



# **North Mason School District**

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**David L. Peterson, Superintendent**

## **AFFIRMATIVE ACTION PLAN 2014-2018**

**“Educate, Empower & Inspire”**

NORTH MASON SCHOOL DISTRICT  
AFFIRMATIVE ACTION PLAN  
2014-2018

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## I. INTRODUCTION

It is the policy of the North Mason School District to provide equal employment opportunity for all applicants and staff in all aspects of employment, including recruitment, hiring, retention, assignment, transfer, promotion, and training. Such equal employment opportunity shall be provided without unlawful discrimination based on race, color, creed, religion, sex, age, national origin, ethnicity, marital status, sexual orientation, including gender expression or identity, veteran status or the presence of any sensory, mental or physical disability.

The District's nondiscrimination and affirmative action policy is set forth in Appendix A. The following Affirmative Action Plan will outline steps to be taken to ensure that District policies and practices do not unlawfully discriminate against an individual on the basis of race, color, creed, religion, sex, age, national origin, ethnicity, marital status, sexual orientation, including gender expression or identity, veteran status or the presence of any sensory, mental or physical disability. Furthermore, reasonable steps will be taken to actively promote employment opportunities to qualified individuals in protected groups that are underutilized in the workforce.

The Superintendent of the District is assigned responsibility for implementing our Affirmative Action Plan. However, it is emphasized that every employee is expected to comply with and facilitate the ultimate success of the program.

The Equal Employment Opportunity program will be evaluated each year. The Affirmative Action Officer will report to the Board, as part of its standard reporting procedures, progress in the implementation of the District's Affirmative Action Plan.

This Affirmative Action Plan will be posted to the District's website at [nmsd.wednet.edu](http://nmsd.wednet.edu) and thus will be available to the State Human Rights Commission, the Office of Superintendent of Public Instruction, the State Department of Personnel, staff members, community groups, and other interested parties. The District will have a print copy available at the District Administration Offices. Additional copies will be made and distributed as required.

## II. PURPOSE

It is the purpose of this Affirmative Action Plan of the District to promote, monitor and maintain the District's affirmative action and equal employment opportunity policies. These policies provide for equal employment opportunities for all employees and applicants for employment without unlawful discrimination on the basis of race, color, creed, religion, sex, age, national origin, ethnicity, marital status, sexual orientation, including gender expression or identity, veteran status or the presence of any sensory, mental or physical disability, and promote diversity in the District's workforce.

It is also the purpose of this Plan to identify at all levels of the workforce, areas of underutilization of protected groups and to identify and address, when possible, factors that may be causing such underutilization. This Plan is designed to promote outreach, recruitment, training and education efforts intended to expand the pool of qualified applicants to promote diversity, consistent with the District's standards of excellence.

This Plan advances equal employment opportunity without preferential treatment on the basis of race, gender, ethnicity or national origin. This Plan is also designed to ensure that District policies are properly implemented without unlawful discrimination on the basis of race, color, creed, religion, sex, age, national origin, ethnicity, marital status, sexual orientation, including gender expression or identity, veteran status or the presence of any sensory, mental or physical disability.

### III. RESPONSIBILITY FOR IMPLEMENTATION AND MAINTENANCE OF THE PLAN

- A. The Superintendent has the overall responsibility for the development, implementation, coordination, and monitoring of the Affirmative Action Plan and is responsible for ensuring that administrators and supervisors are fully aware of their role in supporting the Plan. The Superintendent has delegated to the Affirmative Action Officer the authority to represent the Superintendent in these matters. The Affirmative Action Officer is the Executive Director of Business and Finance.
- B. The Affirmative Action Officer is charged with the responsibility of making known the District's desire and commitment to employ members of protected as well as non-protected groups through regular and frequent contact with community groups and employment agencies and through identifying, to the extent possible, persons with requisite skills and talents for projected openings throughout the District. The Affirmative Action Officer shall ensure that recruitment efforts are reaching protected groups as well as unprotected groups in all categories where underutilization exists.
- C. The Affirmative Action Officer will advise the Superintendent and/or Board on equal opportunity matters as required. The Officer will monitor and evaluate the Plan's accomplishments and will prepare memoranda addressing proposed action and other issues as required by this Plan.
- D. The Affirmative Action Officer can be reached at (360) 277-2300 or by writing to Affirmative Action Officer, North Mason School District, 71 E Campus Drive, Belfair, WA 98528.

### IV. DISSEMINATION OF PLAN AND POLICIES

It is the responsibility of the Superintendent of the District or the Superintendent's designee to inform all applicants for employment, all current employees, all persons responsible for hiring within the District, all employee associations, and all District contractors and subcontractors of the District's commitment to equal employment opportunity.

Communication of the District's Affirmative Action Plan will be accomplished as follows:

#### A. Internal and External

1. The 2014-2018 Affirmative Action Plan will be distributed to all organizations, agencies and individuals inside and outside the District as follows:
  - The plan will be posted to the District website @ [www.nmsd.wednet.edu](http://www.nmsd.wednet.edu)

- A link to the plan will be sent to the Board of Directors and all district employees
  - A paper copy will be sent to:
    - The Office of State Superintendent of Public Instruction
    - The Washington State Human Rights Commission
    - The State Department of Personnel
2. A statement of the District's equal employment opportunity policy will be placed in District recruitment material, application forms and newspaper advertisements.
  3. All District recruiting sources will be informed annually regarding the District's nondiscrimination policy and its Affirmative Action Plan.
  4. Upon adoption of the District's 2014-2018 Affirmative Action Plan, the District will issue a statement and information about the Plan in District publications.
  5. Announcements of training opportunities that promote the goals of the Plan will be issued to staff through District publications.
  6. All District contractors, vendors and suppliers will be notified that they must comply with the District's equal employment opportunity policy and this Plan.
  7. The name, address, and telephone number of the District's Affirmative Action Officer will be published, at least annually, in regular District publications to staff and the community. The Affirmative Action Officer and his/her contact information is also identified in Appendix B of this document.

