President's Racial Equity & Social Justice Taskforce
Hiring Process Recommendations (May 2021)

Summary of Work
President Barnes convened the Racial Equity & Social Justice Taskforce in August 2020. One priority of the taskforce is improving the hiring process to diversify employee groups. Employees of Color in the CCC system, especially faculty, are disproportionately underrepresented as compared to the diverse student populations that the CCC system serves; this same trend exists at Cuyamaca and within the District. Consequently, an overarching theme of the hiring recommendations is the need to increase the racial and ethnic diversity of College employees.

The Hiring Inquiry Workgroup (composed of faculty, classified, and administrators) was tasked with providing recommendations to the President and campus stakeholders. The Hiring Inquiry workgroup engaged in a process of appreciative inquiry by conducting interviews and engaging in information gathering and assessment during Fall 2020 and Spring 2021. The Hiring Inquiry workgroup drafted recommendations incorporating information from the following sources:
- Interviews with Cuyamaca committees and councils, and Human Resources
- Professional development resources related to hiring
- USC e-convenings and debrief notes
- Current policies and procedures
- Quantitative data of the racial diversity of applicants, hires, and employees

Hiring Recommendations (27)
Local & District-level (4)
- Develop a culture that values and prioritizes diversity
- Integrate racial equity and inclusive language into hiring processes and materials, and translate hiring materials in multiple languages
- Utilize data and assessment in hiring processes, and develop a regular review cycle of hiring processes and policies
- Develop accountability and enforcement mechanisms for hiring processes

Local-level (12)
- Increase the racial and ethnic diversity of College employees
- Establish an equity-minded & anti-racist training program on hiring
- Incorporate diverse students in hiring processes (forum, teaching demo, committee members)
- Develop a part-time hiring process that prioritizes diversifying faculty
- Develop a consistent, transparent process for all reassigned time (RT) position appointments
- Modify hiring prioritization, approval, and scheduling and utilize cluster/cohort hiring models, in order to be competitive and to diversify and retain employees
- Modify search and interview (S&I) committee appointment process to diversify and retain employees
- Modify search and interview (S&I) committee's role in developing the job announcement materials and process, to ensure that diverse and equity-minded applicants advance through the interview process
- Develop local recruitment processes to diversify applicant pools
- Create a pool of equity-minded interview questions and guidance for developing and evaluating interview questions
- Improve campus climate, promote mentorship and community, and modify evaluation processes in order to retain diverse employees
- Develop opportunities and trainings to advance, promote, and retain diverse employees

District-level (11)
- Assess and refine Human Resources infrastructure to advance Board/District equity and diversity goals
- Establish EEO representative positions, train College employees to serve as EEO representatives, and have EEO representatives serve on all screening committees and participate in all steps of the hiring process
- Revise Administrative Procedures (APs) and Board Policies (BPs) related to hiring, employment, and climate to reflect the Board/District's commitments to equity, anti-racism, social justice, and diversity
- Revise and regularly update personnel procedures (PEs) to ensure that diverse and equity-minded applicants advance through the interview process
- Develop a personnel procedure (PE) for interim and substitute position appointments
- Develop a personnel procedure (PE) for administrator position appointments
- Modify District recruitment, posting, and assessment processes
- Assess and modify the equivalency process to make it more transparent and consistent, and less exclusionary
- Modify search and interview (S&I) committee paper screening process to ensure that diverse and equity-minded applicants advance through the interview process
- Modify search and interview (S&I) committee teaching/skills demonstrations and final interview processes to ensure that diverse and equity-minded applicants advance through the interview process
- Explore modifying intra-district transfer process and require district employees to interview in the same way as external candidates

Plan for Participatory Governance Endorsement
President Barnes: May 7th, 2:00-4:00pm
Academic Senate Endorsement: May 13th (information) and May 27th (voting), 2:00-3:45pm
Student Success & Equity Council Endorsement: May 14th, 9:00-11:00am
Cuyamaca College Council: May 25th, 2:30-4:30pm
Classified Senate Endorsement: June 3rd (information/voting), 1:00-2:00pm

Plan to Implement Recommendations
- Student Success & Equity Council
  - Hiring Process recommendations presented to SSEC
    - SSEC prioritizes which recommendations to focus on (Spring 2021)
  - Create workgroups with SSEC membership + RE&SJ taskforce members + additional content experts
    - SSEC Chairs and workgroups begin working on identified priorities (Summer/Fall 2021)
  - SSEC approves workgroup ideas/deliverables
  - SSEC presents workgroup ideas/deliverables to appropriate bodies
    - President
    - Appropriate Committees/Councils
    - Senates & AA
    - District counterparts (GC's Student Success and Equity Committee, etc.)
    - District hiring committee group
    - Chancellor