Performance Objective	Strategies	Leading Indicators (Used to monitor progress)	Lagging Indicators (Used for end of year reporting)	Key Performance Indicators
PRIORITY 3: STUDENT CENTERED WORKFORCE APS will support and invest in a culture that attracts and retains skilled, talented, and effective staff committed to student success and well-being.				
● By 2030, XX% of all staff will respond favorably that professional learning improved their professional practice, by employee scale. *Team is continuing to review baseline data. A proposed target will be shared publicly by May.*	● Develop a comprehensive vision and definition of quality professional learning in APS. ● Develop and implement a competency-based professional learning and evaluation framework with all staff members aligned to achieve the division's strategic priorities and objectives. ● Incorporate evidence-informed recruitment, retention, and development practices to advance a quality diverse workforce representing the APS student population. ● Develop and sustain multiple professional learning pathways to school-based and division-wide leadership opportunities.	● Staff PL participation data ● Staff feedback on PL activities ● Advisory Council/Roundtable Discussions/Focus Groups ● Employee diversity profile ● Student diversity profile ● Assistant to Teacher program completion ● Substitute to Teacher program completion ● Internal promotion data (Teacher to Teacher Specialist, Teacher to Administrator, etc.) ● Staff participation in district surveys	● YVM Staff survey: Engaged Workforce: Professional Learning ● Frontline Professional Learning post-survey	● % of school-based staff responding favorably to the YVM question that school-based professional learning improved their professional practice, by employee scale ● % of school-based staff responding favorably to the YVM question that Division-Wide professional learning improved their professional practice, by employee scale ● % of all staff responding favorably to Frontline survey question that school-based professional learning improved their professional practice, by employee scale ● % of all staff responding favorably to Frontline survey question that Division-Wide professional learning improved their professional practice, by employee scale
● By 2030, APS staff will respond favorably to their workplace climate by XX% and staff engagement by XX% on the Your Voice Matters survey. *Team is continuing to review baseline data. A proposed target will be shared publicly by May.*	● Conduct cross-functional analysis of educator/staff requirements and expectations (school, district, state, federal) in order to prioritize time spent on students and student learning. ● Develop and implement integrated human resources approaches and initiatives that enable a student-centered, inclusive school climate and promote employee health and wellness.	● Employee retention ● Staff attendance ● Stay interviews ● Exit interviews ● Separation reasons by employee group, race/ethnicity, gender	● YVM Staff: Workplace Climate ● YVM Staff: Staff Engagement	● % staff responding favorably to YVM category Engaged Workforce: Staff Engagement ● % staff responding favorably to YVM category Engaged Workforce: Workplace Climate

Performance Objective	Strategies	Leading Indicators (Used to monitor progress)	Lagging Indicators (Used for end of year reporting)	Key Performance Indicators
	● Develop and implement reward and recognition processes for all employees aligned to APS strategic priorities and performance objectives. ● Develop a division-wide system of two-way communication to build understanding, collaborate, raise and resolve concerns aligned to division strategic plan priorities.	● # of employees who participate in at least 1 wellness initiative		
● By 2030, APS will retain at least 93% of its staff to maintain division continuity, improve student achievement, and ensure human resources are prioritized on school progress.	● Study, develop, and implement a competitive total rewards package to recruit & retain the highest quality staff in all scales. ● Engage staff in providing input, feedback, and continuous improvement of APS employee total rewards package (i.e. compensation, benefits, tuition assistance). ● Implement structures to include staff in decision making that contributes to the improvement of learning and operations in APS. ● Study and analyze innovative staffing models inclusive of new uses.	● Quarterly staff attrition by demographics (all scales disaggregated) ● Staff focus group	● Staff retention by employee scale ● YVM Engaged Workforce: Employee Voice ● YVM Engaged Workforce: Compensation and Benefits	● % of staff retention by employee scale ● % of staff responding favorably to YVM category Engaged Workforce: Compensation and Benefits, by employee scale ● % of staff responding favorably to YVM category Engaged Workforce: Employee Voice, by employee scale
● By 2030, XX% of staff will report feeling safe at their workplace as measured by XX% staff responding favorably to YVM category Safety. *Team is continuing to review baseline data. A proposed target will be shared publicly by May.*	● Foster a positive school climate that promotes respect, inclusivity, and conflict resolution. ● Create and maintain a culture of trust and relationships (staff, families, and administration) where concerns are reported (students, staff, families, and administration) and addressed. ● Empower staff to implement tiered behavioral interventions to identify and eliminate root causes of serious behaviors and connect students to resources and supports to reduce and eliminate behaviors that pose safety risks.	● Reports of concern ● Serious incident reports	● YVM: Staff: Operational Excellence: Safety	● % of staff responding favorably to YVM category Operational Excellence: Safety