Arlington Public Schools

EVERY STUDENT COUNTS

APS Strategic Plan
2024-30



Human Resources

Monitoring Report

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Presentation Outline

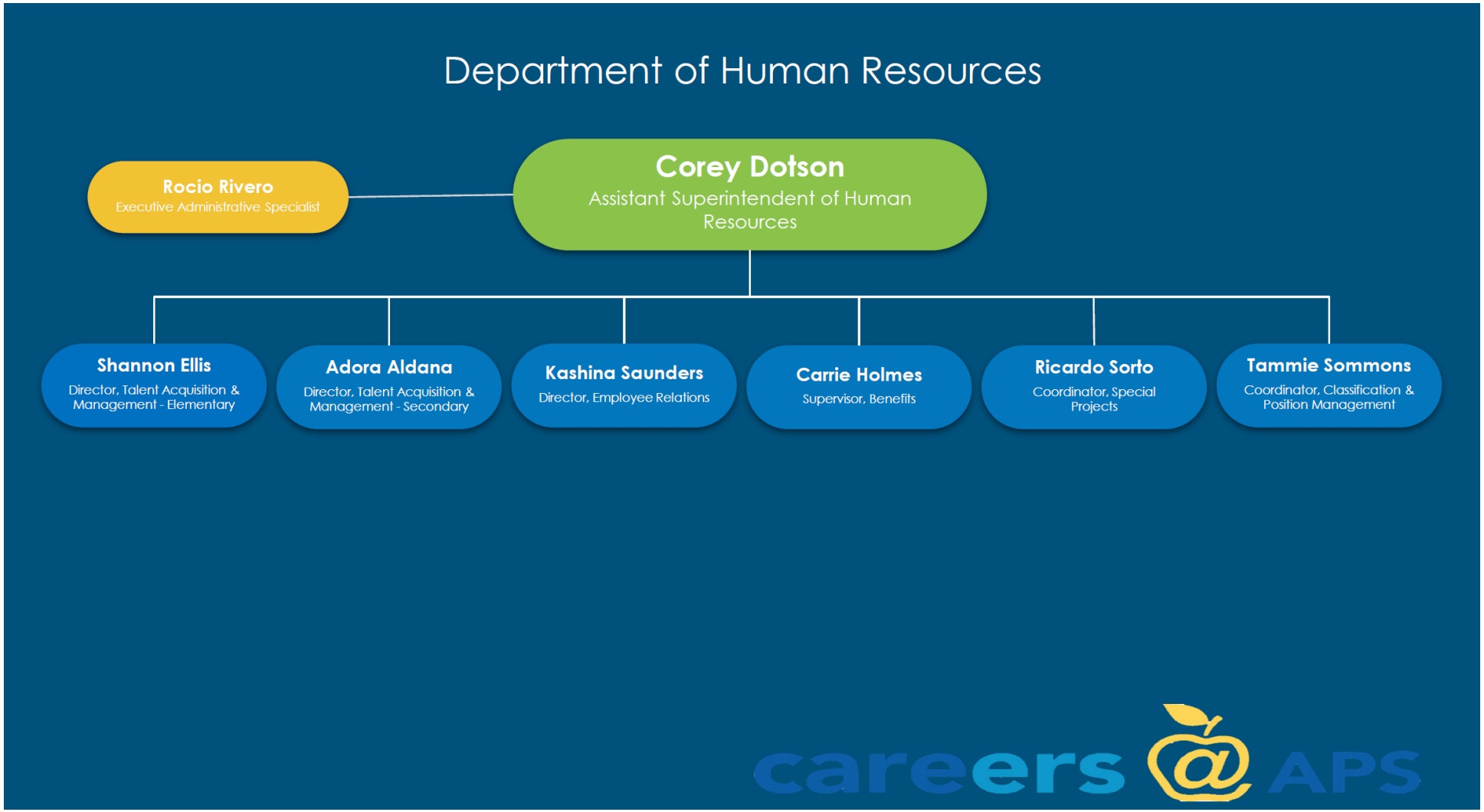


Student-Centered Workforce

- Profile
- HR Leadership
- Strategic Plan Progress
- Human Resources Updates
- Audit Updates
- Questions

HR Leadership

Student-Centered Workforce



Meet the HR Team

Student-Centered Workforce



Human Resources Profile



Student-Centered Workforce

The Department of Human Resources is responsible for the administration of all aspects of personnel for all APS employees, teaching and non-teaching.

Including, but not limited to:

- Benefits, retirement, and employee assistance programs
- Classification of positions
- Employee Relations
- Evaluation of staff
- Licensure of teachers
- Recruitment and selection of staff

Strategic Plan Implementation



Student-Centered Workforce

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.

