

Background/History

Approximately five years ago, the District made a commitment to increase diversity within its workforce. A Governing Board ad hoc committee on diversity and a task force for the District's hiring policies were created and recommendations were made for operational change. In addition to these committees, the Districtwide Equal Employment Opportunity Advisory Committee (DEEOAC) was restructured in fall of 2015 and became instrumental in promoting diversity efforts, including an institutional assessment, analysis of committee recommendations, exploration of best practices, and most importantly, led the development of the recently adopted Equal Employment Opportunity (EEO) Plan. The Board is receiving a complete report on DEEOAC's work at this meeting, that shows the objectives from the work plan were met and the endeavor was viewed as highly successful. The completed work included the District's compliance with meeting all nine of the EEO *Multiple Methods* required by the State to receive EEO funding. The District received the maximum allocation of \$50,000 in EEO funding for meeting these requirements for fiscal year 2017-18.

Workforce Diversity Policies and Procedures

As evidence of the District's commitment to diversity and inclusion, there are several policies that institutionalize organizational values, fair treatment and ensure legal compliance. They follow and are included as attachments.

Attachment 1	Board Policy 1023	Equity in Student
Achievement		
Attachment 2	Board Policy 2001	Non-discrimination
Policy		
Attachment 3	Board Policy 2004	Selection, Retention
and Termination of District Employees		
Attachment 4	Board Policy 2052	Equal Employment
Opportunity		
Attachment 5	Board Policy 2059	Diversity

Attachment 6 Human Resources Procedure 1010.01 Plan	Equal Opportunity
Attachment 7 Human Resources Procedure 1010.02 Employment Selection Guide	Uniform
Attachment 8 Human Resources Procedure 1040.07 Discrimination and Unlawful Harassment	Unlawful
Attachment 9 Management, Supervisory, and Confidential Employees Personnel Manual 2.0	Equal Opportunity

District Workforce Diversity Efforts

The efforts listed below highlight several endeavors that support the Board and District's goals in developing and sustaining a diverse workforce while promoting hiring efforts for classified, management and faculty positions.

JobLinks

On May 31, 2018, the following workshops were offered to Districtwide classified professional staff related to diversity and inclusion:

- ***LGBTQ+ 101: Creating Safe and Supportive Campuses presented by Rainbow Community Center:*** This workshop addressed gender vs. sexuality; supporting transgender students; and best practices for safe and supportive schools.
- ***Working Together: Why Inclusion Matters presented by Managed Health Network:*** Workplace inclusion reflects having diverse perspectives, experiences and cultures valued, respected and supported. It is about ensuring the right conditions are in place for each person to pursue his or her full professional potential. Inclusion puts the concept and practice of diversity into action by creating an environment of involvement, respect, and connection. In this workshop, participants become aware of how perspectives affect the workplace; examine the impact of 'difference' in the workplace; identify barriers to inclusion in the workplace; increase awareness of the benefits of inclusion; and learn about communicating more effectively - inclusively.

Center for Urban Education Institute

Twenty faculty and managers from the District participated in the University of Southern California - Center for Urban Education Institute's training titled, "Equity in Faculty Hiring at Community Colleges," from September 28-29, 2017, in southern California. The two-day Institute convened 20 community colleges from around the state to develop a set of practices and processes to embed equity-mindedness into their campus faculty procedures.

Asian Pacific Americans in Higher Education (APAHE) Conference

The District was a sponsor for the 2018 Asian Pacific Americans in Higher Education (APAHE) Annual Conference at the Oakland Marriott Hotel. This year's conference was titled, "Unfinished Business Rises Up." The District placed a half-page advertisement in the APAHE conference brochure in April 2018.

2018 4CD Leadership Institute

The District sponsored the 5th 4CD Leadership Institute Program from December 2017 through May 2018. A diverse group of 20 employees (faculty, management and classified) from throughout the District attended this six-month leadership program, that included a workshop in the program titled, "*Redefining Diversity at Community Colleges.*"

District Office Training

The District Office hosted a LGBTQ+ workshop on January 18, 2018, facilitated by the Rainbow Community Center of Contra Costa County to share information about what it is to be or be a LGBTQ+. Training included: gender vs sexuality, supporting transgender students, policies and procedures and best practices for safe and supportive schools.

Diversity Hiring in Practice, Best Practices for Screening Committees

The District Office Human Resources (HR) Department ensures all selection committee members receive diversity training before they serve in the selection process. The District HR Department provides Title 5 compliant diversity training at all colleges and the District Office each semester. All selection committees participate in systematic training that includes the principles of diversity and equity, and equal opportunity regulations. Presently, 540 employees have successfully completed diversity training sessions. Employees must renew training every two years in order to be eligible to participate on any screening and selection committee.

