

EEO PLAN COMPONENT 13

DISTRICT AND COLLEGE ACTIVITIES DEMONSTRATING ONGOING COMMITMENT TO EEO/EMPLOYMENT DIVERSITY

IMPLEMENTATION →	Who	What/When	Effectiveness Metrics & Review
PRE-HIRING			
Provide training to employees, students, and trustees.* *This applies if you plan training beyond mandatory training for hiring committees. (53024.1(d))	HR	The District regularly provides relevant EEO training opportunities for trustees and employees. For this 3-year plan, the District intends to train trustees on the Title 5 requirements, this EEO Plan, workforce data analysis, and methods to address underrepresentation every fall during a study session. (23/24, 24/25, 25/26)	Post-training assessment on knowledge gained and training effectiveness Solicitation of feedback from Trustees
Access to Educational Materials, Templates, Guides, Live and OnDemand Training and Member Forums	HR	All Equal Employment Opportunity Advisory Committee members have a membership to the Higher Education Recruitment Consortium's resources, training, templates, guides, and materials to assist with developing recruitment strategies, learning best practices, and sharing resources with other HERC members. (23/24, 24/25, 25/26)	Surveys and Feedback Audit materials accessed and used by EEOAC members through HERC
Access to Educational Materials, Templates, Guides, Live and OnDemand Training and Member Forums	HR	In August 2023, the District finalized a contract for the services of Biddle Consulting Group. The contract provides HR employees and EEOAC members access to Biddle's "BCG Institute" educational materials, templates, guides to adverse impact and statistical significance, and live and on-demand training. (23/24, 24/25, 25/26)	Utilization of materials by HR staff and EEOAC members Requests for feedback on the quality and use of BCG Institute materials
Training for Search Committees and Hiring Managers	HR	Before serving on a search committee or as a hiring manager, employees must participate in a live, two-hour Unconscious Bias training for search committees every three years. At every search committee orientation, the committee will participate in a refresher training on Title 5 regulations, minimizing bias during the process and focusing only on the applicant's job-related qualifications. (23/24, 24/25, 25/26) Year 1 Strategy – 4 th year and beyond, or VRC or Keenan for 4 th year and beyond, classified staff training	Participant evaluation of the training

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Training for Administrators, Supervisors and Managers	HR	The District is a member of LCW’s Bay Area Community College Employment Relations Consortium to provide annual training relevant to pre-hiring, hiring, and post-hiring strategies to support EEO and DEIA programs and goals. 23/24 training - “Hiring the Best While Developing Diversity in the Workforce: Legal Requirements and Best Practices for Screening Committees”	HR survey to participants HR request for participant feedback
Convey in publications and website the District's commitment to diversity & EEO. (53024.1(j))	Board Chancellor Presidents CDO HR	The District and each College prominently display the District's commitment to diversity, equity, inclusion, and access. The publications include the Chancellor’s blog sent to all employees, president reports, relevant Board of Trustees resolutions, all-campus announcements regarding events celebrating the diversity of the colleges, and the strategic planning documents of the District and colleges. (23/24, 24/25, 25/26)	College climate surveys Feedback provided in town halls, forums, speaker series, and events focused on the District's commitment to diversity, equity, inclusion, and access Discussions occurring during weekly meetings of the District’s Anti-racism Council
Providing EEO/diversity enhancement resources and assistance to other districts. (53024.1(m))	Chancellor Presidents Administrators HR	District administrators, faculty, and staff regularly apply and are selected to present at conferences such as the annual meetings of the Association of Chief Human Resources Officers/Equal Employment Officers, the National Conference on Race and Ethnicity in Higher Education conference, and the Association of California Community College Administrators conference. In 22/23 and 23/24, District employees applied for and were supported in their efforts to present at NCORE and ACCCA. June 2023 NCORE presentation, “Why are We Not Talking about Race? Interrogating TESOL Perspectives, Practices, and Policies June 2023 NCORE presentation, “Cultivating Bahay with Kababayan of Care: Creating Home for Filipino/a/x Students.” June 2023 NCORE presentation: “Counseling Philosophy to Proxis: SWAG Framework applied to Promise Scholars, CIPHER and Puente June 2023 NCORE presentation: Blurred and Pixelated: Conceptualizing the Silhouetting of Black Women in the Academy	Program surveys Internet traffic regarding the District and colleges, click-throughs, and comments on websites such as Glassdoor, Instagram, and YouTube Follows and likes on District social media sites and local newspaper sites. LinkedIn profile views and follows Applicant sourcing surveys

