

AFFIRMATIVE ACTION PLAN

2023 – 2028



**Prepared by:
Human Resources Department
3900 Broadway
Everett, Washington 98201**

AFFIRMATIVE ACTION PLAN

I. INTRODUCTION

The board of directors of the Everett School District recognizes that an affirmative action plan is a sound employment practice that assists in achieving a diverse work force. Everett Public Schools commits itself to a policy of equal opportunity for all applicants and employees without discrimination on the basis of gender, race, creed, color, national origin, sexual orientation, including gender expression or identity, marital status, religion, age, genetic information, honorably discharged veteran status or military status, or physical, mental or sensory disability except as may be necessary to meet a bona fide occupational qualification or the use of a trained dog guide or service animal by a person with a disability.

All personnel policies and practices related to employee selection, promotion, retention, staff development, and compensation will conform to this affirmative action plan and the board of directors' policy on equal employment opportunity.

Attainment of and adherence to the affirmative action plan is a primary responsibility of the superintendent, administrators, managers, and supervisors. Every employee will be expected to work toward its success

II. COMMUNICATION OF AFFIRMATIVE ACTION PLAN

A. Internal Communication

1. Copies of the district's policies regarding nondiscrimination and affirmative action and the affirmative action plan are included on the district's website. The complaint procedures available to register complaints under these policies are also included on the website.
2. At least annually, the district will remind employees of these policies and the affirmative action plan via Vector training. These policies will also be discussed in new employee orientation meetings.

3. Copies of the affirmative action plan will be distributed to all members of the board of directors, to all administrators, managers and supervisors at all district facilities, to employee representatives, and to any employee upon request.

B. External Communication

1. Publications from the district's communications office and/or human resources department will include notice and mention of the plan at least annually.
2. A statement of the district's commitment to equal employment opportunity is to be included in all district publications, employment announcements, vendor contracts, and other related district documents. All appropriate and interested recruiting sources are to be informed of the district's policies regarding nondiscrimination.
3. An equal employment opportunity statement will be included on all district job postings and newspaper advertisements.

III. STAFF RESPONSIBILITY FOR IMPLEMENTATION AND EVALUATION

A. Affirmative Action Officer

The affirmative action officer has responsibility for reporting to the superintendent and board of directors. The affirmative action officer is:

Dr. Chad Golden, Executive Director Human Resources
Everett School District No. 2
P.O. Box 2098
Everett, WA 98203-0098
(425) 385-4100
(425) 385-4102 FAX

B. Human Resources Department

The overall responsibility for monitoring and auditing this plan shall be by the human resources department of the district. This department may be contacted through:

Dr. Chad Golden, Executive Director
Everett School District No. 2
3900 Broadway
Everett, WA 98201
(425) 385-4100
(425) 385-4102 FAX

C. All Employees

All employees of the district are responsible for supporting this plan and for conducting their duties in accordance with it. Anyone having questions or concerns about any matter related to equal employment is encouraged to contact the human resources department or the affirmative action officer.

IV. UTILIZATION ANALYSIS

A. Development of Analysis

The terms "utilization analysis" and "underutilization" appearing in this affirmative action plan are used in the same sense in which these terms are used in regulations promulgated by the federal government relative to such plans. These terms have no independent legal or factual significance whatsoever. Many statistical comparisons herein involve the use of geographic areas and various sources of statistics. The use of such geographic areas and statistics is intended only for the purpose of implementing this plan and has no significance outside the context of this affirmative action plan; although, of course, these statistics and areas have been selected and used in good faith and in an effort to be as useful as possible in the development of the plan.

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." The availability analysis

methodology used herein is the one set forth in federal regulations for affirmative action. 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, based upon the district's hiring and recruiting patterns.

- Persons with requisite skills in the immediate area
- Persons with requisite skills in the recruitment area
- Promotable and transferable persons in the district's work force

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.

Because of the desire to have the availability analysis be as accurate as possible, the district's hiring and recruitment patterns and data were reviewed so that the weight given each factor in the availability analysis would reflect actual patterns. The available resources for the collection and maintenance of data were considered. The job groups which were identified for tracking are: certificated administrators, elementary teachers, secondary teachers, instructional support teachers, professional/technical/supervisory, paraeducators, office personnel, food service, custodial and grounds, maintenance, transportation, nurses and security.

After determining the job groups and number of employees in each group, availability factors applicable to each job group were identified, each factor was weighted, and a final availability statistic was calculated. Each job group is statistically analyzed for both female and minority utilization.