Recruitment and Retention

Student-Centered Workforce



Strategic Plan Implementation



Student-Centered Workforce

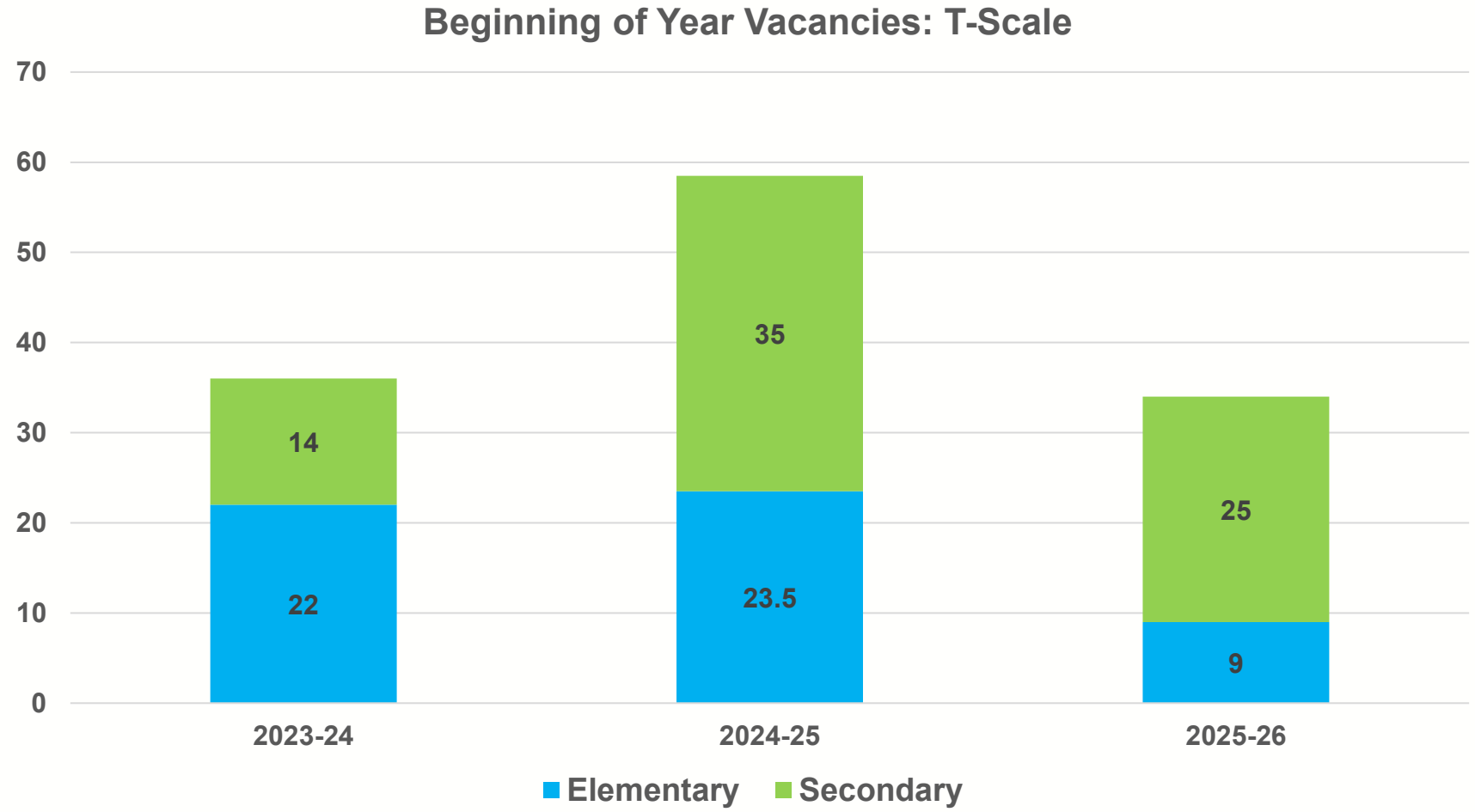
Strategic Plan Performance Objective

By 2030, APS will improve retention to at least 93% and focus recruitment efforts on hard to fill positions and increasing teacher diversity to be more representative of the APS student population.

(Slides 9-27)

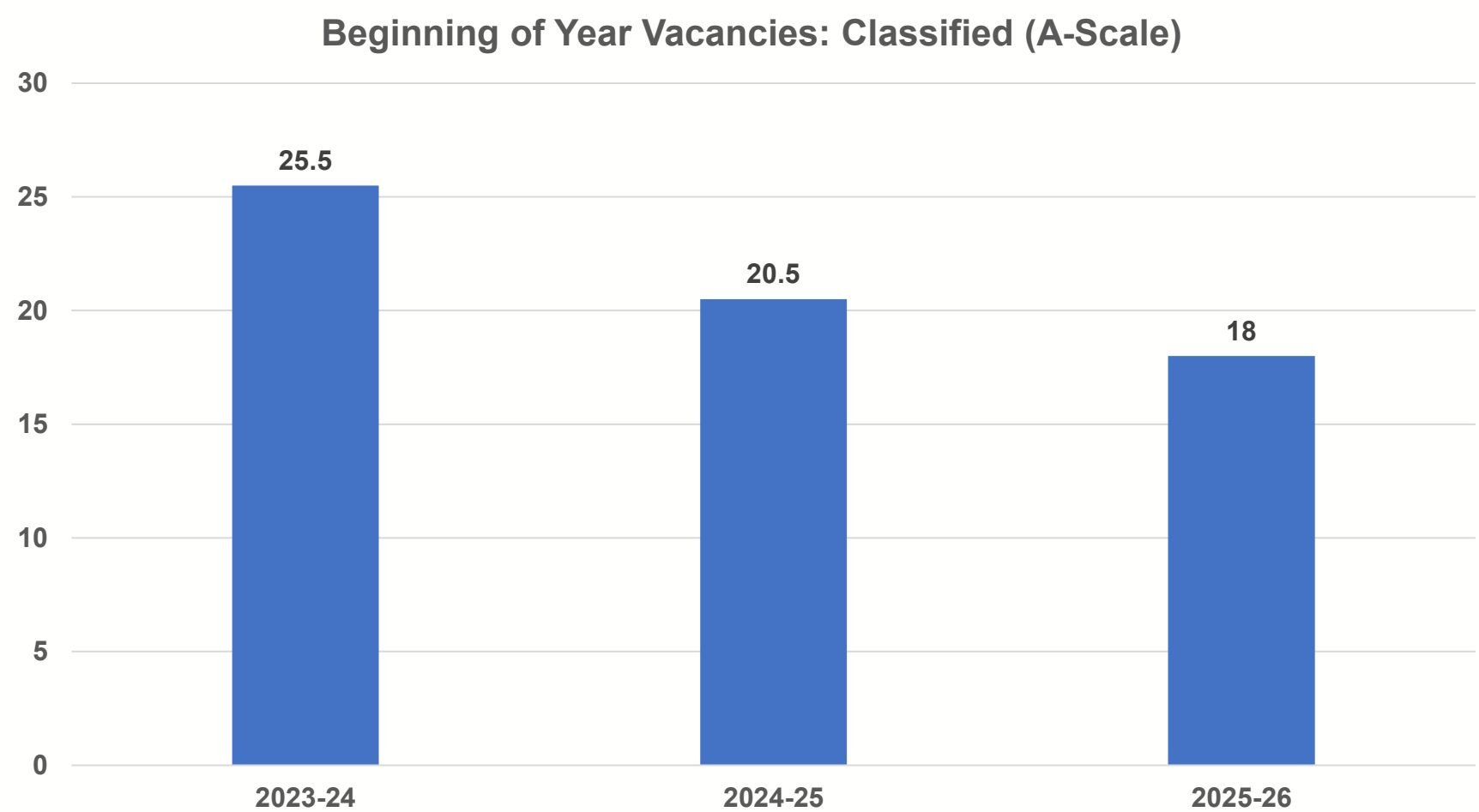
Recruitment and Retention: BOY Vacancies

