



**GAVILAN JOINT COMMUNITY COLLEGE DISTRICT  
Equal Employment Opportunity Plan**



Updated: May 7, 2020

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## Introduction

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Gavilan Joint Community College District encourages a welcoming work environment that promotes and rewards employee excellence, as reflected in our Principles of Community. These values of Diverse, Purposeful, Inclusive and Equitable (see Principles of Community, attachment) are the relationships we form with each other, and form the culture of our college.

As the Principles of Community state:

*As members of the Gavilan College community, we value the worth and dignity of every person, the pursuit of truth, devotion to excellence, acquisition of knowledge, and the nurture of democratic citizenship. We strive to maintain these ideals in an environment of inclusiveness and mutual respect.*

Gavilan College is committed to educational excellence. The college aspires to be an exemplary, student-centered community college through leadership, planning, and a commitment to ongoing improvement. Its services and programs are designed to instill the values of critical thinking, lifelong learning, cultural understanding, and community service. Gavilan's quality of service to students is closely bound to the quality of the college staff.

This Equal Employment Opportunity Plan illustrates the District's commitment to diversity, equity, inclusion, cultural competency and equal employment opportunity.

To optimally serve our diverse community, the District will endeavor to attract, hire, and retain faculty and staff who are sensitive to, and knowledgeable of, the needs of the continually changing student body. This plan is intended to assist with this important dialogue of inclusion and equity and serve as a road map for further professional development.

The vision of all the stakeholders throughout our district is to provide a supportive learning environment that promotes personal and professional success, leadership, innovation, responsibility, and a sense of community with a commitment to Equal Employment Opportunity. Please use this plan to further define areas of need for additional analysis by our Human Resources Department. Questions can be directed to Lucy Alvarez, Interim Director of Human Resources.

*Kathleen A. Rose, Ed. D.*  
Superintendent/President

## Definitions

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### **Adverse Impact:**

a statistical measure (such as those outlined in the EEO Commission's *Uniform Guidelines on Employee Selection Procedures*) that is applied to the effects of a selection procedure and demonstrates a disproportionate negative impact on any group defined in terms of ethnic group identification, gender, or disability. A disparity identified in a given selection process will not be considered to constitute adverse impact if the numbers involved are too small to permit a meaningful comparison.

### **Chancellor's Office:**

the California Community College's Chancellor's Office.

### **Diversity:**

a condition of broad inclusion in an employment environment that offers equality and respect for all persons. A diverse educational community recognizes the educational benefits that flow from employee populations that are varied by race, gender, disability status, belief, age, national origin, cultural background, life experience, and other enriching characteristics.

### **Equal Employment Opportunity:**

means that all qualified individuals have a full and fair opportunity to compete for hiring and promotion and to enjoy the benefits of employment with the District. Equal employment opportunity should exist at all levels and in all job categories listed in section 53004(a). Ensuring equal employment opportunity also involves creating an environment that fosters cooperation, acceptance, democracy and free expression of ideas and that is welcoming to men and women, persons with disabilities and individuals from all ethnic groups protected from discrimination by Title 5, section 53000 et seq.

### **Equal Employment Opportunity Plan:**

a written document in which a District's workforce is analyzed and specific plans and procedures are set forth for ensuring equal employment opportunity.

### **Equal Employment Opportunity Programs:**

all the various methods by which equal employment opportunity is ensured. Such methods include, but are not limited to, using nondiscriminatory employment practices, actively recruiting, monitoring and taking additional steps consistent with the requirements of section 53006 .

### **Ethnic Group Identification:**

means an individual's identification in one or more of the ethnic groups reported to the CCC Chancellor pursuant to section 53004(b). These groups shall be more specifically defined by the CCC Chancellor consistent with state and federal law.

### **In-house or Promotional Only Hiring:**

means that only existing District employees are allowed to apply for a position.

**Monitored Group:**

means those groups identified in section 53004(b) for which monitoring and reporting is required pursuant to section 53004(a).

**Person with a Disability:**

any person who (1) has a physical or mental impairment as defined in Government Code, section 12926 which limits one or more of such person's major life activities, (2) has a record of such an impairment, or (3) is regarded as having such an impairment. A person with a disability is "limited" if the condition makes the achievement of the major life activity difficult.

**Reasonable Accommodation:**

the efforts made on the part of the District to remove artificial or real barriers, which prevent or limit the employment and upward mobility of persons with disabilities. "Reasonable accommodations" may include the items designated in section 53025.

**Screening or Selection Procedures:**

any measure, combination of measures, or procedures used as a basis for any employment decision. Selection procedures include the full range of assessment techniques, including but not limited to traditional paper and pencil tests, performance tests, and physical, educational, and work experience requirements, interviews, and review of application forms.

**Significantly Underrepresented Group:**

any monitored group for which the percentage of persons from that group employed by the District in any job category listed in section 53004(a) is below eighty percent (80%) of the projected representation for that group in the job category in question.

## **Policy Statement**

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The Gavilan College Board of Trustees has adopted:

BP 3420 Equal Employment Opportunity

AP 3420 Equal Employment Opportunity (see

<http://www.gavilan.edu/administration/board/documents/Chapter3cover.pdf>)

BP 3420 states:

The Board supports the intent set forth by the California Legislature to assure that effort is made to build a community in which opportunity is equalized, and community colleges foster a climate of acceptance, with the inclusion of faculty and staff from a wide variety of backgrounds. It agrees that diversity in the academic environment fosters cultural awareness, mutual understanding and respect, harmony and respect, and suitable role models for all students. The Board therefore commits itself to promote the total realization of equal employment through a continuing equal employment opportunity program.

The Superintendent/President shall develop, for review and adoption by the Board, a plan for equal employment opportunity that complies with the Education Code and Title 5 requirements as from time to time are modified or clarified by judicial interpretation.

(complies with Title 5 section 53000 and Education Code sections 87100 et seq., as amended in 2002.)

## **Delegation of Responsibility, Authority & Compliance**

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It is the goal of Gavilan Joint Community College District that all employees promote and support equal employment opportunity because equal employment opportunity requires a commitment and a contribution from every segment of the District. The general responsibilities for the prompt and effective implementation of this *Plan* are set forth below.

### **Board of Trustees**

The Board of Trustees is ultimately responsible for proper implementation of the District's *Plan* at all levels of District operation, and for ensuring equal employment opportunity as described in the *Plan*.

### **Superintendent/President**

The Board of Trustees delegates to the Superintendent/President the responsibility for ongoing implementation of the *Plan* and for providing leadership in supporting the District's equal employment opportunity policies and procedures. The Superintendent/President shall advise the Board of Trustees concerning statewide policy emanating from the Board of Governors of the California Community Colleges and direct the publication of an annual report on *Plan* implementation. The Superintendent/President shall evaluate the performance of all administrative staff who report directly to him/her on their ability to follow and implement the *Plan*.

### **Equal Employment Opportunity Officer**

The District has designated the Associate Vice President of Human Resources as its Equal Employment Opportunity (*EEO*) Officer who is responsible for the day-to-day implementation of the *Plan*. If the designation of the *EEO* Officer changes before this *Plan* is next revised, the District will notify employees

and applicants for employment of the new designee. The *EEO* Officer is responsible for administering, implementing and monitoring the *Plan* and for assuring compliance with the requirements of Title 5, sections 53000 et seq. The *EEO* Officer is also responsible for receiving complaints described in *Plan* Section 5 (Complaints) and for ensuring that applicant pools and selection procedures are properly monitored.

### **Equal Employment Opportunity Advisory Committee**

The District has established an Equal Employment Opportunity Advisory Committee to act as an advisory body to the *EEO* Officer and the District as a whole to promote understanding and support of equal employment opportunity policies and procedures. The Equal Employment Opportunity Advisory Committee shall assist in the implementation of the *Plan* in conformance with state and federal regulations and guidelines, assist in monitoring equal employment opportunity progress, and provide suggestions for *Plan* revisions as appropriate.

### **Agents of the District**

Any organization or individual, whether or not an employee of the District, who acts on behalf of the Board of Trustees with regard to the recruitment and screening of personnel, is an agent of the District and is subject to all the requirements of this *Plan*.

