

Diversity, Equity, and Inclusion Strategy Recommendation

DEI Strategy: [Diversifying Selection Committee Participation](#)
ACHRO Workgroups: [Screening Criteria; Interviews; BPs/APs/Hiring Procedures](#)

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Issue Statement

When screening and interview committees lack diverse perspectives, committees are less likely to prioritize the ability to serve diverse communities as a core requirement for successful job performance; when applicants do not see their characteristics represented by current employees during the selection process, they may perceive the institution is not inclusive and does not value their cultural background

Strategy Proposal

Revise hiring policies and procedures to require selection and interview committees to include representatives from a variety of areas outside the vacant position's immediate work group or discipline

Current Challenges

- Historical discriminatory employment policies have created disparities in representation in many jobs, work groups, departments, and industries; relying primarily on employees currently employed in a work group or discipline to serve on committees prevents diverse participation, for example:
 - Women are perceived to be caretakers, Nursing programs are predominantly female
 - Discrimination based on race and ethnicity has prevented people of color from being hired in management and leadership positions
- Subject matter expertise is overvalued in committee participation and assessing applicants' ability to serve people from diverse communities is undervalued
- Current employee demographics may prevent some Districts from increasing diversity in committee participation based on race, ethnicity, gender, ability status, identity, etc.
- Quotas or specific requirements for participation based on a protected status violate EEO laws and would likely result in negative perceptions and conflict among employees
- Classified staff may not be encouraged or approved to participate in screening and interview committees due to work priorities
- District policies may give unions authority for assigning members of committees
- Getting buy-in from leadership and participatory governance groups
- Change management processes to successfully diversify committees and facilitate effective decision-making
- Budget constraints may limit ability to provide training, compensate employees for time in training, and manage more exhaustive committee participation and inclusion

Strategy Recommendations

Training

- Training for effective participation in screening and interview committees should address the importance of diverse perspectives among committee members; especially perspectives on effective methods of serving diverse student communities
- Training should prioritize the ability to serve diverse communities as an essential qualification for every position, in every committee, and provide tools for screening and interviewing for the ability
- Training should provide tools for engaging diverse perspectives in a collaborative, productive way to ensure committee members are encouraged and empowered to participate fully and diverse perspectives are heard, respected, and included
- Training should be provided to EEO Committee members on how diversity, equity, and inclusion can be prioritized throughout the District's operations, policies, and procedures
- Work with CBOs and Budget Officers to identify and allocate necessary funding for training and development

Technology

- Use available technologies to conduct remote committee meetings and interviews to enable wider participation
- Provide technology resources to committee members to facilitate remote participation where needed (e.g. WiFi hotspots, laptop computer)

Diversifying Committee Membership Requirements

- Working through appropriate participatory processes:
 - Revise committee membership policies to require members outside the immediate workgroup, discipline, department, etc. to be appointed to committees by appropriate authority (e.g. Academic Senate, Classified Senate, Unions, Committee Chairs, etc.)
 - Revise membership policies to require requests for members from specific equity-focused groups: EEO committee members; student equity/success committee members; Faculty/Staff Associations; etc.
- Utilize different screening and interview committee memberships to increase diversity of participation and perspectives throughout the process
- Develop policy for EEO Committee membership to achieve Title 5 (section 53005) goal of diverse membership

Track and Review Committee Diversity

- HR tracks committee participation by race, ethnicity, gender, area representation, etc. and periodically reports on aggregated trends in participation to Board of Trustees and/or Cabinet
- Review committee participation to ensure specific employees from diverse race and ethnicity groups are not overburdened with requests to serve on committees for diversity purposes

EEO and Compliance Considerations and Recommendations

- Selection for and/or assignment to a committee based specifically on race, ethnicity, gender, or another protected status under Title VII, FEHA, Education Code, or Title V would be discriminatory under current EEO law
- A policy or practice requiring specific participation based on race, ethnicity, gender, or any other protected status violates current EEO Law (Title VII, FEHA, Education Code, Title V)
- Selection and assignment criteria based on affiliation with a work unit, discipline, department, committee, or other functional organizational group would not cause a disparate treatment discrimination issue, however, Districts should monitor patterns of participation for adverse impact (employees from specific race, ethnic, gender, etc. statuses denied participation at statistically significant higher rates)
- Stating diverse participation on committees as an objective is not a legal concern; however, references to specific race, ethnic, gender, and other protected statuses may be perceived as quotas or preferences based on protected status and lead to informal or formal complaints of discrimination
- A policy requiring EEO representatives/monitors from outside the hiring department can increase diversity and reduce the impact of departmental biases on decisions

References and Resources