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Addressing diversity issues transparently and collaboratively. (53024.1(o))	District and College Administrators	The District regularly holds time and space for panel discussions to assist with conversations regarding its current state of equity and its future aspirations as a District and for each College. The District supports an active Anti-Racism Council recognized by the Board of Trustees as an advisory committee to the Chancellor. The ARC meets weekly, and committee membership includes District administrators, the college presidents, faculty, and staff. Cañada College supports a college-specific Equity and Anti-racism Planning Council that regularly meets to address the DEIA programs, goals, and mission of the College.	Attendance at events Engagement of the audience in discussions during and after the panels Flex-day evaluations
Recurring activities related to improving student access and success—with a nexus to EEO hiring.	Chancellor Presidents Administrators Staff	The District offers a variety of public events focused on student access and success that provide high-profile events to showcase the District’s commitment to equal opportunity for students and the community. Such events include film festivals focused on showcasing thought-provoking cinema and guided conversations, HBCU tabling and on-campus events, the College of San Mateo’s President’s Advocacy Council with community partners and local leaders, grant-supported partnership with San Francisco State University for the support of Asian American and Native American Pacific Islander students, the development and support of specialized learning communities and similar events and activities in support of the District’s social justice commitment.	Internet traffic regarding the District and colleges, click-throughs, and comments on websites such as Glassdoor, Instagram, and YouTube Follows and likes on District social media sites and local newspaper sites. LinkedIn profile views and follows Applicant sourcing surveys
HIRING			
Consistent and ongoing training for hiring committees. (53024.1(c)) *Cross reference Plan Component 8.	HR CDO EEOAC Directors of Equity	Moth and Flame Urban League Experiential Learning A District partnership with Moth and Flame will provide cutting-edge, real-life simulations in a virtual environment, such as search commitment deliberations to learn and practice the skills of identifying potential bias or improper discussions, interrupting bias, redirection, and in-the-moment decision-making to support the elimination of implicit and explicit bias in employment processes. The project will support equitable hiring practices, allyship skills, and how to interrupt bias and be an active bystander. (23/24, 24/25, 25/26)	Program participation Pre- and Post-training skill assessments Regular post-training surveys asking participants to identify when they have put their training into action

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Maintain updated job descriptions and job announcements. (53024.1(f))	HR-hosted	USC Equity Institute Training on Creating Equitable Job Announcements: Understand the foundations of racial equity in higher education and how they relate to job announcements. Lead race-conscious and equity-minded discussions around how job announcements communicate and define merit and fit and how those definitions can lead to equitable or inequitable outcomes in hiring by race and ethnicity. Use inquiry findings to inform changes in job announcements that will bring about racial equity in hiring. Understand and respond to common myths and equity detours related to equity-minded job announcements. Provided to EEOAC members, hiring managers, and HR employees. The District intends to provide the training every two years; the next year will be Year Two: 24/25.	Implementation of training materials by participants Assessment of training participants
Board of trustees receives training on elimination of bias in hiring and employment at least once every election cycle. (53024.1(g))	HR	The District Trustees participate in the Unconscious Bias Training one every election cycle(23/24, 24/25/25/26)	Pre and Post Participant Assessments of the training materials Solicitation of feedback from trustees through post-training surveys
Assess "sensitivity to diversity" of all applicants. (53024.1(l))	HR Search Committee Chairs and members	All applicants will be assessed on their demonstrated sensitivity to and understanding of the diverse academic, socioeconomic, cultural, disability, gender, sexual orientation, and ethnic backgrounds of community college students. The assessment tools will be specific to the position to be filled and may include addressing cultural competencies as part of the paper application, interview questions, testing tools, or reference checks. Employment tests and selection procedures will be validated for the position, job-related, and the tool least likely to create an adverse action among equally effective tools. For example, a written test selection tool may have a disparate impact on non-native English speakers. In 23/24, the District will continue to eliminate written tests for most classified staff positions and continually re-evaluate their use for other classifications. Starting in 23/24 with the evaluation of testing products and resources, the District will contract with a vendor such as the Biddle Consulting Group to access skills selection software, test	Probationary evaluations Selection rates Progress on placement goals