### **Good Faith Effort**

The District shall make a continuous good faith effort to comply with all the requirements of this *Plan*.

### **Advisory Committee**

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The District has established a District Equal Employment Opportunity Advisory Committee to assist the District in implementing its *Plan*. The committee may also assist in promoting an understanding and support of equal opportunity and nondiscrimination policies and procedures. The committee may work in coordination with other groups on campus to sponsor events, trainings, or other activities that promote equal employment opportunity, nondiscrimination, retention, and diversity.

The *EEO* Officer shall train the advisory committee on equal employment compliance and the *Plan* itself. The committee shall receive training in all of the following:

- a) The requirements of this subchapter and of state and federal nondiscrimination laws;
- b) identification and elimination of bias in hiring;
- c) the educational benefits of workforce diversity; and
- d) the role of the advisory committee in carrying out the District's *EEO* plan.

The committee shall include a diverse membership whenever possible. A substantial good faith effort to maintain a diverse membership is expected. If the District has been unable to meet this objective, it will document efforts made to recruit advisory committee members who represent diversity. The committee shall be composed of but not limited to two (2) faculty members appointed by the Academic Senate President, two (2) classified members appointed by the Classified Employees Union, two (2) directors, one (1) confidential, two (2) community members, one (1) board member appointed by the Board of Trustees, and the *EEO* Officer.

The committee shall hold a minimum of one meeting per **month**, with additional meetings if needed to review equal employment opportunity and diversity efforts, programs, policies, and progress. When appropriate, the advisory committee shall make recommendations to the governing board, the Superintendent/President, and the *EEO* Officer.

## Complaints

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### Complaints Alleging Violation of the Equal Employment Opportunity Regulations (Section 53026):

The District has established the following process permitting any person to file a complaint alleging that the requirements of the equal employment opportunity regulations have been violated. Any person who believes that the equal employment opportunity regulations<sup>1</sup> have been violated may file a written complaint describing in detail the alleged violation. All complaints shall be signed and dated by the complainant and shall contain, to the best of the complainant's ability, the names of the individuals involved, the date(s) of the event(s) at issue, and a detailed description of the actions constituting the alleged violation. Complaints involving current hiring processes must be filed as soon as possible after the occurrence of an alleged violation and not later than sixty (60) days after such occurrence unless the complainant can verify a compelling reason for the District to waive the sixty (60) day limitation. Complaints alleging violations of the *Plan* that do not involve current hiring processes must be filed as soon as possible after the occurrence of an alleged violation and not later than ninety (90) days after such occurrence unless the violation is ongoing. As directed by the Chancellor's Office, the decision of the District in complaints pursuant to Section 53026 is final. (See *California Community Colleges Chancellor's Office Guidelines for Minimum Conditions Complaints* at:

<http://californiacommunitycolleges.cccco.edu/complaintsForm.aspx>

The District may return without action any complaints that are inadequate because they do not state clear violation of the EEO regulations. All returned complaints must include a District statement of the reason for returning the complaint without action.

The complaint shall be filed with the *EEO* Officer. If the complaint involves the *EEO* Officer, the complaint may be filed with the Superintendent/President. A written determination on all accepted written complaints will be issued to the complainant within ninety (90) days of the filing of the complaint. If this is not practical, a written notification will be provided to the complainant as to the reasons for the extension and estimated date of completion. The *EEO* Officer will forward copies of all written complaints to the Chancellor's Office upon receipt.

In the event that a complaint filed under Section 53026 alleges unlawful discrimination, it will be processed according to the requirements of Section 59300 et seq.

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<sup>1</sup> The equal employment opportunity regulations are found in California Code of Regulations, title 5, section 53000 et seq.

### Complaints Alleging Unlawful Discrimination or Harassment (Section 59300 etseq.):

The District has adopted procedures for complaints alleging unlawful discrimination or harassment. The EEO Officer is responsible for receiving such complaints and for coordinating their investigation.

The district currently has procedures in place for Unlawful Discrimination or Harassment. Complaints should be filed immediately with the Associate Vice President of Human Resources and Labor Relations. The Associate Vice President of Human Resources organizes the investigation of complaints. The Associate Vice President determines if such complaints need a third-party investigator. All complaints are reviewed by the EEO officer and reported to the Chancellor's office.

The District's discrimination and harassment complaint procedures are included in the administrative procedures, AP 3430 discrimination and Harassment Investigations, found on the District's website.

### Notification to District Employees

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The commitment of the Board of Trustees and the Superintendent/President to equal employment opportunity is emphasized through the broad dissemination of its Equal Employment Opportunity policy statement and the *Plan*. The *Plan* and subsequent revisions will be distributed to the District's Board of Trustees, Superintendent/President, administrators, the academic senate leadership, union representatives and members of the District Equal Employment Opportunity Advisory Committee. The policy and *Plan* will be available on the District's website and employees will be notified electronically. The Human Resources department will provide all new employees with a copy of the written notice described above when they commence their employment with the District. Each year, the District will inform all employees of the *Plan's* availability including a written summary of the provisions of the *Plan*. The annual notice will emphasize the importance of the employee's participation and responsibility in ensuring the *Plan's* implementation. **Administrative Procedure (AP) 3410 Nondiscrimination.**

### Training for Screening/Selection Committees

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Any organization or individual, whether or not an employee of the District, who is involved in the recruitment, screening, and interviewing of applicants shall receive training on the requirements of the Title 5 regulations on equal employment opportunity (section 53000 et. seq.); the requirements of federal and state nondiscrimination laws; the requirements of the District's Equal Employment Opportunity Plan; the District's policies on nondiscrimination, recruitment, and hiring; training on elimination of bias in hiring and employment; principles of diversity and cultural proficiency<sup>2</sup>; and the value of a diverse workforce. Persons serving in the above capacities will be required to receive training within the 12 months prior to service. This training is mandatory; individuals who have not received this training will not be allowed to serve on screening/interview committees. The EEO Officer or other trained personnel will be responsible for providing training.

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<sup>2</sup> "Cultural proficiency" involves successful teaching and other interactions with both students and colleagues from a variety of cultures. It requires a contextual understanding that numerous social and institutional dynamics, including the effects of inequities, affect how students have been taught and treated, and translates that understanding to the removal of barriers to student success. "Culture" refers to those things that are shared within a group or society: shared knowledge and beliefs, shared values, shared behavioral expectations, and principles that are widely used or recognized. "Culture" therefore refers to more than simply race and ethnicity.

Every individual, whether or not an employee of the District, acting on behalf of the District with regard to recruitment and screening of applicants, is subject to the equal employment opportunity requirements of Title 5 and the District's Equal Employment Opportunity Plan.

## Annual Written Notice to Community Organizations

The *EEO* Officer will provide **3 years** written notice to appropriate community-based and professional organizations concerning the *Plan*. The notice will include a summary of the *Plan*, inform these organizations how they may obtain a copy, and shall solicit their assistance in identifying diverse qualified candidates. The notice will also include the internet address where the District advertises its job openings and the Human Resources department phone number to call in order to obtain employment information. The District will actively seek to reach those institutions, organizations, and agencies that may be recruitment sources, especially for underrepresented populations. This distribution shall be via the listserv of the South County Collaborative, of which Gavilan College is a member.

## Analysis of District Workforce & Applicant Pool

The Human Resources department will annually monitor the District's workforce composition and applicant pools for employment on an ongoing basis to evaluate the District's progress in implementing the *Plan*, to provide data needed for the analysis required by this *Plan*, and to determine whether any monitored group is underrepresented. Monitored groups are men, women, American Indians or Alaskan natives, Asians or Pacific Islanders, Blacks/African-Americans, Hispanics/Latinos, and persons with disabilities.

For the purpose of this analysis, applicants and employees are afforded the opportunity to voluntarily identify her or his gender, ethnic group identification and, if applicable, her or his disability. The composition of the initial applicant pool is recorded and reviewed by *EEO* Officer. Persons may designate as many ethnicities as they identify with. This information is kept confidential and is separated from the applications that are forwarded to the screening/interview committee and hiring administrator(s). At least every three years the *Plan* will be reviewed and, if necessary, revised based on an analysis of the ethnic group identification, gender, and disability composition of existing staff and of those who have applied for employment in each of the following identified job categories:

1. Executive/Administrative/Managerial
2. Faculty and other Instructional Staff
3. Professional Non-faculty
4. Secretarial/Clerical
5. Technical and Paraprofessional
6. Skilled Crafts
7. Service and Maintenance

## District Workforce Analysis

From Fall 2018 to Fall 2019 Gavilan College's workforce including administrators, full-time faculty, adjunct faculty and classified staff was 130. The number of full-time faculty was 77, with the number of adjunct faculty numbering 216.

