



Equal Employment Opportunity Plan

2024-2027



California
Community
Colleges

Online Community
College District

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Component 1: Introduction

Calbright College's 2024-2027 Equal Employment Opportunity (EEO) Plan reflects its commitment to ensuring diversity, equity, inclusion, accessibility, and belonging in its workforce. Calbright believes that creating equal employment opportunities and an environment that is welcoming to all will foster diversity, equity, inclusion, accessibility, and belonging while promoting an environment of excellence where Calbright students can thrive. The immediate focus of the EEO Plan is on equal employment opportunity and policies and practices pursuant to the applicable regulations in subchapter 2 titled, Equal Employment Opportunity Programs, of Chapter 2, of Division 6 of Title 5 (§53000 et seq.). This subchapter provides direction to community college districts related to the incorporation of evidence-based and equity-minded practices into existing recruitment, hiring, retention, and promotion activities to promote equal employment opportunities. Calbright shall promote faculty and staff equal employment opportunities which are in addition to and consistent with the nondiscrimination requirements of state or federal law.

Component 2: Definitions

Academic employee: refers to any employee categorized as an educational administrator or faculty member pursuant to section 53402.

Accessibility: means a person with a disability is afforded the opportunity to acquire the same information, engage in the same interactions, and enjoy the same services as a person without a disability in an equally effective and equally integrated manner, with substantially equivalent ease of use. The person with a disability must be able to obtain the information as fully, equally and independently as a person without a disability. Although this might not result in identical ease of use compared to that of persons without disabilities, it still must ensure equal opportunity to the educational benefits and opportunities afforded by the technology and equal treatment in the use of such technology.

Administrator: means a person who is employed in a position designated by the governing board of the district as having direct responsibility for supervising the operation of, or formulating policy regarding, the administration of non-academic functions of a college or district.



“Anti-Racism” and “anti-racist”: refers to policies and actions that lead to racial equity.

Adverse Impact: means a disproportionately negative impact to a group protected from discrimination pursuant to Government Code section 12940, arising from the effects of an employment practice as determined according to a valid statistical measure (such as those outlined in the Equal Employment Opportunity Commission's “Uniform Guidelines on Employee Selection Procedures”).

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

Classified administrator: means any person employed by the governing board of a district in a supervisory or management position as defined in Article 5 (commencing with Section 3540) of Chapter 10.7 of Division 4 of Title 1 of the Government Code.

Competencies: refer to skills, knowledge, abilities, and behaviors all employees must demonstrate and utilize in interactions with students and colleagues, and the performance of their job duties.

Criteria: refer to the elements used in employee evaluation and tenure review processes to measure performance.

Cultural Competency: refers to the practice of acquiring and utilizing knowledge of the intersectionality of social identities and the multiple axes of oppression that people from different racial, ethnic, and other minoritized groups face. The development of cultural competency is a dynamic, on-going process that requires a long-term commitment to learning. In the context of education, cultural competency includes the ability to teach students from cultures other than one's own successfully. It entails developing interpersonal awareness and sensitivities, developing cultural knowledge, and mastering a set of skills for effective cross-cultural teaching.

DEIA: is an acronym for the terms “diversity, equity, inclusion, and accessibility”.

Diversity: means a condition of broad inclusion in an employment environment that offers equal employment opportunities for all persons. The achievement of diversity within a workforce requires the presence, respectful treatment, and inclusion of individuals from a wide range of ethnic, racial, age, national origin, religious, gender, gender identity, sexual orientation, disability, and socio-economic backgrounds, in all aspects of the workplace.

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 Calbright. Equal Employment Opportunity should exist at all levels



and job categories listed in §53001(g). Equal employment opportunity also involves: (1) identifying and eliminating barriers to employment that are not job-related, such as reliance on preferred job qualifications that do not reasonably predict job performance; (2) updating job descriptions and/or job announcements to reflect the knowledge, skills, and abilities of the position, including a commitment to equity accurately; and (3) creating an environment which fosters cooperation, acceptance, democracy, and free expression of ideas, and is welcoming to all persons free from discrimination related to the categories protected by Government Code section 12940.

Equal Employment Opportunity Advisory Committee: a committee established by Calbright to act as an advisory body to the Equal Employment Opportunity Officer and Calbright as a whole to promote understanding and support of the EEO Plan, EEO Program(s), and related to policies and equitable hiring practices and procedures. The Equal Employment Opportunity Advisory Committee shall assist in the development of and implementation of this 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.

Equal Employment Opportunity Officer: Calbright has designated the Vice President of Human Resources as its Equal Employment Opportunity Officer, responsible for the day-to-day implementation of the Plan. If the designation of the Equal Employment Opportunity Officer changes before this Plan is next revised, Calbright will notify employees and applicants for employment of the new designee. The Equal Employment Opportunity Officer is responsible for administering, implementing, and monitoring this Plan and assuring compliance with the requirements of Title 5, sections 53000 et seq. The Equal Employment Opportunity Officer is also responsible for receiving and addressing complaints described in Plan Component 6 and ensuring that applicant pools and selection procedures are properly monitored.

Equal Employment Opportunity Plan: is a written document that describes a district's EEO program. A district's EEO plan shall include: 1) an analysis of the district's workforce; and 2) descriptions of the district's program and strategies, informed by the district's workforce analysis, that it is implementing or will implement to promote equal employment opportunity.

Equal Employment Opportunity Program: refers to the combination of district strategies implemented to promote equal employment opportunity. Such programs should be informed by a district's longitudinal workforce and applicant analyses.

Equity: Shifting systems and conditions so those excluded or oppressed are provided with the resources to benefit and become agents of the change they seek. Actions that seek to achieve anti-racism, fair treatment, access, opportunity,



and advancement for all people while identifying and eliminating barriers that have prevented the participation of some groups.

Ethnic Group Identification: means an individual's identification in one or more ethnic groups reported to the Chancellor of the California Community Colleges (CCC Chancellor) pursuant to §53004. These groups shall be more specifically defined by the CCC Chancellor, consistent with state and federal laws.

Ethnic Minorities: American Indians or Alaskan natives, Asians or Pacific Islanders, Blacks/African-Americans, and Hispanics/Latinos.

Faculty or faculty member: means those employees of a district who are employed in academic positions and who are not designated as supervisory or management for the purposes of Article 5 (commencing with Section 3540) of Chapter 10.7 of Division 4 of Title 1 of the Government Cod. Faculty include, but are not limited to, instructors, librarians, counselors, community college health service professionals, disabled student programs and services professionals, extended opportunity programs and services professionals, and individuals employed to perform a service that, before July 1, 1990, required nonsupervisory, non management community college certification qualifications.

Goals for Persons with Disabilities: a statement that Calbright will strive to attract and hire additional qualified persons with a disability in order to achieve the level of projected representation for that group by a target date established by taking into account the expected turnover in the workforce and the availability of persons with disabilities who are qualified to perform a particular job. Goals are not "quotas" or rigid proportions.

Governing Board: The Governing Board or Board of Trustees is ultimately responsible for the proper implementation of Calbright's EEO Plan at all levels of operation and for ensuring equal employment opportunity as described in this Plan.

Inclusion: The act of creating environments in which any individual or group feels welcomed, respected, supported, and valued. This sense of belonging promotes and retains a diverse workforce where everyone may fully participate and have an impact as they contribute to the institution.

In-House or Promotional Only Hiring: means that only existing Calbright employees are eligible for a position.

Minoritize: refers to the subordination of a person or group's status to a more dominant group or its members based on social identities such as race or ethnicity.

Monitored Group: means the groups for which districts must provide demographic



data pursuant to §53004.

Non-academic employee: means any employee categorized as a classified administrator or staff member.

President and Chief Executive Officer: The position delegated the responsibility for the ongoing implementation of this Plan and for providing leadership in supporting Calbright's Equal Employment Opportunity policies and procedures by the Governing Board. The President and Chief Executive Officer shall advise the Governing Board concerning statewide policies emanating from the Board of Governors of the California Community Colleges and direct the publication of an annual report on Plan implementation. The President and Chief Executive Officer shall evaluate the performance of all administrative staff who report directly to them on their ability to follow and implement the Plan.

