
Shelton School District #309

700 S. 1st Street
Shelton, WA 98584

Affirmative Action Plan
2022-2027

Shelton Success
Inspire, Challenge, Empower

**Shelton School District
AFFIRMATIVE ACTION PLAN
2022-2027**

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SECTION A

POLICY AND REVIEW

Shelton School District's Equal Employment Opportunity and Nondiscrimination policy is noted below. The Affirmative Action Officer will report progress of the District's Affirmative Action Plan to the superintendent as part of its standard reporting procedures. Copies of the Affirmative Action Plan will be made available to the Office of Superintendent of Public Instruction, staff members, community groups and other interested parties upon request.

BOARD POLICY

Personnel

Policy No. 5010

Nondiscrimination and Affirmative Action

Nondiscrimination

The District will provide equal employment opportunity and treatment for all applicants and staff in recruitment, hiring, retention, assignment, transfer, promotion, and training. Such equal employment opportunity will be provided without discrimination with respect to race, creed, religion, color, national origin, families with children, 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, the use of a trained dog guide or service animal by a person with a disability, or any other basis prohibited by law.

The Board will 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 that will make effective equal employment opportunities for staff and applicants for employment. Such affirmative action will include a review of programs, the setting of goals, and the implementation of corrective employment procedures to increase the recruitment, employment, support, and retention of employees 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 will include recruitment, selection, training, education, and other programs.

The superintendent will develop an affirmative action plan which specifies the personnel procedures to be followed by the staff of the District and will ensure that no such procedures discriminate against any individual. Reasonable steps will be taken to promote employment opportunities of those classes that are recognized as protected groups – aged, persons with disabilities, ethnic minorities, 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, will be disseminated to staff in all classifications and to all interested patrons and organizations. Progress toward the goals established under this policy will be reported annually to the superintendent.

Employment of Persons with Disabilities

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

- No qualified person with disabilities will, solely by reason of a disability, be subjected to discrimination, and the District will 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.
- The District will make reasonable accommodation to the known physical or mental limitations of an otherwise qualified disabled applicant or staff member unless the 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 an accommodation would impose an undue hardship on the District, factors to be considered include the nature and cost of the accommodation.
- The District will not use any employment tests or criteria that screen out persons with disabilities unless the test or criteria is clearly and specifically job-related. Also, the District will not use such tests or criteria if alternative tests or criteria (that do not screen out persons with disabilities) are available.
- 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.
- 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 of, or performs, has performed, applies to perform or has an obligation to perform service in a uniformed service of the United States, 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.

Date Approved: May 24, 2005
Date Revised: April 11, 2006
Date Revised: January 22, 2008
Revised: July 9, 2019

Definitions and Approach

Equal employment opportunity: prohibits employment discrimination and eliminates bias in personnel matters.

Affirmative Action Program: a management tool designed to ensure equal employment opportunity and is described in a written plan.

Meeting Affirmative Action Plan Goals: Goals are based on the activities that have been put in place to provide equal opportunity in those areas where under-utilization exists; goals are not designed to set strict adherence to numbers or quotas. Goals are included in affirmative action plans to demonstrate good-faith program objectives and to document if particular activities have resulted in gains, based on a five-year timeline.

Availability Analysis: In order to determine whether goals are needed for an affirmative action program, it is first necessary to determine the percentage of females and minorities available in the work force. This is done through an “availability analysis.” Determined by federal regulation, this method looks at a variety of factors that contribute to availability and uses a weighting system to give more credit to the factors that contribute to availability.

Utilization Analysis: After determining the percentage of females and minorities available in the workforce, the second step is to measure the District's current utilization (the percentage of females and minorities currently employed in each job group) against the statistically expected utilization rate (80% of availability rate). If current utilization is lower than the expected utilization, the District is “underutilized” in a job group.

Underutilization: The term “underutilization” as used in this plan means having fewer members of an affected group in a specific 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 Shelton derived from the 2010 public census reports and materials made available through the Office of Superintendent of Public Instruction. At the time of development, the 2010 data is the most current available as confirmed by OSPI in June, 2022.

