

District Workforce Diversity, 2015-16 Report

The Contra Costa Community College Governing Board as a commitment to diversity and inclusion. This report highlights the activities executed to support 2015-2016 Governing Board Priorities related to workforce diversity.

- Goal 4.5 Board Role: Monitor human resources issues that have an impact on workforce diversity.
- Actions: 4.5.a. Continue to monitor and review District hiring practices with a focus on ensuring administrative, faculty and classified diversity.
- 4.5.b. Receive staff reports on the District's efforts to create and maintain a diverse workforce.
- 4.5.c. Receive report on the work of the District's newly appointed diversity, inclusion, and innovation officer.

Background/History

In fiscal year 2012-13, the Governing Board catalyzed discussions about workforce diversity across the organization, leading to three special Governing Board meetings on May 9, 2013, June 18, 2013, and October 4, 2013. Board members John E. Márquez and Vicki Gordon co-chaired the Workforce Diversity subcommittee conversations, facilitated by the law firm of Garcia, Hernandez, Sawhney, & Bermudez LLP, on anti-discrimination laws, and District hiring processes and procedures. Ultimately, the subcommittee developed a set of recommendations that emphasized the need for diversity, importance of data, effective recruitment strategies, continuous dialogue across the District and substantive hiring policy modifications.

In January 2014, the Chancellor advanced the Governing Board's priorities and formed a task force of key constituency members that reviewed findings from the Workforce Diversity subcommittee work sessions facilitated by the law firm, proposed revisions to District hiring policies, and made recommendations for actions to increase diversity. The Hiring Policy Review Committee Task Force was led by Diablo Valley College President, Peter Garcia through numerous work sessions where conversations promoted an exchange of innovative ideas and rich dialogue. The group reviewed the steps of the hiring process and created thoughtful suggestions for future changes to District recruitment and selection practices. Input was used in several areas, including development of the Equal Employment Opportunity (EEO) Plan, discussed later.

In February 2014, the District first retained the services of law firm Liebert, Cassidy, Whitmore (LCW) to facilitate employee diversity training Districtwide. The training was titled, "Hiring the Best While Developing Diversity in the Workforce: Legal Requirements and Best Practices for Screening Committees." Tailored to meet specific recruitment and selection-related needs, similar training has been subsequently offered many times. As a result, many District employees have been exposed to a variety of training topics presented by LCW attorneys over the last two and one-half years. This effort has served as a method to develop understanding of the legal requirements, business-related evidence and best practices for recruiting, selecting and hiring diverse candidates.

In fall 2014, under the leadership of the Chancellor, a committee was convened with a focus on professional development endeavors related to innovation. The committee successfully coordinated a Districtwide Convocation on Innovation on January 9, 2015, with over 700 employees in attendance. The day served as a catalyst for shifting organizational culture toward thinking more about how diversity and inclusion foster innovation and creativity.

In August 2015, the Chancellor created an interim Diversity, Inclusion and Innovation Officer position and reassigned Contra Costa College (CCC) Vice President Tammie Gilkerson as a direct report. The position was instrumental in promoting diversity efforts which included an institutional assessment, analysis of committee recommendations, exploration of best practices, and most importantly, led the development of the recently adopted EEO Plan. The Board received

a complete report on the work of this position in May, noting that most of the objectives from the work plan were met and the endeavor was viewed as highly successful.

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

District Workforce Diversity Efforts

The following efforts 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 June 2, 2016, two workshops were offered to classified staff related to diversity and inclusion.

- "Layer of Diversity: An Introduction to Diverse Thinking Styles" was facilitated by CCC Vice President Tammeil Gilkerson. This interactive session provided a framework for thinking about the various dimensions of diversity and increased awareness of diverse thinking styles. Each participant determined his/her own dominant thinking style and explored the impact of these styles on teams and service.
- "Movin' On Up: Workshop for Classified Professionals Seeking Advancement," was facilitated by Wyman Fong and Gweneth Murphy, Chabot Las Positas Community College District. This workshop provided classified professionals broad guidance and specific support to those seeking advancement. Two human resources professionals discussed personal stories, external and internal forces at play, self-accountability and assessment, best practices and tips. The presenters facilitated the group through mock interviews, as well as an open question and answer session to share and address personal challenges and opportunities from participants.

Institutional Effectiveness Partnership Initiative Workshop

September 28, 2015, Part 1

October 14, 2015, Part 2

October 23, 2015, Part 3

November 2, 2015, Diversity Summit

District staff was invited to attend a three-part webinar series on Equal Employment Opportunity and Faculty Diversity. Part 1: Sending the Message before the hiring process begins: EEO Laws and District Policies/ Procedures, Part 2: Best Practices & Law on Selection Committee, the Interview, and Deliberation Process, Part 3: After Making the Hire: Promoting Inclusion during the fall semester of 2015. Employees also attended an Equal Employment Opportunity and Faculty

Diversity Summit co-sponsored by the Institutional Effectiveness Partnership Initiative and the Academic Senate of California Community Colleges.