The data used to calculate each factor came from a number of sources, including the American Community Survey (ACS) 2009-2021 five-year data. The Census Bureau produces this tabulation for sponsoring Federal agencies: Equal Employment Opportunity Commission (EEOC), Department of Justice (DOJ),

the Office of Federal Contract Compliance Programs (OFCCP), Department of Labor (DOL) and Office of Personnel Management (OPM). The EEOC Tabulation serves as the primary external benchmark in providing comparative labor census data for Snohomish County, Washington State, and the United States, and internal district data regarding promotion patterns and substitute employee pools. From the summary of underutilization analysis provided in prior years, progress can be monitored.

B. Analysis of Underutilization

The district has analyzed its 2022-2023 utilization of females and minorities relative to the statistically expected utilization. See Appendices A, B and C.

This analysis indicates that females are statistically underutilized in the maintenance, custodial & grounds, and security guard groups. Minorities are statistically underutilized in the food service, custodial/grounds and transportation job groups.

The district has also compared its utilization of females and minorities in each job group between 2018 and 2023. During that time, the district increased overall utilization of minorities from **8.9% to 17.6%**. The district also eliminated underutilization of females in the security job group.

The district is statistically underutilized in the following job groups:

Custodial and Grounds: Minority statistically expected utilization in this job group is 30.5%; current utilization is 29.4%. The district will advertise custodial and grounds crew vacancies in local media, and post positions with public and community agencies.

Maintenance: Female statistically expected utilization in this job group is 3.5%; current utilization is 0.0%. Due to the booming construction market, there are limited available applicants. When openings occur in the maintenance job group, the district will advertise the vacancies in local media, send job announcements to local trade schools and apprenticeship programs, and post positions with public and community agencies and at job centers at local military installations. The district will also work with the

Snohomish County labor groups to identify possible female candidates for this job group.

Transportation: Minority statistically expected utilization in this job category is 10.4%; current utilization is 7.4%. The district will continue its efforts to eliminate underutilization of minorities in this job group by increasing its efforts to recruit minority applicants and working to ensure equal opportunity for minority applicants in the hiring process.

Food Service: Minority statistically expected utilization in this job category is 30.5%; current utilization is 24.2%. The district will continue its efforts to eliminate underutilization of minorities in this job group by increasing its efforts to recruit minority applicants and working to ensure equal opportunity for minority applicants in the hiring process.

For all job categories, the district will continue to review all application screening processes and revise them as necessary to ensure that only jobrelated criteria are considered in selecting interviewees. All district employees involved in interviewing job applicants will be trained in proper interviewing techniques, advised of district hiring policies, and informed of the district's commitment to its affirmative action plan. Before making any job offer, the human resources department will continue to review the applicant pool, candidate selection and interview processes, and hiring team comments to ensure compliance with district hiring policies. The district will review retention rates of current protected-class employees, and monitor resignations of employees in underutilized categories through exit surveys.

In its annual updates to the board of directors, the district will discuss and analyze the reasons for any continuing underutilization of females and minorities in each of its job groups.

V. SUPPORTIVE SYSTEMS

To facilitate attainment of affirmative action goals, the human resources department has responsibility for implementing and/or monitoring the following supportive activities:

A. Job Descriptions

1. Job descriptions have been reviewed and revised as necessary to reflect current duties, essential job functions, and critical job elements.
2. Professional job analysis techniques will be utilized in the creation of new job descriptions and revision of existing job descriptions.

B. Recruitment

1. The human resources department staff have been realigned to reflect focus on creating a workforce that is diverse and reflective of our student population and community. The human resources department hired a Diversifying Pathways Coordinator who focuses on teacher recruitment and development of multilingual students and staff.

Recruitment sources and procedures will ensure that qualified protected class applicants are identified and recruited.

2. To increase the diversity of the district's applicant pool, the district has translated application information on its employment website into Arabic, Korean, Spanish, Russian, and Vietnamese—the five non-English languages most commonly used within the district.
3. Targeted mailing lists, online advertisements, career fair participation, school-focused recruiting, and active participation with other public and community agencies on diversity and affirmative action issues will be used to increase the diversity of the applicant pool. The district will distribute multilingual substitute information cards to public and community agencies.
4. The applicant tracking system continues to assist in evaluating the effectiveness of the district's recruiting efforts and identifying the best sources of protected-class applicants.

5. The human resources department will continue to gather feedback from applicants regarding the hiring process and how it can be more welcoming for applicants with diverse backgrounds.

