

A teacher in a pink outfit stands in a classroom, addressing a group of children sitting on the floor. The background shows a whiteboard with a drawing of a person. The scene is dimly lit, with the teacher and the red banner being the primary light sources.

Grow and promote strong teachers, leaders, and staff

Felecia Lester, Interim Chief Human Resources Officer
Tommy Usher, Deputy Superintendent of Schools and Academics

One District. One Goal. Every Child.

A COMMUNITY OF BELIEVERS GETTING BACK TO BASICS

Our Strength is Our Team

Atlanta's students will have effective and engaged teachers, leaders, and staff.

- Increase concentration of highly-effective teachers and leaders
- Prioritize engagement and retention for staff
- **Grow and promote strong teachers, leaders, and staff**

Our Responsibility Is Shared

Atlanta's students will have supportive families, communities, and partners.

- Build meaningful partnerships
- Expand Atlanta Partners for Education (APFE) impact
- Increase access and engagement for families and communities

Our System Is Efficient & Effective

Atlanta's students will have the schools and resources they need to succeed.

- Maximize facility usage for the student and community good
- Leverage data to drive strategic financial investments
- Implement sustainability initiatives

We Are Strengthening Our Instructional Core

Atlanta's students will have high-quality instruction, materials, and targeted support.

- Implement high-quality, relevant, and engaging instructional materials and professional learning in all core content areas
- Target resources towards subgroups (eg. exceptional education, English learners, economically-disadvantaged)
- Accelerate early learning

We Are Caring For Every Child

Atlanta's students will have trusted, supportive adults meeting their unique needs.

- Expand strategies that reduce chronic absenteeism and disproportionate discipline
- Implement systematic culture and climate strategies
- Increase student access to trusted and reliable adults (eg. mentors, coaches, counselors)

We Are Sparking Student Curiosity

Atlanta's students will have access to explore and expand their passions and interests.

- Promote robust arts, athletics, world language, and enrichment offerings
- Expand access to high-interest and workforce-ready offerings (e.g. career programs and pathways, advanced coursework)
- Explore specialized and innovative school models (eg. School of the Arts)

Key Performance Indicators

Baseline (2025)		Goal (2026)	Goal (2030)
51%	Staff Engagement % of engaged staff	53.8%	65%
84%	Teacher Experience % of teachers with 3 or more years of experience	85.2%	90%
85%	Teacher Retention % of teachers returning the following year	86.0%	90%
\$88,840	Teacher Compensation Average teacher salary	\$91,072	\$100,000
53.1%	Principal Experience % of Principals with 3 or more years of experience as principals within APS	58.5%	75%

OUR STRENGTH IS OUR TEAM

The Growth and Development of People is the Highest Calling of Leadership
-Harvey S. Firestone

A Workforce Built to Serve Students



3,023 Teachers

751 Paraprofessionals

158 Custodians

200 Principals & Assistant Principals

381 School-based
Instructional Support Staff

333 Bus Drivers

350 School
Nutrition
Staff

115 School
Resource
Officers

Grow and promote strong teachers, leaders, and staff

Talent-Growth to Accelerate Outcomes

Strategic Priorities:

- 1 Investing in Leader Quality
- 2 Investing in Teacher Quality
- 3 Expanding Career Growth Pathways for All Staff

Grow and promote strong teachers, leaders, and staff

Priority 1

Investing in Leader Quality

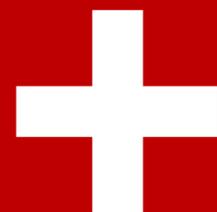


Grow and promote strong teachers, leaders, and staff

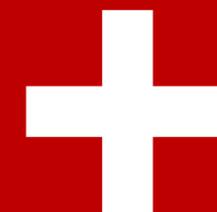
ELEMENTS OF LEADERSHIP DEVELOPMENT



Talent
Management



School Leadership
Support



Instructional
Support

Partnering with School Leaders

LEADERSHIP SELF REFLECTION

TALENT MANAGEMENT SUPPORT

How do I intentionally **attract, develop, and retain** the **right people** to meet my school's needs?