Person with a disability: A person 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;

- (1) has a record of such an impairment; or
- (2) is regarded as having such an impairment.

A person with a disability is "limited" if the condition makes the achievement of a major life activity difficult.

Screening and Selection Procedure: means any measure, combination of measures, or procedure used as a basis for any employment decision. Selection procedures include the full range of assessment techniques, including performance tests, physical, educational, and work experience requirements, interviews, application reviews, reference checks, and similar techniques. Screening and selection procedures shall also include consideration of equivalencies pursuant to section 53430.

"Staff" or "staff member": means those employees of a district who are not encompassed within the definitions in subdivisions (a), (c), (e), (k), or (m), whether or not they are part of the classified service as defined in sections 88003 or 88076 of the Education Code.



Underrepresented group: means any monitored group for which the percentage of persons from that group employed by the district in a job category is below eighty percent (80%) of the projected representation for that group and job category.



Component 3: Policy Statement

Calbright is committed to the principles of Equal Employment Opportunity and has adopted a policy statement setting forth the College's commitment to an EEO plan that is grounded in the principles of diversity, equity, and inclusion. The College will implement a comprehensive program to put those principles into practice. It is Calbright's policy to ensure that all qualified applicants for employment and employees have full and equal access to employment opportunities and are not subject to discrimination in any program or activity of Calbright on the basis of ethnic group identification, race, color, national origin, religion, age, sex, physical disability, mental disability, ancestry, sexual orientation, language, accent, citizenship status, gender expression and identity, parental status, marital status, economic status, veteran status, medical condition, or on the basis of these perceived characteristics, or based on association with a person or group with one or more of these actual or perceived characteristics. Calbright will strive to achieve a workforce that is welcoming to all gender identifications, persons with disabilities, and individuals from all races, ethnic and other groups to ensure Calbright provides an inclusive educational and employment environment. Such an environment fosters openness, cooperation, acceptance, democracy, trust, honesty, and the free expression of ideas.

An Equal Employment Opportunity Plan shall incorporate evidence-based and equity-minded practices into existing recruitment, hiring, retention, and promotion activities to promote equal employment opportunities. The Plan will be regularly reviewed and maintained to ensure the implementation of Equal Employment Opportunity principles that conform to federal and state laws.

Component 4: Identification of District Officer

Calbright has designated the Vice President of Human Resources as its Equal Employment Opportunity Officer responsible for the day-to-day implementation of the Plan. If the designation of the Equal Employment Opportunity Officer changes before this Plan is next revised, Calbright will notify employees and applicants for employment of the new designee. The Equal Employment Opportunity Officer is responsible for administering, implementing, and monitoring this Plan and assuring compliance with the requirements of Title 5, sections 53000 et seq. The Equal Employment Opportunity Officer is also responsible for receiving and addressing complaints described in Plan Component 6 and ensuring that applicant pools and selection procedures are properly monitored.



The administrative structure of the delegation of authority shall include:

- The Board of Trustees is the Governing Board of the College and will delegate the responsibility for providing a comprehensive EEO plan.
- The President and CEO will delegate the responsibility of the creation and monitoring of the Plan to the EEO Officer.
- The EEO Officer will delegate the responsibility to make recommendations, monitor, and provide feedback related to the success of the EEO Plan to the EEO Advisory Committee.
- The EEO Advisory Committee will function as an advisory body that will assist with the development of the EEO Plan, participate in the annual review of the EEO Plan, assist with monitoring the EEO Plan, and make recommendations for modifications to the EEO Plan.
- Agents of the District - Any organization or individual who participates in district recruitment or screening of personnel, whether as an employee or as a contractor, is an agent of the district and is subject to all of subchapter 2 of chapter 4, of division 6, of Title 5.

Component 5: EEO Advisory Committee

In accordance with this Plan, Calbright has established a Calbright Equal Employment Opportunity Advisory Committee as the authorized advisory committee. The Committee may also assist in promoting an understanding and support of equal opportunity and nondiscrimination policies and procedures. The Committee may sponsor events, training, or other activities that promote Equal Employment Opportunity, equity, non-discrimination, employee retention, and diversity. The Equal Employment Opportunity Officer shall train the Equal Employment Opportunity Advisory Committee on equal employment compliance and the Plan itself. The Committee should include a diverse membership when possible.

Members of the Committee as well as members of the Board of Trustees shall receive training in all of the following:

- The requirements of this subchapter and of state and federal nondiscrimination laws;
- Identification and elimination of bias in hiring;
- The educational benefits of workforce diversity; and
- The role of the advisory committee in drafting and implementing a district EEO plan.



The Committee shall be composed of at least two to four faculty representatives, two to four classified representatives, two to four confidential and/or administrators, two staff members at large, two students, and the VP of Human Resources /Equal Employment Officer (Committee Chair). At least one Just B(Belonging) E(Empowerment) Collaborative member should be included in the Calbright EEO Advisory Committee. The Equal Employment Opportunity Advisory Committee shall hold at least four (4) annual meetings (one per quarter), with the possibility of additional meetings to review EEO and diversity efforts, programs, policies, and progress. Appointments shall follow the principles of participatory governance and include bargaining unit members whenever possible..

Calbright EEO Advisory Committee shall work with the Just B.E. Collaborative in promoting an understanding and support of equal employment opportunity and nondiscrimination policies as well as procedures that promote equity throughout the recruitment and selection process.

Component 6: Procedure for Filing Complaints

Complaints against Calbright alleging violations of EEO regulations may be filed by any person using the procedures for employment-related unlawful discrimination or harassment described below and as authorized by Section 59300 et seq. (See Cal. Educ. Code § 53026.) Any person who believes that the EEO regulations have been violated may file a written complaint describing in detail the alleged violation. Complaints should 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. Verbal complaints may also be submitted to the EEO Officer.

Complaints alleging violations of this Plan must be filed as soon as possible after the occurrence of an alleged violation and not later than 180 calendar days, except that this period should be extended by no more than ninety (90) calendar days following the expiration of the 180 calendar days if the complainant first obtained knowledge of the facts of the alleged violation after the expiration of the 180 calendar days. The EEO Officer shall advise complainants that they may mail file the complaint with the U.S. Equal Opportunity Commission (EEOC) and/or the California Civil Rights Department.

If the complaint involves the EEO Officer, the complaint may be filed with the President and Chief Executive Officer of Calbright. Upon receipt, the EEO Officer or President and Chief Executive Officer will forward copies of all written complaints to the Chancellor's Office.



Component 7: Notifying All District Employees

The Governing Board, the President and the Chief Executive Officer's commitment to Equal Employment Opportunity is emphasized through the broad dissemination of its Equal Employment Opportunity Policy Statement and this Plan. The policy statement will be included in Calbright's catalog and the student portal. This Plan and subsequent revisions will be distributed to Calbright's Governing Board, the President and Chief Executive Officer, administrators, the academic senate leadership, union representatives, and Calbright Equal Employment Opportunity Advisory Committee members. This Plan will be available on Calbright's website, employee intranet, Slack, and Calbright's website and, when appropriate, may be distributed by email. Each year, the Human Resources Department will provide all employees with a copy of the Governing Board's Equal Employment Opportunity Policy Statement (located in Plan Component 3 of this Plan) and written notice summarizing the provisions of Calbright's Equal Employment Opportunity Plan. Human Resources will provide all new employees with a copy of the written notice described above when they commence employment with Calbright. The annual notice will contain the following provisions:

1. The importance of the employee's participation and responsibility in ensuring this Plan's implementation.
2. Where complete copies of this Plan are available, which will be located on Calbright's website and employee intranet.