Have Real Impact in Your Discipline: A Colloquium to Explore Community College Teaching as a Career

On November 20, 2015, potential job applicants were invited to an open house at DVC. Participants had the opportunity to meet faculty, department chairs and deans in their disciplines. Staff gave potential external applicants the opportunity to hear from experienced full-time and part-time faculty about community college teaching as a career. Human resources staff provided tips for navigating the application process for current and future full-time, part-time, and internship positions.

Asian Pacific Americans in Higher Education (APAHE) Conference

On April 6, 2016, the APAHE conference was held at the Oakland Marriott Hotel. The District participated as a sponsor at the annual conference and placed a full-page advertisement in the APAHE conference brochure. This advertisement highlighted the District's commitment to diversity and welcomed members to consider the District for career opportunities. District employees who attended the conference were Jennifer Ma, Los Medanos College's (LMC) and Wilbert Lleses, District Office. The conference was valuable in learning more about the importance of a college district having education leaders who have a diverse background and building professional networks of champions for diversity throughout the educational community.

American Association of Hispanics in Higher Education Annual National Conference (AAHHE)

On March 10-12, 2016, the AAHHE Annual National Conference was held at the Hilton Costa Mesa in Costa Mesa, California. The District served as an advertising sponsor for this national conference. The conference theme was "Latino Attainment: Meeting America's Equity & Talent Imperatives". The District's advertisement was geared toward attracting Hispanic graduate students and professionals to consider the District for future employment.

Liebert, Cassidy and Whitmore (LCW) Training Diversity in Hiring Workshops

Workshops sessions were held at Contra Costa College, November 11, 2015 and February 10, 2016; at DVC on November 6, 2015, December 14, 2015, January 20, 2016, and February 2, 2016; at the District Office on December 15, 2015; and at LMC on November 4, 2015, January 7, 2015 and January 19, 2016.

District human resources provides continuous professional development opportunities for employees who will serve on interviewing committees. The trainings also satisfied the Title 5 training requirement mandating persons who serve on screening and selection committees receive anti-bias in hiring training. Attorney Laura Schulkind from LCW facilitated the sessions, which were open to staff, faculty, and managers who are involved in the recruitment process. The training provided information on hiring strategies, selection tool development and how to eliminate barriers that might adversely impact diverse job applicants.

District Equal Opportunity Plan and District Equal Employment Opportunity Advisory Council (DEEOAC)

The Diversity, Inclusion and Innovation Officer led and collaborated with the DEEOAC to draft an updated Equal Employment Opportunity Plan. The Governing Board reviewed and approved the final EEO Plan on May 25, 2016. In addition, the DEEOAC expanded the committee structure in order to meet diversity objectives by including two community appointments from the Governing Board.

Faculty Recruitment

On January 23 and 30, 2016, District human resources and faculty members from each college attended the Statewide Chancellor's Registry Job Fairs in San Francisco and Los Angeles,

respectively. District representatives met with potential job applicants to discuss job opportunities, qualifications, employment processes and the organizational climate.

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.

- Asiansinhighered.com
- AsiansinAcademia.com
- Association of Black Psychologists
- Association of Latino Professionals in America
- BlacksInAcademia.com
- BlacksInhighered.com
- Communitycollege.com
- Consortium of Higher Education Lesbian Gay Bisexual Transgender Resource Professionals
- Craigslist
- Disabledpeople.com
- DiverseEducation.com
- HBCUconnect.com
- Hispanicsinhighered.com
- Hispanicoutlook.com
- Indeed.com
- Jobsinhighered.com
- Latinosinhighered.edu
- LGBTinhighered.com
- LinkedIn.com
- Monster.com
- National Latino Psychological Association
- NativeAmericansinhighered.com
- State Chancellor's Registry
- Tribal College Journal of American Indian Higher Education
- VeteransinAcademia.com
- Veteransinhighered.com
- Womeninhighered.com

In addition to the outreach efforts noted above, District human resources is committed to continuing the District's recruitment efforts to achieve diverse applicant pools by continually expanding advertising in publications, on websites, and with other entities whose audiences represents diverse populations.

Demographic Comparisons and Employment Trends (Fall 2011-Fall 2015)

In February 2013, the "District Workforce Diversity Efforts and Student, Employee and Service Area Demographics" report was submitted to the Governing Board. The District has continued to collect employee demographic data for each location. Chart 1 below shows an employee ethnicity demographic comparison of years 2011 to 2015.

