[MS-0087.007.016.008]

AFFIRMATIVE ACTION PROGRAM

FOR THE CITY OF SAN DIEGO

The City Council, of the City of San Diego, California, establishes and affirms that the goal and objective of this Affirmative Action Employment Program is to increase the percentage of minority citizens, male and female, employed by the City of San Diego, so that the employment pattern in each City Department is at least reflective of andconsistent with each ethnic minority's percentage within the composition of the population of the city of San Diego; and to achieve this ethnic parity at all salary and classification levels, classified and unclassified, within five years from its adoption date. For purposes of this affirmative action effort ethnic minorities are defined as Mexican-American, Black, Filipino, American Indian and Asian/Oriental.

Further, this program is to achieve development of the mechanics and techniques that will assure the establishment of "career ladders" for promotion, including appropriate supportive educational components, so that all men and women of the ethnic minority groups listed above, who are current or future employees of the City of San Diego, will have the opportunity to achieve increasing responsibility, status and pay.

The City Council, of the City of San Diego, will be responsible for the successful realization of the Program objectives of this Affirmative Action Program and will provide the necessary legislative policy(s) that from time to time may be needed to support its intent and the realization of its goals.

The City Council will hold yearly public hearings to determine the accurate and true percentage of each of the above listed ethnic minority groups represented within the composition of the population of the city of San Diego.

The City Council directs that the City Manager will be responsible for administering this Affirmative Action Program and that he will appoint a special assistant, unclassified, with status and pay equal to other employees classified as assistants to the City Manager, whose total responsibility will be (to act as the Affirmative Action Officer of the City of San Diego, to implement this and other Affirmative Action Programs and to act as adviser to the City Manager and this Council in all matters directly or indirectly affecting the City of San Diego in its efforts to improve the economic standards of its minority constituents.

The City 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 20% the first year, 40% the 2nd year, 60% the 3rd year, 80% the 4th year and reaching 100% of each ethnic minority the 5th year.

The City Manager will within ninty (90) days of the adoption of this Program submit to the City Council the Affirmative Action Program from each of the Departments in the City of San Diego, for City Council approval and their incorporation by reference to this document.

The Civil Service Commission and the Personnel Director will within ninty (90) days of the adoption of this Program submit to the City Council its Affirmative Action Program, including all needed legislative or policy changes to support those plans prepared by the City Manager for approval by this Council and for its incorporation by reference to this document.

This Affirmative Action Program and its incorporated referenced plans will be a public document and made available to the public at the City Clerk's office. It is desirable that the public participate in determining if the program as administered is reaching its yearly objectives and goals. Therefor, each year's achievement statistics in relationship to its stated objective, by Department, will be made a public document.

FINAL DRAFT

AFFIRMATIVE ACTION PROGRAM

FOR THE CITY OF SAN DIEGO

This five-year Affirmative Action Employment Program is designed to increase the percentage of minority citizens employed by the City of San Diego so that its employment is consistent with the ethnic composition of the population of the City of San Diego, with the objective of achieving parity IN ALL CITY DEPARTMENTAL UNITS at all salary levels CLASSIFIED AND UNCLASSIFIED ~~and classification~~. Minorities are defined as Mexican American, Black, Filipino, American Indian and Asian/Oriental, MALE AND FEMALE. This program also gives priority to improving promotional opportunities for minority persons already employed by the City of San Diego.

The City Manager's Office will be responsible for administering and providing policy direction for an Affirmative Action Program to insure that equal employment ~~opportunities~~ exist in each City department. The City Manager, THE CITY ATTORNEY, the Civil Service Commission, the Personnel Director will establish and intensify efforts to recruit, select and promote minority candidates for employment in All classified and unclassified levels by the City of San Diego. They will also have responsibility for establishing career ladders so that all men and women from ethnic minorities will have equal opportunity to achieve increasing responsibility, status and pay.