Student-Centered Workforce



Recruitment and Retention: BOY Vacancies

Student-Centered Workforce

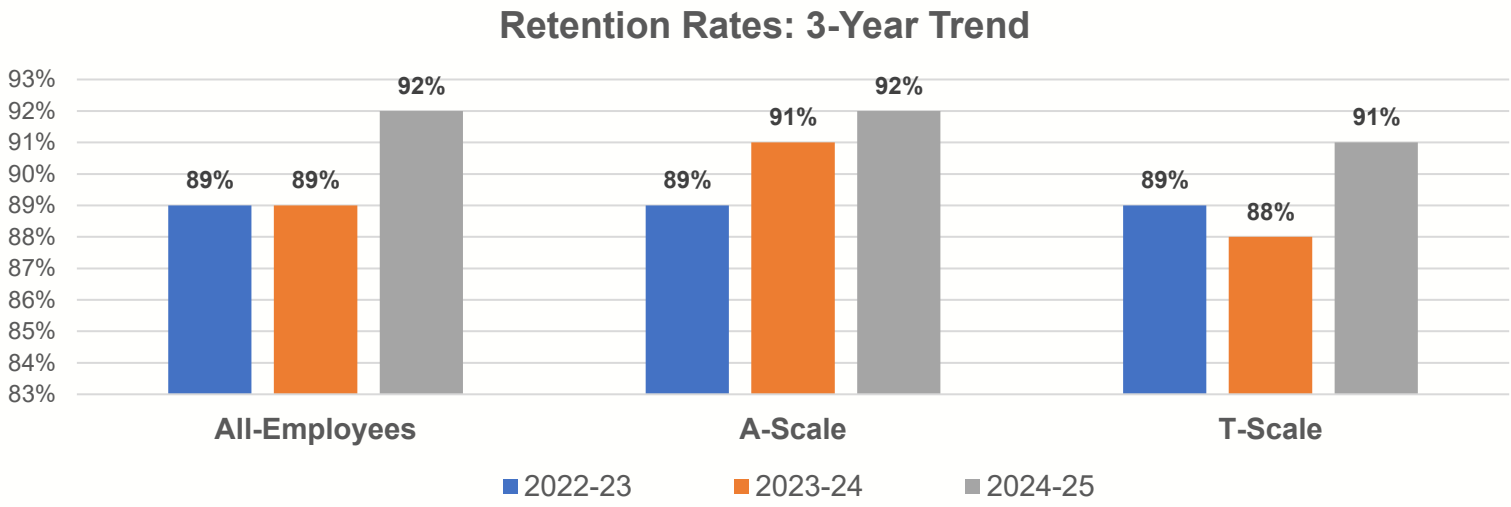


Recruiting and Retaining a Diverse Workforce

Student-Centered Workforce

Establish intentional and focused recruitment and retention efforts to bolster a **diverse workforce.**

Retention Data (All Employees, A-Scale & T-Scale)



Retention Rates			
Year	**All-Employees**	**A-Scale**	**T-Scale**
2022-23	89%	89%	89%
2023-24	89%	91%	88%
2024-25	92%	92%	91%

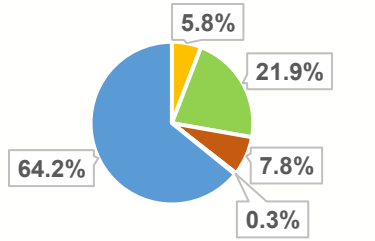
Out of 8.8% of employees who left, 25% were SPED Teachers

Recruiting and Retaining a Diverse Workforce

Student-Centered Workforce

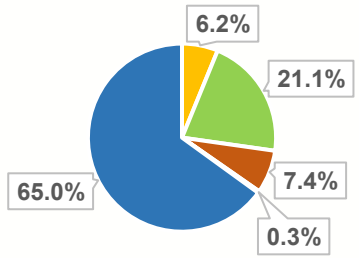
Hiring Demographics (T-Scale): 3-Year Trend

2023-24 T-Scale Hiring Demographics



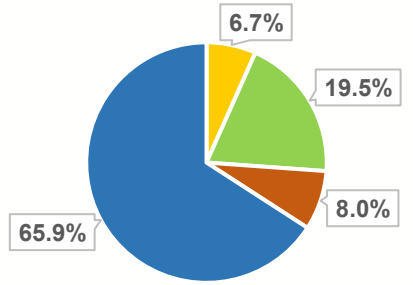
- Asian
- Black or African American
- Hispanic or Latino of any race
- Native Hawaiian or Other Pacific
- White

2024-25 T-Scale Hiring Demographics



- Asian
- Black or African American
- Hispanic or Latino of any race
- Two or More Races
- White

2025-26 T-Scale Hiring Demographics



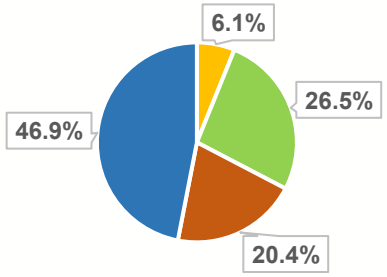
- Asian
- Black or African American
- Hispanic or Latino of any race
- White

Recruiting and Retaining a Diverse Workforce

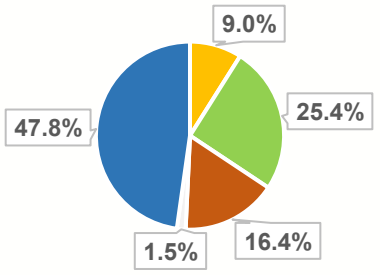
Student-Centered Workforce

Hiring Demographics (A-Scale): 3-Year Trend

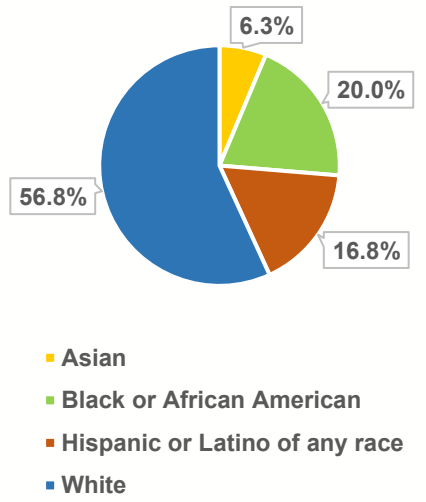
2023-24 A-Scale Hiring Demographics



2024-25 A-Scale Hiring Demographics



2025-26 A-Scale Hiring Demographics



Strategic Plan Implementation



Student-Centered Workforce

Strategic Plan Action Steps: Assistant & Substitute to Teacher Programs

- Continue to enhance and implement communications plan for the APS Grow Your Own Programs (A to T and Substitute to Teacher) to ensure all eligible staff are aware of the program and benefits
- Continue to expand access to I-Teach program to substitutes
- Continue to partner with local universities and colleges to establish a cohort for the A to T Grow Your Own Program

Goal: Assistant & Substitute to Teacher Programs

Student-Centered Workforce

Recruit, retain, and advance high- quality employees.