<b>Fall 2019</b>	<i>Total</i>	<i>Native American or Alaska Native</i>	<i>Asian</i>	<i>Filipino</i>	<i>Black</i>	<i>Hispanic</i>	<i>Native Hawaiian or Pacific Islander</i>	<i>Multi-Ethnicity</i>	<i>White</i>	<i>Declined to State</i>	<i>Non-Binary</i>	<i>Male</i>	<i>Female</i>
<i>Administrators</i>	11	0	0	1	0	3	0	0	6	1	0	6	5
<i>Full-time Faculty</i>	77	0	2	0	2	18	0	6	44	5	0	35	42
<i>Adjunct Faculty</i>	216	0	18	2	3	46	1	3	92	51	2	91	123
<i>Classified</i>	130	0	5	3	1	66	0	2	46	7	1	89	40

### **Longitudinal Analysis – Workforce**

In analyzing the longitudinal analysis of GAVILAN COLLEGE’s workforce, it is important to view underrepresented minority trends as compared to students to appropriately assess if there is a need to undertake various initiatives to diversify its faculty and staff. In the 2019 Fall semester, Gavilan Student population was 6,556. 73.95% of students represent underrepresented minorities, with 4.58% students from unknown origin and 21.48% self-identifying as white Non-Hispanic.

It is also important to understand the city’s community.

Fall 2015 to Fall 2019 student underrepresented minorities rose from just 67.51% to 70.79%. Classified staff, which includes confidential employees as well as directors, decreased from 31.52% in Fall 2015 to 29.95% in Fall 2019 as displayed in the graph below. There was a dramatic increase in faculty diversity numbers, from about 8.57% to about 28.55% for full-time and about 12.56% to about 33.76% for adjuncts, faculty is an area the District will need to focus efforts to increase its diversity. It must be noted that the number of faculty disclosing ethnicity information has increased dramatically, by about 25% overall. Due to the small number of administrators, the ethnicity percentage reflects an increase in diversity from 16.67% in Fall 2015 to 36.36% in Fall 2019. In the event there is an administrator recruitment, GAVILAN COLLEGE will continue to concentrate its efforts in obtaining a diverse pool of applicants in order to continue increasing diversity for its administrators.

The district will work closely with the Equal Employment Opportunity advisory committee and the Equity committee to evaluate and analyze the districts trends. The EEO advisory committee in collaboration with the Dean of Student Success and Equity; Special Programs and Human Resources will work closely to find gaps in areas such as promotion, retention, voluntary resignation, termination and discipline. This information will be obtained from the college’s employee system, Banner.

The district’s EEO subcommittee is made up of different disciplines such, administration, professional staff, faculty and student body. This will assist in ensuring all areas are represented and work together to bring inclusiveness to the district. The district will make efforts to inform its campus of the Equal Employment Opportunity subcommittee as well as an Equity committee. The district will participate in campus events that will make students aware of the committee specifically student related activities.

The following shows the full breakdown of employee ethnicity trends from Fall 2015 to Fall 2019

	Fall 2015		Fall 2016		Fall 2017		Fall 2018		Fall 2019	
	Employee Count	Employee Count (%)								
<b>Total</b>	<b>422</b>	<b>100.00%</b>	<b>457</b>	<b>100.00%</b>	<b>655</b>	<b>100.00%</b>	<b>733</b>	<b>100.00%</b>	<b>434</b>	<b>100.00%</b>
<b>Administration</b>	<b>12</b>	<b>2.84%</b>	<b>10</b>	<b>2.19%</b>	<b>12</b>	<b>1.83%</b>	<b>9</b>	<b>1.23%</b>	<b>11</b>	<b>2.53%</b>
Asian	0	0.00 %		0.00 %		0.00 %		0.00 %	1	9.09 %
Hispanic	2	16.67 %	2	20.00 %	2	16.67 %	2	22.22 %	3	27.27 %
Unknown	1	8.33 %	1	10.00 %	0	0.00 %	1	11.11%	1	9.09 %
White Non-Hispanic	9	75.00 %	7	70.00 %	9	75.00 %	6	66.67 %	6	54.54 %
<b>FT Faculty</b>	<b>70</b>	<b>16.59 %</b>	<b>79</b>	<b>17.29 %</b>	<b>81</b>	<b>12.37 %</b>	<b>78</b>	<b>10.64 %</b>	<b>77</b>	<b>17.74 %</b>
African-American	1	1.43 %	1	1.27 %	1	1.23 %	1	1.28%	2	2.59 %
Asian		0.00 %	1	1.27 %	3	3.70 %	3	3.85%	2	2.59 %
Hispanic	5	7.14%	6	7.59%	14	17.28 %	15	19.23 %	18	23.37 %
Unknown	53	75.71 %	55	69.62 %	14	17.28%	15	19.23%	5	6.49 %
Multi-Ethnicity		0.00 %		0.00 %	3	3.70 %		0.00 %	6	7.79 %
White Non-Hispanic	11	15.71%	16	20.25%	16	20.25%	41	52.56%	44	57.14 %
<b>Adjunct Faculty</b>	<b>207</b>	<b>49.05%</b>	<b>231</b>	<b>50.55%</b>	<b>411</b>	<b>62.75 %</b>	<b>490</b>	<b>66.85%</b>	<b>216</b>	<b>49.76 %</b>
African-American		0.00 %	2	0.87%	6	1.46 %	8	1.63 %	3	1.38 %
American Indian/Alaskan Native	1	0.48 %	1	0.43%	2	0.49 %	2	0.41 %	0	0.00 %

Asian	2	0.97 %	9	3.90 %	27	6.57%	32	6.53 %	20	9.25 %
Hispanic	20	9.66 %	29	12.55 %	64	15.57%	77	15.71%	46	21.29 %
Pacific Islander	3	1.45 %	3	1.30 %	3	0.73 %	4	0.82 %	1	0.46 %
Multi-Ethnicity		0.00%		0.00%	2	0.00%		0.00%	3	1.38 %
Unknown	128	61.84 %	118	51.08 %	153	37.23 %	186	37.96%	51	23.61 %
White Non-Hispanic	53	25.60 %	69	29.87%	154	37.47%	179	36.53%	92	42.59 %
	Fall 2015		Fall 2016		Fall 2017		Fall 2018		Fall 2019	
	Employee Count	Employee Count (%)								
Classified	133	31.52 %	137	29.98%	151	23.05 %	156	21.28 %	130	29.95 %
African-American	2	1.50 %	2	1.46%	2	1.32%	2	1.28%	1	0.76 %
Asian	3	2.26 %	6	4.38 %	10	6.62 %	10	6.41 %	8	6.15 %
Hispanic	63	47.37 %	60	43.80 %	67	44.37 %	71	45.51 %	66	50.76 %
Pacific Islander		0.00 %	1	0.73 %		0.00%		0.00 %	0	0.00 %
Multi-Ethnicity		0.00%		0.00%	2	1.32%	3	1.92%	2	1.53 %
Unknown	20	15.04 %	21	15.33 %	21	13.91%	21	13.46 %	7	5.38 %
White Non-Hispanic	45	33.83 %	47	34.31%	49	32.45 %	49	31.41 %	46	35.38 %

## **Gavilan College's gender workforce analysis from Fall 2015 to Fall 2019**

There is a strong female representation with employee gender diversity analysis with classified employees being almost 70% from Fall 2015 to Fall 2019. Full time faculty shows decrease in trends as classified showing strong female representation in the high 60% range, only going as low as 68.46% in Fall 2019. Adjunct faculty show little variance with gender diversity, with a heavily female presence, never dipping below 45.74%. Administrators illustrate a strong female representation ranging from 45.45% to 66.67%.

