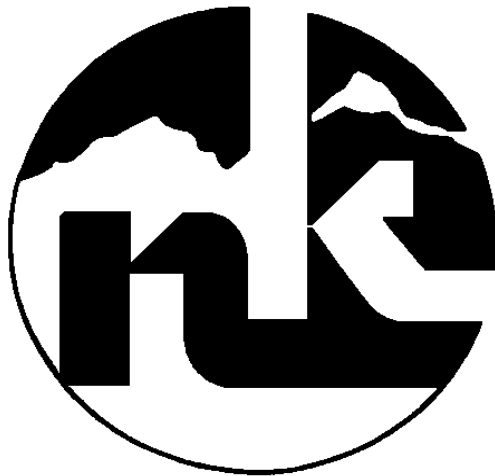


# NORTH KITSAP SCHOOL DISTRICT



## AFFIRMATIVE ACTION PLAN

2009-2014

NORTH KITSAP SCHOOL DISTRICT  
AFFIRMATIVE ACTION PLAN  
2009-2014

TABLE OF CONTENTS

I.	INTRODUCTION .....	3
II.	PURPOSE.....	3
III.	RESPONSIBILITY FOR IMPLEMENTATION AND MAINTENANCE OF THE PLAN.....	4
IV.	DISSEMINATION OF PLAN AND POLICIES .....	4
V.	NUMERICAL ANALYSIS OF WORKFORCE.....	6
VI.	UTILIZATION ANALYSIS BY JOB CATEGORY – IDENTIFICATION OF PROBLEM AREAS .....	12
VII.	GOALS AND ACTION PROGRAMS TO ACHIEVE GOALS .....	16
VIII.	INTERNAL AUDIT AND REPORTING .....	17
IX.	SUPPORTIVE SYSTEMS .....	18
X.	REDUCTION IN FORCE .....	19
	APPENDIX A.....	20
	APPENDIX B .....	23

I. INTRODUCTION

It is the policy of the North Kitsap 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 discrimination with respect to race, creed, color, national origin, age, gender, sexual orientation, religion, marital status, or qualified individuals with disabilities.

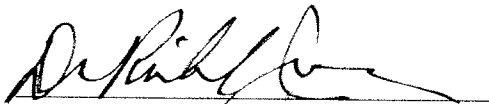
The District's nondiscrimination and affirmative action policy is set forth in Appendix A. The following Affirmative Action Plan will outline steps to be taken to ensure that District policies and practices do not unlawfully discriminate against an individual with respect to race, creed, color, national origin, age, gender, sexual orientation, religion, marital status, or qualified individuals with disabilities. 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 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.

Copies of the Affirmative Action Plan will be made 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.

Board Approved Date: March 11, 2010

  
\_\_\_\_\_  
Superintendent

  
\_\_\_\_\_  
President, Board of Directors

## 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 discrimination with respect to race, creed, color, national origin, age, gender, sexual orientation, religion, marital status, or qualified individuals with disabilities, and promote diversity in the District's workforce. The District remains committed to equal employment opportunities for all veterans, including disabled veterans.

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 discrimination with respect to race, creed, color, national origin, age, gender, sexual orientation, religion, marital status, or qualified individuals with disabilities.

## 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 Assistant Superintendent of Human Resources and Operations.
- B. The Affirmative Action Officer is charged with the responsibility of making known the District's desire and commitment to employ members of protected and 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 address proposed action and other issues as

required by this Plan.

- D. The Affirmative Action Officer can be reached at (360) 779-8710 or by writing to Affirmative Action Officer, Personnel Department, North Kitsap School District, 18360 Caldart Avenue NE, Poulsbo, Washington 98370.

#### 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.

##### Statement of Alternate Format

In most cases, a request for alternate format of printed material, whether for brochures, pamphlets, or event announcements, requires that a text-only electronic version of the publication or announcement be made available. Individuals can then access the information through screen-reading software or by modifying the font size, color, etc. of the printed text. If you have questions about requests for alternate format (e.g., Braille, CD, printed version with extra large font), call the Human Resources Office (360) 779-8711 to discuss options.