New Hires
for 2025-26

T Scale: 375

A Scale: 95

Grow Your Own

Assistant-to-Teacher: 21

Substitute-to-Hire: 38

APS iTeach Cohort: 21



Strategies: Grow-Your-Own Programs & Talent Pipeline Expansion



Student-Centered Workforce

- Sustained and expanded **three Grow-Your-Own pathways**: *Sub to Hire, Assistant to Teacher, and the newly launched iTeach Special Education cohort*
- Strong participation across programs, reinforcing a long-term educator pipeline:
  - 38 Sub to Hire participants
  - 21 Assistant to Teacher participants
  - 21 iTeach Special Education participants
- Streamlined licensure by moving candidates with a **bachelor's degree or higher** directly into iTeach, accelerating time to certification and placement
- APS fully funds iTeach participation, demonstrating a strong investment in internal talent development
- iTeach remains primarily focused on **Special Education**, with expanded access this year through an **EL teacher scholarship**

Recruitment and Retention

Student-Centered Workforce

Recruit, retain, and advance high-quality employees.

Promotions for 2023-24

T Scale: 57

A Scale: 1

Promotions for 2024-25

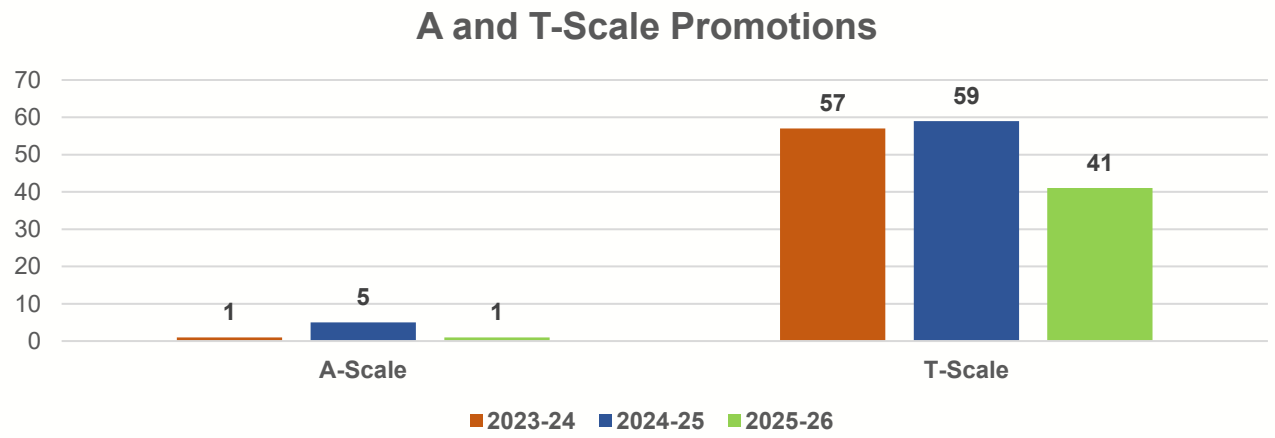
T Scale: 59

A Scale: 5

Promotions for 2025-26

T Scale: 41

A Scale: 1



Recruitment and Retention

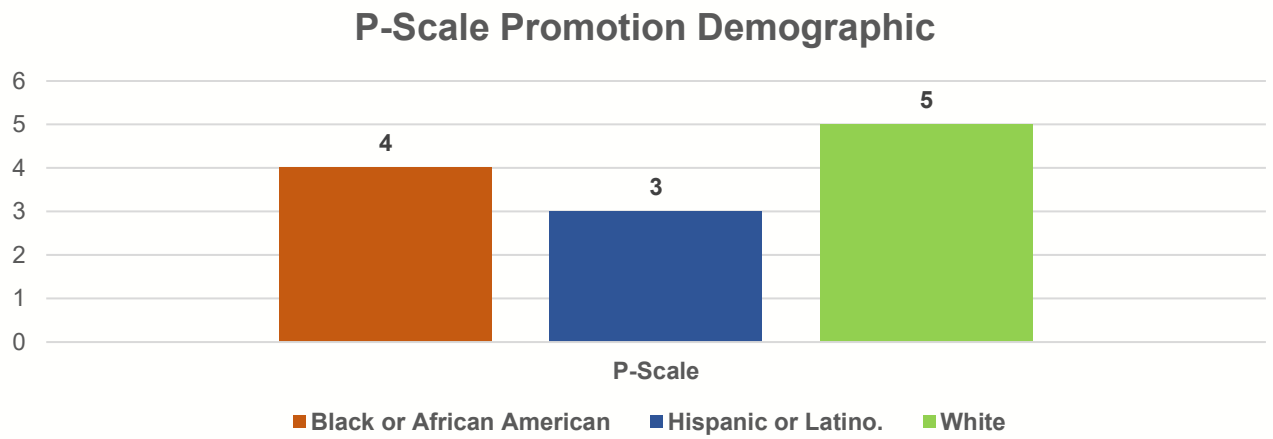
Student-Centered Workforce

Recruit, retain, and advance high-quality employees.