	Fall 2015		Fall 2016		Fall 2017		Fall 2018		Fall 2019	
	Employee Count	Employee Count (%)								
<b>Total</b>	<b>422</b>	<b>100.00%</b>	<b>457</b>	<b>100.00%</b>	<b>655</b>	<b>100.00%</b>	<b>733</b>	<b>100.00%</b>	<b>434</b>	<b>100.00%</b>
<b>Administrati on</b>	<b>12</b>	<b>2.84 %</b>	<b>10</b>	<b>2.19 %</b>	<b>12</b>	<b>1.83%</b>	<b>9</b>	<b>1.23 %</b>	<b>11</b>	<b>2.53 %</b>
<b>Female</b>	<b>7</b>	<b>58.33 %</b>	<b>6</b>	<b>60.00 %</b>	<b>8</b>	<b>66.67%</b>	<b>6</b>	<b>66.67 %</b>	<b>5</b>	<b>45.45 %</b>
<b>Male</b>	<b>5</b>	<b>41.67 %</b>	<b>4</b>	<b>40.00 %</b>	<b>4</b>	<b>33.33%</b>	<b>3</b>	<b>33.33 %</b>	<b>6</b>	<b>54.45 %</b>
<b>FT Faculty</b>	<b>70</b>	<b>16.59 %</b>	<b>79</b>	<b>17.29%</b>	<b>81</b>	<b>12.37%</b>	<b>78</b>	<b>10.64%</b>	<b>77</b>	<b>17.74 %</b>
<b>Female</b>	<b>43</b>	<b>61.43 %</b>	<b>49</b>	<b>62.03%</b>	<b>50</b>	<b>61.73%</b>	<b>46</b>	<b>58.97 %</b>	<b>35</b>	<b>45.45 %</b>
<b>Male</b>	<b>27</b>	<b>38.57 %</b>	<b>30</b>	<b>37.97%</b>	<b>31</b>	<b>38.27 %</b>	<b>32</b>	<b>41.03 %</b>	<b>42</b>	<b>54.54 %</b>
<b>Adjunct Faculty</b>	<b>207</b>	<b>49.05 %</b>	<b>231</b>	<b>50.55 %</b>	<b>411</b>	<b>62.75 %</b>	<b>490</b>	<b>66.85%</b>	<b>216</b>	<b>49.76 %</b>
<b>Female</b>	<b>124</b>	<b>59.90 %</b>	<b>130</b>	<b>56.28%</b>	<b>188</b>	<b>45.74%</b>	<b>226</b>	<b>46.12%</b>	<b>123</b>	<b>56.94 %</b>
<b>Male</b>	<b>83</b>	<b>40.10 %</b>	<b>101</b>	<b>43.72 %</b>	<b>223</b>	<b>54.26%</b>	<b>264</b>	<b>53.88%</b>	<b>91</b>	<b>42.12 %</b>
<b>Classified</b>	<b>133</b>	<b>31.52 %</b>	<b>137</b>	<b>29.98%</b>	<b>151</b>	<b>23.05%</b>	<b>156</b>	<b>21.28%</b>	<b>130</b>	<b>29.95 %</b>
<b>Female</b>	<b>95</b>	<b>71.43 %</b>	<b>98</b>	<b>71.53 %</b>	<b>106</b>	<b>70.20%</b>	<b>108</b>	<b>69.23 %</b>	<b>89</b>	<b>68.46 %</b>
<b>Male</b>	<b>38</b>	<b>28.57 %</b>	<b>39</b>	<b>28.47 %</b>	<b>45</b>	<b>29.80%</b>	<b>48</b>	<b>30.77 %</b>	<b>40</b>	<b>30.76 %</b>

### **Analysis of Applicant Pools**

Gavilan College currently does not have an applicant tracking system. Candidate information is kept in the CCCRegistry applicant tracking system.

Effective January 2018 Gavilan College has implemented all recruitments through the California Community Colleges Registry website [ccregistry.org](http://ccregistry.org). Candidates apply for Gavilan College job positions and submit all application materials to [ccregistry.org](http://ccregistry.org). Applicants can voluntarily disclose ethnicity information when applying for a job. Information is compiled by CCC Registry allowing Gavilan College to run a report on recruitments.

The table below shows the breakdown on information the district is collecting and tracking. Below is **the Job Postings and Ethnicity/ Gender Report for fiscal year 2019-4/2020:**

Gavilan College Job Postings From Sunday, July 1, 2018 through Sunday, June 30, 2019

Job Posting	Number Applicants	Non-Hispanic White	White	Black/African American	Hispanic	Mexican, Mexican American, Chicano	Central American	South American	Hispanic Other	Asian	Filipino	American Indian / Alaska Native	Pacific Islander	Chinese	Japanese	Vietnamese	Samoan	Laotian	Korean	Cambodian	Hawaiian	Male	Female	No Gender Reported	
Academic Scheduling Coordinator																									
Research, Planning and Institutional Effectiveness	26	0	9	1	11	7	0	1	3	1	0	1	0	0	0	1	0	0	0	0	0	3	15	8	
Accountant	19	0	8	1	5	4	0	0	1	3	1	3	0	0	0	0	0	0	0	0	0	1	12	6	
ACCOUNTING/QUICKBOOKS INSTRUCTOR, PART-TIME	15	0	4	0	2	2	0	1	0	2	1	2	0	0	0	0	0	0	0	0	0	4	4	7	
Admissions / Student Records Technician	42	0	14	1	18	18	0	0	1	2	1	2	0	2	0	0	0	0	1	0	0	5	30	7	
Admissions/Student Records Technician	5	0	3	0	3	3	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	1	3	1	
ART HISTORY INSTRUCTOR , PART-TIME	18	0	11	1	1	2	0	0	0	1	0	0	0	1	0	0	0	0	0	0	0	4	10	4	
ART INSTRUCTOR (Studio Art/Art History)	44	0	26	0	3	2	0	0	1	1	1	0	0	2	0	0	0	0	0	0	0	19	15	10	
ART STUDIO INSTRUCTOR, PART-TIME	9	0	5	1	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	5	2	2	
ASTRONOMY INSTRUCTOR PART-TIME INSTRUCTOR	4	0	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	4	0	0	
BIOLOGY INSTRUCTOR	36	0	17	1	4	4	0	0	0	3	3	2	0	4	1	0	0	1	1	0	0	17	13	6	
Campus Security Officer	9	0	4	1	3	2	0	0	1	1	2	0	0	0	1	0	0	0	0	0	0	8	0	1	
Chemistry/Biological Science Laboratory Coordinator	23	0	9	1	8	8	0	1	0	2	1	1	0	0	1	1	0	0	0	0	0	9	12	2	
COMMUNICATIONS PART-TIME INSTRUCTOR	3	0	2	0	0	0	0	0	0	1	0	1	0	0	0	0	0	0	0	0	0	2	1	0	
DIGITAL MEDIA INSTRUCTOR PART-TIME	8	0	4	0	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	6	1	1	
Director of Nursing and Allied Health	3	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	2	1	0	
Director of Nursing and Allied Health	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Director of Nursing and Allied Health	6	0	2	0	2	2	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	2	3	1	
Director, Information Technology	37	0	19	2	4	1	1	0	2	5	1	6	0	1	0	0	0	0	1	0	0	29	1	7	
Division Assistant, Kinesiology and Athletics, Liberal Arts and Sciences	30	0	12	1	13	9	1	1	4	1	4	1	1	0	0	0	0	0	0	0	0	1	5	21	4
ECONOMICS PART-TIME INSTRUCTOR	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
English Instructor Full-time Tenure Track	52	0	23	0	5	5	0	0	0	3	3	2	1	1	0	0	0	0	0	0	0	1	13	22	17
Executive Assistant to the Superintendent/President	54	0	20	3	17	17	0	0	0	1	3	1	0	0	2	1	0	0	0	0	0	6	37	11	
Executive Technician Office of the Superintendent/President	8	0	5	0	3	3	0	0	0	0	0	2	0	0	0	0	0	0	0	0	0	1	5	2	
Facilities Maintenance Worker II	13	0	6	0	6	3	0	0	4	0	1	1	0	0	0	0	0	0	0	0	0	12	0	1	
Financial Aid Technician	21	0	4	0	12	12	1	0	0	2	0	3	0	0	0	0	0	0	0	0	0	4	11	6	
Groundskeeper	12	0	3	0	8	7	0	0	1	0	1	0	0	0	0	0	0	0	0	0	0	10	0	2	
GIUITAR INSTRUCTOR PART-TIME INSTRUCTOR	2	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	1	
HEAD WOMEN'S SOFTBALL COACH/KINESIOLOGY INSTRUCTOR PART-TIME INSTRUCTOR	4	0	3	1	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	2	2	0	
History Instructor	26	0	17	1	8	7	1	0	0	0	0	2	0	0	0	0	0	0	0	0	0	14	9	3	
Instructional Program Specialist à€“ Learning Commons	14	0	8	0	6	6	0	0	0	0	1	1	0	0	0	0	0	0	0	0	0	4	7	3	
Instructional Program Specialist à€“ Writing Center, Supplemental Instruction	15	0	10	0	3	3	0	0	0	1	1	1	1	0	0	0	0	0	0	0	0	1	3	9	3
KINESIOLOGY INSTRUCTOR HEAD WOMEN'S VOLLEYBALL/ BEACH VOLLEYBALL COACH TEMPORARY FULL-TIME FACULTY	13	0	5	0	0	0	0	0	0	1	3	0	1	2	0	0	0	0	0	0	0	8	1	4	
KINESIOLOGY INSTRUCTOR/HEAD COACH: WOMEN'S BASKETBALL, MEN'S SOCCER, OR MEN'S BASKETBALL	20	0	14	2	6	4	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	20	0	0	
MATHEMATICS INSTRUCTOR	51	0	25	1	9	8	0	0	0	10	1	3	0	7	0	1	0	0	3	0	0	33	15	3	
Mobility Aide à€“ Accessible Education Center	5	0	2	0	2	1	1	0	1	0	0	1	0	0	0	0	0	0	0	0	0	3	1	1	
NURSING INSTRUCTOR à€“ LVN/RN, (TENURE TRACK)	14	0	7	2	3	2	0	0	1	0	0	1	0	1	0	0	0	0	0	0	0	0	12	2	
NURSING INSTRUCTOR à€“ LVN/RN, (TENURE TRACK)	5	0	3	1	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	4	1	1	
NURSING INSTRUCTOR-MATERNITY PART-TIME INSTRUCTOR	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	
NURSING INSTRUCTOR-PEDIATRIC PART-TIME INSTRUCTOR	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
PART-TIME INSTRUCTOR GUITAR INSTRUCTOR	17	0	9	0	2	1	0	1	0	0	0	1	0	1	0	0	0	0	2	0	0	15	0	2	
Program Services Specialist Title V	8	0	3	0	5	5	0	0	1	0	1	1	0	0	0	0	0	0	0	0	0	2	5	1	
Senior Program Services Specialist, Career Education Department	13	0	4	0	7	7	0	0	0	1	1	2	0	0	0	0	0	0	0	0	0	1	10	2	
Senior Research Analyst	8	0	1	0	0	0	0	0	0	3	0	2	0	1	0	1	0	0	1	0	0	5	2	1	
SOCIAL JUSTICE INSTRUCTOR PART-TIME INSTRUCTOR	6	0	4	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	4	2	
SOCIAL JUSTICE INSTRUCTOR PART-TIME INSTRUCTOR	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
STATISTICS INSTRUCTOR PART-TIME INSTRUCTOR	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	1	0	
Vice President of Administrative Services	31	0	10	3	4	2	0	1	0	2	2	0	2	0	0	1	0	0	0	0	0	19	4	8	
VOICE INSTRUCTOR, PART-TIME	4	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	3	
WORLD MUSIC INSTRUCTOR, PART-TIME	10	0	5	1	2	0	0	1	0	1	0	2	0	2	0	0	0	0	0	0	0	7	3	0	