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

A. Internal and External

1. Copies of the 2009-2014 Affirmative Action Plan will be distributed to all organizations, agencies and individuals inside and outside the District as follows:
  - Board of Directors
  - All administrators
  - All schools and/or building locations
  - The president of all employee associations
  - Any employee, upon request
  - The state Office of 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 Affirmative Action Plan.
4. Upon adoption of the District's 2009-2014 Affirmative Action Plan, the Director of Communications and Community Relations 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 contact information are also identified in Appendix B of this document.
8. In most cases, a request for alternate format of printed material, whether for brochures, pamphlets, or event announcements, requires that a text-only electronic version of the publication or announcement be made available. Individuals can then access the information through screen-reading software or by modifying the font size, color, etc. of the printed text. If you have questions about requests for alternate format (e.g., Braille, CD, printed version with extra large font), call the Human Resources Office (360) 779-8711 to discuss options.

## 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 Kitsap 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 Kitsap County derived from public census reports. Most of these reports are available on the Washington state Workforce Explorer and U.S. Census websites:

[www.ofm.wa.gov/census2000/sf1/cenpro2000/county](http://www.ofm.wa.gov/census2000/sf1/cenpro2000/county)

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 2009-2014 Plan, an availability analysis was conducted based on state census reports and statistical population studies from various sources for the minority, female, disabled and aged workforce. A report of the Washington State population based on the 2000 Census identified the percentage of minorities living in Kitsap County as 18.05% and the percentage of women living in Kitsap County as 49.4%. A report on the Resident Labor Force by Sex and Minority Status for Bremerton PMSA (Kitsap County) based on the 2000 Census identified the percentage of minorities in the Kitsap County workforce as 17.3%, women as 47.83%, and persons over forty as 32.23%. Of the available labor force, 9.61% were identified as unemployed minorities, and 6.1% were identified as unemployed women. The 2000 Census

data identified the population of disabled individuals in Kitsap County aged 16-64 as 17.52%, with 5.7% identified as available for employment. (Statistics for disabled individuals were based on 1990 Census figures because the 2000 Census did not ask whether the person was available for employment, so there was simply no way to extrapolate the data.) The population in Washington State of disabled veterans was identified as 1.1% (again using 1990 data as newer figures are not available). The population of Vietnam and more recent military action veterans in Washington State was reported as 9.1%. 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

After the theoretical availability (“TA”) was determined for protected groups in Kitsap County, a straight comparison was conducted against the TA figure. 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.

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, 2009:

	<b>Salary Range</b>
Teachers and Support Services	\$34,237 to \$64,531
Certificated Administrators	\$82,545 to \$114,618
Classified Administrators	\$37,172 to \$104,214
Classified Assistants	\$12.65 to \$15.52 per hour
Other Classified	\$10.80 to \$34.21 per hour

D. Utilization Studies – Charts D1 through D4



**CHART D1**

**North Kitsap School District  
Utilization Analysis  
Minorities – October 1, 2009**

Job Group	Total Empl	Total Minority	% Total Minority	Black/ Af.Am.	Asian/ Pacific Islander	Hispan. Origin	Indian/E sk./ Aleut	Theoretical Availability	Statistically Expected Utilization	Deviation from TA	Deviation from SEU
Certificated Admin	27	2	7.41%	0/0.0%	1/3.7%	1/3.7%	0/0.0%	12.18%	9.74%	-4.77%	-2.34%
Teachers	358	26	7.26%	1/0.3%	12/3.4%	6/1.7%	7/2.0%	12.18%	9.74%	-4.92%	-2.48%
Cert Support Personnel	58	2	3.45%	0/0.0%	1/1.7%	1/1.7%	0/0.0	12.18%	9.74%	-8.73%	-6.30%
Classified Admin	14	2	14.29%	0/0.0%	0/0.0%	0/0.0%	2/14.3%	12.18%	9.74%	+2.11%	+4.54%
Classified Assistants	135	17	12.59%	2/1.5%	3/2.2%	7/5.2%	5/3.7%	12.18%	9.74%	+0.41%	+2.85%
Other Classified	318	18	5.66%	5/1.6%	4/1.3%	6/1.9%	3/0.9%	12.18%	9.74%	-6.52%	-4.08%
Total	910	67	7.36%	8/0.9%	21/2.3%	21/2.3%	17/1.9%	12.18%	9.74%	-4.82%	-2.38%