Component 8: Screening Committees Receive Training

Any individual who is involved in the recruitment and screening/selection of personnel, shall receive appropriate training on the requirements of the Title 5 regulations on Equal Employment Opportunity (§53000 et. seq.); the requirements of federal and state non-discrimination laws; the requirements of Calbright's Equal Employment Opportunity Plan; and Calbright's policies on non-discrimination, recruitment, and hiring. Persons serving in the above capacities will be required to receive training within the twenty-four (24) months prior to service by the Human Resources Department. This training is mandatory and will be monitored by the Human Resources Department to ensure all participants are current with their training requirements. Individuals who have not received this training will not be allowed to serve on selection committees. In addition to recruitment participants, an Equal Opportunity Representative will be involved in every recruitment process.

The Equal Employment Opportunity Officer is responsible for ensuring that the required training, including to any individual, whether or not an employee of Calbright acting on behalf of Calbright with regard to recruitment and screening of



employees is subject to the Equal Employment Opportunity requirements of Title 5 and Calbright's Equal Employment Opportunity Plan.

Component 9: Notice to Community-Based Organizations and Professional Organizations

The Equal Employment Opportunity Officer will provide annual written notice via electronic mail or mailings to appropriate community-based and professional organizations concerning this Plan. The notice will inform these organizations that they may obtain a copy of this Plan and solicit their assistance in identifying diverse, qualified candidates. The notice will include a summary of this Plan and the website address where the College advertises its job openings and the names, departments, and phone numbers of individuals to call to obtain employment information.

Component 10: Periodic Longitudinal Analysis of the District's Employees and Applicants

Human Resources will annually survey the College's workforce composition and shall monitor applicants for employment on an ongoing basis: to evaluate Calbright's progress in implementing this Plan; to provide data needed for the reports required by this Plan; and to determine whether any monitored group is underrepresented. Monitored groups are men, women, non-binary, American Indians or Alaskan natives, Asians or Pacific Islanders, Blacks/African Americans, Hispanics/Latinos, Caucasians, and persons with disabilities.

For purposes of the survey and report, each applicant or employee will be afforded the opportunity to voluntarily identify gender (including non-binary options), ethnic group identification, and, if applicable, disability. Persons may designate as many ethnicities as they identify with but shall be counted in only one ethnic group for reporting purposes. This information will be kept confidential and separate from the applications forwarded to the screening/selection committee and hiring administrator(s). This survey will be done for Calbright. Calbright will report to the CCC Chancellor the results of its annual survey of employees. At least every three (3) years, the Plan will be reviewed and, if necessary, revised based on an analysis of the gender, ethnic group identification, and disability composition of existing staff and of those who have applied for employment in each of the seven identified job categories identified in Section 53001(g) and listed below:

- Executive/administrative/managerial
- Faculty and other instructional staff
- Professional non-faculty



- Secretarial/clerical
- Technical and paraprofessional
- Skilled crafts
- Service and maintenance

A process for gathering information and periodic, longitudinal analysis of the College's employees and applicants, broken down by number of persons from monitored groups, in each job category to determine whether additional diversification measures will be required to implement and evaluate the effectiveness of the identified measures. The College shall conduct a data review as part of its Plan renewal, and may conduct periodic data reviews more frequently as needed.

The College shall also conduct longitudinal data analyses of its employment trends. The gathered information shall be assessed pursuant to [components 10 and 11], to identify and determine the cause of any underrepresentation, of monitored groups across all phases of the employment process, including recruitment to applicant pools, hiring, retention, and promotion. Where the College determines that underrepresentation or adverse impact of one or more monitored groups in recruitment may be the result of non-job related factors, it shall implement additional strategies in its EEO Plan designed to mitigate promptly the underrepresentation or adverse impact. This shall not be construed to prohibit the college from taking any other steps it concludes are necessary to ensure equal employment opportunity.

Calbright shall collect and monitor longitudinal data of the college's workforce and applicants, by monitored groups and job categories.

Please collect the data and include it with the analysis of adverse impact and underrepresentation here.



Component 11: Are Monitored Groups Underrepresented Within District Job Categories?

Per Section 53003(c)(9), Calbright will utilize data from reliable public and private sources to determine whether any monitored group is underrepresented within the specified job categories. This data will be used annually to provide stakeholders



with a report which will include a longitudinal analysis and identify Calbright's employment trends which will help Calbright identify opportunities for improvements and evaluation of the effectiveness of the EEO plan.



Component 12: Methods for Addressing Underrepresentation

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.

“In order

to ensure that Calbright attracts a diverse pool of highly skilled and equity minded applicants pursuant to Plan Component 11, Calbright 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 under-representation exists. Calbright's Recruitment and Hiring Procedures will be revised to include in its section on recruitment the following provisions:

Recruitment: Calbright will use recruitment sources that provide diverse pools of candidates. Calbright's Equal Employment Opportunity Advisory Committee is encouraged to utilize and notify Calbright of additional recruitment options that may enable Calbright to obtain a diverse pool of equity-minded applicants. All job announcements will state that Calbright is an “Equal Employment Opportunity Employer.” Calbright will include the following provisions in the recruitment section of its Recruitment and Hiring Procedures. Calbright shall ensure that the sensitivity and understanding of diverse students shall be considered a core system competency and job requirement.

In order to attract a diverse pool of highly skilled applicants, recruitment for all open positions may include placement of job announcements by utilizing the following strategies and tools:

- Utilizing electronic media, including social media.
- Local, regional, and statewide community and professional organizations.
- Various job board postings and websites that reach under-represented communities and sources that cater to diverse pools of candidates.
- Recruitment booths at job fairs or conferences oriented to both the general market and the economically disadvantaged, as well as those events drawing significant participation by groups determined to be under-represented in Calbright's workforce.
- Participation in virtual information sessions and recruiting events to increase accessibility and awareness of Calbright as a state-wide employer

Job Announcements: Calbright's Recruitment and Hiring Procedures section on “Job Announcements” will be revised to include the following provisions:

Job announcements will state clearly job specifications setting forth the



knowledge, skills, and abilities necessary. For all positions, job requirements will include sensitivity to and understanding of the diverse academic, socioeconomic, cultural, disability, and ethnic backgrounds of community college students and shall be considered a core system competency and job requirement. Job specifications, including any “required,” “desired,” or “preferred” qualifications beyond the state minimum qualifications which Calbright wishes to utilize, will be reviewed by the Equal Employment Opportunity Officer before the position is announced to ensure conformity with Equal Employment Opportunity regulations and state and federal nondiscrimination laws. If applicable, job announcements must also indicate the possibility of meeting minimum qualifications through equivalency. All job announcements state that Calbright is an “Equal Employment Opportunity Employer.”

Review of Initial and Qualified Applicant Pools: The employment application will allow each applicant to voluntarily identify their gender (including non-binary options), ethnic group identification, and, if applicable, disability. This information will be kept confidential and used only in research, validation, monitoring, and evaluating the effectiveness of Calbright's Equal Employment Opportunity Program or any other purpose specifically authorized by any applicable statute or regulation.

The composition of the applicant pools will be analyzed to ensure that any failure to obtain projected representation for any monitored group is not due to failure to comply with EEO. Should underrepresentation of any identified group be determined to have occurred, adjustments to recruiting practices will be identified that eliminate ineffective recruitment procedures and ensure that recruitment efforts provide a full and fair opportunity for participation to a wide diversity of potential applicants.

If an issue is determined during recruitment, before the selection process continues, the composition of the qualified applicant pool will be analyzed to ensure that no monitored group is adversely impacted.

All initial applications shall be screened to determine which candidates satisfy the job specifications. The candidates who meet the job specifications shall constitute the “qualified applicant pool.” Furthermore, the College shall conduct an initial demographic review of the qualified applicant pool before an application deadline for a district position closes. If the pool's candidate diversity is not consistent with the diversity goals of the EEO Plan, the district may extend the search period.

The composition of the qualified applicant pool shall be reviewed and compared to the composition of the initial applicant pool. If the EEO Officer or designee finds that the composition of the qualified applicant pool may have been influenced by factors that are not job related, appropriate action shall be taken. This applicant



pool data shall be reviewed in conducting the analysis described in section 53006(a).”