It is important to note the city of Gilroy's population and the needs of a diverse faculty at our college. Below is the Gilroy's population demographic for 2017, 2018.

## Population Demographics for Gilroy, California in 2017, 2018

### Other Counties And Cities In California

Population Demographics By Race		
Race	Population	% of Total
<b>Total Population</b>	48,821	100
<a href="#">White</a>	28,674	58
<a href="#">Hispanic or Latino</a>	28,214	57
<a href="#">Some Other Race</a>	12,322	25
<a href="#">Asian</a>	3,448	7
<a href="#">Two or More Races</a>	2,493	5
<a href="#">Black or African American</a>	942	1
<a href="#">American Indian</a>	831	1
<a href="#">Three or more races</a>	185	Below 1%
<a href="#">Native Hawaiian Pacific Islander</a>	111	Below 1%

Population Demographics By Race And Gender.			
	Male	Female	Total
<b>Total Population</b>	24,229	24,592	48,821
<a href="#">White</a>	14,195	14,479	28,674
<a href="#">Hispanic or Latino</a>	14,123	14,091	28,214
<a href="#">Some Other Race</a>	6,151	6,171	12,322
<a href="#">Asian</a>	1,646	1,802	3,448
<a href="#">Two or More Races</a>	1,260	1,233	2,493
<a href="#">Black or African American</a>	480	462	942
<a href="#">American Indian</a>	434	397	831
<a href="#">Three or more races</a>	96	89	185
<a href="#">Native Hawaiian Pacific Islander</a>	63	48	111

Gavilan College student head count was 10,087 during the fiscal year 2018-2019. Ethnicity/Race numbers were as follows: African American 2.03%, Asian 5.71%, Filipino 2.06%, Hispanic 57.65%, Native American/Alaskan 0.28%, Pacific Islander 0.33%, White, non-Hispanic 2.43%, Multiple or Unknown 5.51%. It is important to make the necessary efforts to ensure faculty and professional staff is diverse to best serve our student population needs. Studies have shown the benefits in student success when having a diverse workforce.

Gavilan College will continue to make efforts in having a diverse faculty and professional staff by continuing to do outreach that will assist in attracting a diversified pool of staff. Job announcements will continue to get posted in diversity websites; this will attract a strong group of diverse applicants to serve unrepresented groups of students. Although the Gilroy community has a low percentage in certain ethnicities such as Asian American, African American, Gavilan College continues to make efforts in attracting employees in specific ethnicities that will serve underrepresented students. Gavilan College has committed in doing outreach to these groups by posting jobs in the Blacks in higher ed, Asians in higher ed websites and other diversity websites that specifically target certain ethnicities and groups such as disabled and LGBT for job positions at our college.

During the 2018-2019 fiscal year employee (FTE) count was as follows: Administrators 11, Full-Time Faculty 77, Part-time Faculty 216, and Professional Support 130.

### **Analysis of Applicant Pools**

During the 2018-2019 fiscal year a total of 26 recruitments were completed which included 1 administrator, 6 full time faculty, 2 directors, and 16 classified searches. The total number of applicants for the 32 recruitments was **624**. This count does not include adjunct (part-time) faculty for whom applications are accepted throughout the year. From the 25 searches there were a total of 26 individuals hired.

### **Gavilan College's analysis of applicant pool for fiscal year Reporting**

Currently Gavilan College does not have its own applicant tracking system however it uses the California Community Colleges Registry system, ccregistry, as an applicant tracking system. Gavilan has implemented all recruitments to be received through CCC Registry effective January 2018, which will allow diversity information to be easily assessable. Not only is this beneficial to the college as it keeps applicant demographic information for reporting accurately stored but also enables the applicants to submit all application material electronically.

The district will consider the use of the college's information system, Banner to track and analyze promotion, retention, voluntary resignation, termination and discipline patterns based on gender and ethnicity. Using Banner as a reporting tool will allow the district to see diversity patterns and gaps where improvements must be made.