**CHART D2****North Kitsap School District  
Utilization Analysis  
Females – October 1, 2009**

Job Group	Total Employees	Total Females	% Total Females	Theoretical Availability	Statistically Expected Utilization	Deviation From TA	Deviation From SEU
Certificated Administrators	27	11	40.74%	47.83%	38.26%	-7.09%	+2.48%
Teachers	358	265	74.02%	47.83%	38.26%	+26.19%	+35.76%
Certificated Support Personnel	58	43	74.14%	47.83%	38.26%	+26.31%	+35.87%
Classified Administrators	14	9	64.29%	47.83%	38.26%	+16.46%	+26.02%
Classified Assistants	135	125	92.59%	47.83%	38.26%	+44.76%	+54.33%
Other Classified	318	222	69.81%	47.83%	38.26%	+21.98%	+31.55%
Total	910	675	74.18%	47.83%	38.26%	+26.35%	+35.91%

**CHART D3****North Kitsap School District  
Utilization Analysis  
Disabled – October 1, 2009**

Job Group	Total Employees	Total Disabled	% Total Disabled	Theoretical Availability	Statistically Expected Utilization	Deviation From TA	Deviation From SEU
Certificated Administrators	27	0	0.00%	6.20%	4.96%	-6.20%	-4.96%
Teachers	358	3	0.84%	6.20%	4.96%	-5.36%	-4.12%
Certificated Support Personnel	58	0	0.00%	6.20%	4.96%	-6.20%	-4.96%
Classified Administrators	14	0	0.00%	6.20%	4.96%	-6.20%	-4.96%
Classified Assistants	135	2	1.48%	6.20%	4.96%	-4.72%	-3.48%
Other Classified	318	1	0.31%	6.20%	4.96%	-5.89%	-4.65%
Total	910	6	0.66%	6.20%	4.96%	-5.54%	-4.30%

**CHART D4**

**North Kitsap School District  
Utilization Analysis  
Persons Over Forty – October 1, 2009**

Job Group	Total Employees	Total Persons over 40	Total Persons over 40	Theoretical Availability	Statistically Expected Utilization	Deviation From TA	Deviation From SEU
Certificated Administrators	27	24	88.89%	32.23%	25.78%	+56.66%	+63.10%
Teachers	358	271	75.70%	32.23%	25.78%	+43.47%	+49.91%
Certificated Support Personnel	58	50	86.21%	32.23%	25.78%	+53.98%	+60.42%
Classified Administrators	14	13	92.86%	32.23%	25.78%	+60.63%	+67.07%
Classified Assistants	135	120	88.89%	32.23%	25.78%	+56.66%	+63.10%
Other Classified	318	276	86.79%	32.23%	25.78%	+54.56%	+61.01%
Total	910	754	82.86%	32.23%	25.78%	+50.63%	+57.07%

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

- A. **Certificated Administrators.** This job category includes principals, assistant principals, superintendent, assistant superintendents, secondary and elementary directors, special education director, vocational director, technology and information director, and assistant director.

	2009	2009 % of Group	2004	2004 % of Group	1999	1999 % of Group
<b>Minorities</b>	2	7.41%	4	13.79%	3	12%
<b>Females</b>	11	40.74%	15	51.72%	10	40%
<b>Disabled</b>	0	0.00%	1	3.45%	2	8%
<b>Over 40</b>	24	88.89%	25	86.21%	21	84%

This analysis indicates that representation of women and persons over 40 in this job group exceeds the statistically expected utilization (“SEU”) figure; therefore there is no identified underutilization.

Persons with minorities and disabilities are underutilized in this group with a deviation from the SEU of -2.34 and -4.96. Of the 2 minorities reported for this group, 3.7% were Asian/Pacific Islander and 3.7% were of Hispanic origin. 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 minority and 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.