If an adverse impact is found to exist, the Vice President of Human Resources or their designee shall take timely and effective steps to address the adverse impact before the selection process continues. Such steps may include but are not limited to:

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 Calbright;
2. Include all applicants screened out based on locally established qualifications beyond state minimum qualifications that have yet to be demonstrated explicitly as job-related and consistent with business necessity. This includes reviewing the process of meeting federal law requirements outside those that the Board of Governors has found to be job-related and consistent with business necessity throughout the community college system.

If adverse impact persists after taking steps required as outlined in this component of this Plan, the selection process may proceed only if:

1. The job announcement does not require qualifications beyond the statewide minimum qualifications; or
2. 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 was unavailable; or
3. The particular qualifications beyond statewide minimum qualifications which are used in the job announcement are among those that the Board of Governors has found to be job-related and consistent with business necessity throughout the California community college system.
4. Calbright 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 Calbright was unable to verify, as outlined in this component of this Plan, unless such qualifications are so verified in advance of commencing any such future hiring process.



Recruitment/Screening Selection Committee Procedures:

Calbright seeks to employ highly-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 evidence-based and equity-minded practices. The selection process will extend to all candidates a fair, impartial examination of qualifications based on job-related criteria.

. Calbright's Recruitment and Hiring Procedures will include in its section on applicant screening by screening/selection committees the following provisions:

1. All screening or selection procedures, including the procedure for developing interview questions, and the selection process as a whole, will be:
 - a. Designed to ensure that, 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.
 - b. Based solely on job-related criteria; and
 - c. Designed to avoid any adverse impact on candidates and will be monitored to determine if any such impact has occurred.
2. Before an individual can serve on a selection committee, they must receive Equal Employment Opportunity training. This training must be retaken once every 24 months.
3. Screening committees shall include a diverse membership whenever possible, to ensure a variety of perspectives are included in the assessment of applicants.
4. If monitoring for adverse impact reveals that any selection technique or procedure has adversely impacted any monitored group, the President and Chief Executive Officer or their designee will do the following:
 - a. Suspend the selection process and take timely and effective steps to remedy the problem before the selection process resumes.
 - b. When appropriate, assist the screening/selection committee by discussing the overall composition of the applicant pool, the screening criteria or procedures, and any determined factors that may have adversely impacted a specifically identified group. Confidential information about individual candidates will not be disclosed, but the next steps will be identified.
 - c. 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 may be 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.

- d. Where necessary, the position may be reopened at any time, and a new selection process initiated in a way designed to avoid adverse impact.
5. Calbright 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, gender identity, gender expression, 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. Calbright will not apply this Plan in a rigid manner that has the purpose or effect of discriminating.
6. Calbright will review all of its current and future job specifications to ensure that seniority or length of service is taken into consideration only to the extent it is job-related, is not the sole criterion, and is included in the job announcement consistent with the requirements of Plan Component 12 (see Title 5, § 53022 and 53024(d)).
 - a. Seniority or length of service will only be considered job related when it is relevant to posted job qualifications. Service in the same department will only be considered closely related if the duties are appropriately similar in nature.
 - i. If negative impact results from the use of seniority or length of service as a job-related factor, the length of service requirements will be reviewed with the hiring manager.
 1. If it is determined that the posted length of service requirements are appropriate, the process will continue.
 2. If it is determined that the length of service requirements inappropriately impacted the applicant pool, applicants who were eliminated by the use of seniority or length of service considerations will be placed back in the pool and continue to be considered during the hiring process.
7. Selection testing for employees will follow procedures as outlined in the Equal Employment Opportunity Commission's [Uniform Guidelines on Employee Selection Procedures](#). Should a candidate request disability accommodation for the testing process, reasonable efforts will be made to honor the accommodation request.



8. The Hiring Committee Chair shall make all hiring recommendations based upon careful review of the candidate or candidates recommended through the screening/selection committee subject to final approval by the Board of Trustees. 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.
9. Calbright 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, Calbright may request the EEO Advisory Committee to recommend new methods to meet the Plan objectives, or if necessary, to modify the Plan itself to ensure Equal Employment Opportunity.



EEO PLAN COMPONENT 13

DISTRICT & COLLEGE ACTIVITIES DEMONSTRATING ON-GOING COMMITMENT TO EEO/EMPLOYMENT DIVERSITY

Section 53003(c)(1) requires that Calbright's EEO Plan includes specific pre-hiring, hiring, and post-hiring strategies that will be implemented each year over the life of the EEO Plan. Section 53003(c)(2) requires the EEO Plan to include a schedule identifying timetables for the implementation of the identified strategies.

IMPLEMENTATION	Who	What/When	Effectiveness Metrics & Review
		Pre-hiring Strategies	
Employee and Hiring Committee Training (53024.1(d))	HR Staff EEO Advisory Committee and HR Staff	<p>Year 1</p> <p>Title 5 requires that every community college employee (faculty, staff, and administrator) who participates on a recruitment and selection committee be formally trained in EEO/Title 5 regulations.</p> <p>This training consists of Title 5 regulations on equal employment opportunity, state and federal nondiscrimination laws, Calbright's EEO Plan requirements, and Calbright's policies on nondiscrimination, recruitment, and hiring. The training in the first year will be updated to include a discussion on the importance of equity mindedness in our hiring practices and learning to assess an applicants understanding and sensitivity to our diverse community. All Calbright employees are trained as it is our practice to have diverse hiring committees, which represent the college, for each and every hire.</p>	<p>A trained EEO representative is present in every committee meeting and interview process to ensure that all recruiting and interview processes are compliant and free of bias. Should the EEO rep feel that there is a compliance issue, they have the ability to correct the issue immediately or end the interview and create a plan to take corrective action.</p> <p>EEO Representatives support and specialize training that is updated on a regular basis and share their input during the review and training process for managers and hiring teams. EEO Representatives are trained every 2 years and new hires are trained as part of their initial onboarding process.</p> <p>The selected EEO representative will have no</p>



	HR Staff and General Counsel	<p>The Office of Human Resources has embedded this training into its formal professional development platform for managers.</p> <p>Year 2</p> <p>Review current training modules to ensure compliance with the EEO Plan and emphasizes the role of equity in hiring.</p> <p>Year 3</p> <p>Review and update training modules that may be outdated or need adjustment to meet the organization's current climate and hiring practices.</p>	<p>reporting relationship to the chair of the committee.</p> <p>In order to monitor this process and its effectiveness, bi-yearly check-in meetings with Calbright employees who have served as EEO representatives will be conducted.</p> <p>Additionally, participants in Calbright's hiring training will take an end-of-training survey to continue to measure the effectiveness of the training session. The data will be reviewed by the EEO committee in order to allow the body to make decisions on needed enhancements or training to ensure compliant EEO procedures.</p> <p>The EEO committee will complete the vision resource center's training entitled "Equitable hiring practices curriculum."</p>
IMPLEMENTATION	Who	What/When	Effectiveness Metrics & Review



		<p>Publication statements will be reviewed, updated if necessary, and redistributed to all employees.</p> <p>Calbright's public presence for recruitment on their website and other recruitment sites will be reviewed and updated to highlight Calbrights commitment to DEIA.</p> <p>Year 3 The EEO Advisory Committee will review current practices, make necessary adjustments, and update the plan. All revisions will be highlighted, and an updated version will be available to all employees. Employees will receive updated training and reminders related to the EEO practices of the organization.</p>	with the EEO team to ensure legal compliance.
IMPLEMENTATION	Who	What/When	Effectiveness Metrics & Review
<p>Review and update District EEO/DEI policy statement.* (53024.1(k))</p>	<p>General Counsel - HR Team - Marketing and Communications Team - EEO Advisory Committee</p>	<p>Year 1 and Ongoing Practice</p> <p>The EEO/DEI policy statement will be reviewed annually and adjusted to reflect changes to the law, as well as the College's commitment to DEI efforts.</p>	<p>During the EEO plan review, data related to employee composition, applicant pool composition, applicant pipelines, and any complaints and resolutions will be reviewed. This data will be used to update and revise the EEO plan.</p>




