Recommendation #6 - Strategic Hiring Plan

“Strategic Hiring Plan In order to meet the standard, the team recommends that the college develop and implement a strategic hiring plan which analyzes demographic data to address employee equity and diversity. (IIIA.4.b)”

College Response to the Recommendation

College of the Redwoods has developed and implemented a strategic hiring plan (titled: Strategic Equity in Hiring Plan) that demonstrates through its practices and policies an appropriate understanding and concern for issues of equity and diversity (Standard IIIA.4). The plan was developed using demographic data supplied and interpreted by the Director of Institutional Research and in accordance with state regulation and college policy. The plan (link to pdf of SEHP) requires a regular assessment of the College record of employment equity and diversity and it ties to the College’s mission, strategic plan, and student equity plan (Standard IIIA.4.b). The plan includes specific actions (in accordance with the Chancellor’s Model Equal Employment Opportunity Plan) that support a campus climate supportive of diverse personnel (IIIA.4.a).

The plan contains four main elements: 1) an annual practice of assessing the college record in employment equity and diversity, 2) annual implementation of actions taken to increase employment of underrepresented groups, particularly those groups with lower representation of employment at the College than in the service area, 3) annual review of the actions (second element) to determine the effectiveness of the actions, and 4) annual reporting of the data, process, and results to the Board of Trustees and an annual review and updating of the Strategic Equity in Hiring Plan and its processes.

The initial analysis of demographic data shows that several monitored groups are underrepresented with respect to one or more job categories (evidence contained in the plan). In response, the Strategic Equity in Hiring Plan lists employment goals to be achieved in a reasonable period of time (three years as defined in Title V) and corresponding actions implemented this academic year (2012-2013). An additional list of actions will be evaluated to determine timelines, budget implications, and responsible parties. The Director of Human Resources and appropriate Human Resources staff will evaluate these actions in consultation with appropriate college entities to determine if, and how each can be implemented. The resulting analysis will be used to propose the following year’s list of initiatives.

Sustainability

In order to maintain adherence to this strategic hiring plan, the following actions will be conducted by the identified parties on an ongoing basis.
1. Each Fall Semester [or semester/season as listed in the SEHP] the Human Resources Director (or designee) will work with the Director of Institutional Research (or designee) to provide a survey of the demographic data for the previous academic year.

2. Upon receipt of the institutional research data, the Director of Human Resources (or designee) will consult with the President and cabinet about the annual Strategic Equity in Hiring Plan initiatives for the following year. A proposal of actions will be presented to the College’s Multicultural and Diversity Committee for comment and input (within two regular meetings), and final approval will be made by College Council. This proposal will be completed by the end of the Fall term each year.

3. The Director of Human Resources will track the annual initiatives and report to the Board of Trustees about the effectiveness of the initiatives and any required changes. This annual reporting will incorporate an assessment of the three-year period as the reasonable period of time required to affect change (as defined in Title V). Annual reporting on the Strategic Equity in Hiring Plan initiatives as well as demographic data will be included on the Board of Trustees Calendar for a Spring meeting [or timeline of the SEHP].

4. The effectiveness of the Strategic Equity in Hiring Plan processes will be evaluated by the Director of Human Resources and reported at the Annual Planning Summit. The Institutional Effectiveness Committee will evaluate the report on the Strategic Equity in Hiring Plan processes, and any recommended changes to the processes will be reported in the year-end institutional effectiveness report. The Director of Human Resources will incorporate these recommendations into an update of the Strategic Equity in Hiring Plan initiatives and the updated Strategic Equity in Hiring Plan will then be submitted to the MDC and Cabinet for comment and input and College Council for approval.

Conclusion

The College has developed and implemented a strategic hiring plan which requires annual analysis of demographic data and annual actions addressing employee equity and diversity. The plan demonstrates through policies and practices an appropriate understanding of and concern for issues of equity and diversity (IIIA.4) and it requires regular assessment of the College’s record in employment equity and diversity consistent with its mission (IIIA.4.b). The plan is aligned with both the College Strategic Plan and the College Student Equity Plan. In addition, it complies with the requirements of Title V and California Educational Code.