Steps Used to Complete a Utilization Analysis:

Utilizing the most current U.S. Census Bureau EEO-5 Data Tool, the following steps are used when completing a utilization analysis:

1. Calculate the percentage of qualified minority (disaggregated by race/ethnic group) and female employees in each job group.
2. Determine whether the percentage of current school employees is less than, greater than, or equal to the available labor market for each job group.
3. If the percentage of employees is less than the available labor market, underutilization exists. If the percentage is greater than or equal to the available labor market, underutilization does not exist.

This section summarizes an analysis of the District’s workforce demographics. The following tables show the District’s workforce diversity as measured by race and gender by the following job categories: Administrators (Certificated and Classified), Elementary and Middle School Certificated Staff (K-8), Secondary Certificated Staff (9-12), Para Professionals, Maintenance and Custodial, Bus Drivers/Mechanics, Food Service, and Clerical/Secretarial.

SECTION B
WORKFORCE ANALYSIS BY RACE AND GENDER

Job Group: Administrators (Certificated and Class)	Total Employees	Female	African American (1)	Hispanic (2)	Asian/Pac. Is./Hawaii (3)	Native American (4)	Total Minority (1-4)
Current Number of Staff	29	17	0	1	0	1	2
Current Utilization (% of Current # of Staff in Job Group)		58.6	0	3.4	0	3.4	6.8
Availability of Workers in Job Group (State-wide %)		59.4	3.9	3.5	2.1	1.3	10.8
Deviation		-0.8	-3.9	-0.1	-2.1	2.1	-4.0

Job Group: Elem and M.S. (K-8) Certificated Staff	Total Employees	Female	African American (1)	Hispanic (2)	Asian/Pac. Is./Hawaii (3)	Native American (4)	Total Minority (1-4)
Current Number of Staff in Category	202	169	0	9	2	3	14
Current Utilization (% of Current # of Staff in Job Group)		83.7	0	4.5	1.0	1.5	7.0
Availability of Workers in Job Group (State-wide %)		74.2	1.9	2.5	2.1	0.7	7.2
Deviation		9.5	-1.9	2.0	-1.1	0.8	-0.2

Job Group: Secondary (9-12) Certificated Staff	Total Employees	Female	African American (1)	Hispanic (2)	Asian/Pac. Is./Hawaii (3)	Native American (4)	Total Minority (1-4)
Current Number of Staff	119	64	2	5	1	0	8
Current Utilization (% of Current # of Staff in Job Group)		53.8	1.7	4.2	.84	0	6.7
Availability of Workers in Job Group (State-wide %)		54.9	2.0	2.4	1.9	0.8	7.1
Deviation		-1.1	-0.3	1.8	-1.06	-0.8	-0.4

Job Group: Para Professionals	Total Employees	Female	African American (1)	Hispanic (2)	Asian/Pac. Is./Hawaii (3)	Native American (4)	Total Minority (1-4)
Current Number of Staff	141	118	2	20	4	6	32
Current Utilization (% of Current # of Staff in Job Group)		83.7	1.4	14.2	2.8	4.3	22.7
Availability of Workers in Job Group (Metro: Olympia %)		97.2	0	3.0	1.3	1.9	6.2
Deviation		-13.5	1.4	11.2	1.5	2.4	16.5

Job Group: Maintenance and Custodial	Total Employees	Female	African American (1)	Hispanic (2)	Asian/Pac. Is./Hawaii (3)	Native American (4)	Total Minority (1-4)
Current Number of Staff	46	14	2	3	3	2	10
Current Utilization (% of Current # of Staff in Job Group)		30.4	4.3	6.5	6.5	4.3	21.7
Availability of Workers in Job Group (Metro: Olympia %)		25.6	.85	6.6	6.7	3.0	17.2
Deviation		4.8	3.5	-0.1	-0.2	1.3	4.5