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		development and validation resources that have been vetted as defensible selection tools. (23/24, 24/25, 25/26)	
Maintaining updated curricula, texts, and/or course descriptions. (53024.1(n))	Presidents Vice President of Instruction Faculty Development Units	College of San Mateo created the Redesign for Equity and Accessibility Lab (REAL) faculty fellowship program to engage three faculty cohorts in deep learning around course design, making substantive changes to a course in four key areas and sharing findings with the campus community. (Spring '24, Fall '24, Spring '25) CSM Educational Equity Committee - SEED Committee	Program participation Cohort feedback and surveys Evaluation of course redesign presentations
Procedures for addressing diversity throughout hiring steps and levels	HR EEOAC	Human Resources and the EEOAC continue to develop, train employees, and implement a Search Advocate program by participating in and adopting Oregon State University's Search Advocate program. The OSU program materials are available to be used by other universities and colleges per their use agreement. The goal is to have all HR staff and EEOAC members trained through OSU and re-create the program for every full-time position recruitment in Years Two and Three. (24/25, 25/26) YR 1 – New ATS YR 2 – Anonymous applications Conducting pre application assessments prior to interviews. Applicants would conduct a skills assessment after applying and scores would be posted to the ATS in order to track their skills prior to employment. Skillsurvey, standardizes the reference check process and ensures all applicants have a similar reference within the same classification. Evaluated appropriately while going through the hiring process.	Progress on placement goals Pre- and Post-training assessments Search committee feedback Assessment and feedback of training implementation by Search Advocates

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Recruitment efforts and strategies such as: • Use of demographic data • Job Fairs • CCC Registry • Relationships with external organizations & colleges	HR	The District regularly participates in job fairs and provides employment information at relevant conferences and events. In 23/24 to date, the District participated in the HireUC Alumni event in San Jose, CA, and will continue to focus on live, regional events in the greater Bay Area. (23/24, 24/25, 25/26) All District positions are posted on the CCC Registry. The is a member of the Higher Education Recruitment Consortium, the Colleges and University Professional Association for Human Resources, the Association of Chief Human Resource Officers and EEO Officers, and the Community College League of California. (23/24, 24/25, 25/26)	Track applicant sourcing data Progress on placement goals Internet traffic regarding the District and colleges, click-throughs, and comments on websites such as Glassdoor, Instagram, and YouTube
POST-HIRING			
Conduct campus climate surveys & use this information. (53024.1(a))	Presidents Directors of Institutional Research	The College of San Mateo conducts workplace climate surveys through ModernThink every two years and has developed a five-year plan focusing on ten development areas, including diversity, inclusion, and belonging. The surveys focuses on the College's diversity, equity, and anti-racism efforts. In response to the last survey, the College hired an Ombudsperson for student issues related to equity and inclusion. Cañada College and Skyline College regularly conduct workplace climate surveys that assess faculty and staff equity, inclusion, and belonging. Each College has a regular cycle of climate surveys that will continue during this plan and will be used to provide information and data to the Chancellor, CDO, EEOAC, Directors of Equity, HR, and the District community. Year 3 – campus climate survey	Climate survey data Employee participation rate Progress on placement goals Tracking number of EEO and DHR complaints for any trends
Conduct exit interviews & use this information. (53024.1(b))	HR	As part of offboarding, the District invites separating employees to complete a confidential exit survey and maintains the data to explain why employees leave the District.	Review survey participation rate During offboarding with HR, ask employees if they intend to complete the survey, and if not, why. Increase in survey participation rate