#### B. Internal

1. All District job postings and newspaper advertisements will include an equal employment opportunity statement.
  2. Upon employment, each new employee will be informed of our Affirmative Action Plan and policies against discrimination.
3. Unit and department administrators shall at least annually inform all staff of the District's Affirmative Action Plan.

#### V. NUMERICAL ANALYSIS OF WORKFORCE

This section of the Affirmative Action Plan reflects a numerical analysis of the North Mason School District workforce demographics.

The tables that follow contain a numerical study of the District's workforce. The term "underutilization" as used in this policy means having fewer members of an affected group in a particular job category than reasonably would be expected based upon their availability. The statistical comparisons in this section involve the use of workforce statistics for geographic areas relevant to North Mason derived from public census reports. Most of these reports are available on the Office of Superintendent of Public Instruction's website:

The use of such geographic areas and statistics is intended only for the purpose of implementing this Plan and facilitating identification of areas of potential underutilization. These statistical comparisons do not have any independent legal or factual significance. The statistics and geographic areas have been selected and used in good faith with respect to this Plan.

#### A. Availability Study

To research and prepare information for the District's 2014-2018 Plan, an availability analysis was conducted based on state census reports and statistical population studies from various sources for the minority, female, disabled, veteran and aged workforce. The Washington State Office of Financial Management utilized data from Census 2010 to create summary reports for Mason County.<sup>1</sup>

- The data in the reports indicate that the percentage of minorities<sup>2</sup> in the Mason County civilian workforce<sup>3</sup> is 5.83% and the percentage of women is 45.94%. This compares to the overall population age 16 and over in Mason County having minorities comprising 10.11%, and women comprising 48.27%.
- In the available labor force, 1.37% were identified as unemployed minorities and 4.89% were identified as unemployed women.
- The data identified disabled individuals in Mason County as 17.6% of the general population<sup>4</sup> and employed disabled individuals comprised 8.0% of the general population.
- Persons age forty and over comprise 36.77% of the overall population in Mason County.<sup>5</sup>
- The population of Vietnam era veterans in Mason County is .91% of the overall population.<sup>6</sup> Disabled veterans comprise approximately .65% of the overall population.<sup>7</sup>

The underlined figures are utilized as the theoretical availability figure, or "TA," in the utilization studies below.

#### B. Theoretical Availability and Statistically Expected Utilization Figures

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<sup>1</sup> Available at <http://www.census.gov/2010census/>

<sup>2</sup> Census 2010 allowed people to classify themselves into one of seven mutually exclusive racial categories: White alone, Black/African American alone, American Indian/Native American alone, Asian alone, Hawaiian/Other Pacific Islander alone, Some Other Race alone, or Two or More Races. It also allowed individuals to mark themselves as Hispanic/Latino in origin. For the purposes of this Plan, "minority" does not include those in either the "Some Other Race alone" or "Two or More Races" groups as these categories are not tracked by the District for affirmative action purposes.

<sup>3</sup> For the purposes of this Plan, "workforce" includes non-military persons age 16 and over in the workforce according to Census 2010 data.

<sup>4</sup> The relevant general population for disabled individuals is only individuals age five and older in Mason County. The Census does not track disabilities in individuals under age five.

<sup>5</sup> This number was calculated by summing the total number of persons ages 40-64 and then dividing by the total population of Mason County.

<sup>6</sup> This number was calculated by conducting a query for all Vietnam era veterans in Mason County and then dividing by the total population of the county.

<sup>7</sup> The 2010 US Census website does not provide data for service-connected disabilities disaggregated by period of military service. Data used is % of veterans with a service-connected disability in Mason County

After the theoretical availability (“TA”) was determined for protected groups in Mason County, a straight comparison was conducted against the TA figure. The District determined the number of employees in each protected group by either administering an optional survey or collecting voluntary data during the hiring process. The survey is republished in Appendix C. In addition, the TA figure was reduced by 20% to arrive at an “SEU,” or statistically expected utilization, and a comparison was performed against the SEU as well. The SEU comparison is done because it is a commonly accepted practice to use a figure that is 80% of the theoretical availability in determining whether protected groups are meaningfully underutilized, because pure chance may account for utilization that is 20% less than the theoretical availability. Both figures, however, are considered in the identification of problem areas and possible underutilization. As used in this Plan, “deviation” from TA or SEU refers to the value obtained by subtracting the actual utilization percentage from the TA or SEU percentage.

A specific analysis was completed for each of the following job categories: certificated administrators, teachers, certificated support personnel, classified administrators, assistants, and other classified employees.

C. Salary Ranges as of September 1, 2013

Teachers and Support Services salary range is	\$34,048 – \$64,174.
National Board Certification is	\$3,054 - \$5,090 (\$5,090 if a teacher
has the certification for the full year and \$3,054 if they get it during the 2013-2014 school year.)	
Certificated Administrators	\$82,250 - \$130,000
Classified Administrators	\$41,000 - \$87,000
Classified Assistants	\$12.61 – \$19.08
Other Classified	\$11.72 - \$24.52