Job Group: Bus Drivers and Mechanics	Total Employees	Female	African American (1)	Hispanic (2)	Asian/Pac. Is./Hawaii (3)	Native American (4)	Total Minority (1-4)
Current Number of Staff	37	24	0	0	0	0	0
Current Utilization (% of Current # of Staff in Job Group)		64.9	0	0	0	0	0
Availability of Workers in Job Group (Metro: Olympia %)		47.7	.8	0	0	0.8	1.6
Deviation		17.2	-0.8	0	0	-0.8	-1.6

Job Group: Food Service	Total Employees	Female	African American (1)	Hispanic (2)	Asian/Pac. Is./Hawaii (3)	Native American (4)	Total Minority (1-4)
Current Number of Staff	18	17	0	1	1	0	2
Current Utilization (% of Current # of Staff in Job Group)		94.4	0	5.6	5.6	0	11.1
Availability of Workers in Job Group (Metro: Olympia %)		72.6	5.8	10.5	14.7	0	31.0
Deviation		21.8	-5.8	-4.9	-9.1	0	-19.9

Job Group: Clerical/Secretarial	Total Employees	Female	African American (1)	Hispanic (2)	Asian/Pac. Is./Hawaii (3)	Native American (4)	Total Minority (1-4)
Current Number of Staff	38	35	0	6	0	1	7
Current Utilization (% of Current # of Staff in Job Group)		92.1	0	15.8	0	2.6	18.4
Availability of Workers in Job Group (Metro: Olympia %)		95.9	1.1	1.5	1.3	.6	4.5
Deviation		-3.8	-1.1	14.3	-1.3	2.0	13.9

SECTION C

GOALS AND ACTION STEPS FOR RECRUITMENT

The goals and strategies outlined in this Affirmative Action Plan are to promote equal employment opportunities in Shelton School District (SSD) and to attract, promote, develop, and retain a high-performing diverse workforce to serve diverse student needs; and to encourage upward mobility of all persons, including members of protected groups, once employed. First, we will outline specific goals for underutilized populations, followed by our planned overarching strategies to ensure SSD has the processes and structures in place systemically to promote diversity in the workplace.

ADMINISTRATORS (Certificated and Classified)

Job Group: Administrators (Certificated and Class)	Total Employees	Female	African American (1)	Hispanic (2)	Asian/Pac. Is./Hawaii (3)	Native American (4)	Total Minority (1-4)
Current Number of Staff	29	17	0	1	0	1	2
Current Utilization (% of Current # of Staff in Job Group)		58.6	0	3.4	0	3.4	6.8
Availability of Workers in Job Group (State-wide %)		59.4	3.9	3.5	2.1	1.3	10.8
Deviation 2022		-0.8	-3.9	-0.1	-2.1	2.1	-4.0

Total minority availability within this job group is 10.8%; deviation is **-4.0%**. **In 2015, deviation was -10.8%.**
Female availability within this job group is 59.4%; deviation is **-0.8%**. **In 2015, deviation was 9.8%.**

Within the next five years, the Shelton School District will continue its efforts to eliminate underutilization of minorities in this job group by advertising in appropriate media outlets (including minority-focused media), notifying local minority certified employees interested in entering administrative programs and ensuring equal opportunity in the hiring process.

Recruitment

- Ensure current employees have access to information about job openings and announcements.
- Expand recruitment areas to include minority populations (minority organizations, college job fairs, Black colleges and universities and Indian colleges).
- Attend job fairs or opportunities to meet or partner with racial/ethnic or women organizations.
- Evaluate job vacancy announcements to ensure requirements are job-related.
- Provide job openings and announcements in multiple languages.

Hiring

- Ensure hiring panel members are oriented to the specific job requirements.
- Ensure bias-free selection processes by forming diverse hiring committees, evaluating potential employees on job-related criteria, and completing and maintaining necessary records such as the interview rating forms of panel members.
- Train all personnel responsible for hiring to ensure fairness and identify potential biases.

Training and Retention

- Provide current employees with training and experience that will assist in qualifying them for career advancement.
- Provide knowledge and skills training programs which are reasonably available to employees.
- Provide training and assessment to ensure staff are culturally aware and recognize the importance of a collaborative work environment; ethnic jokes and harassment of any kind will not be tolerated.