The District also offers selection training during flex week for faculty members at Contra Costa College, Diablo Valley College and Los Medanos College.

Liebert Cassidy and Whitmore attorney Laura Schulkind provided a "Diversity In Hiring" session and a "Diversity Hiring in Practice, Best Practices for Screening Committees (Title 5 training)" Districtwide in fall 2017 and spring 2018. This workshop also satisfied the mandated Title 5 training for all persons involved in the selection and screening process.

District Office HR provides continuous professional development opportunities for employees who will serve on interviewing committees. These trainings also satisfied the Title 5 training requirement. The training provides information on hiring strategies, selection tool development and information on how to eliminate barriers that might adversely impact diverse job applicants.

A Diversity and Hiring workshop was recorded at one of the colleges and is presently offered online through a software program. Employees can view the 90-minute training from any computer. All employees are required to complete the online or in-person, training prior to serving on any type of screening or selection committee during the recruitment process. as stated in the District's EEO Plan, this training is required every two years in order to serve on any screening and selection committee.

The District has also implemented the listed components for addressing diversity throughout the hiring steps.

- All applicants address their background related to equity, diversity and/or inclusion during the hiring process.
- An EEO Representative from HR sits in every faculty and contract administrator hiring process.
- The District Office HR Department thoroughly investigates all complaints of discrimination and harassment in a timely manner in accordance with HR Procedure 1040.07.
- The Associate Vice Chancellor, Chief Human Resources Officer, approved three diversity projects which were presented and discussed at the DEEOAC. The Committee supported the following college projects this spring semester: a) DVC EEO Committee is planning to host an open house for applicants interested in faculty job opportunities in the District in fall 2018; b) CCC EEO Committee is developing job announcement language to attract future applicants who have understanding of diverse academic, socioeconomic, cultural, disability, gender identity, sexual orientation, and ethnic backgrounds of community college students and staff; and c) LMC EEO Committee is developing a hiring toolkit to provide information to each committee to help them with the hiring process.
- The District HR Department annually reports to the Board on student, employee and service area demographics.
- The District HR Department reviews all screening material for faculty, management and staff recruitment to ensure compliance with equal opportunity principles.

Title IX Training

Title IX training was provided by attorney Stephanie White representing Lozano Smith law firm on January 26, 2018, at DVC; February 7, 2018, at CCC, and February 9, 2018, at LMC.

Part I was designed to provide community college personnel with an overview of Title IX with an emphasis on sexual misconduct in student-to-student and adult-to-adult situations. It also covered employees' obligations to identify and report Title IX issues that have been brought to their attention, as well as best practices for doing the same.

Part II of this workshop presented Lozano Smith's model approach to identifying, addressing and preventing Title IX complaints and violations, known as REACT. It highlighted the role of the Title IX Coordinator; important timelines and procedures under Title IX and Title 5; the importance of implementing interim measures; the

importance of communicating and working with the police; and an overview of the Clery Act and Campus SaVE Act.

District Equal Opportunity Advisory Committee (DEEOAC)

The District developed an EEO Plan for 2016-2019 that was approved by the Governing Board at its May 25, 2016, meeting. The DEEOAC met monthly throughout this academic year to commence work on implementation of the EEO Plan. Committee members were involved in deep discussions about opportunities, challenges, potential projects, and prioritizing interests. The EEO Plan Committee encompasses representatives from classified, confidential, faculty, management, students and local community members.

The DEEOAC approved one project for each of the three campus EEO committee member groups to improve diversity and inclusion. The campuses have initiated the following projects: Faculty Open House, Hiring Toolkit and Faculty Job Announcement improvements.

The DEEOAC has also participated in numerous meetings throughout this academic year to discuss various approaches and procedures to improve the hiring process. The DEEOAC will continue its work in the fall 2018 semester to fulfill its mission of increasing equity, diversity and inclusion.

Faculty Recruitment

In January 2018, the District Office HR Department started providing support for the recruitment of all tenure track faculty positions to ensure equal employment opportunities and equitable hiring practices. This represented a total of 28 recruitments, including those that are currently in the recruitment process. The District Office HR Department is responsible for serving as the EEO in overseeing paper-screening processes; job performance assessments; initial interviews; final interviews; facilitation of hiring committee discussions; conducting investigations; and attending all hiring recruitment meetings. The District Office HR Department is also responsible for conducting the initial minimum qualification screening as well

as managing and investigating all complaints related to recruitments initiated by the applicant, committee member or anyone involved in the recruitment process.

The District also participated in the Northern and Southern California Registry Job Fairs for faculty recruitment in January 2018. Faculty were invited from each college and attended the event to promote faculty recruitments for the District.