Administrative Promotions and Demographic for FY26

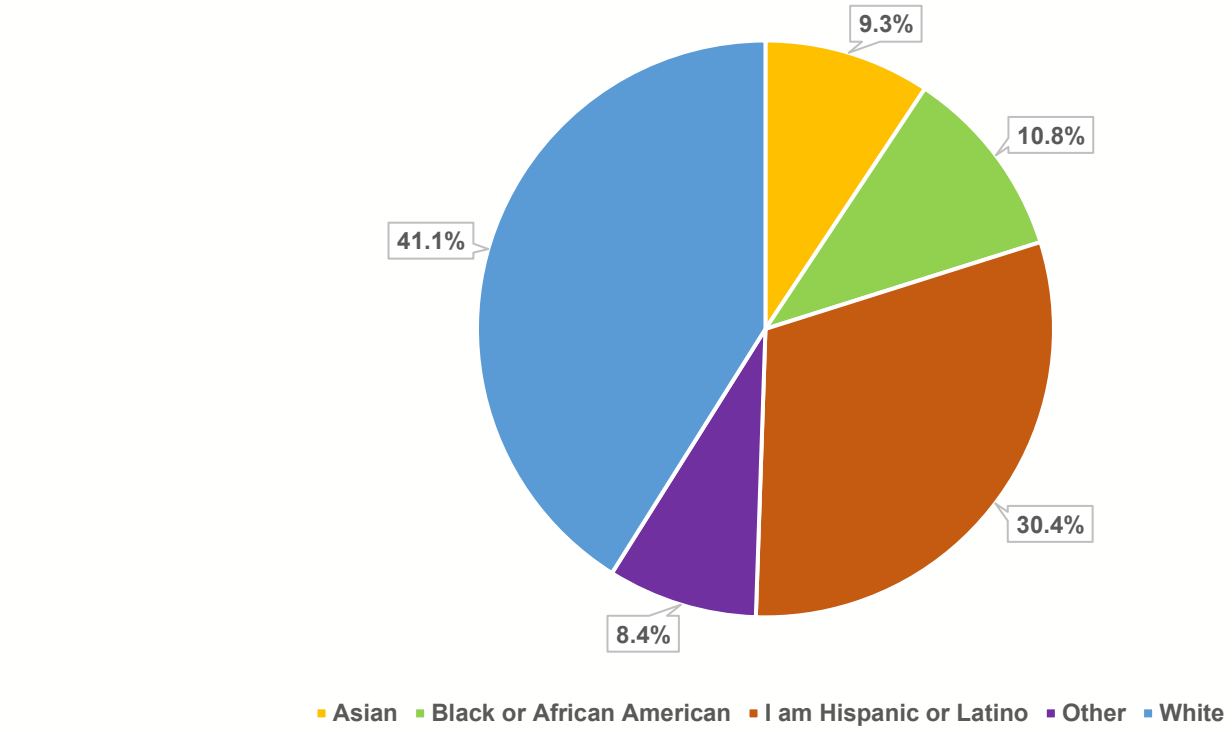
Promotions for 2025-26

P Scale: 12



Student-Centered Workforce

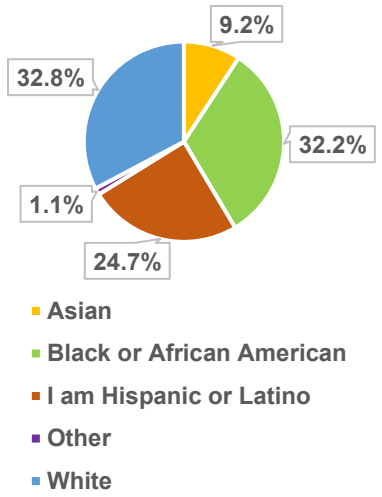
FY26 Student Demographic



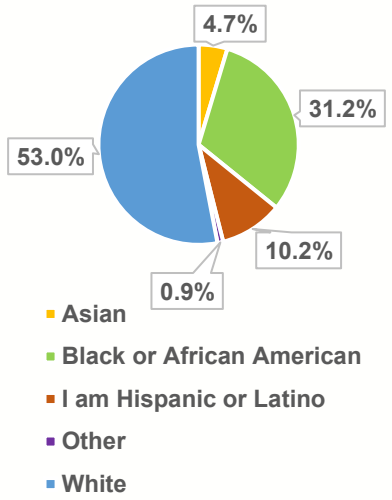
Student-Centered Workforce

FY26 Staff Demographic

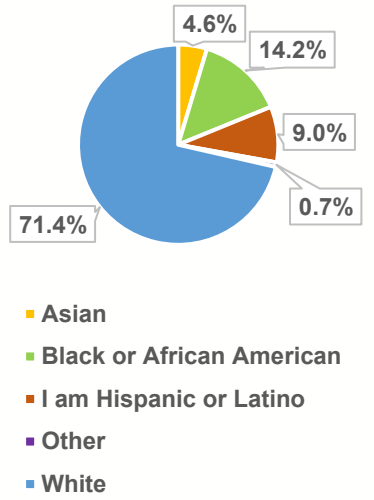
A-Scale Demographics



P-Scale Demographics



T-Scale Demographics



Strategic Plan Implementation



Student-Centered Workforce

Strategic Plan Action Steps: Improve fill rates for substitute teachers

- Recruit and orientate substitute teachers on an ongoing basis
- Identify and confirm substitute placements earlier in anticipated first day of school vacancies
- Work closely with newly hired substitutes to identify and establish a cohort of substitutes readily available to place into first day of school assignments

Strategy: Expanding the Substitute Pool

Student-Centered Workforce

Establish intentional and focused recruitment and retention efforts to bolster a **diverse workforce.**

Substitute Hiring Aug 2025-Current:	**226**
Total Substitute Pool As of January 9, 2026:	**1,267**
Average Fill Rate for Substitutes SY 24/25:	**71.44%**
Average Fill Rate for Substitutes SY 25/26:	**74.22%**

By the end of the SY24-25 School Year, approximately 98% of schools had a 50% or higher fill rate for substitutes.

Approximately 98% of schools had a 60% or higher fill rate for substitutes from Aug 2025 through Jan 14, 2026.



Strategies: Recruitment, Hiring & Workforce Readiness



Student-Centered Workforce

Substitute Recruitment and Support:

- Interviewed and hired **150+ substitute candidates** during a substitute job fair, significantly strengthening substitute coverage capacity
- Built stronger partnerships with **Sub Coordinators** to improve alignment, communication, and deployment
- Clearly defined and communicated **expectations for substitute workdays**, increasing reliability and consistency

Strategies: Engagement, Retention & Connection



Student-Centered Workforce

Workforce Readiness, Engagement, and Connection:

- Quarterly **dedicated meetings** for the iTeach Special Education cohort
- Celebrated and acknowledged all new hires, reinforcing a culture of appreciation and momentum
- Conducted **orientations,** monthly, for new hires to support onboarding, compliance, and readiness
- Hosted targeted professional learning (STARS+), including **Recruitment for Administrators**
- Hosting APS's **first Career Expo**, highlighting career opportunities across multiple departments and strengthening community awareness

Strategies: Bright Spots and Accomplishments

Student-Centered Workforce

Establish intentional and focused recruitment and retention efforts to bolster a **diverse workforce.**

