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June 13, 1972

Dr. Thomas L. Goodman
Superintendent
San Diego City Schools
Education Center
4100 Normal Street
San Diego, California 92103

Dear Sir:

We are extremely concerned with the employment practices of the San Diego City Schools as related to the Mexican-American. If parity were to be achieved, better Mexican-American Community relationships would exist within the City of San Diego.

Parity, for the Mexican-American does not exist, nor will parity be achieved in the very near future, unless a sincere positive effort is made to do so.

Disparity, again, exists in the area of city officials and managers. Only in the areas of semi-skelled and unskilled positions, is disparity not severe.

We are particularly concerned about the Mexican-American disparity in School employment in the areas of vital services such as teaching, counseling, health, administration, etc. Parity in vital services is crucial since it is in these areas that city employees are in direct contact with the Mexican-American Community.

Severe disparity also exists if we analyze the distribution-of-employees-by-ethnic-group-and-salary-range.

Severe disparity again exists if we analyze the distribution-of-employee-by-ethnic-group-and-educational-requirements for positions held.

It is with these disparities in mind that we are proposing:

1) An Affirmative Action Program which should be implemented immediately to correct all disparities mentioned within the next five (5) years.

2) High level positions of permanent employment be created: A Mexican-American Affirmative

Action-Compliance Officer, a Special Assistant to the Superintendent, Mexican-American Recruitment Officers, bilingual translators, etc., to expedite the Affirmative Action Program.

3) A ten percent (10%) differential pay be implemented as a part of the salary ordinance for the bilinguals because of their additional skill.

4) A promotional program for those Mexican-Americans already employed by the San Diego City Schools.

While we are placing a time-priority on Personnel Practices of the San Diego City Schools, we are also including in our proposed Affirmative Action Program a Contractor-Subcontractor Component. The Contractor-Subcontractor Component would ensure that contractors, subcontractors, vendors, etc., receiving contracts from the City of San Diego, would comply with the intent of equal employment opportunity legislation.

Sincerely,

Joe Flores
Chairman of the Ad Hoc
Committee on Affirmative Action

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AFFIRMATIVE ACTION PROGRAM
FOR THE SAN DIEGO CITY SCHOOLS

The School Board of Education of the Unified School District establishes and affirms that the goal and objective of this Affirmative Action Employment Program is to increase the percentage of ethnic minority persons employed by the San Diego City Schools so that School employment is at least consistent with each ethnic minority group's percentage of the population of the City of San Diego and to achieve at least this parity in all City Schools, Departmental units, at all salary levels and job classifications, classified and unclassified, within five (5) years from its adoption date. For purposes of this program, ethnic minorities are defined as Mexican-American, Black, Filipino, American Indian and Asian/Oriental. This program shall be administered without regard to sex.

The Board of Education shall establish a minimum goal for each year of this program, with each level a percentage of the ethnic minority proportion of the population for that year: the percentage shall be at least 20% during the first year of this program, at least 40% the second year, at least 60% the third year, at least 80% the fourth year and reaching 100% the fifth year, discounting for federally funded programs.

The Board of Education of San Diego, shall hold annual public hearings to determine the accurate percentage of each of the ethnic minority groups represented within the composition of the population of the City of San Diego. The first such hearing will be held within thirty(30) days of the adoption of this program.

This program shall achieve the development of the mechanics, techniques and processes that will assure the establishment of career ladders for promotion so that all ethnic minority persons who are current or future employees of the City Schools, shall attain increasing responsibility, status and salary.

The Board of Education of the City of San Diego shall be ultimately responsible for the successful realization of the objectives of this program and shall provide the required legislative policy that it may deem necessary from time to time to support its intent and the realization of the objectives of this program.