D. Utilization Studies – Charts D1 through D6

CHART D1

**North Mason School District  
Utilization Analysis  
Minorities – November 2013**

<b>Job Group</b>	<b>Total Employees</b>	<b>Total Minority</b>	<b>% Total Minority</b>	<b>Black/Af.Am.</b>	<b>Asian/ Pacific Islander</b>	<b>Hispan. Origin</b>	<b>Indian/ Esk./ Aleut</b>	<b>Theoretical Availability</b>	<b>Statistically Expected Utilization</b>	<b>Deviation from TA</b>	<b>Deviation from SEU</b>
Certificated Admin	10	0	0.00%	0	0	0	0	5.83%	4.66%	5.83%	4.66%
Teachers	119	3	2.52%	0	0	3	0	5.83%	4.66%	3.31%	2.14%
Cert Support Personnel	9	1	11.11%	0	0	1	0	5.83%	4.66%	-5.28%	-6.45%
Classified Admin	4	0	0.00%	0	0	0	0	5.83%	4.66%	5.83%	4.66%
Classified Assistants	45	2	4.44%	0	1	1	0	5.83%	4.66%	1.39%	0.22%
Other Classified	118	7	5.93%	1	2	2	2	5.83%	4.66%	-0.10%	-1.27%
<b>Total</b>	<b>305</b>	<b>13</b>	<b>4.26%</b>	<b>1</b>	<b>3</b>	<b>7</b>	<b>2</b>	<b>5.83%</b>	<b>4.66%</b>	<b>1.57%</b>	<b>0.4%</b>



**CHART D2**

**North Mason School District  
Utilization Analysis  
Female - November 2013**

<b>Job Group</b>	<b>Total Employees</b>	<b>Total Females</b>	<b>% Total Females</b>	<b>Theoretical Availability</b>	<b>Statistically Expected Utilization</b>	<b>Deviation from TA</b>	<b>Deviation from SEU</b>
Certificated Admin	10	4	40.00%	45.94%	36.75%	5.94%	-3.25%
Teachers	119	84	70.58%	45.94%	36.75%	--24.64%	--33.83%
Cert Support Personnel	9	8	88.89%	45.94%	36.75%	--42.95%	--52.14%
Classified Admin	4	2	50.00%	45.94%	36.75%	--4.06%	--13.25%
Classified Assistants	45	43	95.56%	45.94%	36.75%	--49.62%	-58.81%
Other Classified	118	75	65.56%	45.94%	36.75%	--19.62%	--28.81%
<b>Total</b>	<b>305</b>	<b>216</b>	<b>70.82%</b>	<b>45.94%</b>	<b>36.75%</b>	<b>--24.88%</b>	<b>--34.07%</b>

**CHARTS D3 AND D4**

**North Mason School District  
Utilization Analysis  
Veterans**

**Vietnam Veterans – November 2013**

<b>Job Group</b>	<b>Total Employees</b>	<b>Total Vietnam Veterans</b>	<b>% Total Vietnam Veterans</b>	<b>Theoretical Availability</b>	<b>Statistically Expected Utilization</b>	<b>Deviation from TA</b>	<b>Deviation from SEU</b>
Certificated Admin	10	0	0.00%	0.91%	0.73%	0.91%	0.73%
Teachers	119	0	0.00%	0.91%	0.73%	0.91%	0.73%
Cert Support Personnel	9	0	0.00%	0.91%	0.73%	0.91%	0.73%
Classified Admin	4	0	0.00%	0.91%	0.73%	0.91%	0.73%
Classified Assistants	45	0	0.00%	0.91%	0.73%	0.91%	0.73%
Other Classified	118	1	0.85%	0.91%	0.73%	0.06%	-0.12%
<b>Total</b>	<b>305</b>	<b>1</b>	<b>0.33%</b>	<b>0.91%</b>	<b>0.73%</b>	<b>0.58%</b>	<b>0.40%</b>

**Disabled Veterans – November 2013**

<b>Job Group</b>	<b>Total Employees</b>	<b>Total Disabled Veterans</b>	<b>% Total Disabled Veterans</b>	<b>Theoretical Availability</b>	<b>Statistically Expected Utilization</b>	<b>Deviation from TA</b>	<b>Deviation from SEU</b>
Certificated Admin	10	0	0.00%	0.65%	0.52%	0.65%	0.52%
Teachers	119	0	0.00%	0.65%	0.52%	0.65%	0.52%
Cert Support Personnel	9	0	0.00%	0.65%	0.52%	0.65%	0.52%
Classified Admin	4	0	0.00%	0.65%	0.52%	0.65%	0.52%
Classified Assistants	45	0	0.00%	0.65%	0.52%	0.65%	0.52%
Other Classified	118	0	0.00%	0.65%	0.52%	0.65%	0.52%
<b>Total</b>	<b>305</b>	<b>0</b>	<b>0.00%</b>	<b>0.65%</b>	<b>0.52%</b>	<b>0.65%</b>	<b>0.52%</b>

**CHART D5****North Mason School District  
Utilization Analysis  
Disabled – November 2013**

<b>Job Group</b>	<b>Total Employees</b>	<b>Total Disabled</b>	<b>% Total Disabled</b>	<b>Theoretical Availability</b>	<b>Statistically Expected Utilization</b>	<b>Deviation from TA</b>	<b>Deviation from SEU</b>
Certificated Admin	10	0	0.00%	8.0%	6.40%	8.0%	6.40%
Teachers	119	0	0.00%	8.0%	6.40%	8.0%	6.40%
Cert Support Personnel	9	0	0.00%	8.0%	6.40%	8.0%	6.40%
Classified Admin	4	0	0.00%	8.0%	6.40%	8.0%	6.40%
Classified Assistants	45	0	0.00%	8.0%	6.40%	8.0%	6.40%
Other Classified	118	0	0.00%	8.0%	6.40%	8.0%	6.40%
Total	305	0	0.00%	8.0%	6.40%	8.0%	6.40%

