



HR News

Special Edition

Talent Acquisition and Retention

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The employees of the Aurora Public Schools (APS) play a vital role in executing the mission, vision and strategic plan (APS 2020) of the school district on behalf of its students and the citizens of Aurora. As such, a [Human Capital Strategy](#) was developed in 2016-17 to manage the workforce in a district-wide, integrated planning and implementation process that remains current with research and best practices, allows for proactive responses to anticipated environmental and programmatic changes, and seeks to continuously maximize the efficiency and effectiveness of Human Resources (HR) service delivery. The Human Capital Plan entails four distinct pillars: Talent Acquisition, Talent Development, Talent Utilization and Organizational Structure.

Talent Acquisition	Talent Development	Talent Utilization
<ul style="list-style-type: none"> Recruitment Processes Pipeline Development Selection, Hiring and Onboarding Marketing and Advertising Social Media Employee Referral and Incentives Compensation 	<ul style="list-style-type: none"> Coaching and Mentoring Induction Teacher Leadership School Leadership Cultural and Linguistic Diversity Urban Schools Focus Performance Management Professional Development 	<ul style="list-style-type: none"> <u>Engagement and Retention</u> Employee Recognition Employee Engagement Employee Wellness Strategic Retention <u>Leadership</u> Support Succession Planning
APS Organizational Structure <ul style="list-style-type: none"> Budget Development and Resource Allocation Methodology Human Resources Organizational Structure Enterprise Resource Planning Infrastructure Policies, Practices and Collective Bargaining Agreement 		

Human Capital Plan Theory of Action:

When we recruit, identify, develop, and retain team members who Teach, Lead, and Inspire – every APS student will shape a successful future.

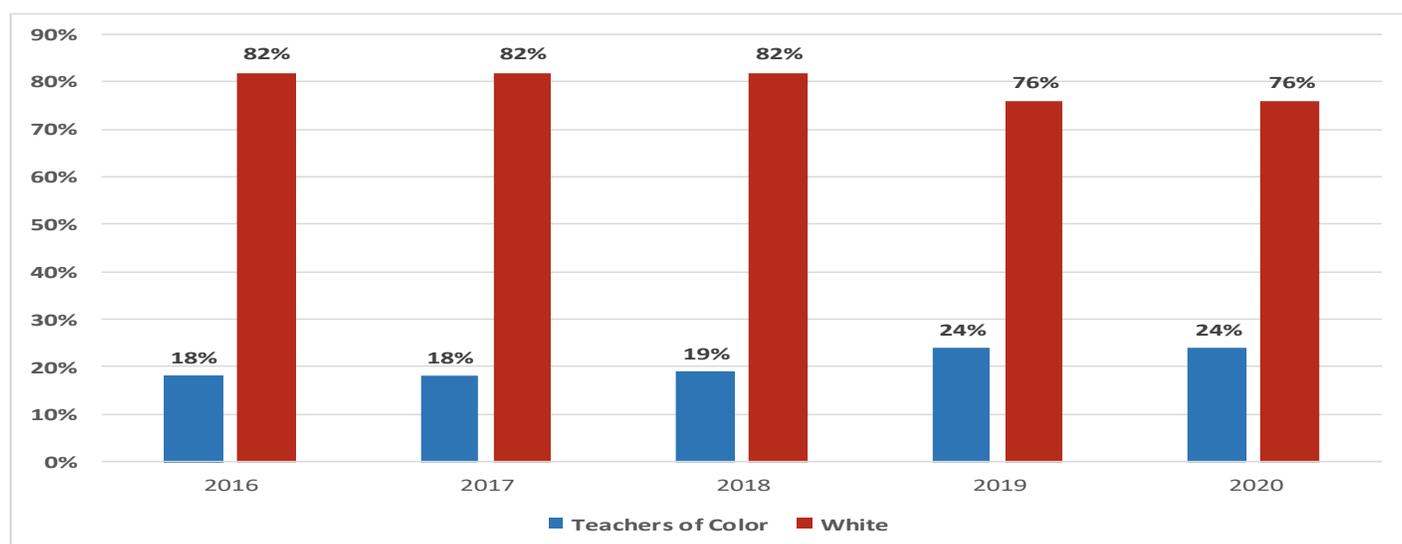


Talent Acquisition

One of the APS Talent Acquisition Strategies is to expand recruitment efforts and hiring practices to ensure the District hires the most effective teachers and leaders through:

- a. Enhanced and proactive outreach to applicants
- b. Targeted recruitment for hard to fill positions
- c. Targeted recruitment to help diversify staff (see recent history below)

Licensed New Hires– Diversity



APS focuses its recruitment efforts on:

- candidates with experience in or a passion for urban education
- candidates of color, thereby increasing the diversity of the APS teacher population
- candidates in the most difficult positions to fill - math and science, special education

Our goal is to recruit high potential and/or effective candidates to accelerate the learning of every APS student every day.

