

TOWN OF SAN ANSELMO

RESOLUTION NO. 1765

RESOLUTION AFFIRMING AND AMPLIFYING AFFIRMATIVE ACTION PLAN

The San Anselmo Town Council hereby adopts the following affirmative action plan:

Section I. Policy.

1. The San Anselmo Town Council hereby reaffirms and strengthens its continuing commitment to assure equality of opportunity to all applicants and employees. Only when equality of opportunity is achieved fully will each individual be able to contribute the limits of his potential.

2. All necessary steps shall be taken to assure that within the first five years from the date of this resolution, minorities and women are represented in Town employment in proportion to their presence in the labor market, modified by requisite skills data. Also within the first five years, measurable progress will be made toward proportional representation at all responsibility levels in Town employment. This goal, modified by requisite skills data, shall be achieved fully within the second five years. The general goal for the third five years is proportional representation at all responsibility levels, without modification.

3. Demonstrated commitment to and support of this policy and plan is inherent in the duties of the Town Administrator and of all management and supervisory employees.

4. Disciplinary action shall be taken against any employee at any level found to have practiced discrimination.

5. In addition to the affirmative action provisions which are basic elements of the personnel system ordinance, rules and regulations, adherence to the following is required:

(a) Pre-test orientation shall be available to all applicants so desiring.

(b) Minorities and/or women shall be members of all oral review boards.

All oral review board members shall be instructed in this policy.

(c) Employees and applicants shall be afforded internal procedures for filing discrimination complaints.

6. Copies of this policy statement and of related portions of the personnel ordinance, rules and regulations shall be furnished to all employees and shall be posted permanently on all Town bulletin boards and at all work locations.

Section II. Goals and Time Table.

The goal for the first five years set forth in Section I of this resolution is detailed below. Job categories used are those established by the Federal Office of Equal Employment Opportunity. The term "minority" means persons of Black, Hispanic, Asian, Pacific Island, American Indian or Alaskan Native origin. Column 1 below

shows the number of full-time Town Employees in each job category in the 1976-77 fiscal year. Column 2 shows percentages of male and female white and minority persons with requisite skills in the seven-county labor market area (Marin, Alameda, Contra Costa, San Francisco, Napa, Sonoma and Solano Counties) weighted by number of applicants from each such county as received by the principal public employer in Marin (Source: County of Marin Affirmative Action Plan October, 1977). Column 3 shows percentages of male and female white and minority persons employed in full-time positions by the Town of San Anselmo in the 1976-77 fiscal year, as reported to the Office of Equal Employment Opportunity. Column 4 then shows the goals of this plan for the first five years, in terms of the percentage of each grouping and each job category.

<u>CATEGORY</u>	<u>S.A. No. empl 76-77</u>	<u>Av. 7 County weighted labor force & skills (%)</u>	<u>S.A. EEO-4 1976-77 (%)</u>	<u>5-year Goal %</u>
1. <u>Officials/Admin.s</u>	5			
White		85	100	100
Male		61	80	80
Female		24	20	20
Minority		15	0	0
Male		10	0	0
Female		5	0	0
2. <u>Professionals</u>	7			
White		85	100	86
Male		55	57	43
Female		32	43	43
Minority		15	0	14
Male		9	0	14
Female		6	0	0
3. <u>Protective Services</u>	21			
White		84	86	80
Male		67	86	65
Female		17	0	15
Minority		16	14	20
Male		12	14	15
Female		4	0	5
4. <u>Technical</u>				
White	14	87	93	79
Male		55	93	65
Female		32	0	14
Minority		13	7	21
Male		8	7	14
Female		5	0	7
5. <u>Skilled Craft</u>	4			
White		85	50	50
Male		68	50	25
Female		17	0	25
Minority		15	50	50
Male		11	50	50
Female		4	0	0
6. <u>Office Clerical</u>	11			
White		89	100	80
Male		38	0	10
Female		51	100	70
Minority		11	0	20
Male		5	0	0
Female		6	0	20

7. Service/Maintenance	10			
White		82	60	70
Male		44	50	40
Female		38	10	30
Minority		18	40	30
Male		10	40	30
Female		8	0	0

2. The goal for the second five-year effort under this plan shall be established by the Council and incorporated herein prior to the end of the first five years.