ELEMENTARY AND MIDDLE SCHOOL (K-8) CERTIFICATED STAFF

Job Group: Elem and M.S. (K-8) Certificated Staff	Total Employees	Female	African American (1)	Hispanic (2)	Asian/Pac. Is./Hawaii (3)	Native American (4)	Total Minority (1-4)
Current Number of Staff in Category	202	169	0	9	2	3	14
Current Utilization (% of Current # of Staff in Job Group)		83.7	0	4.5	1.0	1.5	7.0
Availability of Workers in Job Group (State-wide %)		74.2	1.9	2.5	2.1	0.7	7.2
Deviation		9.5	-1.9	2.0	-1.1	0.8	-0.2

Total minority availability within this job group is 7.2%; deviation is **-0.2%**. **In 2015, deviation was 1.6%.**
Female availability within this job group is 74.2%; deviation is 9.5%. **In 2015, deviation was 2.2%.**

Within the next five years, the Shelton School District will continue its efforts to eliminate underutilization of minorities in this job group by advertising in appropriate media outlets (including minority-focused media), notifying local minority certified employees interested in entering administrative programs and ensuring equal opportunity in the hiring process.

Recruitment

- Ensure current employees have access to information about job openings and announcements.
- Expand recruitment areas to include minority populations (minority organizations, college job fairs, Black colleges and universities and Indian colleges).
- Attend job fairs or opportunities to meet or partner with racial/ethnic or women organizations.
- Evaluate job vacancy announcements to ensure requirements are job-related.
- Provide job openings and announcements in multiple languages.

Hiring

- Ensure hiring panel members are oriented to the specific job requirements.
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- Train all personnel responsible for hiring to ensure fairness and identify potential biases.

Training and Retention

- Provide current employees with training and experience that will assist in qualifying them for career advancement.
- Provide knowledge and skills training programs which are reasonably available to employees.
- Provide training and assessment to ensure staff are culturally aware and recognize the importance of a collaborative work environment; ethnic jokes and harassment of any kind will not be tolerated.

SECONDARY CERTIFICATED STAFF (9-12)

Job Group: Secondary (9-12) Certificated Staff	Total Employees	Female	African American (1)	Hispanic (2)	Asian/Pac. Is./Hawaii (3)	Native American (4)	Total Minority (1-4)
Current Number of Staff	119	64	2	5	1	0	8
Current Utilization (% of Current # of Staff in Job Group)		53.8	1.7	4.2	.84	0	6.7
Availability of Workers in Job Group (State-wide %)		54.9	2.0	2.4	1.9	0.8	7.1
Deviation		-1.1	-0.3	1.8	-1.06	-0.8	-0.4

Total minority availability within this job group is 7.1%; deviation is **-0.4**. **In 2015, deviation was -4.2%.**
Female availability within this job group is 54.9%; deviation is **-1.1%**. **In 2015, deviation was -13.7%**

Within the next five years, the Shelton School District will continue its efforts to eliminate underutilization of minorities in this job group by advertising in appropriate media outlets (including minority-focused media), notifying local minority certified employees interested in entering administrative programs and ensuring equal opportunity in the hiring process.

Recruitment

- Ensure current employees have access to information about job openings and announcements.
- Expand recruitment areas to include minority populations (minority organizations, college job fairs, Black colleges and universities and Indian colleges).
- Attend job fairs or opportunities to meet or partner with racial/ethnic or women organizations.
- Evaluate job vacancy announcements to ensure requirements are job-related.
- Provide job openings and announcements in multiple languages.

Hiring

- Ensure hiring panel members are oriented to the specific job requirements.
- Ensure bias-free selection processes by forming diverse hiring committees, evaluating potential employees on job-related criteria, and completing and maintaining necessary records such as the interview rating forms of panel members.
- Train all personnel responsible for hiring to ensure fairness and identify potential biases.