C. Employee Selection

1. Selection instruments and methods will be based on essential job functions and critical job elements.
2. As vacancies occur, recruiting and hiring authorities will be reminded of the district's commitments under the affirmative action plan.
3. The human resources department will monitor all aspects of the employee selection process for inclusion of underutilized protectedclass applicants.

D. Orientation

All new employees receive an orientation. This program includes a general orientation to the district and provision of an employee handbook containing pertinent district policies, including equal employment opportunity and affirmative action.

E. Evaluation

1. All employees are evaluated annually using processes and criteria appropriate to each position.
2. Career counseling is available through the employee's supervisor, the human resources department, or the district's employee assistance program. The district will also consider the use of mentors to assist in career counseling.

F. Program Support

The human resources department will train and assist administrators, managers, and supervisors in developing appropriate departmental and building strategies to implement the district's affirmative action plan.

G. Complaint Procedure

An informal and formal complaint procedure has been adopted by the district and is provided below.

VI. INTERNAL AUDIT AND REPORTING

The district has established the following internal audit and reporting system to monitor the affirmative action plan:

A. Job History Files

Job history files are maintained and retained for the legally specified time period and are available for reference. These files contain copies of the job announcement, applicant lists, applications, selection instruments, rating summaries, and relevant correspondence and notes.

B. Applicant Flow Data

All applicants are asked to fill out an optional self-designation form, and are asked to indicate how they found out about the position for which they are applying. A computerized applicant tracking system has been upgraded to more readily access the data.

C. Reporting

Statistics on recruiting and utilization will be prepared and disseminated to administrators, managers and supervisors as appropriate.

VII. REDUCTION IN FORCE

Reductions in staff will be made in accordance with applicable law and with collective bargaining agreements currently in force. If a reduction in force is necessary, consistent with its legal and contractual obligations, the district will attempt to make reductions bearing in mind its affirmative action commitment.

VIII. COMPLAINT PROCEDURE

The District has adopted Policy 5010 and Procedure 5010P, which includes a complaint procedure for allegations of discrimination or violations of the Americans with Disabilities Act (ADA).

Procedure 5010P states:

Affirmative Action

The board of directors of the Everett School District recognizes that an Affirmative Action Employment Plan is a sound employment practice, as well as a positive approach toward achieving lasting and equitable human resources policies and procedures.

In accordance with state and federal requirements, the district shall develop an Affirmative Action Plan. Such a plan shall include a work force analysis, a projection of possible work force vacancies, an analysis of activities designed to take appropriate affirmative action and a grievance procedure.

The superintendent or designee shall be responsible for the development, implementation and annual reporting of the Affirmative Action Plan. The overall responsibility for monitoring and auditing this plan shall be assigned to the human resources department.

Nondiscrimination

The district shall provide equal employment opportunity for all applicants and employees in recruitment, hiring, retention, assignment, transfer, promotion and training. The district shall also make reasonable accommodation to the known sensory, mental or physical limitations of an otherwise qualified disabled applicant or employee unless an accommodation would impose an undue hardship on the operation of the district program. District employees shall be free from harassment based on legally protected attributes or characteristics.

In cases where employees or applicants believe that they have been discriminated against on the basis of their legally protected status, that their disabilities have not been reasonably accommodated, or that they have been harassed on the basis of their legally protected status, the employee or applicant may file a complaint using the complaint process set forth in this procedure. To ensure fairness and consistency, these

procedures are to be used to address complaints covered by state and federal equal employment laws, including the Americans with Disabilities Act (ADA), the Age Discrimination in Employment Act (ADEA), Titles VII and IX of the Civil Rights Act, the Washington Law Against Discrimination, and/or the district's Affirmative Action Plan. No person shall be retaliated against because of the utilization of these procedures. The executive director of human resources or designee shall investigate all allegations of noncompliance or discrimination.

Informal Complaints

With regard to ADA matters, a distinction is to be made between a request for accommodation and a complaint. A request for accommodation should be submitted to the executive director of human resources. The parties should cooperate to resolve any issues of accommodation through an interactive process prior to the filing of a formal complaint. A complaint is to be filed only in the event there is a complaint of noncompliance after a request for accommodation has been made.