III. Employment Process

This section deals with affirmative action as it relates to the process of recruiting for job openings, screening applications received, interviewing candidates, and final selection by the department head. This section is divided into three subsections on recruitment, screening and selection.

A. RECRUITMENT

In order to increase the flow of minority and women applicants for employment in all job classifications, including professional, technical and managerial, the Town will engage in a comprehensive and vigorous recruitment program which will include but not be limited to the actions detailed below.

Job Descriptions. Job descriptions will clearly define the duties and responsibilities of the position, and employment standards will be realistically related to the duties and skills required. When classification studies are conducted or when recruitment for a specific position is started, the job description will be reviewed to insure that the requirements of the position are current. Particular attention will be given to employment standards to be certain that the required education, experience and abilities are not in excess of the actual skills needed to successfully perform the particular job.

Job titles, descriptions, announcements, and qualification rating forms will not use words connoting sex of the employee.

Applicant Understanding of Job Requirements. The job announcement will include job requirements and will clearly delineate the duties to be performed. Qualifications required or desired must relate to the job in a realistic manner with definitions of duties, skills, and abilities required. Requirements shall not be written to exclude women, minority groups, older workers, or the handicapped.

Job announcement period shall be at least ten working days.

Application Forms. A standard application form will be used for all recruitments. Resumes as such shall not be accepted, but specific supplemental job-related information may be requested.

Informing Groups of Job Openings. It shall be the goal of recruitment activities to establish an overall profile of applicants which is directly related to the targets and goals set for the positions in the organization unit involved in the recruitment. Every effort shall be made to include notification of all open positions to a wide number of agencies and public media serving groups in the relevant labor market. Special efforts shall be made to reach individuals who might not become aware of recruitment through normal channels, including translation of job announcements where recruitment would thereby be enhanced.

Recruitment mailing lists for relevant labor markets shall be reviewed annually. The Personnel Director shall be alert to inform specialized organizations where appropriate.

The Personnel Office will provide interpreter services to Town job applicants as required.

B. SCREENING

In order to reach the goals and timetables set forth in Section II, the screening process will include positive steps to increase the numbers of minority and women applicants moving into the final stage of the employment process. These positive steps will include actions in the areas of application screening, written and performance testing, and interviewing.

Application Screening. All applications which demonstrate that the applicant possesses the announced minimum qualifications for the position will be considered. Candidates whose applications do not demonstrate possession of the minimum qualifications will be so notified in writing by the Personnel Office within a reasonable period of the closing date for the position.

Written and Performance Testing. No test will be used which has not been shown to be job-related. In order to insure that tests are fair in their effect upon all applicants and classes of applicants, no written test will be used which has not been validated in accordance with the "EEOC Guidelines on Employee Selection Procedures". Handicapped persons will be provided with assistance appropriate to the nature of their particular handicap in all cases where their need for assistance is known to the Personnel Office.

Interviewing. Under usual circumstances, interviewing will be the preferred method of applicant screening. It is imperative that both the selection of oral board members, their preparation, as well as the interviews themselves, be done in a manner that is most likely to minimize the possibility of overt or covert discrimination.

In the selection of oral board members, the Personnel office will take the following actions:

1. An adequate pool of potential oral board members will be maintained.
2. Special effort will be made to include women and/or minorities on all oral boards.
3. Oral boards will consist of a minimum of three members, and will include at least one person who is qualified to perform the duties of the position.
4. The Personnel office will be responsible for the selection of oral board members and the conduct of interviews. Personnel staff will monitor the oral board members' conduct during the interview so that individuals who do not follow orientation guidelines can be eliminated from the pool of potential board members.

In preparing for the interview, the following actions will be taken:

1. Personnel office staff will convene the oral board and carefully orient the members to the proper conduct of the interview.
2. Oral boards will be convened with sufficient time to review the qualifications for the position and to agree upon certain standard areas of inquiry to be pursued with each applicant.

In conducting the interviews, the Personnel office will insure that the oral board adheres to the following guidelines:

1. At the outset of the interview, each applicant will receive a clear explanation of the purpose of the interview.
2. Reasonable accommodation will be made for handicapped persons where necessary and upon request.
3. The assigned Personnel staff will be responsible for the flow of questions and the duration of the interview. Any improper questioning or impropriety in discussion or scoring will be subject to corrective action so that no candidate is adversely affected.