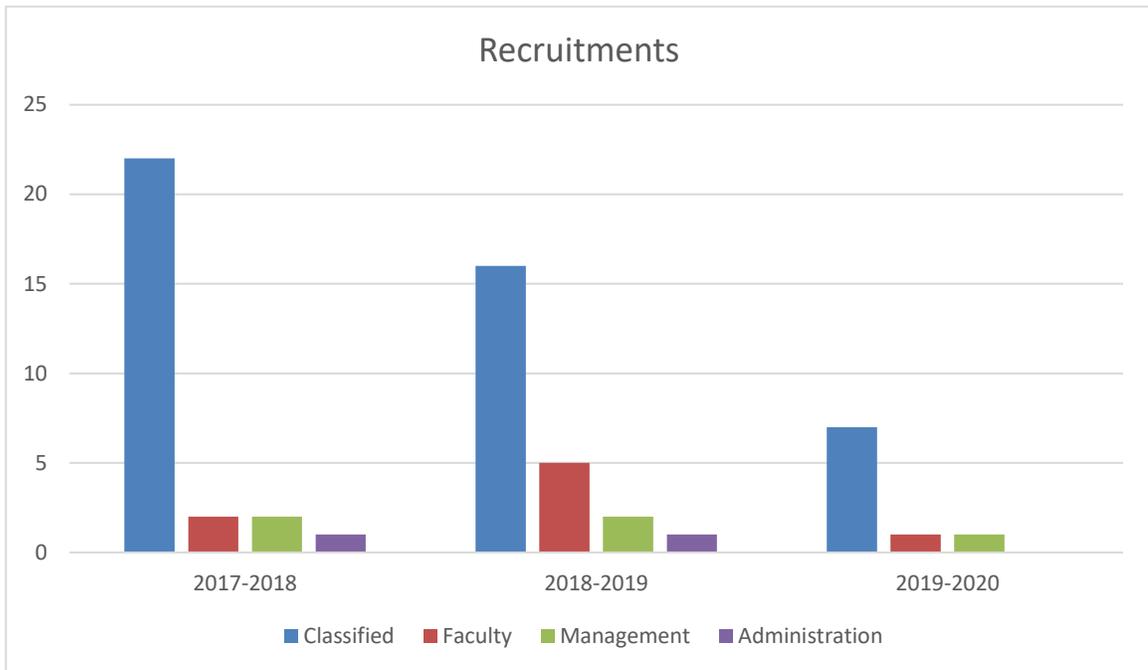
In its efforts to promote diversity and inclusiveness the district is exploring the idea of having employees complete a mandatory diversity training every two years. This will serve as a refresher to employees and faculty on the benefits of a diverse workforce. The type of training will be decided by the EEO subcommittee. The training will be a work in progress and areas of improvement will be discussed by the EEO subcommittee. The district will be providing a monthly training calendar beginning Fall 2020 with different training centered on diversity.

## **Longitudinal Analysis – Applicants**

While using CCC Registry it will allow Gavilan College to analyze trends in the number of applicants. In addition, it will give Gavilan College a clear picture on recruitment trends and needs of staff our district serves.

In analyzing trends in the number of applicants, it is important to note the variation in the total number of recruitments completed during each fiscal year.

### Number of Recruitment



From July 2017 to April 2020 there was increase in recruitments with classified being the highest with a total of 47 recruitments. There has been a decrease in faculty and management from 2017-2020 this continues to be due to low rate in turnover.

Beginning in 2018 analysis of job applications in official recruitments will be conducted on an annual basis as part of EEO reporting requirements. The following represents the information that will be included in analysis of each year.

#### Permanent Position applicants:

Recruitments for permanent positions include administrator, classified and full time faculty job openings. The diversity of our applicants will be studied by using the following criteria:

ETHNICITY										
Year	Overall diversity	Total	Native American or Alaska Native	Asian	Filipino	Black	Hispanic	Native Hawaiian or Pacific Islander	White	Declined to State

**Adjunct faculty applicants:**

Applications are accepted year-round for those interested in teaching on a part time basis. Applicant pools are reviewed by the hiring administrator and interviews are conducted if, and when, a need arises to hire new adjunct faculty members. Diversity analysis data for adjunct applicants will be gathered through CCCRegistry.org.

## Recruitment and Hiring Procedures to Ensure Equal Employment Opportunity

The District will ensure equal employment opportunity, which involves creating an environment that fosters cooperation, acceptance, democracy, and free expression of ideas, and that is welcoming to men and women, persons with disabilities, and individuals from all ethnic and other groups that are protected from discrimination. In so doing, the District places great emphasis on the recruitment of potential applicants to create a diverse pool of qualified individuals from which to hire. With a diverse pool, the District takes steps within the screening/interview process to allow for the hiring of candidates with varied backgrounds who can contribute and effectively communicate in a diverse community. The equal employment opportunity provisions below are applicable to all full-time and part-time hiring, including any hiring meant to address the ratio of full-time to part-time faculty that may be required by Education Code section 87482.6.

To address any identified under representation of monitored groups pursuant to *Plan*, the District will revise its recruitment and hiring procedures and policies in accordance with the following provisions. These provisions will be in place henceforth, whether or not underrepresentation exists, because the provisions are also valuable in ensuring equal employment opportunity. The District's Recruitment and Hiring Procedures will be revised to include in its section on recruitment the following provisions:

### **Recruitment**

It is the policy of the District to aggressively pursue a program of verifiable recruitment that is inclusive and open to all individuals.

Efforts will be undertaken on a regular basis to develop and contact new recruitment sources that ensure diverse pools of candidates. Diverse pools should include, but not be limited to, men, women, persons with disabilities, and individuals from all ethnic and other groups protected from discrimination. Gavilan College demonstrates its commitment to seek diverse pools of candidates by posting jobs announcements to target diversified groups on the following diversity websites, Hispanics in Higher Ed, Blacks in Higher Ed, Asian's in Higher Ed, Women in Higher Ed, Veterans in Higher Ed, African Americans in Higher ed, LGBT in Higher Ed, Disabled in Higher Ed and Higher Ed jobs. In addition, the Gavilan College Equal Employment Opportunity Advisory Committee is encouraged to utilize and notify the District of additional recruitment options that may enable the District to obtain a diverse pool of applicants. All recruitment announcements will state that the District is an "Equal Employment–Affirmative Action Employer." The District will include in the recruitment section of its Recruitment and Hiring Procedures the following provisions:

- a) For any job category where continuing underrepresentation exists, the District will apply the recruitment procedures set forth in Title 5, section 53021 to conduct full and open recruitment for all new openings and will not invoke the provisions for in-house interim appointments or the exception under 53021(c)(7) for engaging an administrator through a professional services contract unless the Superintendent/President or his/her designee first notifies the governing board and the Equal Employment Opportunity Advisory Committee in writing of the compelling reason to limit the persons who may be considered for a vacancy in a job category where underrepresentation persists.
- b) Recruitment for all open positions shall include, but not be limited to, placement of job announcements in the following instruments:

- i. General circulation newspapers, general diversity websites, general circulation publications, and general market radio and television stations, including electronic media.
- ii. Local and regional community newspapers.
- iii. 9 diversity contracted sites (Hispanics in higher ed, Blacks in higher ed, Veterans in higher ed, Asians in higher ed, LGBT in higher ed, Women in higher ed, Native Americans in higher ed, Disabled in higher ed and Higher ed website)  
*And could be expanded to one or more of the following:*
- iv. Newspapers, publications, and radio and television stations that provide information in languages other than English and to low-income communities.
- v. Publications, including electronic media that are distributed to the general market and to newspapers, publications, and radio and television stations, whose primary audience is comprised of groups found to be underrepresented in the District's workforce.
- vi. Recruitment booths at job fairs or conferences oriented to the general market and the economically disadvantaged as well as those events drawing significant participation by groups found to be underrepresented in the District's workforce. The district attends diversity career fairs targeting unrepresented groups of applicants.

#### Hard to Hire Areas/Disciplines

Gavilan Colleges is committed in ensuring a diverse pool of applicants is attracted for hard to hire areas and disciplines. Some of the criteria in determining hard to hire areas is a low or non-diverse applicant pool in specific recruitments. The district has adopted recruitment techniques that will help in this area by partnering with diversity websites that target diversified groups to post job announcements.

An incentive the district is exploring for consideration that will assist in making the recruitment process convenient for all applicants to apply for jobs with the district is the availability to apply online through a community college applicant tracking system, cccregistry.org. This will allow the district to attract a diverse and inclusive pool of applicants with no limitations, from various areas while also assisting in hard to hire areas and disciplines.

The district currently provides incentives to administrator positions. Relocation stipends are available for Administrator positions.

