023-2026	PL Team	Resources during 1:1 and Dept. meetings
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**Progress Monitoring**

<b>Strategic Plan Measures (Dropdown) - To determine if goal was achieved</b>	M-EW-6- YVM Staff: Engagement Results		
<b>Evidence of Progress toward Annual Goal (MOY)</b>	<b>Results of Progress toward Annual Goal (EOY)</b>		
Frontline course evaluations	Your Voice Matters		

<b>Goal #2</b>	<b>Assistant &amp; Substitute to Teacher Programs (Licensed)</b>
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<b>Strategic Plan Goal Area</b>	Operational Excellence		
<b>Strategic Plan Performance Objectives</b>	PO-OE-1-Organizational operations will continuously improve their effectiveness as measured by identified KPIs.		
<b>Baseline Data</b>	5 assistants and 20 substitutes successfully completed the APS A to T and Substitute to Teacher program during the 23-24 school year.	<b>Identify if goal is required based on state or federal requirements, or other guidelines</b>	

**3 Year Performance Goal**

By 2026, the overall number of assistants and substitutes successfully completing the A to T and Substitute to Teacher program will increase by at least 10% annually.

**Annual Performance Goals**

<b>Annual Performance Goal Year 1 (2023-24)</b>	By 2024, the overall number of assistants and substitutes successfully enrolled in and/or completing the A to T and Substitute to teacher program will increase by at least 10% annually for the overall tiered goal:  Overall: The total number of A scale employees enrolled in and/or completing the A to T program and total number of Substitute employees completing the Substitute to teacher program will increase from 25 to 28
<b>Annual Performance Goal Year 2 (2024-25)</b>	By 2025, the overall number of assistants and substitutes successfully enrolled in and/or completing the A to T and Substitute to teacher program will increase by at least 10% annually for the overall tiered goal:  Overall: The total number of A scale employees enrolled in and/or completing the A to T program and total number of Substitute employees completing the Substitute to teacher program will increase from 28 to 31

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<b>Annual Performance Goal Year 3 (2025-26)</b>	<p>By 2026, the overall number of assistants and substitutes successfully enrolled in and/or completing the A to T and Substitute to teacher program will increase by at least 10% annually for the overall tiered goal:</p> <p>Overall: The total number of A scale employees enrolled in and/or completing the A to T program and total number of Substitute employees completing the Substitute to teacher program will increase from 31 to 35</p>
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**Strategic Plan Strategies**

<b>Strategic Plan Strategies- PRIMARY</b>	S-EW-1-Recruit, retain, and advance high-quality employees.
<b>Strategic Plan Strategies- ADDITIONAL (OPTIONAL) -</b>	

**Action Steps**

Action Steps	Timeline	Responsible & Accountable	Monitoring for Implementation
Revise the current A to T program to include revamping interview and selection process.	Sept-June each SY	Talent Acquisition Coordinators	Assist. Supt., HR, and TAM Director
Create new marketing materials for APS Grow Your Own Programs (A to T and Substitute to Teacher).	Sept-June each SY	Talent Acquisition Coordinators	Assist. Supt., HR, and TAM Director
Partner with local universities and colleges to establish a cohort for the A to T Grow Your Own Program	Sept-June each SY	Talent Acquisition Coordinators	Assist. Supt., HR, and TAM Director
Establish a recruitment timeline to recruit internal employees to all APS Grow Your Own programs.	Sept-June each SY	Talent Acquisition Coordinators	Assist. Supt., HR, and TAM Director

**Progress Monitoring**

<b>Strategic Plan Measures (Dropdown) - To determine if goal was achieved</b>	M-OE-7- Human Resources KPIs		
<b>Evidence of Progress toward Annual Goal (MOY)</b>	<b>Results of Progress toward Annual Goal (EOY)</b>		
-Quarterly report based on program enrollment/completion data	-EOY report based on program enrollment/completion data		

<b>Goal #3</b>	<b>Improve fill rates for substitute teachers (Classified)</b>
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<b>Strategic Plan Goal Area</b>	Operational Excellence		
<b>Strategic Plan Performance Objectives</b>	PO-OE-1-Organizational operations will continuously improve their effectiveness as measured by identified KPIs.		
<b>Baseline Data</b>	In School Year 2022-2023, the First Day of School Fill Rate for Substitute Teachers was 76%	<b>Identify if goal is required based on state or federal requirements, or other guidelines</b>	(Enter)

**3 Year Performance Goal**

By 2026, the average first day of school fill rate for substitute teachers will increase by at least 12%.  
 Overall: The first day of school substitute teacher fill rate will average at least 85%.