At the employee's option, attempts will be made to resolve complaints of discrimination informally, expeditiously and at the closest point of administrative responsibility to the alleged offense. Informal complaints of discrimination of an employee may be reported to the employee's supervisor, the Title IX/Civil Rights Compliance Officer, or the executive director of human resources. The supervisor will be responsible for investigation and resolution of informal complaints. The supervisor may seek assistance or guidance from the district's Title IX/Civil Rights Compliance Officer or executive director of human resources. The supervisor must notify the complainant of their right to file a formal complaint under this policy and procedure. The notice shall be provided in a language the complainant can understand, which may require language assistance for complainants with limited-English proficiency, in accordance with Title VI of the Civil Rights Act of 1964.

Formal Complaints

- A. The district's executive director of human resources or designee shall be responsible for monitoring and coordinating the district's compliance with Chapter 392-190 WAC and related procedures and ensuring that all complaints communicated to the district are promptly investigated and resolved.

The executive director of human resources is:

Chad Golden

Everett School District No. 2

3900 Broadway

Everett, WA 98201

cgolden@everettsd.org

Phone: (425) 385-4100

The executive director of human resources or designee will receive and investigate formal complaints. School or district administrators who receive a formal complaint of discrimination will promptly notify the executive director of human resources and forward a copy of the complaint.

B. The allegations of discrimination shall:

1. Be written;
2. Describe the specific acts, conditions, or circumstances alleged to violate the district's policies or obligations with regard to sexual harassment; and
3. Be filed with the executive director of human resources within one (1) year after the occurrence that is the subject of the complaint, unless the delay is due to specific misrepresentations by the district that it had resolved the problem forming the basis of the complaint or the district withheld information that was required to be provided under Chapter 392-190 WAC or related guidelines.

C. Upon receipt of the complaint, the district's executive director of human resources or designee will provide the complainant a copy of Procedure 5010P in a language the complainant can understand, which may require language assistance for complainants with limited-English proficiency, in accordance with Title VI. The district will promptly and thoroughly investigate the complaint. Following completion of the investigation, the executive director of human resources shall provide the superintendent or designee with a full written report of the complaint and the results of the investigation,

unless the matter is resolved to the satisfaction of the complainant without an investigation or prior to the submission of a written report.

- D. The superintendent or designee shall respond in writing to the complainant within thirty (30) calendar days after the district received the written complaint by the district, unless otherwise agreed to by the complainant or if exceptional circumstances related to the complaint require an extension of the time limit. If an extension is needed, the district will notify the complainant in writing of the reasons for the extension and the anticipated response date in a language the complainant can understand, which may require language assistance for complainants with limited-English proficiency, in accordance with Title VI. At the time, the district responds to the complainant, the district will send a copy of the response to the Office of the Superintendent of Public Instruction.
- E. The response by the superintendent or designee will include:
 - 1. A summary of the results of the investigation;
 - 2. Whether the district failed to comply with Chapter 392-190 WAC or related guidelines;
 - 3. If the district failed to comply with Chapter 392-190 WAC or related guidelines, the corrective measures deemed necessary to correct the noncompliance; and
 - 4. Notice of the complainant's right to appeal under WAC 392-190-070, including where and with whom the appeal should be filed. The district's response to the complaint will be provided in a language the complainant can understand, which may require language assistance for complainants with limited-English proficiency in accordance with Title VI.
- F. Corrective measures necessary to correct any noncompliance shall be instituted as expeditiously as possible, but no later than thirty (30) calendar days after the district's written response to the complainant, unless otherwise agreed to by the complainant.
- G. A complainant may appeal the superintendent or designee's decision to a hearing officer designated by the district to hear the

appeal by filing a written notice of appeal with the superintendent on or before the tenth (10th) calendar day from the date the complainant received the superintendent or designee's response. The hearing officer shall not have been involved in the initial complaint or investigation.

- H. Upon receipt of an appeal, the hearing officer shall provide a written appeal decision to the complainant in a timely manner, not to exceed thirty (30) calendar days from the date the district received the appeal, unless otherwise agreed to by the complainant. The appeal decision will include notice of the complainant's right to file a complaint with the superintendent of public instruction under WAC 392-190-075. The appeal decision will be provided in a language the complainant can understand, which may require language assistance for complainants with limited-English proficiency in accordance with Title VI. The decision of the hearing officer will include notice of the complainant's right to file a complaint with the Office of the Superintendent of Public Instruction. The district will send a copy of the appeal decision to the Office of the Superintendent of Public Instruction.
- I. In the event a complainant disagrees with the appeal decision of the hearing officer or if the district fails to comply with the procedures in WAC 392-190-065 or WAC 392-190-070, the complainant may file a complaint with the Office of the Superintendent of Public Instruction under WAC 392-190-075. A complaint must be received by the Office Superintendent of Public Instruction within twenty (20) calendar days after the complainant received the hearing officer's written appeal decision.