Training and Retention

- Provide current employees with training and experience that will assist in qualifying them for career advancement.
- Provide knowledge and skills training programs which are reasonably available to employees.
- Provide training and assessment to ensure staff are culturally aware and recognize the importance of a collaborative work environment; ethnic jokes and harassment of any kind will not be tolerated.

PARA-PROFESSIONALS (CLASSROOM AIDS)

Job Group: Para Professionals	Total Employees	Female	African American (1)	Hispanic (2)	Asian/Pac. Is./Hawaii (3)	Native American (4)	Total Minority (1-4)
Current Number of Staff	141	118	2	20	4	6	32
Current Utilization (% of Current # of Staff in Job Group)		83.7	1.4	14.2	2.8	4.3	22.7
Availability of Workers in Job Group (Metro: Olympia %)		97.2	0	3.0	1.3	1.9	6.2
Deviation		-13.5	1.4	11.2	1.5	2.4	16.5

Total minority availability within this job group is 6.2%; deviation is 16.5%. **In 2015, deviation was 11.1%. Female** availability within this job group is 97.2%; deviation is **-13.5%. In 2015, deviation was -2.5%**

Within the next five years, the Shelton School District will continue its efforts to eliminate underutilization of minorities in this job group by advertising in appropriate media outlets (including minority-focused media), notifying local minority certified employees interested in entering administrative programs and ensuring equal opportunity in the hiring process.

Recruitment

- Ensure current employees have access to information about job openings and announcements.
- Expand recruitment areas to include minority populations (minority organizations, college job fairs, Black colleges and universities and Indian colleges).
- Attend job fairs or opportunities to meet or partner with racial/ethnic or women organizations.
- Evaluate job vacancy announcements to ensure requirements are job-related.
- Provide job openings and announcements in multiple languages.

Hiring

- Ensure hiring panel members are oriented to the specific job requirements.
- Ensure bias-free selection processes by forming diverse hiring committees, evaluating potential employees on job-related criteria, and completing and maintaining necessary records such as the interview rating forms of panel members.
- Train all personnel responsible for hiring to ensure fairness and identify potential biases.

Training and Retention

- Provide current employees with training and experience that will assist in qualifying them for career advancement.
- Provide knowledge and skills training programs which are reasonably available to employees.
- Provide training and assessment to ensure staff are culturally aware and recognize the importance of a collaborative work environment; ethnic jokes and harassment of any kind will not be tolerated.

MAINTENANCE/CUSTODIAL STAFF

Job Group: Maintenance and Custodial	Total Employees	Female	African American (1)	Hispanic (2)	Asian/Pac. Is./Hawaii (3)	Native American (4)	Total Minority (1-4)
Current Number of Staff	46	14	2	3	3	2	10
Current Utilization (% of Current # of Staff in Job Group)		30.4	4.3	6.5	6.5	4.3	21.7
Availability of Workers in Job Group (Metro: Olympia %)		25.6	.85	6.6	6.7	3.0	17.2
Deviation		4.8	3.5	-0.1	-0.2	1.3	4.5

Total minority availability within this job group is 17.2%; deviation is 4.5%. **In 2015, deviation was 9.3%.**
Female availability within this job group is 25.6%; deviation is 4.8%. **In 2015, deviation was 6.8%.**

Within the next five years, the Shelton School District will continue its efforts to eliminate underutilization of minorities in this job group by advertising in appropriate media outlets (including minority-focused media), notifying local minority certified employees interested in entering administrative programs and ensuring equal opportunity in the hiring process.

Recruitment

- Ensure current employees have access to information about job openings and announcements.
- Expand recruitment areas to include minority populations (minority organizations, college job fairs, Black colleges and universities and Indian colleges).
- Attend job fairs or opportunities to meet or partner with racial/ethnic or women organizations.
- Evaluate job vacancy announcements to ensure requirements are job-related.
- Provide job openings and announcements in multiple languages.

Hiring

- Ensure hiring panel members are oriented to the specific job requirements.
- Ensure bias-free selection processes by forming diverse hiring committees, evaluating potential employees on job-related criteria, and completing and maintaining necessary records such as the interview rating forms of panel members.
- Train all personnel responsible for hiring to ensure fairness and identify potential biases.