The limitations brought about by the COVID-19 pandemic have provided APS opportunities to shift and leverage recruitment outreach to enable participation in numerous targeted and cost-effective virtual events. These virtual events allows APS to connect with a broader and more diverse pool of candidates across the region and the nation.



Talent Acquisition cont.

This fall, APS participated in 18 virtual educator recruitment events, as well as facilitated 14 virtual information sessions related to job searching and school hiring processes for student teachers; 11 of these sessions were in support of student teachers attending Historically Black Colleges & Universities (HBCU), Hispanic Serving Institutions (HSI), and universities with a significant diverse student populations. To name just two, Wayne State University – the most diverse higher education institution in Michigan and Georgia State University – which graduates more Black undergraduate students than any other university in the nation.

Connecting with prospective candidates provides the District opportunities to promote and share our distinct APS [Value Proposition](#):

- **Momentum**—we're a District on the move (e.g., improving student achievement and growth; innovative approaches to learning)
- **Opportunity**—for professional development; also opportunities of a large district, but small enough to be known and have an impact
- **Impact/Influence**—you can make a difference in APS, our students need you
- **Community**—Aurora supports its schools (e.g. Bond passage) and APS is a community
- **Diversity**—our students and staff
- **Growth**—unlike other Districts, APS has space for growth in the next 10 years

Planned recruitment and outreach activities for the spring of 2021 consist of the following:

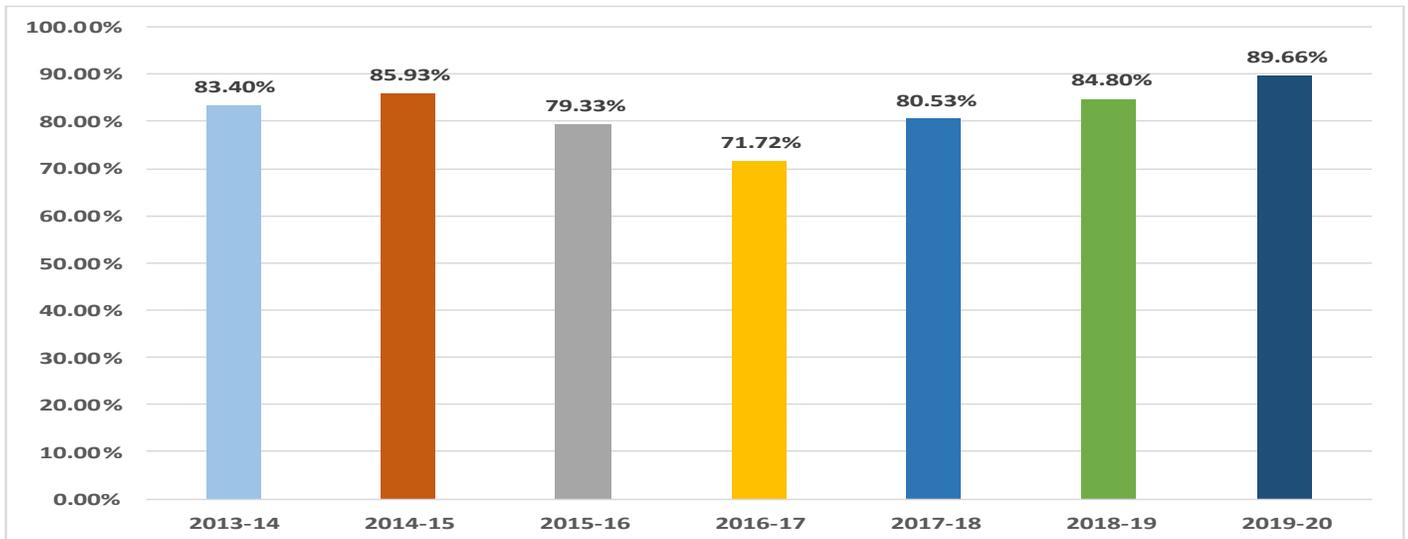
- Development of an APS Diversity, Equity and Inclusion (DEI) Recruitment Ambassador cadre utilizing school leadership and staff in recruitment efforts
- Participation in over 40 virtual educator recruitment events with colleges and universities to include HBCU/HSI institutions and the Diversity in Education organization
- Development and utilization of a comprehensive HBCU/HSI education key contact database to conduct personal outreach in support of students and APS brand management
- Posting APS educator employment opportunities on 45 HBCU/HSI job/career platforms
- Conduct 10 additional job search information sessions in support of student teachers
- Host a Diverse Educator Networking Event
- Conduct an APS Educator Job Fair
- Conduct 2 Alternative Licensure presentation workshops for APS classified staff and members of the Aurora community
- Conduct 3 Pathways to Teaching information sessions for non-education majors at local colleges and universities to encourage diverse students to pursue alternative licensure
- Publish APS social media recruitment event updates via Twitter (@RecruitAPS)
- Continued recruitment focus on educators with urban education interests/experience