The Personnel Director is responsible for carrying out this portion of the Affirmative Action Implementation Plan.

C. SELECTION

In conducting the final selection of an applicant from among the certified eligibles for a job opening, the department head will follow the general guidelines set forth below.

Pre-Interview Procedures. When filing a request with the Personnel office to fill a vacancy, the department head will indicate the department's deficiencies and whether service to the public would be improved with a bilingual employee.

In conducting interviews, department heads may utilize an interviewing committee which shall include women or minority employees who are familiar with the skills and abilities needed to perform the duties of the vacant position.

The department head and the interviewing committee members will be familiar with this Plan.

Interview and Follow-Up

In making a final selection, the department head will review thoroughly the qualifying experience of the certified candidates, and the department head's decision will be based only on job-related factors.

Within ten working days after the final interview, all certified candidates will be notified in writing of their selection or rejection at their last known address.

If none of the certified eligibles is acceptable for appointment, the department head will justify to the Personnel Director, in writing, the reasons for rejecting each of the candidates. If the department head adequately justifies rejection of the certified eligibles, the department head may then request further names from the Personnel Office.

The department head is responsible for carrying out the "Selection" portion of the Affirmative Action Plan. The Personnel Director/Affirmative Action Officer will provide the department head with any assistance needed. Selection by the Department head is effective upon signature by the Personnel Officer that the employment process herein set forth has been followed with precision.

Section IV. Upward Mobility

After an individual has been employed, every effort shall be made to encourage the employee to seek promotions within Town service. In addition, the Town shall insure that terminations occurring in the work force are not discriminatory in nature. In order to achieve these objectives, the guidelines set forth below will be followed.

Promotional Opportunities. Each department head, with assistance from the Personnel Director, will develop charts showing the lines of progression along which employees may move. These charts will indicate specific jobs and salaries in those lines of progression. In addition, the Town will encourage upward mobility by providing career counseling to employees through the Personnel Office.

Each Department head, in requesting a certified list to fill a promotional or transfer vacancy, will indicate deficiencies in the department.

Promotional standards will be related to job and progression requirements and will be applied in a nondiscriminatory manner.

The Affirmative Action Officer will review classes predominately filled with women or minorities to determine if upward mobility is stifled.

Management personnel will not permit harrassment of an employee because said employee was employed through affirmative action efforts. Such harrassment of employees will be grounds for disciplinary action.

Section V. Training.

In order to orient new employees, improve skills of employees so that they may qualify for promotions and to increase all employees' knowledge of human relations, the following specific actions will be undertaken in the areas of employee orientation, ongoing training, and human relations training.

Employee Orientation. The Personnel Director will inform all new employees of employee benefits, Town rules, regulations and practices, and other matters which are necessary for employees' understanding of their rights, responsibilities and privileges.

Immediately upon reporting for duty in a new position, an employee will be given a full and complete explanation of his duties and responsibilities by the department head or immediate supervisor, such explanation to include a written job description; further, the department head or immediate supervisor will assure that any major duties not covered in the job description are defined in writing for the employee.

Ongoing Training. The Personnel Director and department heads will provide reasonable training opportunities to all employees in order that they may qualify for promotion within the series of their related classifications. These officials will also disseminate information about institutions which provide training in the needed skills.

The Personnel Director will review job classifications and monitor training programs to insure that the programs are available equally to all employees and that they are pertinent to the job and/or career advancement.

Human Relations Training. Supervisory employees will be provided with training and the opportunity to develop skills in the areas of human relations, ethnic background and special requirements of groups affected by the Affirmative Action Plan.

The Personnel Director is responsible for carrying out this portion of the Affirmative Action Plan.

Section VI. Complaints

1. Complaints of discrimination in recruitment, examination or appoint-

ment shall be processed pursuant to Section XI of the Personnel rules and regulations.

2. Post-employment discrimination complaints shall be processed under the grievance procedure set forth in Resolution No. 1650, or under Section X of the personnel rules and regulations, as appropriate.

Caroline Foster
CAROLINE FOSTER, Town Clerk

I hereby certify that Resolution No. 1765 was duly passed and adopted at the regular meeting of the San Anselmo Town Council held on June 13, 1978.

Caroline Foster
CAROLINE FOSTER, Town Clerk