SCHOOL LEADERSHIP SUPPORT

How do I set direction, make decisions, and model leadership behaviors that **create clarity, trust, and accountability** across my school?

INSTRUCTIONAL LEADERSHIP SUPPORT

How do I ensure **instructional practices** are **aligned, supported, and continuously improving** to meet the needs of every student?

When talent, instruction, and leadership development are aligned, I'm able to make better decisions for my staff and students - right when it matters most.

-Principal Kim Whitfield | Bunche Middle School



Investing in Leader Quality



System Alignment & Support

Reorganized the school support model by **grade band to deliver more focused guidance and support**. Aligned support from Associate Superintendents and Academic Leader to principal needs.



Data-Informed Talent Decisions

Leaders use **real-time data to support and retain staff**. Principals have access to retention, performance, and engagement data to target support, plan succession, and intervene early.



Instructional Leadership

Provide **monthly professional development** focused on instructional leadership and just-in-time needs-based support that improves teaching, school culture, and student outcomes.

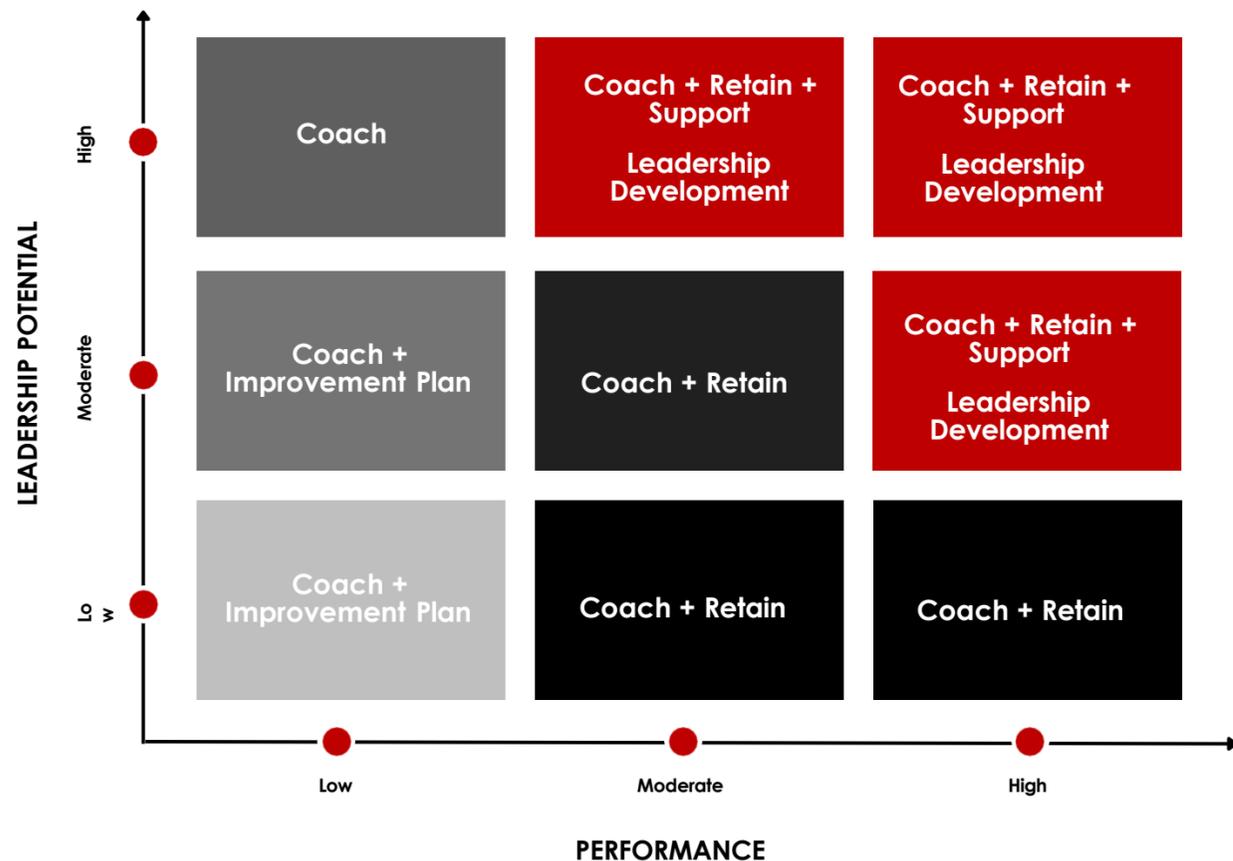


Consistent Talent Practices

HR strategy is applied with fidelity across schools. District-level training and tools ensure consistency in induction, talent reviews, succession planning, and compensation decisions.

APS Talent Reviews

9-Box Talent Review Matrix



Talent Reviews are **structured, leadership-led conversations where principals and managers assess performance and potential to guide development and workforce planning.** They shift our approach from isolated evaluations to a consistent, school-based talent strategy focused on performance growth, leadership readiness, and retention.

Why It Matters

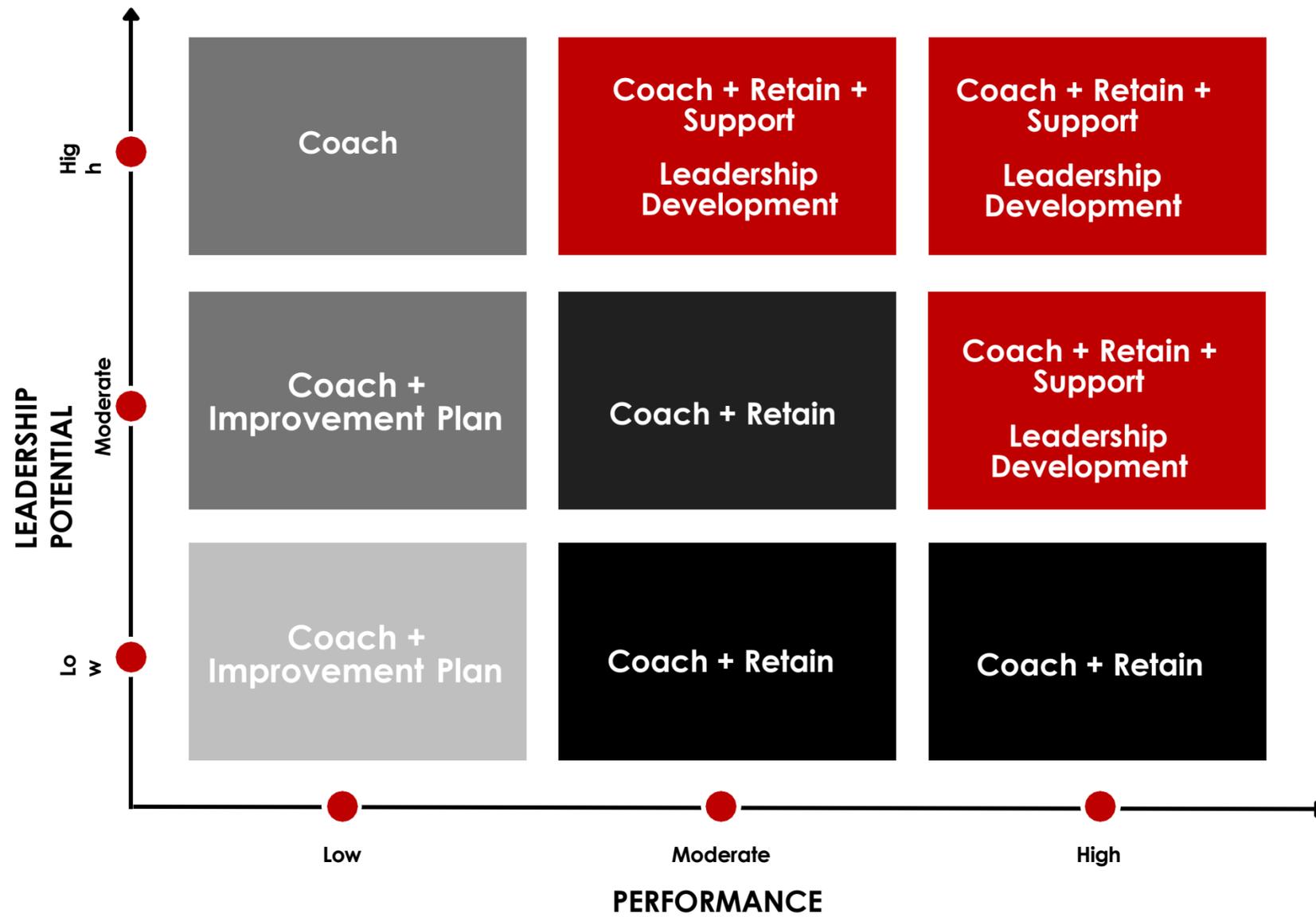
- Empowers principals and managers as talent developers, not just evaluators
- Creates consistent, equitable decisions using multiple data points
- Identifies high-potential staff, development needs, and retention risks early