**CHART D6**

**North Mason School District  
Utilization Analysis  
Persons Age Forty and Over – November 2013**

<b>Job Group</b>	<b>Total Employees</b>	<b>Total Persons Age 40 and Over</b>	<b>% Total Persons Age 40 and Over</b>	<b>Theoretical Availability</b>	<b>Statistically Expected Utilization</b>	<b>Deviation from TA</b>	<b>Deviation from SEU</b>
Certificated Admin	10	9	90.00%	36.77%	29.42%	-53.23%	-60.58%
Teachers	119	76	63.87%	36.77%	29.42%	-27.10%	--34.45%
Cert Support Personnel	9	4	44.44%	36.77%	29.42%	-7.67%	--15.02%
Classified Admin	4	4	100.00%	36.77%	29.42%	-63.23%	--70.58%
Classified Assistants	45	36	80.00%	36.77%	29.42%	-43.23%	--50.58%
Other Classified	118	99	83.90%	36.77%	29.42%	-47.13%	--54.48%
<b>Total</b>	<b>305</b>	<b>228</b>	<b>74.75%</b>	<b>36.77%</b>	<b>29.42%</b>	<b>-37.98%</b>	<b>--45.33%</b>

VI. UTILIZATION ANALYSIS BY JOB CATEGORY – IDENTIFICATION OF PROBLEM AREAS

A. **Certificated Administrators.** This job category includes principals; assistant principals; superintendent; executive directors of business & operations, curriculum & instruction, and elementary and secondary education; directors of career and technical education, information services/technology education, operations, research & evaluation, special services, and student services; and assistant director of special services.

	2013	2013 % of Group	2009	2009 % of Group	2000	2000 % of Group
<b>Minorities</b>	0	0.00%	0	0.00%	0	0.00%
<b>Females</b>	4	40%	3	27.2%	6	60%
<b>Disabled</b>	0	0.00%	0	0.00%	No Data	No Data
<b>Vietnam Vet</b>	0	0.00%	0	0.00%	No Data	No Data
<b>Disabled Vet</b>	0	0.00%	0	0.00%	No Data	No Data
<b>Over 40</b>	9	90%	10	90%	No Data	No Data

Represented Categories:

This analysis indicates that representation of persons age 40 and over in this job group significantly exceeds the theoretical availability (“TA”) and statistically expected utilization (“SEU”) figures. There is no identified underutilization of these groups.

This analysis indicates that representation of women in this job group is slightly below the theoretical availability (“TA”) but slightly above the statistically expected utilization (“SEU”) figures

Underutilized Categories:

The analysis indicates that the percentage of ethnic minorities and disabled veterans has remained consistently underrepresented in this job group.

Persons with disabilities and Vietnam-era veterans are underutilized in this group.

The District relies on its affirmative action data collection process, which entails voluntary reporting, for these affirmative action numbers. Employees may be more reluctant to self-report disability status than other demographic information, as a matter of privacy. The District is nevertheless committed to its policy of nondiscrimination on the basis of disability.

These findings will be considered as the District plans and implements its future recruitment efforts to ensure that members of the underutilized groups are reached by such efforts. Staff responsible for hiring and promotion will be given information designed to sensitize them to the potential for discrimination, particularly in areas of underutilization. This information will be reviewed in meetings with the management team.

B. **Teachers.** This job category includes all teachers from preschool to grade 12, including special education teachers.

	<b>2013</b>	<b>2013 % of Group</b>	<b>2009</b>	<b>2009 % of Group</b>	<b>2000</b>	<b>2000 % of Group</b>
<b>Minorities</b>	3	2.52%	3	2.36%	4	3.2%
<b>Females</b>	84	70.59%	89	70.0%	84	67.2%
<b>Disabled</b>	0	0.00%	0	0.00%	No Data	No Data
<b>Vietnam Vet</b>	0	0.00%	0	0.00%	No Data	No Data
<b>Disabled Vet</b>	0	0.00%	0	0.00%	No Data	No Data
<b>Over 40</b>	76	63.87%	90	70.86%	No Data	No Data

Represented Categories:

This analysis indicates that representation of women and persons age 40 and over significantly exceeds the TA and SEU figures for this job classification. These groups are not underutilized.

Underutilized Categories:

The analysis indicates that the number of ethnic minorities remained consistent since 2009. Minorities are still slightly underutilized, with a deviation from the SEU of 2.14%.

Disabled veterans are also underutilized with a deviation from the SEU of 0.52%.

Persons with disabilities and Vietnam-era veterans are underutilized in this group. The deviation from SEU for persons with disabilities is 6.40%. The deviation from SEU for Vietnam-era veterans is 0.73%. The District relies on its affirmative action data collection process, which entails voluntary reporting, for these affirmative action numbers. Employees may be more reluctant to self-report disability status than other demographic information, as a matter of privacy. The District is nevertheless committed to its policy of nondiscrimination on the basis of disability.

We note that the TA and SEU figures used for Vietnam-era veterans in this study are based on Census 2010 numbers. The District notes that the percentage of Vietnam-era veterans has declined from 5.15% of the available workforce in Mason County to 0.91% since 2009 analysis and will continue to decline. Nevertheless, the District remains committed to equal employment opportunities for all veterans.

These findings will be considered as the District plans and implements its future recruitment efforts to ensure that members of the underutilized groups are reached by such efforts. Staff responsible for hiring and promotion will be given information designed to sensitize them to the potential for discrimination, particularly in areas of underutilization. This information will be reviewed in meetings with the management team.

- C. **Certificated Support Personnel.** This job category includes librarians, counselors, learning specialists, curriculum specialists, psychologists, occupational therapists, etc. Each person in this job category is certificated.

	2013	2013 % of Group	2009	2009 % of Group	2000	2000 % of Group
<b>Minorities</b>	1	11.11%	0	0.00%	1	6.6%
<b>Females</b>	8	88.89%	9	100%	13	86.66%
<b>Disabled</b>	0	0.00%	0	0.00%	No Data	No Data
<b>Vietnam Vet</b>	0	0.00%	0	No Data	No Data	No Data
<b>Disabled Vet</b>	0	0.00%	0	No Data	No Data	No Data
<b>Over 40</b>	4	44.44%	6	66.6%	No Data	No Data

Represented Categories:

This analysis indicates that representation of ethnic minorities, women and persons age 40 and over significantly exceeds the TA and SEU figures for this job classification. These groups are not underutilized.