Recurring activities related to improving student access and success with a nexus to EEO hiring.	HR Team	<p>Year 1</p> <p><u>Recruitment:</u> Calbright will use recruitment sources that provide diverse pools of candidates. Calbright's Equal Employment Opportunity Advisory Committee will utilize and notify Calbright of additional recruitment options that may enable Calbright to obtain a diverse pool of applicants. All job announcements will state that Calbright is an "Equal Employment Opportunity Employer."</p> <p>In Year one, the focus of these activities will be with faculty in particular. Targeted recruitment for Asian , Latino, and Native American faculty members will be the focus. Calbright will include the following provisions in the recruitment section of its Recruitment and Hiring Procedures:</p>	<p>Faculty numbers in underrepresented groups (Asian and Latino) should trend in a direction which more closely reflects our student body.</p>
	EEO Advisory Committee -HR Team	<p>Recruitment for all open positions may include placement of job announcements in the following instruments:</p> <ul style="list-style-type: none"> • Electronic media, including social media. • Local, regional, and statewide community and professional organizations. • Various job board postings and websites that reach under-represented communities and sources that cater to diverse pools of candidates. • Recruitment booths at job fairs or conferences are oriented to the general market and the economically disadvantaged. Those events draw significant participation by groups found to be under-represented in Calbright's workforce. 	<p>Increase qualified applicant pools with applicants that represent the diversity of the student population. Creating this tie between a highly qualified workforce and services provided to ensure student success is our highest priority. Thus, creating opportunities for engagement and mentorship.</p>
	EEO Advisory Committee - HR Team	<p>The EEO Advisory Committee will review recruitment data every year. After reviewing the data, the EEO Advisory Committee will recommend possible adjustments for future year recruiting activities.</p>	<p>Quarterly reviews of applicant pool demographics and hiring practices will be shared with the HR Department and EEO Advisory Committee for review.</p> <p>During Faculty performance reviews, student feedback and student performance data are utilized to help plan for how faculty may better engage with students, increasing student success.</p> <p>Focus groups will be utilized to develop plans to increase applicants in groups of underrepresented populations.</p>
		Year 2 & 3 (Ongoing thereafter)	



		<ul style="list-style-type: none"> Create focus groups. Review data and identify groups who may be underrepresented. Partner with community organizations and current students or employee volunteers who identify with the underrepresented group. Utilize focus groups to brainstorm ideas for increasing the group's representation at Calbright. 	
Pre-Hiring Support for Applicants	HR - Legal Counsel -Communications Team	<p>YEAR 1 and ongoing after</p> <p>Create an interview and application FAQ guide/interview protocols and post to the Calbright website. This equitable approach to interviewing preparation in recognition that underrepresented populations at times lack the resources which will help them to adequately prepare to be successful in interviews.</p> <p>Year 3 Strategy</p> <p>Add a Chatbot for applicants to our careers page to give added assistance to all who are going through the application process.</p>	In partnership with IT, track utilization of the FAQ page on our public facing website In HR Post onboarding survey , data will be collected to see if the FAQ Page was utilized and if it was effective.
IMPLEMENTATION	Who	What/When	Effectiveness Metrics & Review
		Hiring Strategies	



<p>Consistent and ongoing training for hiring committees.</p> <p>(53024.1(c))</p> 	<p>HR Team - Just BE Collaborative (Belonging and Equity Committee).</p> <p>HR Team -EEO Representative - Hiring Manager</p>	<p>Year 1</p> <p><u>Recruitment/Selection Committee Procedures/Training:</u> Calbright seeks to employ highly-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. Calbright's Recruitment and Hiring Procedures will include the following provisions in its section on applicant screening by screening/selection committees:</p> <ol style="list-style-type: none"> 1. All screening or selection techniques, including the procedure for developing interview questions and the selection process as a whole, will be: <ol style="list-style-type: none"> a. Designed to ensure that, for faculty and administrative 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. b. Based solely on job-related criteria; and c. 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. 2. Before a person can serve on a screening/selection committee, they must receive Equal Employment Opportunity and Equity training which includes a focus on understanding the role of equity-minded hiring practices and how to assess candidate's ability to be both understanding and sensitive to our diverse student community as well as support our mission and values as an organization 	<p>The HR team will monitor each hiring committee to ensure that every member has been appropriately trained. If an employee is not trained, the HR team will either replace the employee or provide appropriate training prior to the commencement of work.</p> <p>The EEO representative on each hiring committee will monitor the practices of each committee. Should a violation of EEO practices occur, the EEO representative will correct, retrain, or stop the committee's work until the hiring committee receives appropriate training and support.</p> <p>The HR Team will debrief with EEO representatives after recruitments to answer questions, provide additional training, or follow-up on any questions.</p> <p>Mandatory training will be monitored and must be refreshed every 24 months. Failure to refresh EEO training will make an employee ineligible to serve on a hiring committee.</p>
	<p>calbright.org</p>	<p>28</p>	<p>Calbright EEO Plan 2023-2026</p>

		<p>3. If monitoring for adverse impact reveals that a group has been adversely impacted the Vice President of Human Resources or their designee will do the following:</p> <ul style="list-style-type: none"> a. Suspend the selection process and take timely and effective steps to remedy the problem before the selection process resumes. b. When appropriate, assist the screening/selection 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. c. 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, such locally established qualifications will be immediately discontinued. Any applicants eliminated based on such qualifications will be placed back in the pool and continue to be considered during the hiring process. d. Where necessary, the position may be reopened at any time, and a new selection process initiated in a way designed to avoid adverse impact. 	
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		<p>4. Calbright 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. Calbright will not apply this Plan in a rigid manner that has the purpose or effect of discriminating.</p> <p>5. Calbright will review all of its current and future job specifications to ensure that seniority or length of service is taken into consideration only to the extent it is job-related, is not the sole criterion, and is included in the job announcement consistent with the requirements of Plan Component 12 (see Title 5, § 53022 and 53024(d)).</p> <p>a. Service will be considered job-related for taking seniority or length of service into account only if it is closely related to the teaching or other faculty assignments. Service in the same department will not automatically be considered closely related unless the departments' assignments are similar. The use of seniority or length of service will be assessed for adverse impact in each selection process where it is taken into account. Additional measures will be enacted if an adverse impact results from using seniority or length of service as a job-related factor. In that case, the process will continue only if applicants who were eliminated by the use of seniority or length of service considerations are placed back in the pool and continue to be considered during the hiring process.</p>	
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		<p>6. Selection testing for employees will follow procedures as outlined in the Equal Employment Opportunity Commission's <i>Uniform Guidelines on Employee Selection Procedures</i>.</p> <p>7. The Hiring Committee Chair shall make all hiring recommendations based upon careful review of the candidate or candidates recommended through the screening/selection committee subject to final approval by The Governing Board of Trustees. 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.</p> <p>Year 2 and Annually Thereafter, Calbright will review the pattern of its hiring decisions over time. Collected data will determine whether patterns do not meet the objectives of the EEO Plan. In that case, the EEO Advisory Committee may recommend new methods to meet the Plan objectives or, if necessary, propose a modification of the Plan itself to ensure equal employment opportunity.</p>	
<p>Maintained updated job descriptions and job announcements.</p> <p>(53024.1(f))</p>	The HR team-Hiring Managers	<p>Year 1 <u>Job Announcements:</u> Calbright's Recruitment and Hiring Procedures section on "Job Announcements" will be revised to include the following provisions:</p> <p>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 sensitivity to and understanding the diverse academic, socioeconomic, cultural, disability, gender, sexual orientation, and ethnic backgrounds of community college students. Job specifications, including any "required," "desired," or "preferred" qualifications beyond the state minimum qualifications that Calbright wishes to utilize, will</p>	<p>ALL job Descriptions will be reviewed at the time of each vacancy to ensure that the position descriptions are current and include appropriate safeguards to ensure EEO compliance.</p>