The Board of Education, of the City of San Diego, shall direct the Superintendent of The City Schools to administer this Affirmative Action Program and shall direct him to appoint an unclassified titled Special Assistant to the Superintendent, with adequate staff support, and with a status and salary commensurate to other titled Special Assistants to the Superintendent. This

Affirmative Action Officer; whose sole responsibility shall be to further develop and to implement this program and all other Affirmative Action Programs of the San Diego City Schools shall be functionally or administrately responsible to the Superintendent. Furthermore, this Affirmative Action Officer shall act as advisor to the Board of Education, Superintendent, Personnel Director, and Departmental Heads in all matters directly or indirectly affecting the San Diego Unified School District's efforts to achieve the objectives of its Affirmative Action Programs.

The Superintendent shall, within ninety (90) days of the adoption of this program, submit to the Board of Education the Affirmative Action Program from each of the Departments in the San Diego School District, for adoption by the Board of Education and their incorporation of each of these programs by reference to this document.

The Personnel Director shall, within ninety (90) days of the adoption of this program policy, submit to the Board of Education its Affirmative Action Program for the San Diego City Schools, including all needed legislative or policy changes to support those plans prepared by the Superintendent and Departmental Heads for adoption by the Board of Education and for their incorporation by reference to this document.

This Affirmative Action Program and its incorporated referenced plans will be made a public document and made available to the public at the Public Information. It is necessary that the public participate in determining if the program as administered is reaching its yearly objectives and goals. Therefore, each year's statistics related to achievement of stated objectives and goals, by Department, will be made a public document.

The Board of Education of the San Diego City Schools shall further direct every responsible authority, employed by the San Diego Unified School District, to make every positive effort necessary to achieve the objectives and goals of this program in assistance to those whom are directly responsible for specific assignments.

The Superintendent, Personnel Director, the title Affirmative Action Officer, all the Departmental Heads, and the Data Processing Director shall be specifically responsible and accountable for specific tasks as designated; however, the areas of primary responsibility outlined below shall not limit their responsibilities and assignments.

A. The Superintendent shall not be limited to, but shall:

   1. Be directly responsible for administration of this Affirmative Action Program and all other Affirmative Action Programs.

2. Establish, administer and provide policy direction for all Affirmative Action Programs so that the objectives of those programs are realized, in each department in all classifications.

3. Formulate and disseminate directives to Department Heads to develop Affirmative Action goals and time tables. The directives will instruct Department Heads to make a complete analysis of their work force to determine areas which fall below desired program levels.

4. Direct the titled Affirmative Action Officer to:

   (a) Assist the Department Heads in their preparation of their Affirmative Action Programs, and periodically review them to ensure that the objectives of these programs are being met.

   (b) Assist the Superintendent in interpreting the goals and objectives of all Affirmative Action Programs to both management and ethnic minority groups.

   (c) Provide counseling to employees of the San Diego Unified School District on promotional opportunities and encourage minority employee participation in promotional examinations.

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(d) Create improved understanding of minority group cultures among School administrators, supervisors and employees by conducting special orientation sessions.

(e) Conduct orientation sessions with managerial and supervisory personnel to emphasize that

(f) Present to the appropriate authority (Department Head, Superintendent, Personnel Director, or Board of Education) any grievance or issue which is pertinent to the implementation of Affirmative Action Programs.

(g) Coordinate the implementation of training and promotional programs for ethnic minorities.

5. Direct Department Heads to:

(a) Pledge themselves to the objectives of this and all other Affirmative Action Programs by adopting a positive attitude with visible manifestations of their commitment to equal opportunity on the part of San Diego City Schools leadership.

(b) Develop a departmental Affirmative Action Program, and submit it to the titled Affirmative Action Officer in drafting and implementing an Affirmative Action Program within his department.

(c) Appoint an employee to work with the Affirmative Action Officer in drafting and implementing an Affirmative Action Program within his department in order to assure that the objectives of this program are achieved for that particular department.

6. Direct the Data Processing Director to:

(a) Work jointly with the Personnel Director and the Superintendent in obtaining and updating data on the job classification and ethnic minority status of employees.

(b) Prepare reports as authorized by the Superintendent on the ethnic minority composition of San Diego City Schools employment.