Impact on APS:

- Stronger leadership pipelines in schools
- Improved retention of high-performing educators and leaders
- Better leadership → stronger teaching → improved student outcomes

Talent Reviews in Action

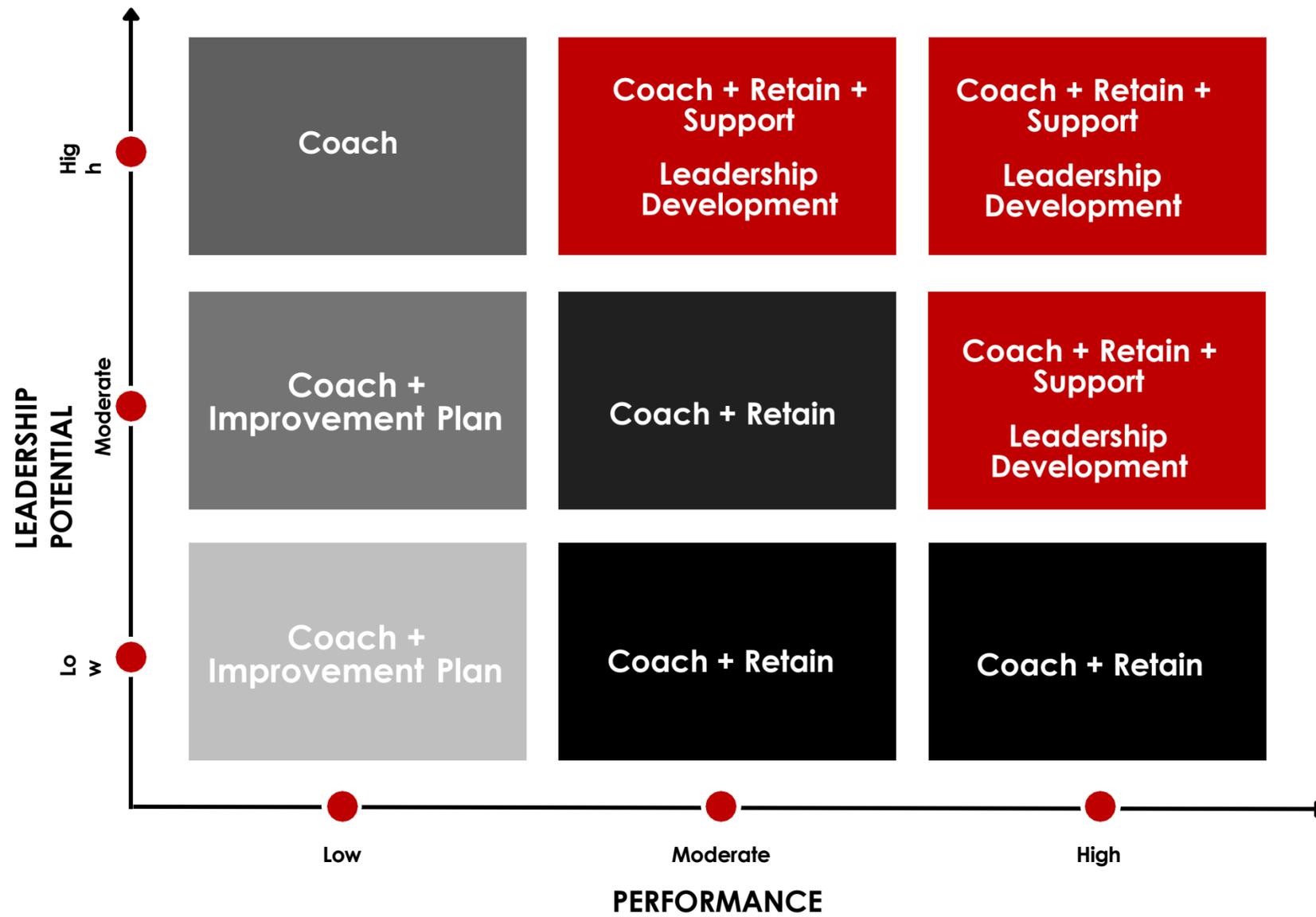
9-Box Talent Review Matrix



Dr. Tara Spencer, Principal
William Finch Elementary School

Talent Reviews in Action

9-Box Talent Review Matrix



Forrestella Taylor, Associate Superintendent

Priority Schools

Priority 2

Investing in Teacher Quality

Grow and promote strong teachers, leaders, and staff



Teacher Voice What Our Teachers are Saying

APS TALENT PULSE SURVEY DATA SNAPSHOT	2022-23	2023-24	2024-25
I have the curricular resources needed for strong instruction.	95%	95%	94.2%
I have sufficient planning time for effective teaching.	72%	76.8%	78.4%
I receive frequent, useful, content-specific coaching.	84%	86.9%	87.8%
Professional learning is relevant, well-facilitated, and immediately applicable.	85%	87.7%	89.7%
Growth opportunities are clearly defined	79%	83.1%	85.2%
I am improving and positively impacting student achievement	95%	97.3%	97.6%

Talent Pulse Survey | 2,785 Teacher Responses

Investments in Teacher Quality

Key Actions Implemented:

- **Districtwide Professional Learning Days**
 - Systemwide learning aligned to district priorities
 - Ensures consistent HQIM implementation, standards-aligned planning, and instructional expectations across schools
- **Ongoing Job-Embedded Learning (T&L Thursdays)**
 - Monthly learning cycles embedded in teachers' work
 - Strengthens instructional planning, assessment practice, and continuous improvement
- **Just-in-Time Instructional Support**
 - Flexible learning before/after school and weekends
 - Provides timely support tied to upcoming lessons, assessments, and observed instructional needs
- **Instructional Coaching & Teacher Leadership**
 - Monthly Coach Academy builds coaching and feedback capacity
 - Expands high-quality instruction through school-based instructional leaders
 -
- **Embedded Content Expertise**
 - K–12 content specialists provide differentiated, on-demand support
 - Includes modeling, co-planning, PLC facilitation, and assessment analysis



Investments in Teacher Quality Across the Career Continuum

What we're doing now

1. Growing Our Own Teacher Pipeline

- Student teaching and internship partnerships with universities
- Paraprofessional-to-teacher pathway
- M.A.T. teacher credentialing scholarships
- Certification pathway for provisionally licensed teachers

