

# EMP Focus Area and Goal: Equity Goal 2

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## Equity EMP Goal 2

*Hire, support, and retain equity-minded employees reflective of the diversity of the student body and expect all College employees to approach their work with equity-mindedness.*

▶ **Strategic Plan Objective EQ2.1:**

- ▶ All aspects of hiring processes prioritize the hiring of equity-minded employees who understand and take ownership of racial equity gaps at the College.

▶ **Strategic Plan Objective EQ2.2:**

- ▶ All new employee services and programs utilize an equity-minded approach to employee support and retention.

▶ **Strategic Plan Objective EQ2.3:**

- ▶ Evaluation tools and processes are equity minded.



## Strategic Plan Objective EQ2.1:

- ▶ **Action Step 1.4:** Hiring protocols are changed so that EEO representative is present during interview committee convenings.
  - ▶ As one of the four key priorities areas of the EEO plan, the EEO advisory committee is exploring and researching the various institutions with EEO representatives on screening committees. The focus will include:
    - ▶ Research, develop, and create a protocol for EEO representatives to serve in a screening committee's capacity to include empowering the representative and encouraging all employees to be an EEO representative in the process.
    - ▶ Identify the roles and responsibilities to delineate between the hiring manager and EEO representative.
    - ▶ Develop training for EEO representatives to include: recognizing biases, supporting the debriefing process, and communicating to the screening committee when biases arise during the recruitment process.
    - ▶ Develop a Q&A/FAQ for screening committee members on the roles and responsibilities of the EEO representative.



## Strategic Plan Objective EQ2.1: cont.

- ▶ The revised EEO plan is currently circulating throughout constituent groups. The plan will be presented during April board meeting, and projected to be approved by the BOT at May board meeting. Specifically, the plan includes the following updates to initiatives that support outreach that leads to more diverse applicant pools:
  - ▶ Analysis of Degree of Underrepresentation and Significant Underrepresentation
  - ▶ Methods to Address Any Underrepresentation
  - ▶ Additional Measures and Methods to Support Equal Employment Opportunity Initiatives
  - ▶ Maintaining District Commitment to Diversity and Equal Employment Opportunity
  - ▶ Graduate Assumption Program

*Progress Indicator EQ2.1: Closer alignment with Chancellor's Office EEO Multiple Methods Allocation Model.*



## Strategic Plan Objective EQ2.2:

- ▶ **Action Step 2.1:** Create and implement department-specific onboarding plan for the first year of employment.
  
- ▶ Due to COVID, progress will resume summer 2021.
  - ▶ In order to ensure the progress indicator is embedded into our process and procedures, through pre - hiring, hiring and post-hiring, in January 2021, all recruitments include an application requirement by requesting applicants to describe how their life experiences, studies, or work have influenced their commitment to diversity, equity, and inclusion. Applications are not considered completed without a description of an applicant's commitment to diversity, equity, and inclusion.
  
  - ▶ Sample question:
    - ▶ *College of Marin's commitment to educational excellence is rooted in providing equitable opportunities and fostering success for all members of our diverse community. As a College of Marin employee, how would you contribute to a culture of inclusion and campus diversity?*

*Progress Indicator EQ2.2: At the end of the first year of employment, new employees' rating of their onboarding experience positively reflects the equity-minded approaches implemented.*