Mediation of Complaints

- A. The district may offer mediation, at its expense, to resolve a complaint at any time during the complaint procedure. Mediation:
 - 1. Must be voluntary;
 - 2. Requires the agreement of the district and the complainant;

3. May be terminated by either party during the mediation process;
4. Cannot be used to deny or delay a complainant's right to utilize the complaint procedure; and
5. Be conducted by a qualified and impartial mediator, who is not an employee of the district and who has no personal or professional conflict of interest.

B. If the parties resolve the complaint through mediation, the parties may execute a legally binding agreement that:

1. Sets forth the resolution;
2. States that all discussions that occurred during the mediation process will remain confidential and not be used as evidence in any future complaint, due process hearing, or civil proceeding; and
3. Is signed by both the complainant and a district representative.

C. The complainant and district may agree to extend the complaint timelines to pursue mediation.

The complaint procedure outlined above does not prohibit the processing of complaints by an employee pursuant to complaint procedures established in applicable collective bargaining agreement.

EVERETT PUBLIC SCHOOLS

Appendix A

2022-23 Utilization Analysis and Goals – Females

Job Group	Total Female	Total Employees	Percent Female	Total Availability	Statistically Expected Utilization*	Underutilized	Persons Underutilized
Cert. Admin.	66	110	60.0%	71.0%	56.8%	No	
Elem. Teachers	595	649	91.7%	83.2%	66.6%	No	
Sec. Teachers	383	555	69.0%	66.5%	53.2%	No	
Inst. Support	112	127	88.2%	67.9%	54.3%	No	
Prof./Tech./Supv.	72	100	72.0%	49.6%	39.7%	No	
Paraeducators	597	672	88.8%	89.5%	71.6%	No	
Office Personnel	166	171	97.1%	94.4%	75.5%	No	
Food Service	95	95	100.0%	53.3%	42.6%	No	
Custodial & Grounds	24	102	23.5%	22.2%	17.8%	No	
Maintenance	0	18	0.0%	4.4%	3.5%	Yes	1
Transportation	22	27	81.5%	39.3%	31.4%	No	
Security	5	17	29.4%	23.0%	18.4%	No	
Total	2137	2643	80.9%				

EVERETT PUBLIC SCHOOLS

Appendix B

2022-23 Utilization Analysis and Goals – Minorities

Job Group	Total Minority	Total Employees	Percent Minority	Total Availability	Statistically Expected Utilization*	Underutilized	Persons Underutilized
Cert. Admin.	31	110	28.2%	10.7%	8.6%	No	
Elem. Teachers	81	649	12.5%	13.6%	10.9%	No	
Sec. Teachers	66	555	11.9%	12.0%	9.6%	No	
Inst. Support	16	127	12.6%	15.2%	12.2%	No	
Prof./Tech./Supv.	17	100	17.0%	22.6%	18.1%	Yes	1
Paraeducators	153	672	22.8%	21.7%	17.4%	No	
Office Personnel	39	171	22.8%	20.3%	16.2%	No	
Food Service	23	95	24.2%	38.1%	30.5%	Yes	6
Custodial & Grounds	30	102	29.4%	38.1%	30.5%	Yes	1
Maintenance	2	18	11.1%	5.5%	4.4%	No	
Transportation	2	27	7.4%	13.0%	10.4%	Yes	1
Security	6	17	35.3%	33.1%	26.5%	Yes	
Total	466	2643	17.6%				

EVERETT PUBLIC SCHOOLS
2022-23 Utilization Analysis and Goals – Females and Minorities

Job Group	Total Employees	Total Female	Percent Female	Total Minority	Percent Minority
Cert. Admin.	110	66	60.0%	31	28.2%
Elem. Teachers	649	595	91.7%	81	12.5%
Sec. Teachers	555	383	69.0%	66	11.9%
Inst. Support	127	112	88.2%	16	12.6%
Prof./Tech./Supv.	100	72	72.0%	17	17.0%
Paraeducators	672	597	88.8%	153	22.8%
Office Personnel	171	166	97.1%	39	22.8%
Food Service	95	95	100.0%	23	24.2%
Custodial & Grounds	102	24	23.5%	30	29.4%
Maintenance	18	0	0.0%	2	11.1%
Transportation	27	22	81.5%	2	7.4%
Security	17	5	29.4%	6	35.3%
Nurses	19	19	100.0%	5	26.3%
Total	2662	2156	81.0%	471	17.7%