

REGULATION

MONTGOMERY COUNTY PUBLIC SCHOOLS

Related Entries: GEG, ACA, ACE, GBA-RA, GBA-EA

Office: Executive Assistant to the Superintendent

Affirmative Action

I. PURPOSE

To implement the policy on Affirmative Action

II. DEFINITIONS

- A. *Higher-level supporting services positions* are those at Grade 20 and above.
- B. The *Affirmative Action Monitoring Team* consists of the directors of Minority Education and the Departments of Human Relations and Personnel Services.

III. PROCEDURES

- A. Analysis of MCPS Work Force

The director of the Department of Personnel Services, in conjunction with the directors of the Departments of Educational Accountability and Human Relations, will analyze the MCPS work force by February 1, 1988, and update that analysis in January of each year thereafter. The work force analysis will include:

- 1. A definition of "occupational categories," "job progression," and "career patterns" within MCPS
 - 2. Pertinent statistical data on current MCPS employees
 - 3. Analyses of local, state, and national labor and applicant pools
- B. Annual Affirmative Staffing Goals

1. The Affirmative Action Monitoring Team will recommend affirmative staffing goals for the following school year to the superintendent by March 1. The goals will include:
 - a) Systemwide goals for recruitment, employment, and promotion
 - b) Staffing goals for each school and other work locations
 - c) Goals to address significant racial, ethnic, and gender imbalances in job categories which have been traditionally segregated in our society, including but not limited to:
 - (1) Minority teachers at all levels, male elementary teachers, and teachers with unique skills or certification
 - (2) Administrative, supervisory, and higher-level supporting services positions
 - (3) Maintenance trades
 - (4) Any other job classification for which personnel data show a significant imbalance that reasonably can be addressed in the current labor market
 - d) Information about labor market conditions that may constrain systemwide or school progress toward these goals
2. The superintendent will approve systemwide affirmative staffing goals for the following year and inform the Board of Education of them annually by March 15.
3. Each associate superintendent will review the approved systemwide goals with department directors/principals, determine appropriate goals for each department/school, and agree on the actions that each director/principal will take to achieve those goals.
 - a) Department/school goals may include local needs that are not reflected in systemwide goals. For instance, a department that has frequent contact with Spanish-speaking parents may establish a staffing goal appropriate to this minority population (e.g., an Hispanic professional or clerical person).

4. Associate superintendents will submit annual goals for their departments/schools to the Affirmative Action Monitoring Team no later than April 15.

C. Recruiting and Employment

1. By June 1988, the director of the Department of Personnel Services will examine all position descriptions to assure that requirements are directly related to ability to carry out the duties of the position at reasonable performance levels.
2. Based on the approved affirmative staffing goals for the next school year, the Affirmative Action Monitoring Team will establish systemwide recruiting and hiring goals by job categories.

D. Placements and Transfers

The director of the Department of Personnel Services will be guided, in part, in approving employee assignments and voluntary and involuntary transfers by department/school and systemwide staffing goals, as well as by existing personnel policies and collective bargaining agreements, where applicable.

E. Promotions

1. The director of the Department of Personnel Services will advise the superintendent and the Appointments Committee of department/school staffing goals as all promotional opportunities to administrative and supervisory positions are considered.
2. The associate superintendent/principal/department director will consider department/school staffing goals as all promotional opportunities to teacher specialist and higher-level supporting services positions are considered.

F. Retention

1. The director of the Department of Human Relations will survey a sample of terminating employees, or conduct some exit interviews, to determine the causes for their termination. The directors of the Departments of Personnel Services and Human Relations will review the findings and implications from these exit surveys/interviews and periodically make recommendations to the superintendent for changes in policies or procedures that could improve employee retention.

2. The directors of the Departments of Staff Development and Human Relations will consult periodically with the director of the Department of Personnel Services to determine whether changes in MCPS staff training programs and nurturing or mentoring procedures could improve employee promotion or retention.

G. Responsibilities

1. Working with appropriate staff, the director of the Department of Personnel Services is responsible for recruiting, recommending for hire, and assigning employees. The department also has the responsibility for confirming promotion decisions made by the superintendent and the Board of Education.
2. Associate superintendents will inform the superintendent annually about the progress their departments/schools are making in achieving affirmative staffing goals.
3. Associate superintendents, principals, and directors will be responsible for:
 - a) Accounting for affirmative action progress in their offices, schools, and departments
 - b) Helping to identify areas in which affirmative staffing efforts should be made
 - c) Administering and enforcing the Affirmative Action Policy and Regulation in their offices, schools, and departments

H. Management Reports

1. The Affirmative Action Monitoring Team will submit an annual report for the previous school year to the superintendent by October 1, which will include:
 - a) Appropriate statistical data regarding the MCPS work force
 - b) The systemwide staffing goals established for the previous school year, the success in meeting those goals, and a comparison of the previous year's record with that of prior years
 - c) The areas/departments/schools that were successful in meeting their staffing goals for the previous school year

- d) The factors that affected the attainment of systemwide, area, department, or school staffing goals for the previous year
 - e) An evaluation of the effectiveness of the Affirmative Action Policy, procedures, and goal-setting process
2. The superintendent will share with each employee organization information that is relevant to the impact of the Affirmative Action Policy on its unit members.

Administrative History: New regulation, January, 12, 1988.