T-Scale
Started the school year at **99%**

Increased **substitute fill rates** by **2.78%**

T-scale **Stable workforce diversity**

ACCOMPLISHMENTS

Recruitment and Partnership Events

- Attended over 50 colleges and University Fairs
- New APS iTeach Cohort
- Revamped APS Career Fair

Targeted Recruitment Efforts

- Special Education in-person/virtual job fairs
- Successful Hiring Fair for Instructional Assistants and Substitutes

Opportunities



Student-Centered Workforce

- **Recruitment and Staffing:** Continue to build greater university partnerships and internship opportunities
- **Recruitment and Staffing:** Continue to strengthen our "grow-your-own" programs
- **Growth and Planning:** Leverage retirement eligibility data for teachers and school leaders to strengthen succession planning and talent pipeline strategies
- **Staff Retention:** Conduct stay interviews and engage in listening sessions with teacher groups that exhibit the greatest attrition

Opportunities



Student-Centered Workforce

- **Staff Retention:** Partner with other Offices to develop a comprehensive plan to support positions with high attrition rates
- **Strengthening Substitute Coverage:** Partner with Principals of selected schools to determine strengths, needs, and challenges related to substitute coverage and develop a plan aimed at increasing fill rates at specified locations

Climate and Staff Engagement

Student-Centered Workforce



Strategic Plan Implementation



Student-Centered Workforce

Strategic Plan Performance Objective

By 2030, at least 75% of APS staff will report a positive workplace climate and staff engagement

Strategic Plan Strategies

- Develop a calendar for monthly events both virtual and in person to discuss different HR initiatives
- Collaborate with different APS department leaders to have both virtual and in person sessions to review and respond to questions leaders may have
- Attend APS leadership meetings (ELT, LEAD and leveled Principal meetings) to respond to questions leaders may have on the various HR functions and processes
- Create interactive marketing for events to include evites to attract and gain interest from employees
- Utilize wellness dollars from healthcare vendors to procure and purchase programs and services to promote HR engagement initiatives

Human Resources Service Support Center



Student-Centered Workforce

Human Resources Service Support Center (HRSSC)

- For SY25/26 (as of Dec 31), the HR department processed 11,034 tickets, reflecting a 16% increase compared to the same period in SY24/25
- The HRSSC processed 62% of the tickets received by HR, with 91% being resolved within the 2-business day standard
- Cx Score for the HRSSC = 7.98

Customer Experience

An analysis of the feedback provided trended on issues including:

- Technical challenges encountered within the STARS+ system
- Pay related inquiries associated with timing and pay-impacting actions
- Benefits enrollment and applicant documentation questions

Both positive and constructive feedback emphasized the importance of timely HR responses for time-sensitive matters such as pay and benefits and identified opportunities to improve clarity around system processes and expectations

Strategic Plan Implementation

Student-Centered Workforce

Strategic Plan Performance Objective: Workplace Climate and Staff Engagement: Bright Spots

By 2030, at least 75% of APS staff will report a positive workplace climate and staff engagement.



Bright Spots & Accomplishments



Student-Centered Workforce

- Hosted wellness related workshop on Managing Difficult discussions in the workplace at Administrative Conference in **August 2025**
- Introduction and orientation to EAP at Base Camp in **August 2025**
- Expanded the availability of the Caregiver and Teacher and School Staff support groups from a **January to May** offering during the 2024-2025 school year to a **September 2025 to April 2026** schedule. **excluding December*
- Continued EAP Monthly Wellness emails to all staff
- Implemented monthly EAP Lunch and Learns (learning sessions) to provide timely and ongoing education, resources and support in **September 2025**

Bright Spots & Accomplishments

Student-Centered Workforce

APS Wellness Center Utilization

Quarter 1
20 Total Encounters
69 Patient Visits

Quarter 2
29 Total Encounters
75 Patient Visits

Quarter 3
18 Total Encounters
86 Patient Visits

Quarter 4
16 Total Encounters
109 Patient Visits

Total 2025 Encounters 83
Total 2025 Patients Visits 339



Bright Spots & Accomplishments



Student-Centered Workforce

Benefits

- The department is fully staffed
- Hybrid short-term disability business practice change
- Benefits Resource Center utilization: 223 Calls, 57 Emails, & 132 Follow-ups

EAP/Employee Relations

- Increased in staff engagement offerings
- Increased communication and marketing for EAP, which has increased service requests
- Launched the quarterly EAP/ER Newsletter for administrators/supervisors
- Wellness Pop-up at Transportation - 80 participants
- Wakefield High School Resource Expo. - 50 participants
- Administrative Conference - 25 participants

Bright Spots & Accomplishments



Student-Centered Workforce

EAP/Employee Relations (Cont.)

- Basecamp - 50 participants
- Transportation In-Service (Orientation to EAP services) - 200 participants
- EAP Table & Seated Massages during Open Enrollment - 85 participants
- Flu Shot & Biometric Clinic - 196 participant
- Caregiver Support Group - 15 participants
- Teacher and School Staff Support Group - 9 participants
- EAP Lunch and Learn sessions - 20 participants

Bright Spots & Accomplishments



Student-Centered Workforce

Benefits Updates

Audit of All Plans

We are currently conducting a comprehensive audit of all benefit plans to ensure accuracy and compliance. This review includes:

- **Enrollment Verification:** Confirming that each employee is enrolled in the correct plan based on their eligibility and selections
- **Premium Accuracy:** Ensuring that the premiums being deducted match the plan specifications and employee elections
- **Data Integrity:** Identifying and correcting any discrepancies in coverage, dependents, or contribution amounts
- **Compliance Check:** Verifying that all plans meet regulatory requirements and organizational policies

This audit helps prevent billing errors, ensures employees receive the correct coverage, and maintains compliance with benefit regulations

Staffing Updates

Employees on extended leave have been updated in the system to staffing opportunities for schools and allow employees the chance to return when ready

Bright Spots & Accomplishments



Student-Centered Workforce

Winter Break Coverage

During winter break, the HR leadership team lead by example and managed the Let's Talk messages

HR received a total of 166 calls and tickets over the two weeks of winter break. A review of ticket descriptions indicates that 61 of the 166 tickets were directly related to benefits concerns, primarily involving CareFirst vision enrollment and STARS enrollment errors