Underutilized Categories:

Persons with disabilities are underutilized in this group. The deviation from SEU is 6.40%. The District relies on its affirmative action data collection process, which entails voluntary reporting, for these affirmative action numbers. Employees may be more reluctant to self-report disability status than other demographic information, as a matter of privacy. The District is nevertheless committed to its policy of nondiscrimination on the basis of disability.

We note that the TA and SEU figures used for Vietnam-era veterans in this study are based on Census 2010 numbers. The District notes that the percentage of Vietnam-era veterans has declined from 5.15% of the available workforce in Mason County to 0.91% since 2009 analysis and will continue to decline. Nevertheless, the District remains committed to equal employment opportunities for all veterans. This job category is historically difficult to fill with qualified candidates due to opportunities available to such professionals in the private sector.

These findings will be considered as the District plans and implements its future recruitment efforts to ensure that members of the underutilized groups are reached by such efforts. Staff responsible for hiring and promotion will be given information designed to sensitize them to the potential for discrimination, particularly in areas of underutilization. This information will be reviewed in meetings with the management team.

- D. **Classified Administrators.** This job category includes the directors and assistant directors of business services, facilities, food service, human resources and transportation; the supervisors of custodial services, food services, grounds, maintenance, transportation, etc.

	2013	2013 % of Group	2009	2009 % of Group	2000	2000 % of Group
<b>Minorities</b>	0	0.00%	0	0.00%	0	0.00%
<b>Females</b>	2	50%	3	60%	6	100%
<b>Disabled</b>	0	0.00%	0	0.00%	No Data	No Data
<b>Vietnam Vet</b>	0	0.00%	0	0.00%	No Data	No Data
<b>Disabled Vet</b>	0	0.00%	0	0.00%	No Data	No Data
<b>Over 40</b>	4	100%	4	100%	No Data	No Data

Represented Categories:

This analysis indicates that representation of women and persons age 40 and over significantly exceeds the TA and SEU figures for this job classification. These groups are not underutilized.

Underutilized Categories:

This analysis indicates that representation of ethnic minorities, disabled, Vietnam-era veterans, and disabled veterans in this job classification falls short of the SEU figures. There is underutilization of these groups.

- E. **Classified Assistants.** This job category includes instructional assistants, special education and other assistants who provide instruction in state or federally funded programs, and playground supervisors.

	2013	2013 % of Group	2009	2009 % of Group	2000	2000 % of Group
<b>Minorities</b>	2	4.4%	1	3.4%	2	5.5%
<b>Females</b>	43	95.6%	29	100%	36	100%
<b>Disabled</b>	0	0.00%	0	0.00%	No Data	No Data
<b>Vietnam Vet</b>	0	0.00%	0	0.00%	No Data	No Data
<b>Disabled Vet</b>	0	0.00%	0	0.00%	No Data	No Data
<b>Over 40</b>	36	80.0%	23	79.31%	No Data	No Data



Represented Categories:

This analysis indicates that representation of women and persons age 40 and over significantly exceeds the TA and SEU figures for this job classification. These groups are not underutilized.

Underutilized Categories:

This analysis indicates that representation of minorities falls short of the SEU by a scant 0.22%. There does appear to be underutilization of minorities within this job classification.

Persons with disabilities and Vietnam-era veterans are underutilized in this group. The District relies on its affirmative action data collection process, which entails voluntary reporting, for these affirmative action numbers. Employees may be more reluctant to self-report disability status than other demographic information, as a matter of privacy. The District is committed to its policy of nondiscrimination on the basis of disability.

There are currently no disabled veterans in this group, and this group is therefore identified as underutilized. Nevertheless, the District remains committed to equal employment opportunities for all veterans.

These findings will be considered as the District plans and implements its future recruitment efforts to ensure that members of the underutilized groups are reached by such efforts. Staff responsible for hiring and promotion will be given information designed to sensitize them to the potential for discrimination, particularly in areas of underutilization. This information will be reviewed in meetings with the management team.

- F. **Other Classified Employees.** This job category includes maintenance and food service workers, bus drivers, secretarial and clerical employees, bookkeepers, construction managers, computer technicians, etc.

	<b>2013</b>	<b>2013 % of Group</b>	<b>2009</b>	<b>2009 % of Group</b>	<b>2000</b>	<b>2000 % of Group</b>
<b>Minorities</b>	7	5.93%	4	2.75%	4	4.87%
<b>Females</b>	75	63.56%	108	74.48%	60	73.17%
<b>Disabled</b>	0	0.00%	0	0.00%	No Data	No Data
<b>Vietnam Vet</b>	1	0.85%	0	0.00%	No Data	No Data
<b>Disabled Vet</b>	0	0.00%	0	0.00%	No Data	No Data
<b>Over 40</b>	99	83.90%	129	88.96%	No Data	No Data

Represented Categories:

This analysis indicates that representation of women and persons age 40 and over significantly exceeds the TA and SEU figures for this job classification. These groups are not underutilized.

This analysis indicates that representation of minorities is slightly above SEU but 0.10% below the TA. This group is not underutilized at this time, but the district will continue its recruitment efforts to ensure that members of this group are reached by such efforts.

This analysis indicates that representation of Vietnam-era veterans is .06% below the deviation from TA, but 0.12% above the deviation from SEU. The District remains committed to equal employment opportunities for all veterans.

Underutilized Categories:

Disabled veterans are underutilized. The deviation from SEU is 0.52%.

Persons with disabilities are underutilized in this group with a 6.40% deviation from SEU. The District relies on its affirmative action data collection process, which entails voluntary reporting, for these affirmative action numbers. Employees may be more reluctant to self-report disability status than other demographic information, as a matter of privacy. The District is committed to its policy of nondiscrimination on the basis of disability.