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**Annual Performance Goals**

<b>Annual Performance Goal Year 1 (2023-24)</b>	By 2024, the average first day of school fill rate for substitute teachers will increase by at least 4%. Overall: The first day of school substitute teacher fill rate will be at least 79%.
<b>Annual Performance Goal Year 2 (2024-25)</b>	By 2025, the average first day of school fill rate for substitute teachers will increase by at least 4%. Overall: The first day of school substitute teacher fill rate, when averaged with the previous school year's first day fill rate, will be at least 82%.
<b>Annual Performance Goal Year 3 (2025-26)</b>	By 2026, the average first day of school fill rate for substitute teachers will increase by at least 4%. Overall: The first day of school substitute teacher fill rate, when averaged with the previous two school year's first day fill rates, will be at least 85%.

**Strategic Plan Strategies**

<b>Strategic Plan Strategies- PRIMARY</b>	S-EW-1-Recruit, retain, and advance high-quality employees.
<b>Strategic Plan Strategies- ADDITIONAL (OPTIONAL) -</b>	

**Action Steps**

<b>Action Steps</b>	<b>Timeline</b>	<b>Responsible &amp; Accountable</b>	<b>Monitoring for Implementation</b>
Review previous year's substitute teacher retention data and set recruitment targets	Sept. - October, each SY	Instructional Substitute Specialist	Assist. Supt., HR, and TAM Director
Recruit and orientate substitute teachers on an ongoing basis	July - June, each SY	Instructional Substitute Specialist	Assist. Supt., HR, and TAM Director
Partner with the Talent Acquisition Management - Licensed team to identify and confirm substitute placements earlier in anticipated first day of school vacancies	June-August, each SY	Instructional Substitute Specialist	Assist. Supt., HR, and TAM Director
Work closely with newly hired substitutes to identify and establish a cohort of substitutes readily available to place into first day of school assignments	June-August, each SY	Instructional Substitute Specialist	Assist. Supt., HR, and TAM Director

**Progress Monitoring**

<b>Strategic Plan Measures (Dropdown) - To determine if goal was achieved</b>	M-OE-7- Human Resources KPIs		
<b>Evidence of Progress toward Annual Goal (MOY)</b>	<b>Results of Progress toward Annual Goal (EOY)</b>		
- Quarterly report on newly hired substitutes	- September review of first day of school fill rate data		

<b>Goal #4</b>	<b>Increase participation in employee wellness initiatives (Operations)</b>
<b>Strategic Plan Goal Area</b>	Operational Excellence
<b>Strategic Plan Performance Objectives</b>	PO-OE-1-Organizational operations will continuously improve their effectiveness as measured by identified KPIs.

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<b>Baseline Data</b>	650 APS employees attended wellness initiatives in the 2022-2023 school year	<b>Identify if goal is required based on state or federal requirements, or other guidelines</b>	(Enter)
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**3 Year Performance Goal**

By 2026, # of employees who participate in at least 1 wellness initiative will increase from 650 to 710 (9%)

**Annual Performance Goals**

<b>Annual Performance Goal Year 1 (2023-24)</b>	By 2024, # of employees who participate in at least 1 wellness initiative will increase from 650 to 670
<b>Annual Performance Goal Year 2 (2024-25)</b>	By 2025, # of employees who participate in at least 1 wellness initiative will increase from 670 to 690
<b>Annual Performance Goal Year 3 (2025-26)</b>	By 2026, # of employees who participate in at least 1 wellness initiative will increase from 690 to 710

**Strategic Plan Strategies**

<b>Strategic Plan Strategies- PRIMARY</b>	S-EW-4-Develop integrated approaches that promote employee health and wellness.
<b>Strategic Plan Strategies- ADDITIONAL (OPTIONAL) -</b>	

**Action Steps**

<b>Action Steps</b>	<b>Timeline</b>	<b>Responsible &amp; Accountable</b>	<b>Monitoring for Implementation</b>
Develop a calendar of monthly events both virtual and in-person based on various wellness initiatives.	SY23-24	Supervisor of EAP	Asst. Supt of HR will receive progress updates during 1:1 with Executive Director of HR
Partner with different APS departments and county partners to discuss resources and collaboration efforts to promote health and wellness.	SY23-24	Supervisor of EAP	
Create interactive marketing for events to include commercials and e-vites to attract and gain interest from employees.	SY24-25	Supervisor of EAP	
Utilize wellness dollars from healthcare vendors to procure and purchase programs and services e.g., Mamogram Bus.	SY24-25	Supervisor of EAP	

**Progress Monitoring**

<b>Strategic Plan Measures (Dropdown) - To determine if goal was achieved</b>	M-OE-7- Human Resources KPIs
<b>Evidence of Progress toward Annual Goal (MOY)</b>	<b>Results of Progress toward Annual Goal (EOY)</b>
Quarterly updates on participation in wellness activities	EOY updates on participation in wellness activities