The remaining 105 tickets average to approximately 6.6 tickets per day, which is consistent with winter break volumes from prior years. This is notable given that staff were proactively informed that HR phone support would be available during the break

Audit Update

Student-Centered Workforce



Audit Updates



Student-Centered Workforce

SOP Library

- Developed a centralized, department-wide SOP Library covering all HR divisions (Benefits, HRIS, Employee Relations, TAM, HRSSC, Classification and Compensation)
- Standardized format and numbering conventions to ensure clarity, version control, and alignment across teams
- Updated and formalized procedures tied to regulatory compliance requirements (FOIA, FMLA/ADA/PWFA, salary setting, onboarding, system access, etc.)
- Identified gaps and outdated workflows; partnered with division leads to draft, revising SOPs as needed
- Created a sustainable maintenance cycle to ensure SOPs remain accurate during system releases (Oracle), process changes, and audits

Audit Updates



Student-Centered Workforce

PIP Review

- Conducting a comprehensive review of all HR-related APS Policies and PIPs to identify misalignment, outdated language, or procedural gaps
- Comparing HR practices and SOPs against policy expectations to ensure internal consistency and audit readiness
- Modernizing language while preserving regulatory accuracy—especially around employment, compensation, leave, and onboarding
- Flagging areas where PIPs require revision to reflect current HR operations, system updates (STARS+ upgrade), and compliance standards
- Partnering with division leadership to prepare updated policy recommendations for future review cycles

Audit Updates



Student-Centered Workforce

Training and Professional Development

Division	Training Title	Key Outcomes / Notes
Benefits	How to Manage Time Wisely	Strengthens prioritization and workload-management skills. The session supports improved efficiency and consistency during peak processing times.
Benefits	FMLA, ADA, & PWFA Compliance	Reinforced their understanding of federal leave and accommodation requirements. This training supports more consistent guidance to employees and ensures HR practices remain aligned with current legal standards.
Benefits	Benefit Offsets & Related Leave Benefits	The training helps improve accuracy in administering leave programs and applying related wage and benefit offsets. This enhances consistency and reduces processing errors.

Audit Updates



Student-Centered Workforce

Training and Professional Development

Division	Training Title	Key Outcomes / Notes
Benefits	Plan Designs	Delivered training sessions to benefits team to ensure employees are compensated according to correct plan specifications, reinforcing fairness, accuracy, and transparency.
TAM	I-9 Training for Employment Specialists & PHR certifications	TAM participated in the Equifax I-9 training to reinforce proper completion and verification procedures for electronic I-9s. The session improved compliance consistency among Employment Specialists. In addition, 5 Specialist are currently completing their PHR(Professional in Human Resources) certification, while 1 became certified in the last month.

APS Strategic Plan
2024-30



Questions

Appendix

Student-Centered Workforce



Appendix: Raw Data



Student-Centered Workforce

- Vacancies at Start of Year (SY24, SY25, & SY26)
- Hiring Demographics (T- and A-Scales)
- HR Service Support Center Tickets & Calls

Recruitment and Retention



Student-Centered Workforce

Recruit, retain, and advance high- quality employees.

Vacancies at the Start of SY23-24

Types of Positions	Elementary	Middle/Secondary	Classified (A-scale)
ASL Interpreter	n/a	n/a	n/a
CTE	n/a	n/a	n/a
Elementary	3	n/a	n/a
English Learner (EL)	n/a	3	n/a
English	n/a	n/a	n/a
Math	n/a	n/a	n/a
School Counselors	3	2	n/a
Science	n/a	3	n/a
Social Studies	n/a	n/a	n/a
Special Education	11	5	23
Title I Academic Support	n/a	n/a	n/a
Reading Specialist	2	n/a	n/a
Exemplary Project	1	n/a	n/a
Montessori	1	n/a	n/a
H/PE	1	n/a	n/a
Library	n/a	1	1
School Resource	n/a	n/a	1.5
Total	**22**	**14**	**25.5**

Total vacancies: 61.5

Recruitment and Retention



Student-Centered Workforce

Recruit, retain, and advance high- quality employees.

Vacancies at the Start of SY24-25

Types of Positions	Elementary	Middle/Secondary	Classified (A-scale)
ASL Interpreter	n/a	n/a	3
CTE	n/a	1	n/a
Elementary	8	n/a	3
English Learner (EL)	1	2	2
English	n/a	4	n/a
Math	n/a	2	n/a
School Counselors	5	2	n/a
Science	n/a	3	n/a
Social Studies	n/a	0	n/a
Special Education	7.5	21	12.5
Title I Academic Support	2	n/a	n/a
Total	**23.5**	**35**	**20.5**

Total vacancies: 79

Goal: Improve fill rates for substitute teachers



Student-Centered Workforce

Recruit, retain, and advance high- quality employees.

Vacancies at the Start of SY25-26

Types of Positions	Elementary	Middle/Secondary	Classified (A-scale)
ASL Interpreter	n/a	1	n/a
CTE	n/a	1	n/a
Elementary	n/a	n/a	3
English Learner (EL)	1	2	n/a
English	n/a	n/a	n/a
Math	n/a	n/a	n/a
School Counselors	1	5	n/a
Science	n/a	1	n/a
Social Studies	n/a	1	n/a
Special Education	6	9	15
Title I Academic Support	n/a	n/a	n/a
Athletic Trainer	n/a	1	n/a
Gifted Education	n/a	n/a	n/a
Music	1	n/a	n/a
Reading Specialist	n/a	3	n/a
World Language	n/a	1	n/a
Total	**9**	**25**	**18**