	2009	2009% of Group	2004	2004% of Group	1999	1999% of Group
<b>Minorities</b>	26	7.26%	19	5.09%	19	5.60%
<b>Females</b>	265	74.02%	267	71.58%	252	74.34%
<b>Disabled</b>	3	0.84%	9	2.41%	4	1.18%
<b>Over 40</b>	271	75.70%	257	68.90%	256	75.52%

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

The analysis indicates that the percentage of ethnic minorities has increased since 2004; however, minorities are still underutilized in this category with a deviation from the SEU of -2.48%. Of the total 7.26% minorities reported for this group, 0.3% were African American, 3.4% were Asian/Pacific Islander, 1.7% Hispanic, and 2.0% were Indian/Eskimo/Aleutian origin.

Persons with disabilities are also underutilized in this group, with a deviation from the SEU of -4.12%.

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 and curriculum specialists, psychologists, occupational and physical therapists, speech language pathologists, etc. Each person in this job category is certificated.

	<b>2009</b>	<b>2009 % of Group</b>	<b>2004</b>	<b>2004 % of Group</b>	<b>1999</b>	<b>1999 % of Group</b>
<b>Minorities</b>	2	3.45%	3	5.08%	0	0%
<b>Females</b>	43	74.14%	44	74.58%	10	20%
<b>Disabled</b>	0	0.00%	0	0%	2	4%
<b>Over 40</b>	50	86.21%	54	91.52%	36	72%

This analysis indicates that representation of women and persons over 40 in this group exceeds the SEU figures for this job classification. There is no identified underutilization of these groups.

The analysis indicates that ethnic minorities and persons with disabilities are being underutilized in this job category, deviating from the SEU -6.30% and -4.96%, respectively. Of the 3.45% minorities reported, 1.7% were Hispanic origin and 1.7% were of Indian/Eskimo/Aleutian origin.

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 classified directors and supervisors such as the directors of capital projects, food/nutrition services, transportation, finance, communications and community relations, and facility and maintenance operations; the supervisors of custodial services and accounting, shop foreman; operation specialist; and coordinators, native American, pool, facilities, and payroll and benefit.

	2009	2009 % of Group	2004	2004 % of Group	1999	1999 % of Group
<b>Minorities</b>	2	14.29%	1	7.70%	1	8.33%
<b>Females</b>	9	64.29%	8	61.53%	7	58.33%
<b>Disabled</b>	0	0.00%	2	15%	2	16.67%
<b>Over 40</b>	13	92.86%	12	92.31%	10	83.33%

This analysis indicates that representation of women, persons over 40, and minorities in this job classification exceeds the SEU figures. There is no identified underutilization of these groups. Of the 14.3% minorities reported all were of Indian/Eskimo/Aleutian origin.

The analysis indicates that persons with disabilities are being underutilized with a deviation from the SEU figure of -4.96%.

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.

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

	2009	2009 % of Group	2004	2004 % of Group	1999	1999 % of Group
<b>Minorities</b>	17	12.59%	13	8.61%	16	10.88%
<b>Females</b>	125	92.59%	146	96.69%	143	97.28%
<b>Disabled</b>	2	1.48%	2	1%	0	0.00%
<b>Over 40</b>	120	88.89%	129	85.43%	120	81.63%

This analysis indicates that representation of minorities, women and persons over 40 in this job classification exceeds the SEU figures. There is no identified underutilization of these groups. Of the 12.59% of minorities listed, 5.2% were of Hispanic origin, 1.5% were of Black/African American origin, 2.2% were of Asian/Pacific Islander origin, and 3.7% were of

Indian/Eskimo/Aleutian origin.

This analysis indicates underutilization of persons with disabilities within this job classification, with a deviation from the SEU figure by -3.48%.

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, custodial, child nutrition service workers, bus drivers, secretarial and clerical employees, campus security, accounting specialists, computer technicians, etc.