The City Manager's Office will issue information, instructions and directives to all department heads so that each will develop an affirmative action plan adapted to his department's specific needs and consistent with the City's Equal Opportunity policies. An Affirmative Action Officer, appointed by the City's Manager's Office will be responsible for the analysis of data pertaining to each department and for the review of each department's hiring and promotion practice to insure that these are consistent with City's Equal Employment Opportunity policies.

The city 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 20% the first year, 40% the 2nd year 60% the 3rd year, 80% the 4th year and reaching 100% of each ethnic minority the 5th year.

A. The City Manager shall:

(1) Be responsible for the administration of the Affirmative Action Program as it relates to selection, placement, training, upgrading and promotions.

(2) Establish, Administer and provide policy direction for the Affirmative Action Program so that Equal Employment Opportunities exist in each department in all classifications.

(3) Formulate and disseminate directives to department heads to develop Affirmative Action goals and time tables. The directive will instruct department heads to make a complete analysis of their work forces to determine areas in which they are deficient in the utilization of minority personnel and establish numerical goals and time tables. Each department will appoint an employee to work with the Affirmative Action Officer. The Affirmative Action Officer will assist the respective representives from each department in writing and finalizing that department's program.

B. The Personnel Director shall:

(1) Establish a special recruitment program, conduct recruitment and orientation among minority group communities and also develop regular communication channels with minority neighborhoods to assure that employment opportunity information is widely disseminated.

(2) Analyze testing procedures and all other aspects of the recruitment

and certification process to insure that barriers to hiring minority applicants or promoting minority employees are eliminated. Recommend personnel rule changes to the Civil Service Commission.

(3) Develop special recruitment techniques with flexibility to decentralize and hold examinations in minority communities whenever feasible.

(4) Assign a minority recruitment coordinator to work directly with organizations and individuals in the minority communities.

(5) Implement and promote training and promotional programs for ethnic minorities in general and within each department.

C. The Affirmative Action Officer shall:

(1) Assist the departments in preparation of, and periodically review the progress of their Affirmative Action Program to ensure that policy goals are being met.

(2) Assist the City Manager's Office in interpreting the goals of the program to both management and minority groups.

(3) Provide counseling to employees on promotional opportunities and encourage minority employee participation in promotional examinations.

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

(5) Conduct orientation sessions with managerial and supervisory personnel in order to explain that top management considers Affirmative Action policy to be of major importance and should be treated with high priority.

(6) To present to the appropriate authority, (Department head, City Manager, Personnel Director, Civil Service Commission or City Council), any grievance or issue which is pertenent to the implementation of this Affirmative Action Program.

(7) Coordinate the implementation of training and promotional Programs for Minorities.

C. The Department Heads shall:

(1) Pledge themselves to the objective of the program by adopting a positive attitude which shows visivle manifestations of their commitment to equal opportunity on the part of City leadership .

(2) Develop an affirmative action plan and policies within 90 days, which is consistent with the City's Equal Employment Opportunity policies and goals which will for approval by the Affirmative Action Officer.

(3) Appoint an employee to work with the Affirmative Action Officer in drafting and following through an Affirmative Action Program within his department.

(4) Develop and implement training and promotional programs within his department.

D. The Auditor shall:

Work jointly with the director of personnel and city manager in developing a tabulation card for each employee that will include the racial and/or ethnic background and classification of that employee.

E. The Mayor shall:

Appoint a citizens Advisory Committee to include one representative of each ethnic minority group(Mexican American, Black, Filipino,

American Indian, and Asian/Oriental), and four(4) members at large to monitor and /or evaluate the Affirmative Program. This Committee will make recommendations they deem necessary to the Mayor or other appropriate authority.

SAN DIEGO STATE UNIVERSITY 1897

Draft

AFFIRMATIVE ACTION PROGRAM

FOR THE CITY OF SAN DIEGO

The objective of establishment of this five-year Affirmative Action Employment Program is to increase the percentage of minority citizens by the City of San Diego so that the City's employment reflects the ethnic composition of the population of the City of San Diego. This program also gives consideration to improving promotional opportunities for minority persons employed already by the City of San Diego.

justify by dept.