These findings will be considered as the District plans and implements its future recruitment efforts to ensure that members of the underutilized groups are reached by such efforts.

- G. This review shows that there has been an overall increase since 2009 in the percentage of minorities in the District's workforce, from 2.46% in 2009 to 4.26% in 2013. Overall, the District deviates from the SEU for minority employees by 0.40%.
- H. This review revealed that the District does not underutilize women or persons 40 and over in all job categories.
- I. This study shows that disabled individuals, Vietnam-era veterans and disabled veterans are underutilized in all job classifications. The District remains committed to its policy against discrimination on the basis of disability and veteran status.
- J. Data on the number of members in protected classes is based on self-identification at the time of application, or through periodic workplace surveys and may not be entirely accurate. See Appendix C.

## VII. GOALS AND ACTION PROGRAMS TO ACHIEVE GOALS

### GOAL 1

#### JOB ANALYSIS, RECRUITMENT AND SELECTION

The District's goal is to seek purposely and actively a diverse pool of qualified applicants from all protected groups, as well as non-protected groups, for certificated and classified positions at all levels to ensure an increased opportunity for members of underrepresented groups to be considered for employment by the District.

#### Action Programs

- 1.1 Analyze job descriptions and the hiring process to make sure that qualification requirements and screening criteria are based on specific job functions and do not have the effect of screening out protected group applicants who have the ability to perform District jobs.
- 1.2 Ensure that recruitment efforts include and actually reach protected groups, as well as non-protected groups. Focus recruitment on efforts that ensure underrepresented groups are reached.
- 1.3 Explore flex time and job sharing options as a means of enhancing positions for protected groups and other applicants.
- 1.4 Increase the awareness of equal employment opportunity among all personnel involved in hiring, and have the Superintendent, Executive Director of Finance and Operations and/or Affirmative Action Officer monitor all hiring.
- 1.5 Ensure that accurate information is maintained regarding the demographic make-up of the District's workforce.

## GOAL 2

### EDUCATION AND TRAINING

The District's goal is to promote a culture of respect and diversity in the workplace, and to ensure that members of the District community are aware of the Affirmative Action Plan and their roles and responsibilities in enforcing the District's policies concerning equal employment opportunity.

#### Action Programs

- 2.1 Continue an emphasis on developing annual objectives and strategies at each building to increase gender equity, and multi-cultural opportunities in both the instructional and activities programs. Each staff member has responsibility for carrying out the equal employment strategies as outlined in the Affirmative Action Plan adopted by the District.
- 2.2 Provide support for schools to develop and carry out multi-cultural and gender equity training programs and special projects.
- 2.3 Provide multi-cultural training for personnel at the elementary, middle school, and high school levels, in conjunction with incorporating multi-cultural and gender equity concepts, awareness, and information into the curriculum.
- 2.4 Provide regular training and emphasis on providing a working environment free from unlawful discrimination.
- 2.5 Provide recognition for staff contributions to the District's efforts to provide a diverse educational environment, free from unlawful discrimination.
- 2.6 Create a culture within the District that is strongly supportive of diversity by hiring a diversity coordinator and maintaining a district-wide diversity committee. The diversity coordinator and committee will work with staff, students, parents, and the community to provide a diverse educational environment within the District, free from unlawful discrimination.
- 2.7 Other means of promotion and information dissemination will be utilized as necessary to ensure that the community and District staff are informed of the goals and objectives of equal employment opportunity.

## GOAL 3

### PREVENTING EMPLOYMENT DISCRIMINATION BASED ON SEX

We include this goal and the following objectives to ensure that the District does not discriminate against any person on the basis of sex in employment, recruitment, promotion or advancement, and in order to incorporate the requirements of WAC 392-200-015.

#### Action Programs

- 3.1 Maintain credential requirements for all personnel.
- 3.2 Make no differentiation in pay scale on the basis of sex.
- 4.3 Make no differentiation in the assignment of school duties on the basis of sex, except where there is a compelling need for such qualification based on the nature of the duties; e.g. an assignment that involves supervising students in areas or situations where persons might be disrobed.
- 3.4 Provide the same opportunities for advancement without regard to sex.
- 3.5 Make no difference in conditions of employment including, but not limited to, hiring practices, leaves of absence, hours of employment and assignment of, or pay for, instructional and non-instructional duties on the basis of sex.

#### VIII. INTERNAL AUDIT AND REPORTING

The District's Human Resources Department will maintain a confidential employee and applicant tracking system—separate from the pre-employment application process—which records the sex, race, ethnicity, age and disability and veteran status of applicants (See Appendix C). Frequent monitoring of this data will help ensure that all applicants are receiving equal treatment in the hiring process and that the District's recruiting efforts are reaching all protected and non-protected groups. The pre-employment application forms used for both certificated and classified personnel, however, will exclude inquiries that unnecessarily elicit the race, gender or membership of the applicant in other protected groups.

Annual reviews of the District's progress toward the goals set in this plan will be conducted by the District's Affirmative Action Officer and reported to all District administrators and to the School Board. The analysis will include:

- a) applicant data
- b) interview and hiring data
- c) transfer and promotion data
- d) termination data

## IX. SUPPORTIVE SYSTEMS

### Recruitment and Employment Plan

The Human Resources Office considers all applicants and employees on the basis of job-related qualifications. The District selects employees as needed on the basis of merit, training and experience with no unlawful discrimination against any employee or applicant because of race, color, creed, religion, sex, age, national origin, ethnicity, marital status, sexual orientation, including gender expression or identity, veteran status or the presence of any sensory, mental or physical disability. In addition, the District selects employees without preferential treatment on the basis of race, sex, ethnicity or national origin. A continuing review of hiring criteria is made to ensure the relevance of the job qualifications to the tasks to be performed and the needs of the position.