		<p>be reviewed by the Equal Employment Opportunity Officer before the position is announced to ensure conformity with equal employment opportunity regulations and state and federal nondiscrimination laws. All job announcements state that Calbright is an “Equal Employment Opportunity Employer.”</p> <p>Year 2 and Year 3</p> <p>The verbiage and qualifications will be reviewed to ensure that they are free of bias and will not unnecessarily disqualify or discourage individuals from applying for employment at Calbright.</p> <p>HR will develop and provide training for all hiring managers on best practices for writing job descriptions that encompass both EEO and DEI values.</p>	<p>There will be an ongoing review of language centered on compliance and EEO objectives. This review will be conducted annually by the EEO Advisory Committee, and General Counsel will conduct this review annually.</p>
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Assess the "sensitivity to diversity" of all applicants. (53024.1(l))	Trained EEO Representative- Hr Team,	<p>All applicants are asked questions about their sensitivity and understanding of diversity, equity, inclusion, and belonging. This is handled as part of the interview process and reviewed by the interview teams. An EEO representative on the interview team also assists in assessing the applicant's understanding of diversity and how it benefits the culture and community of Calbright.</p> <p>Calbright's EEO and Equity training will include a segment which outlines how to evaluate candidates ability to be both sensitive and understanding of our Calbright Community, with the focus on how this leads to student success.</p>	<p>A hiring rubric will assess the question's effectiveness and the candidate's understanding of DEI strategies.</p> <p>This question is equal to all other interview questions in the scoring rubric.</p>
Dedication of specified staff to EEO	HR Team and EEO Advisory Committee	<p>The Human Resources Department will dedicate two staff members, The Strategic Initiatives Specialist as the lead and a designated HR Specialist, to monitor EEO compliance and lead EEO initiatives. The entire HR Team as well as the EEO Advisory Committee which is staff and faculty representing all employee groups, will participate in EEO plan compliance and monitoring.</p> <p>The Strategic Initiatives Specialist will participate in regular professional development which focuses on ; 1) Best EEO practices in all phases of the hiring process 2) How to eliminate bias 3) Equity Minded hiring practices 4) Assessment of data . The PD will further inform improvements to Calbright's practices and enhancements to training available to faculty and staff.</p>	EEO Lead designation is made at the discretion of the Vice President of Human Resources. Compliance is monitored at all times by the entire HR Team.
Focused outreach and publications monitor compliance at all times.	HR Team	<p>Job postings are placed in a number of different environments that assist in access to a diverse workforce. All Calbright publications and other marketing tools are built to reflect diversity in pictures, graphics, and text to</p>	The HR EEO Lead, in coordination with the Vice President of HR and other HR team members, will monitor the effectiveness of EEO publications and job boards. Appropriate



		project an inclusive image.	adjustments will be made if a publication or job board fails to meet EEO goals or does not align with organizational DEI values.
Procedures for addressing diversity throughout hiring steps and levels.	HR Team - EEO Advisory Committee- Focus Groups	<p><u>Review of Initial and Qualified Applicant Pools:</u> The application for employment will provide each applicant an opportunity to voluntarily identify their gender (including non-binary options), ethnic group identification, and, if applicable, or disability. This information will be confidential and used only in research, validation, monitoring, and evaluating the effectiveness of Calbright's Equal Employment Opportunity Program or any other purpose specifically authorized by any applicable statute or regulation.</p> <p>YEAR 1 Quarterly, the composition of the applicant pools in each step of the process (applicant pool, 1st interview pool, 2nd interview pool, final candidates) will be analyzed to ensure that any failure to obtain projected representation for any monitored group is not due to failure to comply with EEO. Should underrepresentation of any identified group be determined to have occurred, adjustments to recruiting practices will be identified that eliminate ineffective or discriminatory recruitment procedures and ensure that recruitment efforts provide a full and fair opportunity for participation to a wide diversity of potential applicants.</p> <p>Year 2 and 3 Calbright is currently building capacity and scaling . In year 2 to 3 Calbright will be able to move to a system of individual recruitment pool review by the HR team.</p> <p>Suppose an issue is determined during recruitment before the selection process continues. In that case, the</p>	<p>Composition of applicant pools will be reviewed quarterly. Should an underrepresented group be identified during this review, the EEO Advisory Committee, along with HR and focus groups, will determine solutions to assist with attracting members of the underrepresented group for future recruitment.</p> <p>Applicant composition data will be disaggregated and reviewed by position type and employment family.</p>



		<p>composition of the qualified applicant pool will be analyzed to ensure that no monitored group is adversely impacted if an adverse impact exists. In that case, the Vice President of Human Resources or their designee shall take timely and effective steps to address the adverse impact before the selection process continues. Such steps may include but are not limited to</p> <ul style="list-style-type: none"> • Extending the deadline and undertaking inclusive outreach efforts to ensure that members of the adversely impacted group have equal opportunity to seek employment with Calbright; • Include all applicants screened out based on locally established qualifications beyond state minimum qualifications that have yet to be demonstrated explicitly as job-related and consistent with business necessity. This includes reviewing the process of meeting federal law requirements outside those that the Board of Governors has found to be job-related and consistent with business necessity throughout the community college system. <p>If adverse impact persists after taking steps required as outlined in this component of this Plan, the selection process may proceed only if:</p> <ol style="list-style-type: none"> 1. The job announcement does not require qualifications beyond the statewide minimum qualifications; or 2. Locally established qualifications beyond state minimum qualifications, if any, are demonstrated to be job-related and consistent with business necessity through a process meeting federal law requirements and suitable alternative selection procedures to reduce the adverse impact was unavailable; or 	
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		<p>3. The particular qualifications beyond statewide minimum qualifications used in the job announcement are among those that the Board of Governors has found to be job-related and consistent with business necessity throughout the California community college system.</p> <p>4. Calbright 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 Calbright was unable to verify, as outlined in this component of this Plan, unless such qualifications are so verified in advance of commencing any such future hiring process.</p>	
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Recruitment efforts and strategies such as: <ul style="list-style-type: none"> • Use of demographic data • Job Fairs • CCC Registry • Relationships with external organizations & colleges 	HR Team - Hiring Managers Executive Leadership	Recruitment for all open positions may include placement of job announcements in the following instruments: <ul style="list-style-type: none"> • Electronic media, including social media. • Local, regional, and statewide community and professional organizations. • Various job board postings and websites that reach under-represented communities and sources that cater to diverse pools of candidates. • Recruitment booths at job fairs or conferences oriented to both the general market and the economically disadvantaged and those events drawing significant participation by groups found to be under-represented in Calbright's workforce. 	Applicant pipelines and applicant pools will be monitored for EEO Plan compliance. Should a deficit be identified in either an applicant pool or pipeline, appropriate adjustments will be made, options will be explored, and if there is a need to make significant adjustments, the EEO Advisory Committee will be consulted.
Hiring Committee Composition	HR Team	Year 1 and Ongoing The HR Team works closely with Calbright Stakeholders to ensure diverse selection committee composition. This will be monitored by the Strategic Initiatives Specialist and reported to the EEO Advisory committee. Year 3 Explore the possibility of adding student representation to hiring committees for roles that are student facing positions.	The HR team monitors selection committee composition and adjusts membership on committees to appropriately reflect a diverse hiring committee. If it is determined that a hiring committee lacks appropriate diversity, the HR team will adjust the composition of the committee to meet EEO standards.
IMPLEMENTATION	Who	What/When	Effectiveness Metrics & Review
		Post- Hiring Strategies	
Conduct campus climate surveys	HR Team - Executive Leadership Team- EEO Advisory	Year 1 During the second half of the academic year, an Employee Engagement survey will be conducted	Review data from the surveys and determine next steps that ensure EEO initiatives are being met. Data will be shared with the EEO Advisory Committee