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		In 2023/24, the District will implement a more detailed exit survey tool and include a workflow process to include sending the survey request post-separation to increase the survey completion rate. (23/24, 24/25, 25/26)	Tracking reasons for separation for trends
Professional development, mentoring, support, and leadership opportunities for new employees. (53024.1(e))	Chancellor Administrators CDO Directors of Equity HR	The District provides ongoing professional development for administrators, faculty, and staff through a variety of resources: Professional Development Academy Workshops that include a Leading Teams series and a Leadership Development series Flex day events focused on promoting equity, such as reading and discussing relevant books and materials with local authors, On an annual basis, trustees, administrators, faculty, and staff are provided the opportunity to attend a 3-day professional development program offered in partnership with the Museum of Tolerance for their “Tools for Tolerance” educational program. On an annual basis, the District supports a cohort of administrators, faculty, and staff attendance at the National Conference on Race and Ethnicity in Higher Education. A half day program on “DEIA, Evaluation and Title 5” Skyline College Lunch and Learn series – a set of professional learning opportunities for students, staff, and faculty covering equity-focused topics about personal and professional engagements/interactions with others, including cultural wealth, professional civility, microaggressions, and related issues. College speaker events include Skyline's Global Spectrum of Racial Equity and Social Justice Series and Canada College’s Latinx Heritage Month Speaker Series. (23/24, 24/25, 25/26)	Evaluations Debriefing after professional development events Post-event surveys Retention of new employees
Timely and thoroughly investigate all harassment & discrimination complaints & take appropriate corrective action in all instances where a violation is found. (53024.1(h))	HR	HR provides access to information and complaint reporting forms are “one click” away from the Human Resource Department's landing page. Access to information to report gender-based discrimination or harassment (including an EEO complaint based on gender) is “one click” away on any District or college website through the website footer.	Annual reviews of EEO and D/H/R complaints and resolution Trends of the types of complaints filed Feedback from the District Anti-Racism Council

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Describe strategies developed to address any adverse impact identified in the process of carrying out the requirements of Component 10 of the EEO Plan.	HR	The District has retained the services of Biddle Consulting Group to assist the District in developing annual placement goals based on analyzing the District's applicant and employee data. The Biddle Consulting Group will meet with the EEOAC and be available to the Board of Trustees to assist in interpreting the District's EEO Plan data, underrepresentation, placement goals, and recommended strategies. The Biddle Consulting Group is available to provide its expertise to address any adverse impact of the District's employment practices. (23/24, 24/25, 25/26) No interims or acting for positions with a placement goal! b/c population demographics changing faster than turnover rate and current demographics Prioritize additional funding for marketing, for 2nd level interviews provide travel funds,	Feedback from the Board of Trustees, Chancellor, EEOAC, and Anti-Racism Council regarding Biddle's reports, dashboards, data analysis, and related materials. Use of Biddle's materials in developing new EEO programs or modifying this EEO plan based on Biddle's data analysis. Progress in Years Two and Three on placement goals
Describe strategies developed to address any underrepresentation identified in the process of carrying out the requirements of Components 11 & 12 of the EEO Plan.	HR	The District has retained the services of Biddle Consulting Group to assist the District in developing annual placement goals based on analyzing the District's applicant and employee data. The Biddle Consulting Group will meet with the EEOAC and be available to the Board of Trustees to assist in interpreting the District's EEO Plan data, underrepresentation, placement goals, and recommended strategies.	Feedback from the Board of Trustees, Chancellor, EEOAC, and Anti-Racism Council regarding Biddle's reports, dashboards, data analysis, and related materials. Use of Biddle's materials in developing new EEO programs or modifying this EEO plan based on Biddle's data analysis. Progress in Years Two and Three on placement goals
District resources dedicated to the support and retention of underrepresented groups	Chancellor CDO/Ombud HR	In June 2023, the District created the first District Chief Diversity Officer/Ombuds office to provide expertise and resources for the continuous development of District and College practices that intentionally address inclusion, engagement, and a working and educational environment that creates a sense of belonging for all employees and the communities served by the District. ERGs - District site highlights ERG process - Two ERGs at Cañada (Colegas & BLACK @ Cañ) - Cañ - January District Flex Day ERG activities	Utilization of Ombud's services Post-event surveys Climate surveys District Anti-Racism Council feedback

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		• C. Collins suggests Districtwide Flex Day ERG activity • (evaluate ERGs) ○ Funding? ○ Benefit? ○ Look into complexity of ERGs ○ Look at other institutions	
College resources dedicated to the professional development and support of a diverse and inclusive college community	Chancellor Presidents Administrators HR	Each College employs a full-time Director of Equity with essential job duties that include providing professional development opportunities for faculty and staff that support diversity, equity, and social justice. The Directors provide leadership to foster a supportive and inclusive environment for all students, faculty, staff, and administrators through programming, training, mentoring, and advocacy. Faculty Professional Development Fund - Classified Professional Development Funds CCCCE	Utilization of the Director's services Attendance at events hosted by the Directors Post-event surveys Climate surveys