The City Manager's Office will be responsible for administering and providing policy direction for an Affirmative Action Program to insure that equal employment opportunities exist in each City department. The City Manager, the Civil Service Commission, and Personnel Department Director, will establish and intensify efforts to recruit and select minority candidates for employment in all classifications by the City of San Diego. They will also have responsibility for establishing career ladders so that all men and women from ethnic minorities will have equal opportunity to achieve increasing responsibility, status and pay.

The City Manager's Office will issue information, instructions and directives to all department heads so that each will develop an affirmative action plan adapted to his department's specific needs and consistent with the City's Equal Opportunity policies. An Affirmative Action Officer, appointed by the City Manager's Office will be responsible for the analysis of data pertaining to each department and for the review of each department's hiring and promotion practice to insure that these are consistent with City's Equal Employment Opportunity policies.

The city shall establish a minimum level of 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 20% the first year, 40% the 2nd year, 60% the 3rd year, 80% the 4th year and reaching 100% of parity the 5th year.

A. The City Manager shall:

(1) Be responsible for the administration of the Affirmative Action Program as it relates to selection, placement, training, upgrading and promotions.

(2) Establish, Administer and provide policy direction for the Affirmative Action Program so that Equal Employment Opportunities exist in each department in all classifications.

(3) Formulate and disseminate directives to department heads to develop Affirmative Action goals and time tables. The directive will instruct department heads to make a complete analysis of their work force to determine areas in which they are deficient in the utilization of minority personnel and establish numerical goals and time tables. Each department will appoint an employee to work with the Affirmative Action Officer. The Affirmative Action Officer will assist the respective representives from each department in writing and finalizing that departments program.

B. The Personnel Director shall:

(1) Establish a special recruitment program, conduct recruitment and orientation among minority group communities and also develop regular communication channels with minority neighborhood's to assure that employment opportunities information is disseminated among potential employment candidates.

(2) Analyze testing procedures and all other aspects of the recruitment and certification process, to insure that barriers to hiring minority employees, or promotion of minority employees are eliminated. Recommend personnel rules changes to the Civil Service Commission when appropriate or necessary.

(3) Develop special recruitment techniques with flexibility to decentralize and hold examinations in minority communities whenever feasible.

(4) Assign minority recruitment coordinator to work directly with organizations and individuals in the minority communities.

C. The Affirmative Action Officer shall:

(1) Assist the departments in preparation of, and periodically review the progress of their Affirmative Action Program to ensure that policy goals are being met.

(2) Assist the City Manager's Office in interpreting the goals of the program to both management and minority groups.

(3) Provide counseling to employees on promotional opportunities and encourage minority employee participation in promotional examinations.

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

(5) Conduct orientation sessions with managerial and supervisory personnel in order to explain that top management considers Affirmative Action policy to be of major importance and should be treated with high priority.

(6) To present to the appropriate authority, (Department heads, City Manager, Personnel Director, Civil Service Commission or City Council), and grievance or issuewhich is pertinent to the implementation of this Affirmative Action Program.

C. The Department Heads shall:

(1) Pledge themselves to the objective of the program by adopting a positive attitude which show visible manifestations of their commitment to equal opportunity on the part of City leadership.

(2) Develop an affirmative action plan within 90 days, which is consistent with the City's Equal Employment Opportunity policies.

(3) Appoint an employee to work with the Affirmative Action Officer in drafting and following through an Affirmative Action Program within his department.

D. Auditor shall:

Work jointly with the director of personnel and city manager in developing tabulation card for each employee that will include the racial and/or ethnic background and classification of that employee.