Strategic Retention

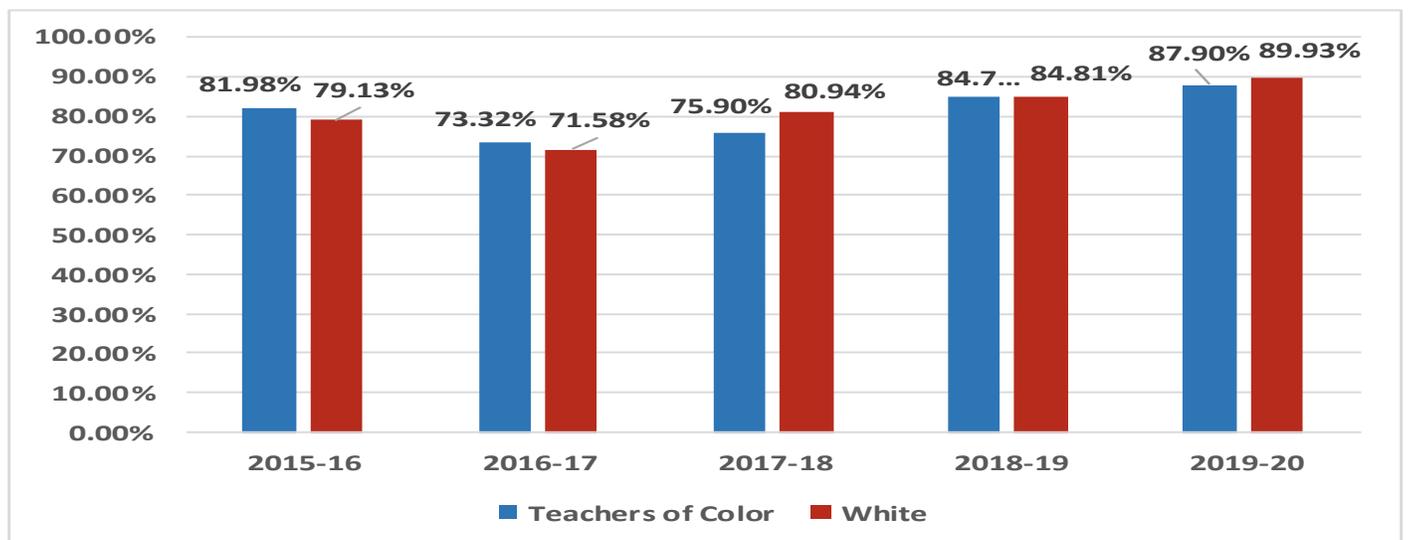
Retention, the rate in which employees remain with the school district supports APS' work in accelerating learning for every APS student every day. APS has made significant gains in its teacher retention rate in the last five years, and in fact the retention rate of 89.66% from 2019-20 to 2020-21 is the highest teacher retention rate in almost 20 years.

Teacher Retention Rates 2013-14 through 2019-20



Research indicates that having a diverse workforce that mirrors the student body has a direct impact on student outcomes. Comparable to the overall teacher retention rates, APS has continued to increase retention rates for teachers of color. As with talent acquisition, the retention of teachers of color continues to be an area of focus of the Human Capital Plan:

Teacher Retention Rates– Diversity 2015-16 through 2019-20





Strategic Retention cont.

APS is committed to staff engagement and retention. Some of the Human Capital Talent Retention Strategies and Activities consist of the following:

- Human Resources Directors provide support to Principals based on a tiered menu of support based on three-year retention averages
- Retention Focus Groups are conducted annually. Results are synthesized into a summary and disseminated to key stakeholders for action. This year, teachers and school-based classified staff participated in eight Focus Groups which consisted of new and seasoned staff members who work at the elementary and secondary levels, teachers of color and classified staff members.
- Exit surveys were reviewed and synthesized into a summary and findings were disseminated to key stake-holders for action
 - Survey was retooled in 2019-20 by a national research firm
 - 38.26% of departing employees completed survey
 - Analysis of attrition rates and reasons to address root cause
- Release of Supervisor's Toolkit – a website with Human Capital protocols to support staff retention
- Alignment of retention activities with recommendations from APS' Promise54 work group