Training and Retention

- Provide current employees with training and experience that will assist in qualifying them for career advancement.
- Provide knowledge and skills training programs which are reasonably available to employees.
- Provide training and assessment to ensure staff are culturally aware and recognize the importance of a collaborative work environment; ethnic jokes and harassment of any kind will not be tolerated.

BUS DRIVERS and MECHANICS

Job Group: Bus Drivers and Mechanics	Total Employees	Female	African American (1)	Hispanic (2)	Asian/Pac. Is./Hawaii (3)	Native American (4)	Total Minority (1-4)
Current Number of Staff	37	24	0	0	0	0	0
Current Utilization (% of Current # of Staff in Job Group)		64.9	0	0	0	0	0
Availability of Workers in Job Group (Metro: Olympia %)		47.7	.8	0	0	0.8	1.6
Deviation		17.2	-0.8	0	0	-0.8	-1.6

Total minority availability within this job group is 1.6%; deviation is **-1.6%**. **In 2015, deviation was 2.0%**.
Female availability within this job group is 47.7%; deviation is 17.2%. **In 2015, deviation was 30.9%**

Within the next five years, the Shelton School District will continue its efforts to eliminate underutilization of minorities in this job group by advertising in appropriate media outlets (including minority-focused media), notifying local minority certified employees interested in entering administrative programs and ensuring equal opportunity in the hiring process.

Recruitment

- Ensure current employees have access to information about job openings and announcements.
- Expand recruitment areas to include minority populations (minority organizations, college job fairs, Black colleges and universities and Indian colleges).
- Attend job fairs or opportunities to meet or partner with racial/ethnic or women organizations.
- Evaluate job vacancy announcements to ensure requirements are job-related.
- Provide job openings and announcements in multiple languages.

Hiring

- Ensure hiring panel members are oriented to the specific job requirements.
- Ensure bias-free selection processes by forming diverse hiring committees, evaluating potential employees on job-related criteria, and completing and maintaining necessary records such as the interview rating forms of panel members.
- Train all personnel responsible for hiring to ensure fairness and identify potential biases.

Training and Retention

- Provide current employees with training and experience that will assist in qualifying them for career advancement.
- Provide knowledge and skills training programs which are reasonably available to employees.
- Provide training and assessment to ensure staff are culturally aware and recognize the importance of a collaborative work environment; ethnic jokes and harassment of any kind will not be tolerated.

FOOD SERVICE WORKERS

Job Group: Food Service	Total Employees	Female	African American (1)	Hispanic (2)	Asian/Pac. Is./Hawaii (3)	Native American (4)	Total Minority (1-4)
Current Number of Staff	18	17	0	1	1	0	2
Current Utilization (% of Current # of Staff in Job Group)		94.4	0	5.6	5.6	0	11.1
Availability of Workers in Job Group (Metro: Olympia %)		72.6	5.8	10.5	14.7	0	31.0
Deviation		21.8	-5.8	-4.9	-9.1	0	-19.9

Total minority availability within this job group is 31%; deviation is **-19.9%**. **In 2015, deviation was -31%.**
Female availability within this job group is 72.6%; deviation is 21.8%. **In 2015, deviation was 23.1%.**

Within the next five years, the Shelton School District will continue its efforts to eliminate underutilization of minorities in this job group by advertising in appropriate media outlets (including minority-focused media), notifying local minority certified employees interested in entering administrative programs and ensuring equal opportunity in the hiring process.

Recruitment

- Ensure current employees have access to information about job openings and announcements.
- Expand recruitment areas to include minority populations (minority organizations, college job fairs, Black colleges and universities and Indian colleges).
- Attend job fairs or opportunities to meet or partner with racial/ethnic or women organizations.
- Evaluate job vacancy announcements to ensure requirements are job-related.
- Provide job openings and announcements in multiple languages.

Hiring

- Ensure hiring panel members are oriented to the specific job requirements.
- Ensure bias-free selection processes by forming diverse hiring committees, evaluating potential employees on job-related criteria, and completing and maintaining necessary records such as the interview rating forms of panel members.
- Train all personnel responsible for hiring to ensure fairness and identify potential biases.