Social Media Strategy

To advance its recruitment approaches, District HR has implemented a progressive social media strategy to attract diverse job applicants for career opportunities. This was the result of reviewing and developing new recruitment sources, advertising and public relations techniques with special emphasis on obtaining qualified diverse candidates. Due to this effort, the new social media initiative for recent recruitments that included LinkedIn, internal marketing to District employees through Facebook, Twitter and other social media venues. The District's recruitment staff contact potential applicants to discuss the benefits of working in the District, and raise awareness of appropriate job openings as they become available. As an example, LinkedIn has grown to 225 million members in over 200 countries, making it one of the world's largest professional networks on the Internet used by dynamic employers to reach out to potential job applicants.

Employment Advertising

The District advertises all job openings with job boards and publications that target diverse populations. These advertising sources were utilized for all faculty recruitment initiatives and are also used regularly for management and classified opportunities. The list below reflects the job boards and publications commonly used.

AsiansinAcademia.com

Association in Higher Education and Disability

Association of Black Psychologist

Association of Latino Professionals in America

BlacksinAcademia.com

Black Caucus America Library Association

Caljobs.gov

Chronicle of Higher Education

CommunityCollegeJobs.com

Consortium of Higher Education

Lesbian Gay Bisexual Transgender Professionals

Craigslist

Disabledpeople.com

Diversity.com

DiversityEducation.com

Hispanicoutlook.com

HBCUConnect.com

HigheredWomen.com

Indeed.com

InsighttoDiversity.com

Latinosinhighered.com

LinkedIn.com

National Latino Psychological Association

NativeAmericaninAcademic.com

State Chancellor's Registry

Tribal College Journal

VeteransinAcademia.com

In addition to the outreach efforts noted above, District HR is committed to continuing the District's recruitment efforts in order to achieve diverse applicant pools. This means District HR will continually expand advertising in publications, websites, and other entities with audiences representing diverse and underrepresented populations.

Demographic Comparisons and Employment Trends (Fall 2011-Fall 2017)

In February 2013, a report on District Workforce Diversity Efforts and Student, Employee and Service Area Demographics was presented to the Governing Board. The District has continued to collect employee demographic data for each location. Table 1 below shows an employee ethnicity demographic comparison of years 2011 to 2017.

A few key observations based on Table 1

- Overall, there continues to be a steady increase in Hispanic employees Districtwide, with every location seeing a year-over-year increase.
- As a percentage, Asian employees were up at CCC, LMC, District Office and down one percentage point at DVC for the last year.
- All locations, with the exception of the District Office, experienced a decrease in the employment of White employees by four percent in 2017 compared to 2016.
- As a percentage of employees, African Americans remained steady at CCC from 2016 to 2017 and decreased at the District Office by three percentage points. LMC has experienced a one percentage point increase since 2011, and at DVC, there has been a two percentage point increase.
- Native Americans and Pacific Islanders remain a very small portion of the employee base and are at approximately the same proportionate ratio at all locations.
- Those who identify as "Unknown" decreased at all locations from 2011 to 2017 while maintaining the same percentages at DVC and LMC from 2016 to 2017.

Included for reference are updated student, employee and county population statistics in the same format as originally presented at the February 27, 2013, Governing Board meeting.

Figure 1 Racial/Ethnic Composition of Students, Employees, and County Population Compared to Distribution of Graduate Degrees -

Fal 2017

Table 1 Employees by Location, Term, and Racial/Ethnic Group (Percent) - Fall 2011-2017

Table 2 Employees by Location, Term, and Racial/Ethnic Group (Number) - Fall 2011-2017

Table 3 Employee Group by Location, Race/Ethnicity, and Term (Number) - Fall 2011-2017

Table 4 Employee Group by Location, Race/Ethnicity, and Term (Percent) - Fall 2011-2017

Table 5 Demographic Comparison by Group - Fall 2017 (Number)

Table 6 Demographic Comparison by Group - Fall 2017 (Percent)

Table 7 Difference in Racial/Ethnic Distribution from 2000 to 2017 for Student, Employees and County Population

Table 8 Racial/Ethnic Distribution of 4CD Students and Employees Compared to County Population, 2000-2010-2017

Summary

The District continues to demonstrate its commitment to diversity and inclusion by concentrating on the development and implementation of process improvements in the area of recruitment. Creating and sustaining a diverse workplace requires concentration on talent acquisition, employee professional development, and leadership advocacy. The colleges and the District Office have worked diligently to further these efforts. This also means there has been very brave, stimulating, and sometimes uncomfortable and difficult dialogue regarding diversity and inclusion in the District. The District will continue to work to enhance past efforts, practices, policies, and improve organizational values in the area of creating a more diverse and inclusive workforce. This year's report demonstrates the tactics being used by the District are working in the diversification of its workforce and it will continue to

implement innovative approaches and techniques in the areas of recruitment and retention for a diverse workforce.