2. Strengthening New Teacher Induction

- Comprehensive induction program for novice-phase teachers
- Structured mentorship for new-to-district teachers through campus-based mentors
- Principal training to support induction systems

3. Advancing Teacher Leadership & Instructional Development

- Endorsement scholarships in APS2030 high-priority areas including STEM, ELA, Reading, and ESOL
- M.Ed. degree scholarships principal-endorsed Teachers
- District-curated Teacher-Leader Academy
- Instruction Impacting micro-credentials (project management, grant writing, graphic design, and related skills)

IMPACT

Takiyyah's Story



TAKIYYAH RA-AID

4th Grade Teacher
Perkerson Elementary School



SCHOLARSHIP: METRO-RESA TEACHER LEADER ENDORSEMENT

Priority 3

Expanding Growth Opportunities for All Staff



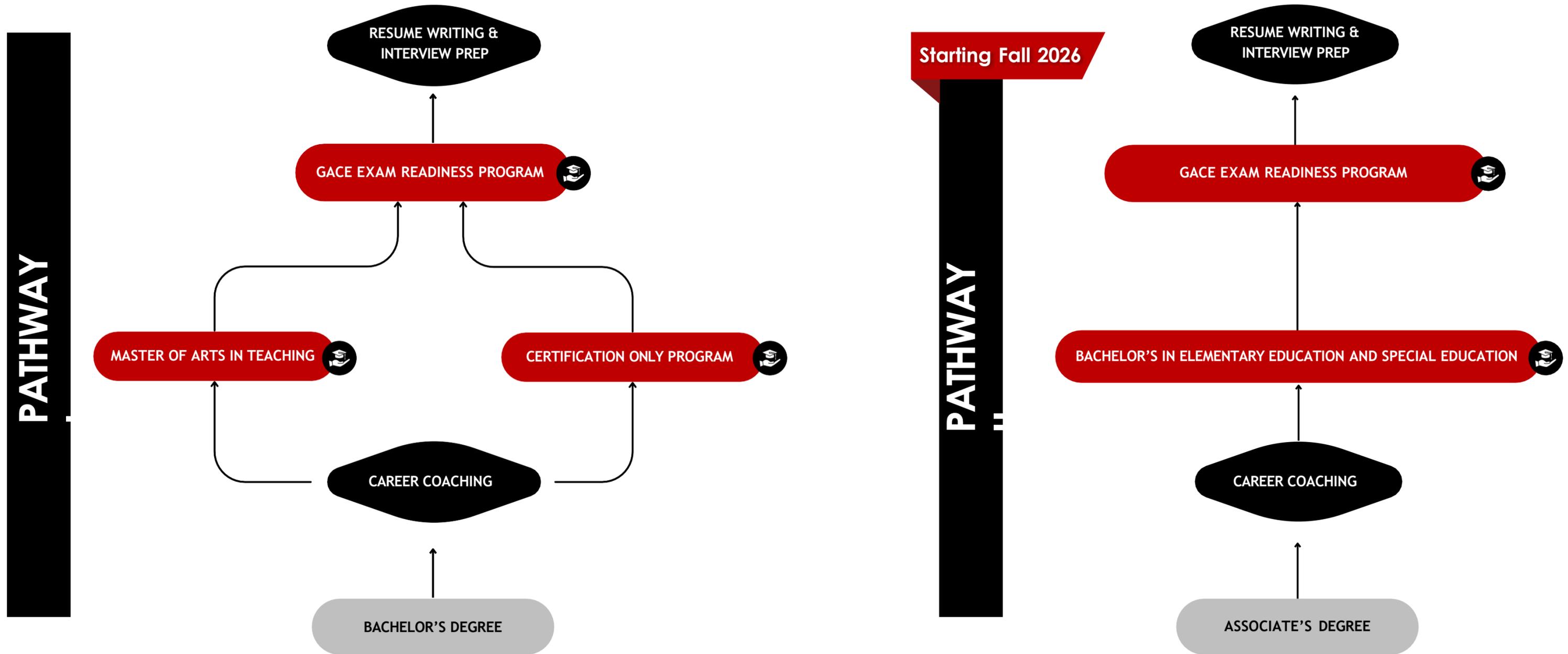
Grow and promote strong teachers, leaders, and staff