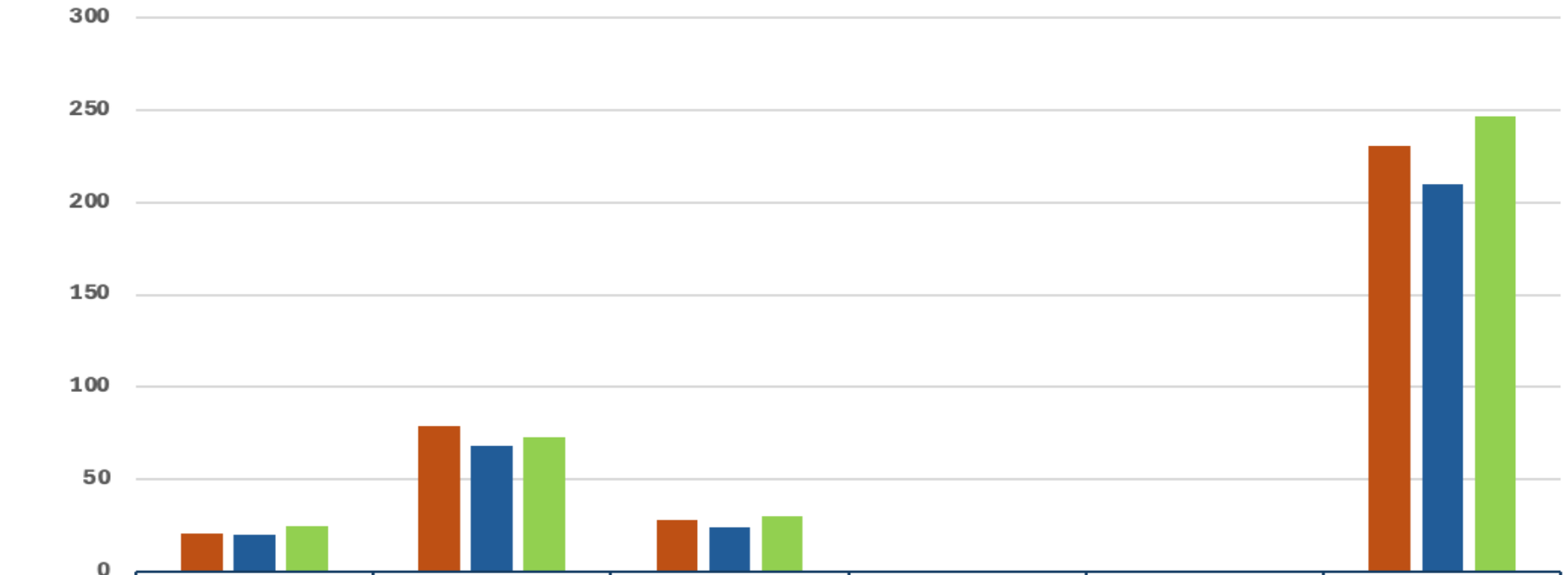
Total vacancies: 52

Recruiting and Retaining a Diverse Workforce

Student-Centered Workforce

Establish intentional and focused recruitment and retention efforts to bolster a **diverse workforce.**

Hiring Demographics (T-Scale): 3-Year Trend



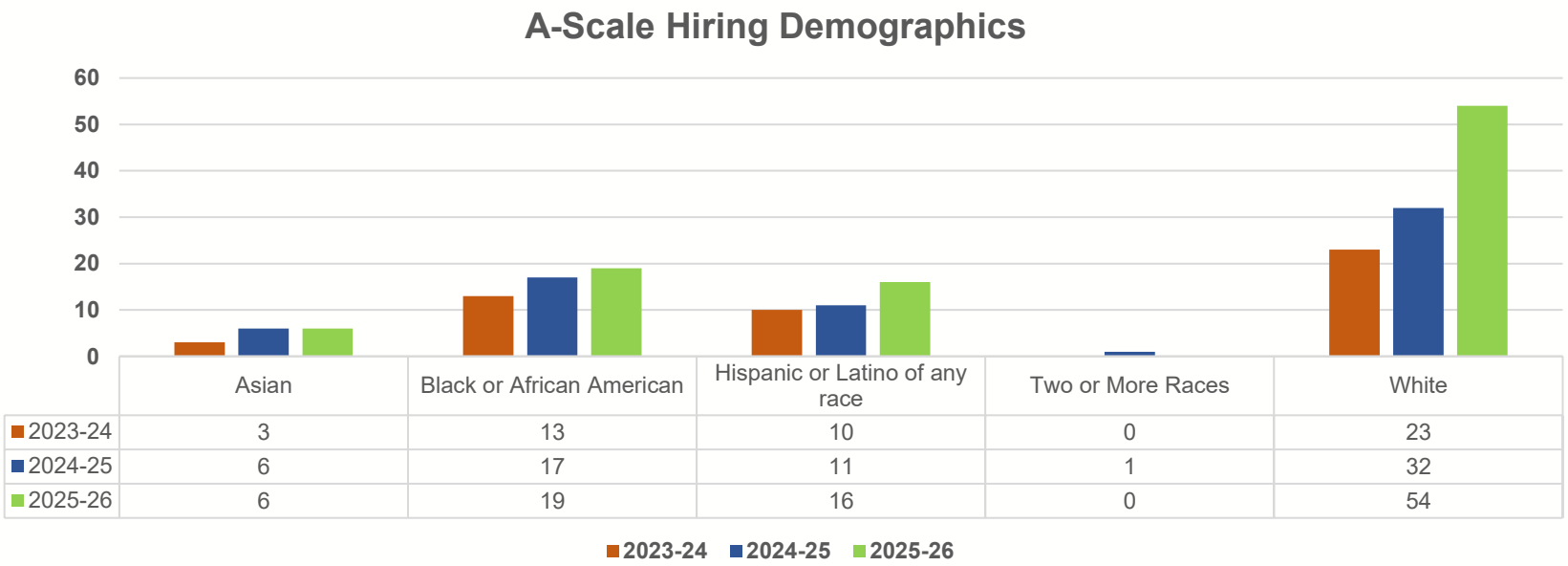
	Asian	Black or African American	Hispanic or Latino of any race	Native Hawaiian or Other Pacific	Two or More Races	White
2023-24	21	79	28	1	0	231
2024-25	20	68	24	0	1	210
2025-26	25	73	30	0	0	247

Recruiting and Retaining a Diverse Workforce

Student-Centered Workforce

Establish intentional and focused recruitment and retention efforts to bolster a **diverse workforce.**

Hiring Demographics (A-Scale)
SY's 23-24, 24-25, 25-26



	Asian	Black or African American	Hispanic or Latino of any race	Two or More Races	White
2023-24	3	13	10	0	23
2024-25	6	17	11	1	32
2025-26	6	19	16	0	54

Human Resources Service Support Center



Student-Centered Workforce

Total tickets in HR:

SY23/24: 16,422
SY24/25: 22,585
SY25/26: 11,034* - on pace for 27,00 by EOY, 16% increase

HR Call volume (in Let's Talk):

SY23/24: 15,912
SY24/25: 9,372
SY25/25: 4,726* - on pace for 11,000 by EOY, 14% increase

**Ticket totals are reported per fiscal year: July 1 – June 30. The totals for SY25-26 are incomplete as they were run through December 31*