In addition, the District promotes continued relationships with organizations that are a recruitment source for individuals from protected groups, including those groups that currently may be underutilized in the workforce. These organizations include such agencies as the state job service agencies and college and university placement offices.

The District has a distribution list containing names and addresses of those agencies to which job announcements are mailed. Job announcements are distributed to each building in the District and to each outside employment and referral source on the distribution list. Jobs may also be advertised in newspapers.

Specific emphasis will be placed on the outreach and recruitment of members of protected groups along with the efforts made to reach non-protected groups. Recipient listings for classified job announcements will be reviewed to ensure continued inclusion of agencies serving minority communities, as well as other protected and non-protected groups.

Consistent with the District's equal employment opportunity policy, and in addition to other measures described in this Plan:

1. Publicity for job openings may include, without limitation, informing professional groups and organizations, with memberships that include both protected and non-protected groups, and visiting areas to promote a diverse population of qualified applicants.
2. All staff will be encouraged to facilitate recruitment of a diverse pool of qualified applicants, including individuals from underrepresented protected groups.
3. Community organizations representing the special interests of protected groups will be notified of the District's recruiting efforts.
4. All subcontractors, vendors, and suppliers will be notified in writing of the District's equal employment policy.

5. All recruiting sources, including minority, women's, disabled and veteran's groups, will be notified in writing of the equal employment.

### Training

The District recognizes the importance of on-going training for employees both to assist in upgrading skills and to assist in personal growth. The District will continue to develop and provide career counseling to staff to assist personnel in moving to levels of greater responsibility.

### X. REDUCTION IN FORCE

The District's reduction in force ("RIF") procedures for bargaining unit positions are established by collective bargaining agreements. Seniority within the appropriate job group is the principal factor determining retention. Affirmative action is not currently a factor in negotiated RIF procedures. RIF procedures for administrative and other exempt positions are established by School Board policy and do not explicitly address Affirmative Action. If a RIF is necessary, consistent with its legal and contractual obligations, the District will make reductions in force bearing in mind its commitment to equal employment opportunity.

## APPENDIX A

Policy 5010  
Personnel

# NONDISCRIMINATION AND AFFIRMATIVE ACTION

## **Nondiscrimination**

The district shall provide equal employment opportunity and treatment for all applicants and staff in recruitment, hiring, retention, assignment, transfer, promotion and training. Such equal employment opportunity shall be provided without discrimination with respect to race, creed, religion, color, national origin, age, honorably-discharged veteran or military status, sex, sexual orientation including gender expression or identity, marital status, the presence of any sensory, mental or physical disability or the use of a trained dog guide or service animal by a person with a disability.

The board shall designate a staff member to serve as the compliance officer.

## **Affirmative Action**

The district, as a recipient of public funds, is committed to undertake affirmative action which shall make effective equal employment opportunities for staff and applicants for employment. Such affirmative action shall include a review of programs, the setting of goals and the implementation of corrective employment procedures to increase the ratio of aged, persons with disabilities, ethnic minorities, women and Vietnam veterans who are under-represented in the job classifications in relationship to the availability of such persons having requisite qualifications. Affirmative action plans may not include hiring or employment preferences based on gender or race, including color, ethnicity or national origin. Such affirmative action shall also include recruitment, selection, training, education and other programs.

The superintendent shall develop an affirmative action plan which specifies the personnel procedures to be followed by the staff of the district and shall ensure that no such procedures discriminate against any individual. Reasonable steps shall be taken to promote employment opportunities of those classes that are recognized as protected groups — aged, persons with disabilities, ethnic minorities and women and Vietnam veterans, although under state, law racial minorities and women may not be treated preferentially in public employment.

This policy, as well as the affirmative action plan, regulations and procedures developed according to it, shall be disseminated widely to staff in all classifications and to all interested patrons and organizations. Progress toward the goals established under this policy shall be reported annually to the board.

## **Employment of Persons With Disabilities**

In order to fulfill its commitment of nondiscrimination to those with disabilities, the following conditions shall prevail:

- A. No qualified person with disabilities shall, solely by reason of a disability, be subjected to discrimination and the district shall not limit, segregate or classify any applicants for



employment or any staff member in any way that adversely affects his/her opportunities or status because of a disability. This prohibition applies to all aspects of employment from recruitment to promotions, and includes fringe benefits and other elements of compensation.

- B. The district shall make reasonable accommodation to the known physical or mental limitations of an otherwise qualified disabled applicant or staff member unless it is clear that an accommodation would impose an undue hardship on the operation of the district program. Such reasonable accommodations may include:
  - 1. Making facilities used by staff readily accessible and usable by persons with disabilities; and
  - 2. Job restructuring, part-time or modified work schedules, acquisition or modification of equipment or devices, the provision of readers or interpreters and other similar actions. In determining whether or not accommodation would impose an undue hardship on the district, factors to be considered include the nature and cost of the accommodation.
- C. The district shall not make use of any employment test or criteria that screens out persons with disabilities unless:
  - 1. The test or criteria is clearly and specifically job-related; and
  - 2. Alternative tests or criteria that do not screen out persons with disabilities are available.
- D. While the district may not make pre-employment inquiry as to whether an applicant has a disability or as to the nature and severity of any such disability, it may inquire into an applicant's ability to perform job-related functions.
- E. Any staff member who believes that there has been a violation of this policy or the law prohibiting discrimination because of a disability may initiate a grievance through the procedures for staff complaints.

### **Nondiscrimination for Military Service**

The district will not discriminate against any person who is a member of, applies to be a member or performs, has performed, applies to perform or has an obligation to perform service in a uniformed service, on the basis of that participation in a uniformed service. This includes initial employment, retention in employment, promotion or any benefit of employment. The district will also not discriminate against any person who has participated in the enforcement of these rights under state or federal law.