What Our Staff is Saying

APS ENGAGEMENT SURVEY SNAPSHOT	2022-23	2023-24	2024-25
I know what is expected of me at work	4.41	4.47	4.53
I have the materials and equipment I need to do my job	4.11	4.18	4.20
I have the opportunity to do what I do best every day	4.05	4.17	4.25
There is someone at work who encourages my development	3.99	4.11	4.12
Someone at work has talked to me about my progress	3.82	3.94	3.96
I have had opportunities at work to learn and grow	3.98	4.09	4.11

Gallup Employee Engagement Survey | Mean score on a 5-point scale | 5,003 Staff Responses

Investing in Growing Our Own Teachers



Grow and promote strong teachers, leaders, and staff

IMPACT

Karilynnne's Story



KARILYNNNE SEARLS

Teacher EIP

Barack and Michelle Obama Academy



SCHOLARSHIP: GEORGIA STATE UNIVERSITY MASTER OF ART IN TEACHING

Grow and promote strong teachers, leaders, and staff

Investing in Growing Our Staff

Deepening Skills & Competencies

ASPIRING LEADERS PROGRAM

CAREER COACHING

RESUME WRITING & INTERVIEW PREP

LEARNING & LEADING SERIES

DISTRICT ONLINE-LEARNING LIBRARY

CUSTOMIZED CUSTOMER SERVICE TRAINING

MICRO-CREDENTIALING PROGRAMS 

BUSINESS FUNDAMENTALS CERTIFICATE PROGRAM

PROFESSIONAL COMMUNICATIONS TRAINING

EMPLOYEE RESIDENCY PROGRAM

Grow and promote strong teachers, leaders, and staff

IMPACT

Omar's Story



OMAR BAILEY

Maintenance Supervisor
Maintenance and Operations



Scholarship: University of West Georgia **Project Management**

Take the Next Step in Your **APS** Career

To learn more about growth and development opportunities in APS, email grow@apsk12.org or scan the QR code below to schedule a career coaching session.