	Committee- Just B Collaborative	<p>through collaboration with a third party vendor. The HR Team, Executive Leadership Team, EEO Advisory, and Just B.E collaborative will provide recommendations and feedback on survey content.</p> <p>Based on results, year 2 strategies (as detailed below) will be deployed.</p> <p>Year 2 and ongoing</p> <p>Conduct college climate studies to identify hidden barriers and based on results the following strategies may be deployed:</p> <ol style="list-style-type: none"> 1. Guest speakers from underrepresented groups who are in leadership positions and who may inspire students and employees alike. 2. Conduct diversity dialogues, forums, and cross-cultural workshops hosted by the Just B.E. Collaborative. 3. Recognize and value staff and faculty who have promoted diversity and equal employment opportunity principles by awarding a yearly diversity recognition award. 4. Establish an "Equal Employment Opportunity and Diversity" online presence by highlighting Calbright's diversity and equal employment opportunity, ADA, sexual harassment, and nondiscrimination policies, procedures, and programs on Calbright 's website. The website will also list contact persons for further information 	<p>for review and planning purposes.</p> <p>Review and revise Calbright publications and other marketing tools to reflect diversity in pictures, graphics, and text to project an inclusive image. Should deficits be identified in this process, publications and electronic media adjustments will be adjusted.</p>
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		<p>on these topics.</p> <ol style="list-style-type: none"> 5. Have a formal diversity program online accessible through the intranet, that is visible, valued, and adequately funded. 6. Develop leadership opportunities for staff focusing on fostering Calbright's DEI values. 7. Establish a Community Outreach Advisory Council to involve community-based organizations in the college's recruitment and other equal employment opportunity efforts. Recommended membership could include representatives from local businesses and industry as well as from diverse community groups such as NAACP, MALDEF, LaRaza, Chamber of Commerce, and City Council(s). 8. Ensure that top administrative staff supports diversity objectives and that the diversity and/or equal employment opportunity officer position is maintained as a cabinet or other high-level administrative position. 	
Conduct exit interviews	HR Team	Exit interviews are conducted upon every separation from Calbright employment. In year 1 there will be a review of the exit interview questions to ensure efficacy of information being collected. The information provided during exit interviews will be utilized to determine organizational needs and professional	Exit interviews are conducted by the HR team as part of the off-boarding process. Data collected will be analyzed for EEO concerns. Should an EEO concern arise, the HR team member conducting the Offboarding will contact the VP of HR immediately to share the concern and evaluate a potential solution.



		development opportunities. The data from Exit interviews will be analyzed on a quarterly basis with results being shared with leadership and the EEO advisory committee.	
Professional development, mentoring, support, and leadership opportunities for new employees.	HR Team-Departmental Leaders--Just BE Collaborative -Executive Leadership	<p>Year 1 and Ongoing</p> <p>Provide a series of DEI workshops for faculty/staff. Workshops and training opportunities will be provided on a regular basis under the guidance of the “Just B(<i>Belonging</i>) E(<i>Empowerment</i>) Collaborative”</p> <p>Year 3</p> <p>Explore opportunities to launch a leadership program for employees for career growth opportunities at Calbright</p>	<p>Community in Practice (CIP) - Monthly professional development opportunities facilitated by Just BE which focus on the areas of diversity, equity, inclusion, belonging, and social justice</p> <p>Monthly Lunch and Learns facilitated by Just BE</p> <p>DEI Working groups which convene monthly to focus on problem-solving in key organizational areas in a cross-collaborative manner using equity centered community design</p> <p>Creating asynchronous professional development resources which are accessible campus - wide on Slack.</p>



<p>Timely and thoroughly investigate all harassment & discrimination complaints & take appropriate corrective action in all instances where a violation is found.</p> <p>(53024.1(h))</p>	<p>VP of HR- General Counsel</p>	<p>Board Policy 3900 Speech-Time, Place and Manner http://go.boarddocs.com/ca/cccco/Board.nsf/goto?open&id=BYR3YW0936AD</p> <p>Board Policy 5500 Standards of Learner Conduct http://go.boarddocs.com/ca/cccco/Board.nsf/goto?open&id=BYR6ZB1755E3</p> <p>Board Policy 3430 Prohibition of Harassment http://go.boarddocs.com/ca/cccco/Board.nsf/goto?open&id=C93PRK65E360</p> <p>Board Policy 3400 Diversity, Equity, and Inclusion http://go.boarddocs.com/ca/cccco/Board.nsf/goto?open&id=BYR2Z5007BBB</p> <p>Administrative Procedure 3410 Nondiscrimination http://go.boarddocs.com/ca/cccco/Board.nsf/goto?open&id=C8ZUJ47C3A85</p> <p>Administrative Procedure 3439 Prohibition of Harassment http://go.boarddocs.com/ca/cccco/Board.nsf/goto?open&id=C8ZUNC7CDA4A</p> <p>Board Policy Equal Employment Opportunity http://go.boarddocs.com/ca/cccco/Board.nsf/goto?open&id=BYR32J0107A8</p> <p>Board Policy 7100 Commitment to Equity, Diversity, and Inclusion in Hiring http://go.boarddocs.com/ca/cccco/Board.nsf/goto?open&id=BYRPPN656CF7</p>	<p>Allegations of harassment and discrimination will be handled based on board policy, EdCode, and all applicable laws.</p> <p>Through the use of HR expertise and General counsel oversight, all allegations of harassment and discrimination will be investigated and appropriately handled.</p>
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<p>Survey applicants who decline offers & use the information.</p> <p>(53024.1(p))</p>	<p>HR Team</p>	<p>All finalists receive personal contact with a Human Resources team member at the time of an offer of employment. When applicants decline offers, the Human Resources team member personally acknowledges their response and discusses the reasons for declining. This information is shared with the hiring manager and college leadership and analyzed for patterns and/or equity-related issues.</p>	<p>Applicant denials will be utilized to plan for future position recruitments.</p>
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Ongoing Support for New Hire	HR Team-Supervisors	Year 1 and Ongoing Provide 2, 4, and 6-month check-in opportunities for new hires to meet with supervisors to be provided with feedback on performance and, if needed, strategies for improvement.	HR will monitor timelines, and managers will provide opportunities for checking and feedback. Should a manager complete the task in a timely manner, HR will work with the manager to support the effort and ensure future compliance.
	HR Team-Supervisors	Year 3 Create a formal mentorship program to help with career growth of staff and faculty, focusing on DEI values.. The program will have clear objectives for participants as well as tools and training for all involved.	Usage statistics will be gathered related Additional check-ins will provide participants the opportunity to recommend enhancements or celebrate the successes of the program.



Employee Demographic Data 2022-2023

Race and Ethnicity	Total	%	Total of underrepresented	%
American Indian or Alaska Native	0	0%	0	0.00%
Asian	1	7.14%	1	14.29%
Black or African American	5	35.71%	5	71.43%
Hispanic or Latino	1	7.14%	1	14.29%
Native Hawaiian or Pacific Islander	0	0.00%	0	0.00%
Two or More	0	0.00%	N/A	N/A
White	6	45.71%	N/A	N/A
Decline to State	1	7.14%	N/A	N/A
Faculty Total	14	100.00%	7	N/A
American Indian or Alaska Native	0	0.00%	0	0%
Asian	8	14.29%	8	24.24%
Black or African American	9	16.79%	9	27.27%
Hispanic or Latino	14	25.00%	14	42.42%
Native Hawaiian or Pacific Islander	2	3.57%	2	6.00%
Two or More	1	1.79%	N/A	N/A
White	16	28.57%	N/A	N/A
Decline to State	6	10.71%	N/A	N/A
Classified Total	56	100.00%	33	N/A
American Indian or Alaska Native	0	0.00%	0	0.00%
Asian	13	28.89%	13	28.89%
Black or African American	5	11.11%	5	11.11%
Hispanic or Latino	6	13.33%	6	13.33%
Native Hawaiian or Pacific Islander	0	0.00%	0	0%
Two or More	2	4.44%	N/A	N/A
White	16	35.56%	N/A	N/A
Decline to State	3	6.67%	24	N/A
Management Total	45	100.00%	45	N/A
Total Employees	115	100%		0