Chart 1: Employees by Location, Term, and Racial/Ethnic Group - (Percent)

Location/ Term	African American	Asian	Filipino	Hispanic	Native American	Pacific Islander	Two or More	White	Unknown
CCC									
Fall 2011	23%	12%	4%	15%	0%	1%	3%	35%	8%
Fall 2012	25%	12%	3%	16%	0%	1%	0%	34%	8%
Fall 2013	22%	13%	4%	20%	0%	1%	0%	32%	7%
Fall 2014	22%	14%	4%	20%	1%	1%	0%	31%	7%
Fall 2015	22%	13%	3%	22%	0%	1%	0%	32%	6%
Change from 2011 to 2015	-1%	2%	0%	7%	0%	0%	-3%	-3%	-2%
DVC									
Fall 2011	6%	9%	3%	8%	1%	0%	3%	51%	20%
Fall 2012	6%	9%	3%	9%	1%	1%	0%	53%	18%
Fall 2013	6%	10%	3%	10%	1%	0%	0%	53%	16%
Fall 2014	7%	11%	3%	11%	1%	0%	0%	54%	13%
Fall 2015	7%	11%	3%	11%	1%	0%	0%	53%	13%
Change from 2011 to 2015	1%	2%	1%	3%	0%	0%	-3%	2%	-7%
LMC									
Fall 2011	12%	6%	4%	19%	1%	0%	4%	49%	6%
Fall 2012	13%	7%	5%	19%	1%	0%	0%	47%	7%
Fall 2013	13%	8%	3%	22%	1%	1%	0%	47%	5%
Fall 2014	15%	8%	4%	21%	1%	1%	0%	46%	4%
Fall 2015	15%	6%	4%	22%	1%	0%	0%	49%	3%
Change from 2011 to 2015	3%	0%	0%	3%	0%	0%	-4%	0%	-3%
DST									
Fall 2011	12%	10%	11%	6%	2%	0%	1%	51%	6%
Fall 2012	16%	9%	10%	7%	2%	0%	0%	49%	6%
Fall 2013	15%	10%	12%	10%	2%	0%	0%	46%	5%
Fall 2014	10%	11%	15%	9%	2%	0%	0%	47%	5%
Fall 2015	11%	10%	12%	8%	2%	0%	0%	49%	6%
Change from 2011 to 2015	-1%	1%	1%	2%	0%	0%	-1%	-2%	0%

Source: District Research, CCCCD. Employee information from Fall 2015 IT Demographics file. 4/15/2016 JD

A few key observations based on Chart 1

- As expected, there has been a fairly steady increase in Hispanic employees at all locations, and in Asian employees in all locations except LMC, which showed previous gains but declined in 2015 reporting.
- Since 2011, CCC has had the largest increase of Hispanic employees at seven percentage points, of which two percentage points were from 2014 to 2015.
- Whites, as a percentage of the total workforce, decreased or remained the same at all locations except DVC.
- African- Americans as a percentage of employees have remained fairly steady across the District except at LMC, which experienced a three percentage point increase.
- Those who identify with “Two or More” ethnicities or are “Unknown” decreased at all locations except at LMC where the “Unknown” remained at the same ratio.

Included for reference are updated selected student, employee and county population statistics as 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 - Fall 2015
Table 1	Employees by Location, Term, and Racial/Ethnic Group (Number) – Fall 2011-2015
Table 2	Employees by Location, Term, and Racial/Ethnic Group (Percent) - Fall 2011-2015
Table 3	Employee Group by Location, Race/Ethnicity, and Term (Number) – Fall 2011-2015
Table 4	Employee Group by Location, Race/Ethnicity, and Term (Percent) - Fall 2011-2015
Table 5	Demographic Comparison by Group - Fall 2015 (Number)
Table 6	Demographic Comparison by Group - Fall 2015 (Percent)
Table 7	Difference in Racial/Ethnic Distribution from 2000 to 2015 for Student, Employees and County Population
Table 8	Racial/Ethnic Distribution of CCCC Student and Employees Compared to County Population, 2000-2010-2015

Summary

The District's commitment to and emphasis on diversity has led to organizational change, demonstrated by the development and adoption of an EEO Plan, continuous training offerings, and review and modifications to recruitment and selection processes. Maintaining diversity requires a deliberate focus on talent acquisition and development, employee engagement and workplace climate. Developing diverse talent is pivotal to the District's success as an educational institution. This 2015-16 fiscal year report demonstrates the tactics used, and resources dedicated and expended to recruit, hire, develop, promote and retain a more diverse workforce and create a culture that is inclusive. The District continues to strive to expand outreach to talented individuals while improving its internal climate. The District will continue to review and update its practices in order to support a thriving and diverse workforce.