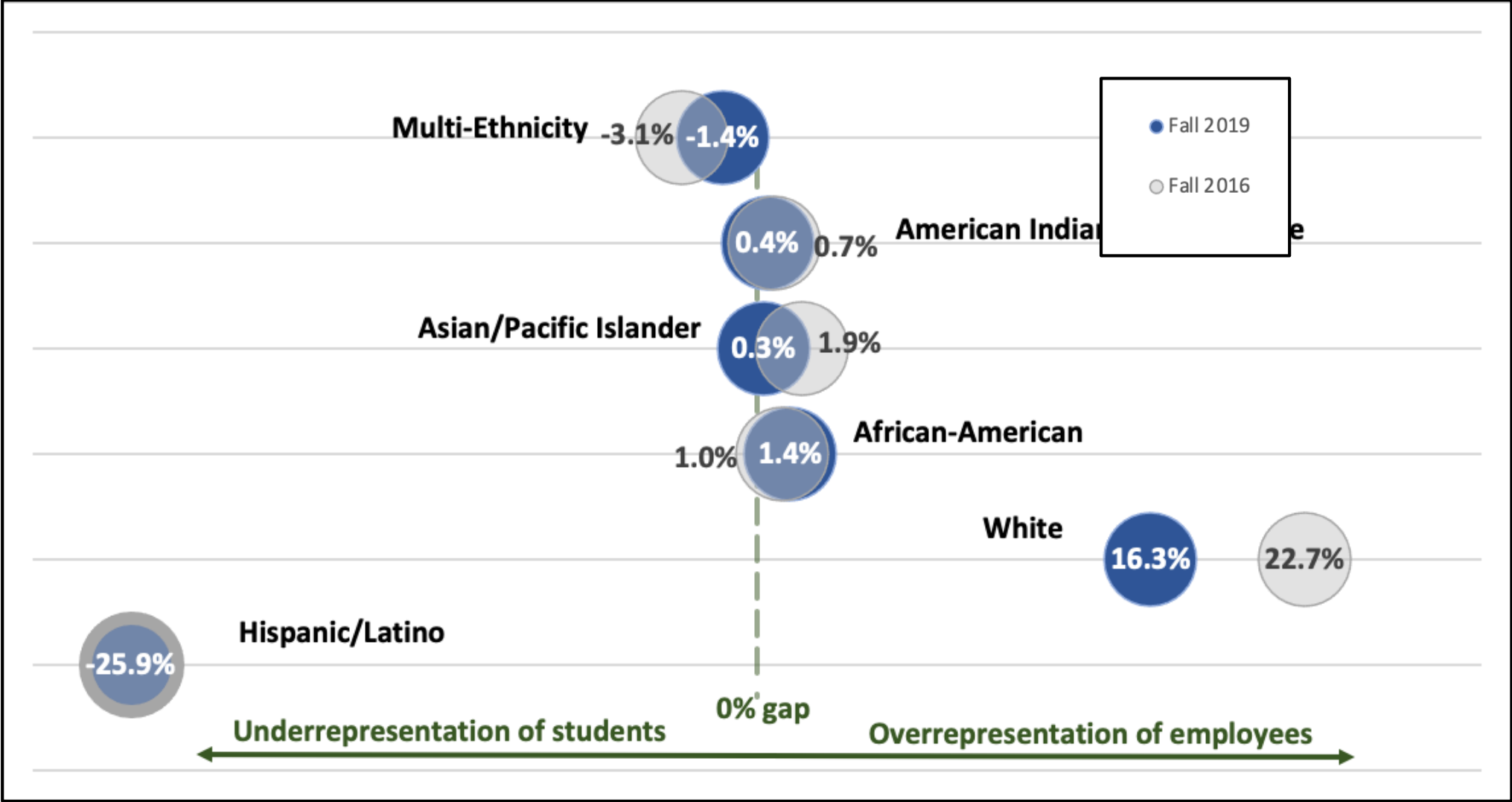


## Strategic Plan Objective EQ2.3:

- ▶ **Action Step 3.2:** Review employee evaluation tools and processes to ensure the content is equity-minded.
  - ▶ In November 2019, the District updated performance evaluation content for management, supervisory, confidential, and classified employees to include equity-minded criteria in the evaluation process.
    - ▶ Management - [Evaluation](#)
    - ▶ Confidential [Evaluation](#)
    - ▶ Supervisory - [Evaluation](#)
    - ▶ SEIU - [Evaluation](#)
    - ▶ CSEA - [Evaluation](#)
    - ▶ Faculty evaluation tools are in negotiations with UPM.