Training and Retention

- Provide current employees with training and experience that will assist in qualifying them for career advancement.
- Provide knowledge and skills training programs which are reasonably available to employees.
- Provide training and assessment to ensure staff are culturally aware and recognize the importance of a collaborative work environment; ethnic jokes and harassment of any kind will not be tolerated.

SECRETARIES/ADMINISTRATIVE ASSISTANTS

Job Group: Clerical/Secretarial	Total Employees	Female	African American (1)	Hispanic (2)	Asian/Pac. Is./Hawaii (3)	Native American (4)	Total Minority (1-4)
Current Number of Staff	38	35	0	6	0	1	7
Current Utilization (% of Current # of Staff in Job Group)		92.1	0	15.8	0	2.6	18.4
Availability of Workers in Job Group (Metro: Olympia %)		95.9	1.1	1.5	1.3	.6	4.5
Deviation		-3.8	-1.1	14.3	-1.3	2.0	13.9

Total minority availability within this job group is 4.5%; deviation is 13.9%. **In 2015, deviation was 6.9%. Female** availability within this job group is 95.9%; deviation is **-3.8%**. **In 2015, deviation was 4.1%.**

Within the next five years, the Shelton School District will continue its efforts to eliminate underutilization of minorities in this job group by advertising in appropriate media outlets (including minority-focused media), notifying local minority certified employees interested in entering administrative programs and ensuring equal opportunity in the hiring process.

Recruitment

- Ensure current employees have access to information about job openings and announcements.
- Expand recruitment areas to include minority populations (minority organizations, college job fairs, Black colleges and universities and Indian colleges).
- Attend job fairs or opportunities to meet or partner with racial/ethnic or women organizations.
- Evaluate job vacancy announcements to ensure requirements are job-related.
- Provide job openings and announcements in multiple languages.

Hiring

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- Train all personnel responsible for hiring to ensure fairness and identify potential biases.

Training and Retention

- Provide current employees with training and experience that will assist in qualifying them for career advancement.
- Provide knowledge and skills training programs which are reasonably available to employees.
- Provide training and assessment to ensure staff are culturally aware and recognize the importance of a collaborative work environment; ethnic jokes and harassment of any kind will not be tolerated.

SECTION D
***STAFF RESPONSIBILITIES FOR IMPLEMENTATION,
MONITORING AND EVALUATION OF PROGRESS***

- 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 Linda Arnold, the Executive Director of Human Resources.

- 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 on equal opportunity matters as required. The Officer will monitor and evaluate the Plan's accomplishments and will prepare a report addressing proposed action and other issues as required by this Plan.

- D. The Affirmative Action Officer can be reached at (360) 426-1687 or by writing to Linda Arnold, Affirmative Action Officer, Human Resources Department, Shelton School District School District, 700 South 1st Street, Shelton, Washington 98584.

SECTION E

INTERNAL MONITORING AND REPORTING PROCESS

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. Copies of the 2022-2027 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 or community member, upon request
 - The Office of State Superintendent of Public Instruction, upon request.
2. A statement of the District's equal employment opportunity policy will be placed in District recruitment material, application forms, newsletters, and newspaper advertisements.
3. All District recruiting sources (websites, ESDs, Colleges, etc.) will be informed annually regarding the District's nondiscrimination policy and its Affirmative Action Plan.
4. Upon adoption of the District's 2022-2027 Affirmative Action Plan, the District will issue a statement and information about the Plan in District publications.
5. All District contractors, vendors and suppliers will be notified that they must comply with the District's equal employment opportunity policy and this Plan.
6. 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.

B. External

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 the District's Affirmative Action Plan and policies against discrimination.

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 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 reported to the Superintendent annually. The analysis will include:

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

June 22, 2022

*Linda Arnold, Director of Human Resources
Affirmative Action Officer
Shelton School District
700 S. 1st Street
Shelton, WA 98584
360-426-1687
larnold@sheltonschools.org*