February 1, 1972

AFFIRMATIVE ACTION PROGRAM
FOR THE CITY OF SAN DIEGO

This five-year Affirmative Action Program is designed to increase the percentage of minority citizens employed by the City of San Diego so that City employment is at least consistent with the minority composition of the population of the City of San Diego, and to achieve this parity at all salary levels and job classifications. Minorities are defined as Mexican-American, Black, Filipino, American Indian and Asian/Oriental. This Program also gives emphasis to improving promotional opportunities for minority persons already employed by the City of San Diego.

A Citizens Advisory Committee, appointed pursuant to Section 43B of the Charter, shall assist in monitoring progress of this Affirmative Action Program on a continuing basis.

The City Manager, the Civil Service Commission, and the Personnel Director will establish and intensify efforts to recruit, select and promote minority candidates for employment in all classified and unclassified levels. They will also have responsibility for establishing career ladders so that minorities will have equal opportunity to achieve increasing responsibility, status and pay.

The City of San Diego's goal for eliminating any disparity between the minority composition of City employment and total City population shall be the elimination of 20% of the disparity during the first year of this program, 40% the second year, 60% the third year, 80% the fourth year, and 100% the fifth year.

A. The City Manager shall:

(1) Be responsible for administration of the Affirmative Action Program as it relates to the employment, training, and promotion of minorities.

(2) Establish, administer and provide policy direction for the Affirmative Action Program so that equal employment opportunities exist 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) Augment training programs designed to facilitate career advancement for minorities on both a City-wide and departmental basis.

(5) Appoint an Affirmative Action Officer to assist in the administration of the Affirmative Action Program.

B. The Personnel Director shall:

(1) Establish a special recruitment program, conduct recruitment and orientation in minority group communities, and develop regular communication channels with minority neighborhoods to assure that employment opportunity information is widely disseminated.

(2) Analyze testing procedures and all other aspects of the recruitment and certification process to insure that artificial barriers to hiring minority applicants or promoting minority employees are eliminated.

(3) Recommend policy changes to the Civil Service Commission.

(4) Develop special recruitment techniques with flexibility to decentralize and hold examiniations in minority communities whenever feasible.

(5) Assign a Minority Recruitment Coordinator to work directly with organizations and individuals in the minority communities.

C. The Affirmative Action Officer shall:

(1) Assist the departments in preparation of their Affirmative Action Programs, and periodically review them to ensure that policy goals are being met.

(2) Assist the City Manager in interpreting the goals of the program to both management and minority groups.

(3) Provide counseling to employees on promotional opportunities and encourage minority employee participation in promotional examinations.

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

(5) Conduct orientation sessions with managerial and supervisory personnel to emphasize that top management considers the Affirmative Action Program to be of major importance and highest priority.

(6) Present to the appropriate authority (Department Head, City Manager, Personnel Director, Civil Service Commission or City Council), any grievance or issue which is pertinent to the implementation of this Affirmative Action Program.

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

(8) Meet periodically with the Citizens Advisory Committee to review progress of this Program.

D. The Department Heads shall:

(1) Pledge themselves to the objectives of this program by adopting a positive attitude with visible manifestations of their commitment to equal opportunity on the part of City leadership.

(2) Develop a departmental Affirmative Action Program, and submit it to the Affirmative Action Officer for approval within 90 days.

(3) Appoint an employee to work with the Affirmative Action Officer in drafting and implementing an Affirmative Action Program within his department.

(4) Develop and implement training and promotional programs within his department.

E. The Data Processing Director shall:

(1) Work jointly with the Personnel Director and the City Manager in obtaining and updating data on the job classification and minority status of employees.

(2) Prepare reports as authorized by the City Manager on the minority composition of City employment.

F. The Citizens Advisory Committee shall:

(1) Monitor and/or evaluate the Affirmative Action Program.

(2) Make recommendations deemed necessary to the Mayor, City Council, or other appropriate authority.

The Committee should include one (1) representative from each of the minority groups (Mexican-American, Black, Filipino, American Indian, and Asian/Oriental), and four (4) other members from the City at large.