	2009	2009 % of Group	2004	2004 % of Group	1999	1999 % of Group
<b>Minorities</b>	18	5.66%	14	5.27%	13	5.73%
<b>Females</b>	222	69.81%	224	73.68%	165	72.69%
<b>Disabled</b>	1	31.00%	5	2%	3	1.32%
<b>Over 40</b>	276	86.79%	245	80.59%	166	73.13%

This analysis indicates that representation of women and persons over 40 in this job classification exceeds the SEU figures. There is no identified underutilization of these groups.

This analysis indicates under representation of minorities, deviating from the SEU by -4.08%. Of the 5.66% minorities reported for this group, 1.6% were Black/African American, 1.3% were Asian/Pacific Islander, 1.9% were Hispanic, and 0.9% were of Indian/Eskimo/Aleutian origin.

Persons with disabilities are underutilized in this group by -4.65% of the 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 increase since 2004 in the percentage of minorities in the District's workforce, from 5.81% in 2004 to 7.36% in 2009.
- H. This review revealed that the District does not underutilize persons over 40 in any job category.



- I. This study shows that women are not underutilized in any job category.
- J. Disabled individuals are underutilized in all job classifications. Potential reasons for such underutilization are analyzed above. The District remains committed to its policy against discrimination on the basis of disability and veteran status.
- K. Veterans and Disabled Veterans. The 1990 Census data identified the population of disabled veterans as 1.1%. More recent census data on disabled veterans is unavailable at the time of this report. While the population of veterans is reported as 9.1% statewide, statistics pertaining to Vietnam and more recent military action veterans is unavailable. Nevertheless, the District remains committed to equal employment opportunities for all veterans, including disabled veterans.

VII. GOALS, ACTION PROGRAMS TO ACHIEVE GOALS, *IMPLEMENTATION TIMELINE AND PROGRESS MONITORING*

*The three goals identified below have been, or will be implemented and achieved throughout the four years of plan (2009 – 2014), beginning with plan approval and dissemination upon approval of the North Kitsap School District Board of Directors. The progress toward goal achievement will be monitored on an annual basis via updates to and analysis by the school board.*

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 nonprotected 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. Affirmative steps will be taken with the assistance of the District’s ADA consultant to periodically review and analyze existing job descriptions for discriminatory language.
- 1.2 Ensure that recruitment efforts include and actually reach protected groups, as well as nonprotected groups. Focus recruitment on efforts that ensure underrepresented groups are reached. Affirmative steps will be taken with the assistance of the District’s ADA consultant to periodically review recruitment material and District recruitment team plans to analyze for potential discriminatory language or practices.
- 1.3 Continue to utilize flex time and job sharing options as a means of enhancing positions for protected groups and other applicants.

- 1.4 Personnel involved in hiring will be provided with workshop and in-service opportunities to advance their knowledge on multi-cultural and disability related employment issues. Affirmative steps will be taken with the assistance of the District's ADA consultant to periodically review recruitment material. District recruitment team plans will analyze all hiring processes for potential discriminatory language and/or practices
- 1.5 Continue to 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. Student and staff demographic data as it pertains to staffing and student involvement in activities is reviewed and used in the annual school goal setting process).
- 2.2 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 Individual school leadership teams have the ability to direct district professional development resources toward in-building multi-cultural and gender equity training and curriculum development).

Personnel involved in hiring will be provided with workshop and in-service opportunities to advance their knowledge on multi-cultural and disability related employment issues. Affirmative steps will be taken with the assistance of the District's ADA consultant to periodically review training and in-service opportunities for staff as well as recruitment material supplied to potential employees. District recruitment team plans will analyze all hiring processes for potential discriminatory language and/or practices.

- 2.3 Personnel involved in hiring will be provided with workshop and in-service opportunities to provide a working environment free from unlawful discrimination. This will be done in conjunction with existing District Affirmative Action consultants. Issues of race, gender and disability will be addressed.
- 2.4 Other means of promotion and information dissemination will be utilized as necessary to ensure that the community and District staffs are informed of the goals and objectives of equal employment opportunity. Each school newsletter and handbook and all district employment application documents will announce the goals and objectives of equal employment opportunity. Affirmative steps will be taken with the assistance of the District's ADA consultant to periodically review the above-referenced staff and student targeted documents and analyze them for potential discriminatory language and/or practices. A statement of non-discrimination, (similar to the statement listed in Appendix A) consistently used with other District documents that are distributed to the public, will be added to all building level handbooks, newsletters, and other bulk-mailed documents.