The district will continue its commitment to provide professional development programs that focus on diversity and harassment/discrimination training. The district will continue to promote the following best practices:

1. The district maintains a variety of programs to support newly-hired employees such as mentoring, professional development and leadership opportunities. Title 53024.1 (e).
2. The district timely complies with the requirement of Government Code Section 12950.1, and includes all forms of harassment and discrimination training. Section 53024.1 (i).
3. District staff members serve as resources, consultants, mentors and/or leaders to colleagues at other districts in the areas of EEO and diversity enhancement. Section 53024.1 (m).

These practices will continue to aim in fostering a culture of inclusion and diversity which will contribute to an environment that attracts and keeps a diverse group of employees with our district.

The district will explore creative ideas to expand the Grow-your-own program that will include the importance of diversity. Although the district currently has some Grow-your-own incentives for classified and faculty such as Professional Growth, Staff Development and leadership opportunities, the district together with the EEO subcommittee will look for ways to incorporate the importance of diversity.

### **Job Announcements**

The District's Recruitment and Hiring Procedures section on "Job Announcements" will be revised to include the following provisions:

- a) Job announcements will state clearly job specifications setting forth the knowledge, skills, and abilities necessary to job performance. For all positions, job requirements will include demonstrated sensitivity to and understanding of the diverse academic, socioeconomic, cultural, disability, and ethnic backgrounds of community college students. For faculty and administrative positions, requirements will also include knowledge of the history and culture of underrepresented groups and groups that have experienced discrimination. All faculty and administrative positions will state as a preferred or desired qualification knowledge of multiculturalism and training in cultural proficiency. Job specifications, including any "required," "desired," or "preferred" qualifications beyond the state minimum qualifications which the District wishes to utilize, will be reviewed by the equal employment opportunity officer before the position is announced, to ensure conformity with equal employment regulations and state and federal nondiscrimination laws. All job announcements shall state that the District is an "Equal Employment–Affirmative Action Employer."
- b) For identified public contact or community liaison positions, bilingual ability in the language spoken by a significant number of students may be a required qualification. Before bilingual ability in the identified languages can be made a required qualification, the District will conduct an analysis to ensure that such a requirement meets the standard for a bona fide occupational requirement. The District will identify the specific positions that may require bilingual ability and the language(s) needed; and in which positions bilingual ability in a particular language may be listed as a required, preferred, or desired qualification.

### **Review of Initial and Qualified Applicant Pools**

Initial applicant pools will be reviewed for projected representation of monitored groups. Once the initial pool is approved, the pool will be screened for minimum qualifications, resulting in a qualified applicant pool. The qualified applicant pool will be reviewed so that no monitored group is adversely impacted. Once the qualified applicant pool is approved, the pool may be forwarded to the screening/selection committee. The pool's affirmative action applicant survey will not be provided to the committee in order to ensure all applicants are considered fairly. The District's Recruitment and Hiring Procedures will include the following provisions:

- a) The application for employment will give each applicant an opportunity to voluntarily identify his or her gender, ethnic group and, if applicable, his or her disability. This information is not shared with the committee.
- b) Initial Applicant Pool: The initial applicant pool is composed of all applications received by the application deadline. The following steps will be taken when reviewing the initial applicant pool.

Step 1: The composition of the initial applicant pool will be analyzed to ensure that any failure to obtain projected representation for any monitored group is not due to discriminatory recruitment procedures.

Step 2: If projected representation has not been met, the application deadline may be extended so that additional recruitment can be conducted that eliminates discriminatory recruitment procedures and ensures that recruitment efforts provide a full and fair opportunity for participation to a wide diversity of potential applicants.

Step 3: When recruitment efforts have offered an opportunity for participation to a wide diversity of potential applicants or further recruitment efforts would be futile, applications will be screened to determine which candidates satisfy the minimum qualifications set forth in the job description.

- c) Qualified Applicant Pool: The qualified applicant pool is composed of those applicants from the initial applicant pool who satisfy the minimum qualifications set forth in the job description. Before the qualified applicant pool is forwarded to the screening/selection committee, its composition will be analyzed to ensure that no monitored group is adversely impacted. If adverse impact is found to exist, effective steps will be taken to address the adverse impact before the selection process continues. Such steps may include, but are not limited to:

Step 1: Extending the deadline and undertaking inclusive outreach efforts to ensure that members of the adversely impacted group have equal opportunity to seek employment with the District.

Step 2: Including all applicants who were screened out on the basis of any locally established qualifications beyond the state minimum qualifications which have not been specifically demonstrated to be job-related and consistent with business necessity through a process meeting the requirements of federal law.

Step 3: If the minimum qualifications stated on the job announcement are changed, the job announcement will be reposted.

Step 4: If adverse impact persists after taking Steps 1 and 2 above, the selection process may proceed only if:

- The job announcement does not require qualifications beyond the statewide minimum qualifications, or
- Locally established qualifications beyond state minimum qualifications, if any, are demonstrated to be job-related and consistent with business necessity through a

process meeting the requirements of federal law and suitable alternative selection procedures to reduce the adverse impact were unavailable.

Step 5: Once the qualified applicant pool is approved, the pool will be forwarded to the screening/selection committee for paper screening, interviews, and final recommendations for hiring consideration.

- d) The District will not advertise or utilize in future hiring processes for the same position or a substantially similar position any locally established qualifications beyond state minimum qualifications that the District was unable to verify under Step (c) 2 above unless such qualifications are so verified in advance of commencing any such future hiring process.

### **Screening/Selection Committee Procedures**

The District seeks to employ qualified persons with a broad range of backgrounds and abilities who have the knowledge and experience to work effectively in a diverse environment. The selection process is based on merit, and will extend to all candidates a fair, impartial examination of qualifications based on job-related criteria. The District's Recruitment and Hiring Procedures will include in its section on applicant screening by screening/selection committees the following provisions:

- a) All screening or selection techniques, including the procedure for developing interview questions, and the selection process as a whole, will be:
  - 1) Designed to ensure that, for all positions, meaningful consideration is given to the extent to which applicants demonstrate a sensitivity to and understanding of the diverse academic, socioeconomic, cultural, disability, and ethnic backgrounds of community college students; this consists of including a diversity question as part of the interview questions for all recruitments.
  - 2) Designed to ensure that for all faculty and administrative positions, meaningful consideration is given to the extent to which applicants demonstrate knowledge of multiculturalism, of training in cultural proficiency, and knowledge of the history and culture of underrepresented groups and groups that have experienced discrimination;
  - 3) Based solely on job-related criteria; and
  - 4) Designed to avoid an adverse impact, and monitored by means consistent with this section to detect and address adverse impact which does occur for any monitored group.
- b) When possible, every effort will be made, within the limits allowed by federal and state law, to ensure selection/screening committees include a diverse membership, which will bring a variety of perspectives to the assessment of applicant qualifications. Selection/screening committees will be encouraged to include members from monitored groups.
- c) The equal employment opportunity officer should approve the makeup of selection/screening committees. If the equal employment opportunity officer does not approve a selection/screening committee for lack of diversity, he or she should take necessary steps to remedy the lack of diversity.
- d) Before a person can serve on a selection/screening committee, he or she must receive equal employment opportunity and diversity training by the Human Resources department. This training will go over the importance of diversity and unconscious bias. This training also discusses the benefits of a diverse workforce and how it helps with student success.