Our Partners



Looking Ahead

What's Planned for SY26-27

Key Performance Indicator Update

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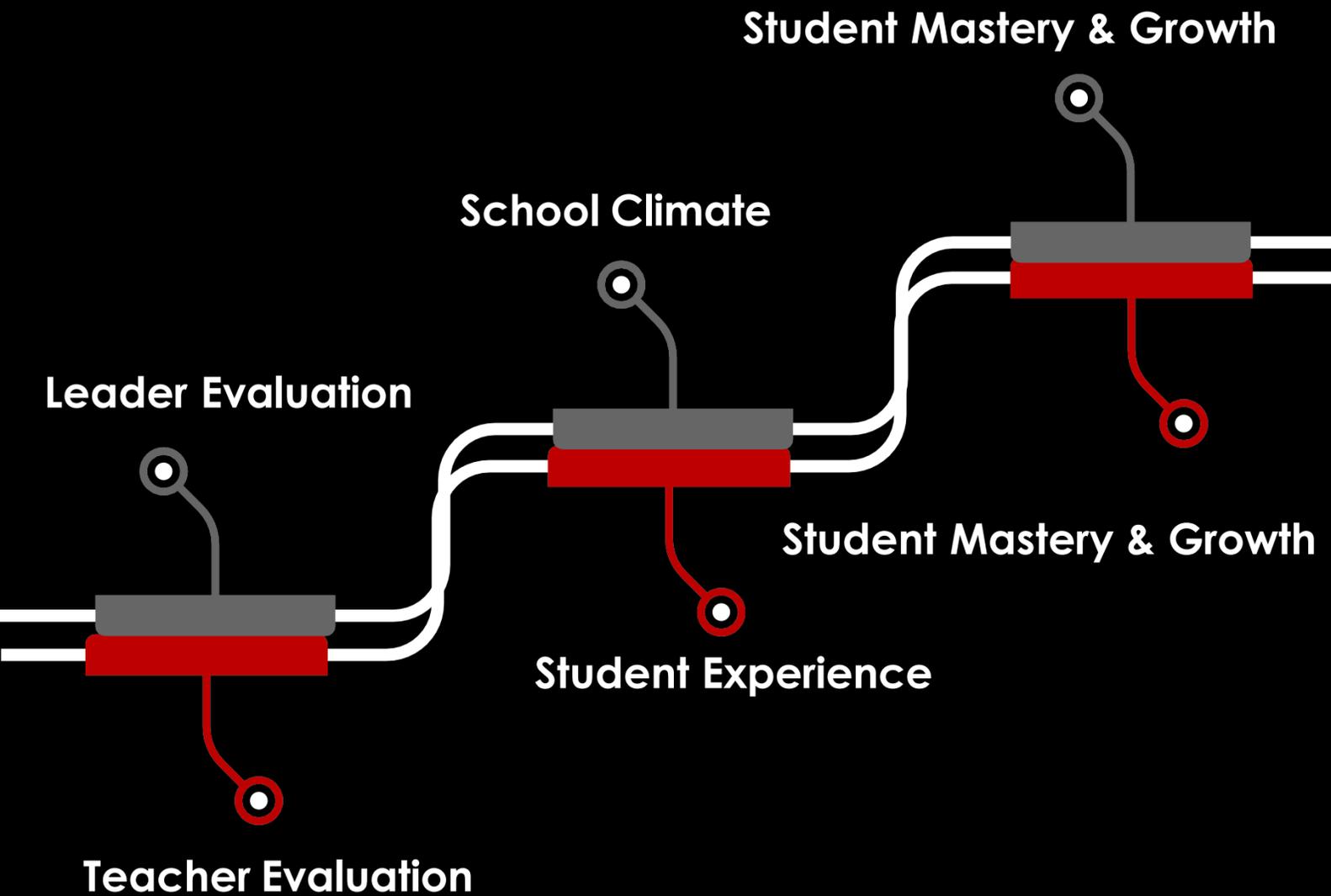
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TBD	Teacher Quality	TBD	TBD	TBD	
TBD	Leader Quality	TBD	TBD	TBD	

OUR STRENGTH IS OUR TEAM

LEADER QUALITY MEASURES



TEACHER QUALITY MEASURES

Measuring Teacher & Leader Quality

Our goal is not only to define teacher and leader quality, but to build and sustain it.

Informing KPI design through:

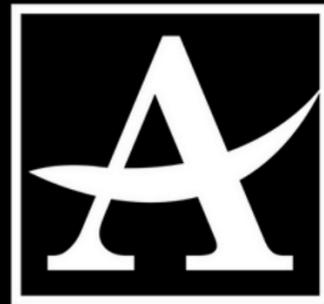
- Stakeholder engagement that values teacher and leader voice and experience in APS
- Benchmarking both quality measures and strengthening conditions for high-quality teaching and learning that impact student outcomes

Next Steps

- Define and measure teacher and leader quality in collaboration with key stakeholders.
- Support building leaders in creating master schedules that maximize planning time for teachers.
- Launch an APS Certification Program for teachers and leaders.
- Partner with ACCA to support Teaching Pathway students in earning Paraprofessional certification.
- Roll out the Talent Review process for all Central Office leaders.



Thank You!



ATLANTA
PUBLIC
SCHOOLS