*Progress Indicator EQ2.3: The tools and process for employee evaluations allow for reflection on equity-minded practices.*

# Percentage Gap in Workforce and Student Composition by Ethnicity Fall 2016 and Fall 2019



## Highlights and/or accomplishments

- ▶ As a response to the recommendation from ACJJC, the District has since the institutional self-evaluation, the College has assessed its hiring procedures, implemented revisions and safeguards to ensure procedures are consistently followed, and that we address the needs of the College's diverse student population. The hiring procedures section outlined in the accreditation mid-term report highlights the College accomplishments ranging from hiring practices from pre- to post-hire. Examples include:
  - ▶ Discontinue the use of any non-job related local qualifications
  - ▶ Job announcements include student demographic data and College diversity statement
  - ▶ Applicants are required to submit a statement as part of the application process that describe how their life experiences, studies, or work have influenced their commitment to diversity, equity, and inclusion.
  - ▶ The District Career Opportunities provides potential with information regarding the employment application process and instructions, minimum qualifications and equivalency information for faculty and educational administrators, information for foreign degree holders, the selection process, accommodation information, additional resources for living and working in Marin, and frequently asked questions (FAQ).



## Highlights and/or accomplishments cont.

- ▶ College awarded over 100K in EEO funds
- ▶ Updated Administrative Procedure 7120
- ▶ Screening Committee Training/EEO - over the last 3 years 280 employees
- ▶ Provide interpreters for screening committees and other employee matters
- ▶ Revised and implemented the Criminal Background check process as recommended by the California Community Colleges Chancellor issued guidance on Fair Chance Hiring Best Practices
- ▶ The District advertise on various diversity job boards and attend diversity job fairs.
- ▶ To better reach and accommodate a diverse applicant pool, the College now offers more opportunities to interview virtually or otherwise remotely.
- ▶ To ensure that District hiring procedures address serving its diverse student population, full-time faculty recruitments' teaching demonstrations require student participation.
- ▶ More information can be found [Accreditation Midterm - Report](#)



## Greatest Challenges/Vision and future directions

- ▶ Allocating time and resources to meet new federal standards for handling campus sexual assault and harassment (Title IX regulations)
  - ▶ Cost of living in Marin County
  - ▶ Allocating time to attend job fairs/outreach and pipeline development
  - ▶ Maintaining employee engagement virtually
  - ▶ Uncertainty of the new normal workforce and the anticipated needs
  - ▶ The Digital Divide which is the divide between those who can work from home and those who cannot
  - ▶ Compliance overload
  - ▶ Advancing EEO/DEI Agenda...even when hiring slows
- ▶ **Prioritizing DEI Initiatives by updating policies through DEI lens**
  - ▶ Create a buddy system to support new hires to maintain COM culture as a result of remote work
  - ▶ **Virtual job fairs allows for the expansion of applicants pools**
  - ▶ **Hybrid work model (remote work and in-person)**
  - ▶ Creating various pipelines to attract a equity-minded workforce
  - ▶ **Marketing a Modern Benefits Package**
  - ▶ Employee housing to address cost of living in Marin County
  - ▶ **Be ready for the new workforce (must be able to adapt to various employee demands)**
  - ▶ Make more information and services available to employees online
  - ▶ **More compliance issues due to the changing workforce**



## Impact from COVID

- ▶ In addition to the day-to-day rather in-person or not, not much has changed. However, a few items added to the mix include:
  - ▶ Revamping the recruitment process
  - ▶ Providing reasonable accommodations remotely
  - ▶ Implementing new federal, state and county protocols
  - ▶ Outreach stalled - will need to seek outreach through other alternatives such as virtual recruitment
  - ▶ Budget planning
  - ▶ Screening committee training
  - ▶ COVID exposure coordination
  - ▶ Vaccine coordination
  - ▶ Providing resources to support employees affected by COVID



Thank you  
*Questions/Comments*