- e) Interviews must include at least one question which assess the candidate's understanding of and commitment to equal employment opportunity and his or her level of cultural proficiency. Reference checks must include at least one question addressing such issues.
- f) All screening materials must be approved for compliance with equal employment opportunity principles.
- g) Monitoring for adverse impact will occur at each of the following stages of the screening/selection committee process:
  - 1) After the selection/screening committee has conducted the paper screening and prior to contacting any of the applicants for interviews. Interviews cannot be scheduled until the applicant pool has been approved and cleared for adverse impact.
  - 2) After the applicants have been interviewed and prior to forwarding finalists to the hiring administrator. Finalists cannot be forwarded for hiring consideration until the applicant pool has been approved and cleared for adverse impact.
- h) If monitoring for adverse impact reveals that any selection technique or procedure has adversely impacted any monitored group, the chief executive officer or his/her designee will do the following:
  - 1) Suspend the selection process and take timely and effective steps to remedy the problem before the selection process resumes.
  - 2) When appropriate, assist the screening committee by discussing the overall composition of the applicant pool and the screening criteria or procedures, which have produced an adverse impact, provided that confidential information about individual candidates is not disclosed.
  - 3) If adverse impact results from locally established qualifications beyond state minimum qualifications that have not been verified as job-related and consistent with business necessity, the use of such locally established qualifications will be immediately discontinued and any applicants eliminated on the basis of such qualifications will be placed back in the pool and continue to be considered during the hiring process.
  - 4) Where necessary, the position may be reopened at any time and a new selection process initiated in a way designed to avoid adverse impact.
- i) The District will not designate or set aside particular positions to be filled by members of any group defined in terms of ethnic group identification, race, color, ancestry, national origin, age, sex, religion, sexual orientation, marital status, disability, or medical condition, or engage in any other practice, which would result in discriminatory or preferential treatment prohibited by state or federal law. The District will not apply the *Plan* in a rigid manner that has the purpose or effect of so discriminating or targeted recruitment.
- j) The governing board or its designee shall make all final hiring decisions based upon careful review of the candidate or candidates recommended through the screening/selection committee. This includes the right to reject all candidates and to order further review or to reopen the position where necessary to achieve the objectives of the *Plan* or to ensure equal employment opportunity.
- k) The District will review the pattern of its hiring decisions over time, and if it determines that those patterns do not meet the objectives of the *Plan*, the district will request the Equal Employment Opportunity Advisory Committee to recommend new methods to meet the *Plan* objectives, or if necessary, to modify the *Plan* itself to ensure equal employment opportunity.

## Additional Steps to Remedy Significant Underrepresentation

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In an earlier section, the District had identified particular monitored groups that are significantly underrepresented with respect to one or more job categories. In order to address these instances of significant underrepresentation, the District will take the following steps:

- 1) The District will request that the Equal Employment Opportunity Advisory Committee, in conjunction with appropriate human resources staff, review the District's recruitment procedures and make recommendations on modifications that would address the underrepresentation.
- 2) The District will actively monitor the representation rate of each group, which was identified as being significantly underrepresented in one or more categories. If significant underrepresentation persists for a particular group in the job category in question, after the measures described above have been in place for a period of at least three years, the District will:
  - a) Review each locally established "required," "desired," or "preferred" qualification being used to screen applicants for positions in the job category to determine if it is job-related and consistent with business necessity through a process meeting the requirements of federal law.
  - b) Discontinue the use of any locally established qualification that is not found to satisfy the requirements set forth in the previous paragraph and continue using qualification standards meeting the requirements in the previous paragraph only where no alternative qualification standard is reasonably available which would select for the same characteristics, meet the requirements of the previous paragraph, and be expected to have a less exclusionary effect.

Employment Opportunity Advisory Committee to review the effectiveness of the recruitment and hiring program described in section 3 above. The committee will provide recommendations to modify the recruitment and hiring program to better address the significant underrepresentation. The college president will be evaluated on his/her ability to successfully implement the recruitment and hiring program.

6. During exit interviews the district will explore diversity components such as ethnicity and gender to determine if there are any patterns related to diversity and their decision to leave the college. The district will review its current exit interview practices and recommend a diversity question as part of the exit interview to find out if there are diversity/inclusion issues connected to those complaints. Information gathered from exit interviews will be discussed and analyzed with the EEO subcommittee and Equity committee to look for patterns and gaps.

In accordance with Title 5, section 53024.1 (p) The district will attempt to gather information from applicants who decline job offers to find out why, record the information, and utilize it a corrective action in future recruitments.

### **Other Measures Necessary to Further EEO**

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The District recognizes that multiple approaches are appropriate to fulfill its mission of ensuring equal employment opportunity and the creation of a diverse workforce. Equal employment opportunity means that all qualified individuals have a full and fair opportunity to compete for hiring and promotion and to enjoy the benefits of employment with the District. Equal employment opportunity should exist at all levels and in all job categories. Ensuring equal employment opportunity also involves creating an environment that fosters cooperation, acceptance, democracy, and free expression of ideas and is welcoming to men and women, persons with disabilities, and individuals from all ethnic and other groups protected from discrimination. To that end, in addition to the steps to address underrepresentation and/or significant underrepresentation, the District will implement a diversity program. Having a campus that has accepted principles of diversity and multiculturalism can make implementation and maintenance of an effective equal employment opportunity program much easier. For that reason, institutionalizing a diversity program that is well planned out, well-funded, and supported by the leadership of the District can be of great value. The District will sponsor cultural events and diverse speakers on issues dealing with diversity, and explore how to infuse diversity into the classroom and curriculum. The District will promote the concept of cultural proficiency and it will develop an evaluation form that integrates diversity into the evaluation of employees. The District will also promote learning opportunities and personal growth in the area of diversity and evaluate how the physical environment can be responsive to its diverse employee and student populations. In implementing such methods, the District may do the following:

- 1) The District EEO advisory committee will work with the Equity Committee to develop an implementation strategy and stated goals.
- 2) Conduct campus climate studies to identify hidden barriers.

- 3) Offer a series of EEO/diversity workshops during convocation and classified staff development days.
- 4) Evaluate administrators on their efforts to meet the District's equal employment opportunity and diversity efforts.
- 5) Establish an "Equal Employment Opportunity and Diversity" online presence by highlighting the District's diversity and equal employment opportunity, ADA, sexual harassment and nondiscrimination policies, procedures and programs on the District's website. The website will also list contact persons for further information on all of these topics.
- 6) Promote sabbaticals that will assist the District in achieving its equal employment opportunity and diversity objectives.

### **Annual Certification to Chancellor's Office**

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Annually the District shall certify to the state Chancellor's Office that it has timely complied with each of the following requirements of Title 5:

- 1) Recorded, reviewed, and reported the data required regarding qualified applicant pools;
- 2) Reviewed and updated, as needed, the strategies component of the District's EEO plan; and
- 3) Investigated and appropriately responded to formal harassment and discrimination complaints filed pursuant to Title 5 (commencing with section 59300).

## **Persons with Disabilities: Accommodations**

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### **1) *Reasonable Accommodations***

Applicants and employees with disabilities shall receive reasonable accommodations consistent with the requirements of Government Code, sections 11135 et seq. and 12940(m); section 504 of the Rehabilitation Act of 1973; and the Americans with Disabilities Act. Such accommodations may include, but are not limited to, job site modifications, job restructuring, part-time work schedules, flexible scheduling, reassignment to a reasonably equivalent vacant position, adaptive equipment, and auxiliary aides such as readers, interpreters, and note takers.

The ADA coordinator is responsible for handling requests for accommodations from current employees. The Office of Human Resources is responsible for handling requests from applicants seeking such accommodations during the application process. Requests can be made on the "Request for Reasonable Accommodations" form.

### **2) *Procedures When Underrepresentation is Found***

When persons with disabilities are found to be significantly underrepresented, measures required in this *Plan* will be implemented.

### **3) *Analysis of Workforce and Applicant Data***

Since an employee's disability status may change during their service, every three years the college will survey current employees to collect updated information on disability status.

## **Appendix A**

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### **Community Organizations & Contact Information**

#### **American Association University Women**

PO Box 1528  
Morgan Hill, CA 95038

#### **Hope Services**

8855 Murray Avenue  
Gilroy, CA 95020  
(408) 842-0334

#### **Santa Clara County Social Services**

379 Tomkins Court  
Gilroy, CA 95020  
(408) 683-1223

#### **Community Service and Workforce Development**

111 San Felipe Road Suite 107  
Hollister, CA 95023  
(831) 637-9293

#### **Family Resource Center**

1011 Line Street  
Hollister, CA 95023  
(831) 636-4410 x10

South County Collaborative, listserve

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When filling a job opening, positions are posted in the following locations:

Gavilan Website

CCC Registry

HireEd.com

Edjoin.com

ACCCA - for administration and management positions

We contract with a recruitment company for appropriate advertising suggestions

Hispanics in higher ed, Blacks in higher ed, Veterans in higher ed, Asians in higher ed, LGBT in higher ed, Women in higher ed, Native Americans in higher ed, Disabled in higher ed and Higher ed website