### 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 (*Ongoing* through the district human resources department as required by state and federal law).
- 3.2 Make no differentiation in pay scale on the basis of sex (*Ongoing*).
- 3.3 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. The district provides the additional staffing resources necessary to ensure appropriate supervision of students in situations where they may need to disrobe.
- 3.4 Provide the same opportunities for advancement without regard to sex (*Ongoing*).
- 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 noninstructional duties on the basis of sex (*Ongoing*).

### 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. 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 nonprotected 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 recruitment, applicant, and hiring 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 without discrimination against any employee or applicant with respect to race, creed, national origin, age, sex, marital status or qualified individuals with disabilities. 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, as well as listed on the District's website. 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 nonprotected 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 nonprotected 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 nonprotected groups; visiting areas to promote a diverse population of qualified applicants; and listing job openings, including minimum qualifications, on bulletin boards in all district buildings.
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.
6. All materials disseminated to encourage employment and recruitment of personnel will be able to access this material in alternative formats such through screen-reading software or by modifying the font size, color, etc. of the printed text. If you have questions about requests for alternate format (e.g., Braille, CD, printed version with extra large font), call the Human Resources Office (360) 779-8711 to discuss options.

### 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.

Affirmative steps will be taken with the assistance of the District's ADA consultant to train District Personnel through training workshops in-service opportunities regarding recruiting, retaining, and promoting in employment of persons who fall into the designated areas of minority status.

### 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. Reduction in force 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 - North Kitsap School District 400

#### Nondiscrimination and Affirmative Action

Policy No. 5010  
Personnel

---

##### 1. Nondiscrimination

The district shall provide equal employment opportunity and treatment for all applicants and staff in all aspects of the employment process and the workplace. Such equal employment opportunity shall be provided without discrimination with respect to race, creed, color, national origin, age, gender, sexual orientation, religion, marital status, or qualified individuals with disabilities.

The board shall designate a staff member to serve as affirmative action/Title IX Compliance officer.

##### 2. 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, handicapped, 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. 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, handicapped, ethnic minorities and women and Vietnam veterans.

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.

### 3. 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 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.

Cross References: Board Policy 5270 Resolution of Staff Complaints

Legal References: RCW 28A.400.310 Law against discrimination applicable to district's employment practices  
28A.640.020 Regulations, guidelines to eliminate discrimination-Scope  
49.60 Law Against Discrimination  
49.60.030 Freedom from discrimination  
49.60.180 Unfair practices of employer defined  
WAC 162-22-050 Unfair practice  
392-200 Employment Discrimination  
392-201 392-200-015 Public school employment--Affirmative action program

Title VII of the Civil Rights Act of 1964

Title IX Educational Amendments of 1972

Title IX Education Amendments of 1974

P.L. 99-603 Immigration Reform and Control Act (IRCA) of 1986

42 U.S.C. SS 12101 - 12213 Americans with Disabilities Act  
29 U.S.C. 706

Exec. Order H 246 Amended by Executive Order 113 75

45 C.F.R. 84 Sec 504 Vocational Rehabilitation Act of 1973

Revised Date: October 12, 2000

Adoption Date: June 10, 1999

School District Name: North Kitsap School District



APPENDIX B

North Kitsap School District 400

Affirmative Action Officer

Name: Chris Willits, Assistant Superintendent of HR & Operations

Address: 18360 Caldart Avenue NE, Poulsbo, Washington 98370

Telephone Number: (360) 779-8710

Email: [cwillits@nkschools.org](mailto:cwillits@nkschools.org)

Fax Number: (360) 394-2602

**Board of Directors**

Ms. Val Torrens

Mr. Dan Weedon

Ms. Kathleen Dassel

Mr. Tom Anderson

Mr. Ed Strickland

**Superintendent**

Richard O. Jones, Ed.D.

North Kitsap School District  
18360 Caldart Avenue NE  
Poulsbo, Washington 98370  
(360) 779-8704