Cross References: \_\_\_ Board Policy 2030  
Board Policy 5270  
Board Policy 5407

Service Animals in Schools  
Resolution of Staff Complaints  
Military Leave

Legal References: RCW 28A.400.310  
  
RCW 28A.640.020  
  
RCW 28A.642  
RCW 49.60  
  
RCW 49.60.030

Law against discrimination applicable to districts' employment practices  
Regulations, guidelines to eliminate discrimination — Scope — Sexual harassment policies  
Discrimination prohibition  
Discrimination — Human rights commission  
Freedom from discrimination — Declaration of civil rights

RCW 49.60.180	Unfair practices of employers
RCW 49.60.400	Discrimination, preferential treatment prohibited
RCW 73.16	Employment and Reemployment
WAC 392-190	Equal Education Opportunity – Unlawful Discrimination Prohibited
WAC 392-0592	Public school employment — Affirmative action program
42 USC 2000e1 – 2000e10	Title VII of the Civil Rights Act of 1964
20 USC § 1681 - 1688	Title IX Educational Amendments of 1972
42 USC 12101 – 12213	Americans with Disabilities Act (IRCA) Immigration Reform and Control Act of 1986
8 USC 1324	
38 USC §§ 4301-4333	Uniformed Services Employment and Reemployment Rights Act
29 USC 794	Vocational Rehabilitation Act of 1973
34 CFR § 104	Nondiscrimination on the basis of handicap in Programs or activities receiving federal financial assistance

Management Resources:	<i>Policy News</i> , June 2011	Laws Against Discrimination Address Equal Education Opportunities
	<i>Policy News</i> , February 2011	Nondiscrimination
	<i>Policy News</i> , August 2007	Washington’s Law Against Discrimination
	<i>Policy News</i> , June 2001	State Updates Military Leave Rights

**Adoption Date:** 08/27/98  
**Revised:** 09/25/08  
**Revised:** 10/20/11  
**Revised Date:** 1/21/2014  
**Adopted Date:** 2/20/2014

## **APPENDIX B**

North Mason School District  
Affirmative Action Officer

Name: Paula Bailey, Executive Director of Business & Finance

Address: 71 E Campus Drive, Belfair, WA 98528

Telephone Number: (360) 277-2300

Email: [pbailey@northmasonschoools.org](mailto:pbailey@northmasonschoools.org)

Fax Number: (360) 277-2326

APPENDIX C

North Mason School District No. 403
OPTIONAL CONFIDENTIAL DATA FORM

North Mason School District does not discriminate on the basis of race, creed, religion, color, national origin, sex, disability, age, honorably discharged veteran or military status, sexual orientation including gender expression or identity, the presence of any sensory, mental, or physical disability or the use of a trained dog guide or service animal by a person with a disability in its programs and activities, and provides equal access to the Boy Scouts and other designated youth groups. The following employees have been designated to handle inquiries regarding the nondiscrimination policies:

Title IX Coordinator, Mark Swofford
504 Coordinator, Cliff Huenergard
Compliance Coordinator for 28A.640 & 28A.642 RCW, David Peterson.

They can be reached by phone at 360-277-2300 or by mail at 71 E Campus Dr. Belfair, WA 98528.

PRINTNAME: Last First Mi.

Sex: Male Female Aged (40 and above)

Disabled: No Yes-If yes, and you need assistance during the application process, please contact H.R.

I consider myself a member of the following ethnic group:

- Asian or Pacific Islander Black Caucasian
Hispanic American Native American Indian/Alaskan Native\*

\*If you have identified yourself as Native American Indian/Alaskan Native, please answer the following questions:

I am affiliated with the Tribe.
I am an enrolled member of this tribe Yes No
Other (please specify)

DISABLED AND VIETNAM-ERA AFFIRMATIVE ACTION PROGRAM

This supplemental information is confidential and for record keeping only. Your responses will be kept separate from other documents relating to your application. This document will not be used by the individuals who process your application.

A. Veteran: I am a Veteran of the United States Armed Services. Yes No

B. Vietnam-Era Veteran: The term "Vietnam-Era Veteran" means a person who, 1) served on active duty for a period of more than 180 days, any part of which occurred during August 5, 1964 through May 7, 1975 and was discharged or released therefrom with other than a dishonorable discharge, or 2) was discharged or released from active duty for a service-connected disability if any part of such active duty was performed during the Vietnam Era.

I meet the definition provided for "Vietnam-Era Veteran" Yes No

C. Disabled Veteran: The term "Disabled Veteran" means a person entitled to disability compensation under laws administered by the Veterans' Administration for a disability rated at 30 percent or more, or a person whose discharge or release from active duty was for a disability incurred or aggravated in the line of duty.

I meet the definition provided for "Disabled Veteran" Yes No

**How did you learn about our school District and/or this position?**

Walk In    Advertisement    Job Posting    Newspaper    Placement Center     
Recruitment/Job Fair

Referred by:  Friend  

**Other**

(Specify) \_\_\_\_\_

May 17, 2012 Insert A Optional Confidential Data Form-cbn

**Board of Directors**

Laura Boad – President  
Art Wightman – Vice President  
John Campbell – Member  
Mike Sammons – Member  
Dinah Lee Griffey - Member

**Superintendent**

David L. Peterson

**Affirmative Action/Title IX Officer**

Paula Bailey, Executive Director of Business & Finance  
(360) 277-2107

**Section 504 Compliance Officer**

Cliff Huenergard, Director of Special Services  
(360) 277-2112

**U.S. Department of Education, Office for Civil Rights, Region X**

Henry M. Jackson Federal Building  
Mail Code 10-9010  
915 Second Avenue  
Seattle, WA 98174-1099

**North Mason School District**

71 E Campus Drive  
Belfair, WA 98528  
TEL (360) 277-2300  
FAX (360) 277-2320

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