Race and Ethnicity - CCC and Civilian Labor Force 2022-2023

Calbright College 2022-2023			California Community Colleges			Civilian Labor Force - CA Statewide 2022		
American Indian / Alaska Native	0	0.00%	American Indian / Alaska Native	517	0.61%	American Indian / Alaska Native	67,969	0.35%
Asian	22	19.13%	Asian	9,760	11.51%	Asian	3,126,452	15.91%
Black/African American	19	16.52%	Black/African American	5,675	6.69%	Black/African American	1,180,313	6.00%
Hispanic/Latino	21	18.26%	Hispanic/Latino	19,778	23.32%	Hispanic/Latino	6,939,142	35.30%
Native Hawaiian / Pacific Islander	2	1.70%	Native Hawaiian / Pacific Islander	451	0.53%	Native Hawaiian / Pacific Islander	78,659	0.40%
two or more	3	2.60%	two or more races	1,381	1.63%	two or more races	514,848	2.62%
White	38	33.04%	White	41,609	49.06%	White	7,749,453	39.42%
Declined to State	10	8.70%	Declined to State	5,640	6.65%	Declined to State	0	0%
Grand Total	115	N/A	Grand Total	84,811	100.00%	Grand Total	19,656,836	100%
Female Employees	70	60.87%	Female Employees	47,165	55.61%	Female Employees	9,532,530	48.49%
Underrepresented Employees	64	55.70%	Underrepresented Employees	37,562	44.29%	Underrepresented Employees	11,907,383	60.58%



Applicant Demographic Data 2022-2023

Race	Gender	Count	Hired Count
American Indian or Alaska Native	Decline to answer	2	0
American Indian or Alaska Native	Female	57	0
American Indian or Alaska Native	Male	31	0
Asian	Decline to answer	6	0
Asian	Female	954	7
Asian	Male	880	4
Black or African American	Decline to answer	2	0
Black or African American	Female	835	6
Black or African American	Male	580	5
Hispanic or Latino	Decline to answer	15	0
Hispanic or Latino	Female	797	9
Hispanic or Latino	Male	460	5
Native Hawaiian or Other Pacific Islander	Female	38	0
Native Hawaiian or Other Pacific Islander	Male	22	0
Two or More Races	Decline to answer	20	1
Two or More Races	Female	460	1
Two or More Races	Male	223	2
White	Decline to answer	31	0
White	Female	1634	13
White	Male	985	9



Community Organizations & Contacts

Association of Latino Professionals for America

(Los Angeles San Francisco San Diego Orange County chapters)
1717 W 6th Street, Suite 410
Austin, Texas 78703
(855) MYALPFA ext. 707
<https://www.alpfa.org/>
info@national.alpfa.org

American Association of Hispanics in Higher Education (AAHHE)

2455 E. Sunrise Boulevard, Suite 816
Fort Lauderdale, FL 33304
Phone Number: 1-800-674-5660
info@aahhe.org
<https://www.aclusocal.org/>

American Civil Liberties Union of Northern California

Shasta-Tehama-Trinity Chapter
777 Cypress Avenue
Redding, CA 96001
<https://www.aclunc.org/>

American Association of University Women

PO Box 994593
Redding, CA 96099-4593
<https://www.aauw.org/>
AAUWReddingBranch@gmail.com

Asian American Women's Alliance

PO Box 2463
Cupertino, CA 95015
(408) 406-7768
Fax: (408) 739-3301
AAWA0607@gmail.com
www.aawalliance.com

Asian Pacific American Labor Alliance (APALA)

815 16th St. NW, 2nd Floor
Washington, DC 20006
202-800-5811
info@apala.org

California Hawaii NAACP

1026 Florin Rd, PMB 331
Sacramento, CA 95838
(916) 498-1898
<https://cahinaacp.org/>
contact@cahinaacp.org

California Department of Rehabilitation

721 Capitol Mall
Sacramento, CA 95814
(916) 324-1313
Toll Free: (800) 952-5544
<https://www.dor.ca.gov/>

California Association of Veteran Service Agencies CAVSA

980 9th Street, 16th Floor
Sacramento, CA 95814
(916) 765-9310
<https://californiaveterans.org/>

California Hispanic Chamber of Commerce

1510 J Street, Suite 110
Sacramento, CA 95814
(916) 444-2221
<https://www.cahcc.com/>
info@cahcc.com

California African American Chamber of Commerce

1215 K Street, Suite 1700
Sacramento, CA 95814
(800) 791-7068
chamber@calaacc.org
<https://calaacc.org/>



Asian Pacific Americans in Higher Education (APAHE)

<http://apahenational.org/>

California Asian Pacific Chamber of Commerce

2331 Alhambra Blvd, Suite 100
Sacramento, CA 95817
(916) 446-7883
<https://www.calasiancc.org/>

Coalition for Black Excellence

204 E 2nd Avenue, #135
San Mateo, CA 94401
(510) 629-0541
<https://cbenonprofit.org/>

Community Catalysts

3750 Convoy Street, Suite 306
San Diego, CA 92111
(858) 292-2020
Toll Free: (888) 344-1237
Fax: (858) 292-2032
<https://adjoin.org/>

Center for Asian Pacific American Women

1750 Montgomery Street
San Francisco, CA 94133
(415) 310-6978
info@apawomen.org
www.apawomen.org

California Rural Legal Fund

2210 K St #201
Sacramento, CA 95816
(916) 446-7904
<http://www.crlaf.org>

Cal Vet

1227 O St
Sacramento, CA 95814
(916) 503-8359
<https://www.calvet.ca.gov/>

Greater Sacramento Urban League

3725 Marysville Blvd.
Sacramento, CA 95838
(916) 286-8600
media@gsul.org
<http://www.gsul.org/>

Inter-Tribal Council of California

Redding Satellite Office
1670 Market Street, Suite 300
Redding, CA 96001
(530) 246-1805
<https://tribalresourcetool.org/vsp/inter-tribal-council-of-california-inc/>

Immigrants Rising

PO Box 411512
San Francisco, CA 94141
<https://immigrantsrising.org/>

Latinas in Technology

(LA, Sacramento, Silicon Valley Chapters)
info@latinasintech.org
<https://latinasintech.org/>

Los Angeles Urban League

4401 Crenshaw Blvd., Suite 201
Los Angeles, CA 90043
(323) 299-9660
<https://laul.org/>

MAES - Latinos in Engineering and Science (Region 1)

2437 Bay Area Blvd., #100
Houston, TX 77058
(281) 557-3677
questions@mymaes.org
<https://mymaes.org/>

National Diversity Council

2401 Fountainview Dr. Ste. 420
Houston, TX 77057
(281) 975-0626
<http://www.nationaldiversitycouncil.org/>



National Community College Hispanic Council (NCCHC)**Leadership Fellows Program**

1 Capitol Mall #320
Sacramento, CA 95814
(916) 231-8970
<https://www.ncchc.com/>

Nextgen Policy

1414 K st.
Sacramento, CA 95814
<https://www.nextgenpolicy.org/>

Southern California Native Chairmen's Association

Native Hire
(760) 440-5030
Pala Indian Reservation
<https://sctca.net/>

Techqueria (LA and SF chapters)

<https://techqueria.org>
hola@techqueria.org

United Ways of California

1107 Fair Oaks Avenue, #12
South Pasadena, CA 91030-3311
(877) 355-8922
info@cahcc.com
<https://www.unitedwaysca.org/>

100 Black Men of the Bay Area, Inc.

1807 Martin Luther King, Jr. Way
Oakland, CA 94612-1348
(510) 763-3661
<https://100blackmenba.org/>

100 Black Men of Los Angeles

4859 West Slauson Ave.
Suite 754
Los Angeles, CA 90056
<https://www.100bmla.net/>

100 Black Men of Sacramento

1618 Alhambra Blvd #160761
Sacramento, CA 95876
(916) 252-6053
admin@100blackmensac.org
<https://www.sacramento365.com/organization/100-black-men-of-sacramento/>

Pacific Asian Conortum in Employmnet

055 Wilshire Blvd., Suite 1475
Los Angeles, CA 90017
Tel: (213) 353-3982

Asian Pacific American Labor Alliance (APALA)

815 16th St. NW, 2nd Floor
Washington, DC 20006
202-800-5811
info@apala.org



